



# **Commissioner for Public Appointments**

**Annual Report**  
**2018/19**



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## Summary of 2018/19

**972** new appointments

↑ from 950 in 2017/18

**872** reappointments

↓ from 932 in 2017/18



**13%** of new appointments were made to people from a BAME<sup>1</sup> background

<sup>1</sup> Black, Asian and Minority Ethnic

(compared with 10% in 2017/18 and 2016/17)

**6%** of new appointments were made to individuals declaring a disability

(compared with 7% in 2017/18 and 6% in 2016/17)



**45%** of new appointments and reappointments were made to women

(compared with 48% in 2017/18 and 46% in 2016/17)

**72%** of appointments and reappointments were made to people living outside London or the South East



**44%** of new appointments were made to people aged under 55

**73%** of new appointees did not hold an additional appointment

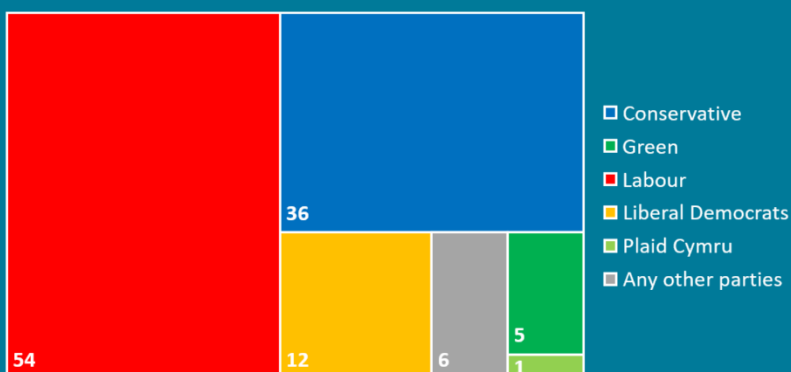
(compared with 72% in 2017/18)



**9%** of appointments and reappointments made to people that declared significant political activity

(compared with 10% in 2017/18)

Declared party affiliation of appointees and reappointees



**41** agreed appointments made without competition

(compared with 26 in 2017/18)



On average, the Commissioner responded within **2** working days

**19** compliance audit visits completed



**11** blogs **2** filmed interviews  
**9** events attended

**4** complaints considered  
**1** complaint upheld

**5** breaches of the Code identified



## Commissioner's Foreword

The 2018/19 reporting year was my third as Commissioner and the first without a national referendum or general election and the associated purdah periods and interruptions. As such, it has been possible to make a fuller assessment of how the Governance Code introduced in January 2017 is working. My overall verdict is generally positive, though with some caveats about implementation and practice, and warnings about the dangers of complacency.



However, these caveats matter. Three areas in particular need attention from ministers and departments. First, the failure to complete the appointments process within the desired period of three months in more than half the competitions. Candidates deserve better. Second, a continuing low level of appointments to chair positions made to women, those from Black and minority ethnic backgrounds and those declaring a disability. Questions must be asked why the highest tiers of leadership in public bodies still remain so closed. Third, the need for a review of payments to non-executive members of boards to secure greater diversity. Remuneration for public appointments currently follows no pattern or logic but it has the potential to grow the pool of potential candidates. At present, there is a bias towards older candidates who are able to look for part-time or unremunerated roles because of other incomes, notably pensions.

### Compliance and Audits

My observations on these three points are informed by OCPA's new audit process, the main feature of our 2018/19 compliance work. The OCPA team organised in-house audit visits to each department making appointments to the boards of public bodies. This compliance exercise, discussed in more detail later in the report, was based on a co-operative spirit of working with departments to improve their appointments processes in accordance with the Code. There was a general positive response from Permanent Secretaries. I hope to see year-on-year improvement as teams build their expertise. Further information on the Compliance visits can be found on page 18.

The performance varied, depending, in part, on the experience of the appointments teams within departments. The main problems identified were a failure to keep adequate records on competitions; a still patchy implementation of due diligence on candidates to inform advisory assessment panels and ministers; and, in particular, weaknesses in succession planning. The latter is a widespread failing with the result that, too often, departments face a batch of foreseeable vacancies and consider extensions; or consult on reappointments beyond the recommended two terms, or ten years, to ensure continuity. Some of these difficulties could be avoided by earlier discussions between ministers, departments and public bodies on the timing of appointments and reappointments, and my team is always able to offer guidance to departments to help prevent these issues.

This compliance exercise led to my first thematic review - published after the end of the reporting year but covering data from 2018/19. This was about the aspiration in the Governance Code for no more than three months between the closing to applications for a post and the announcement of the new appointment. My concern was that over half of competitions fail to be completed in this time with the main delays occurring after the interview stage. I am pressing Permanent Secretaries to improve performance here. These long delays are unfair to candidates who are sometimes uncertain what is happening, and discourage them from applying again, especially those from currently under-represented groups. I do, however, accept the case for a limited relaxation of the aspiration, the

details of which are in the Thematic Review, and later on in this report. OCPA will revisit the issue of timeliness in light of any forthcoming decisions from the Cabinet Office to relax the aspiration as I have recommended.

## **Political Activity**

The appointment of individuals with links to political parties can be a source of much misunderstanding. In fact, the overall numbers declaring significant political activity who are appointed remains low, at under 10 per cent. It is perfectly consistent with the Code for ministers to appoint those who are or have been politically active, provided this is declared and they have been assessed in the same way as all other candidates. That is, they have been found appointable by an interview panel, including an independent member. It is a question of balance between merit and ministerial preference. Data on candidates' political activity is contained in tables at the end of this report.

## **Diversity**

The message on diversity in public appointments is mixed, though still much better than in the leadership of the private sector<sup>1</sup>. While there was continued progress in the percentage of women being appointed, there was a sharp, and so far unexplained, fall in the number being reappointed, to leave the overall proportion of women appointees at the lowest level for five years. We will be investigating the reappointment drop. Nonetheless, the proportion of female candidates increased at each stage of a competition and more women were shortlisted for interview and appointed after interview than male applicants. There is still much more to be done to increase the number of female chairs of boards and, while public bodies are making greater efforts, the change has been too slow.

There has, however, been welcome progress in the appointment of Black, Asian and Minority Ethnic (BAME) candidates, with a higher proportion of applicants from these backgrounds, and more progressing from interview to appointment. The result is by far the highest ever proportion of appointments and reappointments made to people from BAME backgrounds, at 11.9 per cent, compared with 7 per cent at the start of the decade.

For candidates declaring disabilities, the story is less positive with a slight decrease in the number of appointments and reappointments being made. As with previous years, the proportion of candidates declaring a disability progressing from shortlist and interview to appointment was lower than those declaring no disability.

The failure to translate increased representation of women, BAME and candidates declaring disabilities at board level into a higher number of chairs from these backgrounds is worrying, and requires urgent attention from departments and public bodies. Less than a third of newly appointed Chairs were women, and only 2.9 per cent were from a BAME background or declared a disability.

The underlying objective here for departments is not just achieving some pre-set target for specific protected characteristics but to make boards more effective and responsive through diverse appointments. Well-functioning boards should reflect the community they serve. The broader life experience of many currently under-represented groups gives them much to contribute to the successful functioning on the boards of public bodies.

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<sup>1</sup> Financial Reporting Council - 'Board Diversity Reporting' September 2019  
<https://www.frc.org.uk/getattachment/62202e7d-064c-4026-bd19-f9ac9591fe19/Board-Diversity-Reporting-September-2018.pdf>

## **Opening up Public Appointments to disabled people**

The main development of the year for diversity was the welcome report in December 2018 by Lord Holmes of Richmond into why more people with disabilities were not applying for non-executive roles on public bodies or being appointed. The OCPA team and myself worked closely with the Holmes review which was wide-ranging in its approach. Its recommendations apply to under-represented groups generally rather than just those with disabilities. The main thrust was along the lines I have advocated - the need for a much broader search for talent amongst groups which do not know about public appointments and do not know where to look. This requires a much more active promotion of role models about people from all backgrounds which we have started to do on my website. Application processes need to be opened up to be less off-putting with more people from diverse backgrounds on interview panels. Assessment methods need to be re-examined. The Code's principles of fairness and merit need not be a bar to innovation.

The Cabinet Office responded with a revised Diversity Action Plan in late June 2019. I welcomed the thrust of the Government's proposals, notably raising the profile of diversity by including it in single departmental plans and making it part of the annual appraisal of Permanent Secretaries. Moreover, following a workshop I hosted in February 2019 on mentoring potential applicants to give them more understanding of how boards work, I am pleased that the Cabinet Office has started work with my team and the Public Chairs Forum to develop a pilot mentoring scheme. This follows the initial success of the voluntary Boardroom Apprentice scheme with public bodies and charities in Northern Ireland - which featured at the workshop along with speakers from the Black on Board project and NHS Improvement's NExT Director Scheme and Aspirant Chair programme.

Several of the main issues raised by Lord Holmes were about the absence of reliable data and the accessibility of the application system - to which the Cabinet Office has responded. As I have argued before, there is a strong case for making the diversity questionnaire accompanying online applications compulsory - but with the inclusion of a 'prefer not to say' category for applicants who do not wish to declare their protected characteristics. My team is working with the Cabinet Office to develop an accessible diversity monitoring form, which aims to encourage applicants to complete by explaining why a better quality of data is essential if we are publicly to effectively track progress on diversity.

Lord Holmes' review also touches on the issue of remuneration and its impact on the attraction of diverse candidates. His review called for the Government to consider the interaction between remuneration and benefits payments. The limited remuneration for some roles may also discourage younger people, those who do not have full-time salaried jobs, or who are from disadvantaged groups, for whom a public appointment cannot make financial sense. I am interested in exploring this issue further, in order to better understand how we can increase the diversity of those applying to public appointments.

## **The Office of the Commissioner for Public Appointments (OCPA)**

I have maintained contact with my Scottish and Northern Ireland opposite numbers, who are responsible for regulating the high proportion of appointments which are made by the devolved administrations within their boundaries. Despite considerable constitutional, administrative and political differences within the UK, I have learnt a lot from both, in the annual tripartite meetings held each spring (in March in Edinburgh) and from other contacts, notably on their achievements in increasing diversity. The OCPA team remains responsible for regulating appointments made by the Welsh Government, with whom we have close contacts including a meeting in London on 1 May 2019, with Dame Shan Morgan, the Permanent Secretary.



I would like to thank the officials which work with me, notably Peter Lawrence, a shrewd adviser as chief executive, and the dedicated public appointments team led energetically and forcefully by Jennifer Smith as Principal Policy Adviser since January 2018. At the time of writing, she will be moving on to another role in the Civil Service Commission and she has my thanks for her support over twenty months. She will be succeeded by Gabrielle Bourke, who was involved in producing this report. Phil Hodges is the other member of the team who led on our first Thematic Review, handles the flow of case work and looks after data collection and analysis. Maggie O'Boyle provides media and communications advice to OCPA, as she has done so well for many years.

The uncertainties over Brexit have so far had little direct impact though there have been discussions about rolling over and extending some appointments in response to shifts of staff within departments. It is important that the basic principles of appointment on merit by competition, especially of chairs, are not undermined. My hope is that the understandable concentration on Brexit will not undermine the commitment and drive towards broadening the range of candidates for public appointments.

I am finishing this report after the change of Prime Minister and the consequent substantial reshuffle in which Simon Hart MP has become the new Minister for Implementation with responsibility, amongst many other issues, for public appointments. He succeeded Oliver Dowden MP with whom I had a good working relationship, as I did with Mr Dowden's two predecessors. Changes in ministers obviously have costs as newcomers take time to become familiar with the brief. Reassuringly, so far, there has been continuity in the thrust of policy, especially on diversity.

A handwritten signature in black ink, reading 'PJR Riddell' with a stylized flourish at the end.

**Commissioner for Public Appointments**  
October 2019

## The role of the Commissioner

The role of the Commissioner is established by the **Order in Council**, which also includes a schedule of the bodies that he regulates. The Order, reviewed and refreshed by the Cabinet Office from time to time to take into account newly formed bodies or bodies which have ceased to exist, was last published in April 2019. The Order in Council also provides the Minister for the Cabinet Office with the duty to publish **The Governance Code**, which sets out the principles that underpin the process of making a public appointment. The Commissioner's statutory activities include **conducting audits, holding investigations, considering complaints and acting as an advocate for diversity**. In 2018/19, the Commissioner for Public Appointments regulated appointments to **340 public bodies**.

### An advocate for diversity

The Governance Code provides the Commissioner with the role as an **advocate for diversity**. In practice, this means that the Commissioner examines diversity data to identify trends; and actively encourages departments and public bodies to seek a wide and diverse field of candidates, with the appropriate levels of skills and potential for ministerial choice. This is done as part of a compliance visit, where departments will be provided with a breakdown of the diversity of the new appointees and reappointments. It is also provided in aggregate form as part of the Commissioner's annual report.

The Commissioner maintains that boards of public bodies are strengthened by being representative of the communities they serve. A closer examination of diversity strategies will take place in the next round of audit visits.



*Valuing Diversity: An interview with Carly Jones MBE, available on the OCPA website*

The report by Lord Holmes into public appointments given to candidates declaring a disability was published in December 2018. The Commissioner welcomed the commission of the report, by Oliver Dowden, Minister for Implementation, and the findings. Lord Holmes ran a series of workshops across

the country with a range of stakeholders, including those who had applied for an appointment, and those that had been appointed. The report highlighted a number of areas of concern in relation to disability, along with a number of recommendations. The Commissioner has been working to support and progress these recommendations.

The first, on the quality of data, is essential to fully understand the current rates of appointments made to disabled people, and can be applied more generally to other under-represented groups. The rate of return for diversity monitoring forms is 90.3 per cent, which includes instances where individuals have selected the 'prefer not to say' option, and therefore is not a complete picture. This presents some issues in OCPA's ability to drill down and ascertain whether public appointments are attracting, selecting and retaining individuals from under-represented groups.

The Lord Holmes review found that there was an inconsistency with departments in providing a diversity monitoring form to candidates, and whilst some were proactive in encouraging candidates to complete them, others did not stress or explain the relevance of this data. In two cases audited, the Commissioner found that when competitions were managed by headhunters, the diversity information was not collected in the correct format, and in one case, not at all, and so the data produced did not capture all competitions.

"Boards of public bodies are strengthened by being representative of the communities they serve."

**Rt Hon Peter Riddell CBE**  
Commissioner for Public  
Appointments

One way in which to tackle this is to make the completion of the monitoring form mandatory, a stage that the candidate must complete as part of the application process, with the caveat that there is a 'prefer not to say' option, so that candidates can choose whether they want to disclose diversity information. A mandatory form is more likely to capture a greater level of detail, and provide a more accurate picture for diversity amongst public appointees. It may well be that there is cause to celebrate. The Commissioner has raised amending current policy with ministers and the Cabinet Office. A number of trials are being conducted by departments this year, to either mandate diversity information or to encourage completion and the Commissioner looks forward to considering the results in the following reporting year.

The Lord Holmes Review found some candidates believed that disclosing their disability would affect the chances of being selected for interview; and did not understand how the information would be used. The Commissioner has also found, through discussions with public appointees and complainants, that confidence in the application process was not high. Candidates felt that the outcome of some competitions were a foregone conclusion, rather than an appointment made in a transparent way, and on merit. They believed that disclosing a disability or ethnicity would be viewed negatively. The Commissioner is encouraging departments to think about the language used in application packs, to encourage applications from a wider field.

Another issue raised by the Lord Holmes review was the inconsistent use of the Guaranteed Interview Scheme (GIS), which has now been replaced by the Disability Confident scheme, aimed at creating a

level playing field for candidates declaring disability. Not all departments offered the GIS scheme, and when they did, there was a mixed understanding of how the 'minimum criteria' should be applied, to qualify a disabled person for an interview. The policy is owned by DWP, and the Commissioner found that the public appointments team there had a robust process in place which agreed what the minimum standard would be in relation to a role, in advance of receiving and reviewing any application forms and supporting statements. Those candidates wishing to be considered under the scheme are assessed in relation to the minimum standard acceptable for the role, and then provided with the opportunity to be interviewed along with the candidates at the top of the merit list. It is clear that they must have reached the minimum standard, and for those that didn't, useful and comprehensive feedback is provided. In the next round of compliance visits, OCPA will be reviewing departments approach to using the scheme to secure positive and fair results.

Developing an effective attraction strategy - one that is aimed at reaching out to a wider pool of applicants - is a challenge for some public appointments teams because of a lack of available budget. With the exception of the campaigns run for some of the bigger public bodies with a large, statutory remit, there is no budget for advertising. Departments rely on the Cabinet Office Public Appointments website, and then find their own networks in which to circulate vacancies without incurring cost. Whilst this can work, there seems to be no overall guidance or strategy for all departments to follow, and again departments are working in different ways. In January OCPA requested a list of networks from departments, with a view to approaching them and devising a way in which public appointments vacancies could be shared in a coordinated way. In discussion with the Cabinet Office, prior to the Diversity Action Plan, OCPA was asked to pass this information over and we await an update on how it will be used to reach out to a wider field.

## Mentoring

Another recommendation raised in the Lord Holmes review was the introduction of shadowing and mentoring schemes to develop and nurture talent, something which the Commissioner was keen to support. In February 2018, the Commissioner held an event with the Public Chairs Forum (PCF) to discuss the concept, principles and benefits of mentoring. The workshop received a positive response from members of the PCF, with many members showing interest in mentoring, and sharing their own experiences of providing mentoring.

"Really insightful to see how other organisations are engaging with wider audiences getting people onto boards."

"Encouraging to see a group of Chairs who want to make things better and change diversity on our Boards."

"I think mentoring is something that should be considered... across government"

"Really helpful to hear from all three organisations, their experience is all relevant."

Three examples of mentoring schemes were used. The NExT Director scheme and the Aspirant Chair programme, run by NHSI, Black on Boards, run by Olmec and Boardroom Apprentice, run in Northern Ireland.



*The Commissioner addresses members of the Public Chairs' Forum during the 'Shaping the boards of tomorrow' event hosted at Admiralty House*

All three schemes were selected as they aim to address the lack of diversity on Boards by offering to mentor potential candidates from under-represented groups. The NHSI schemes only accept candidates from a BAME background, with a declared disability or women. At the time of the workshop, 64 board placements had been made. The Aspirant Chair programme was in its pilot phase, coaching 33 existing NEDs by matching them with mentors. Since the workshop, one of the Aspirant Chair candidates, Cathy Elliott, has become Chair Designate of Bradford District Care NHS Foundation Trust.

"I am sure that this will be a mutually beneficial experience as our Board will benefit greatly from the much-increased diverse views and insight, while we help develop people hopefully towards future Board and governance positions."

**Dr Gillian Fairfield, DBS Chair**

Black on Boards, though not involved in public appointments, was chosen as a case study as it only selects candidates from a BAME background. The scheme is orchestrated by Olmec, which works with housing associations and selects candidates through an assessment and interview process. Thus far,

78 people had been successful in gaining positions as school governors or on NHS boards. The Disclosure and Barring Service has also begun a mentoring programme with candidates from Black on Boards following the OCPA mentoring event. Candidates will observe and participate in Board meetings as well as receiving personal mentoring from the DBS Chair.

The Boardroom Apprentice scheme worked with 18 boards in Northern Ireland to develop a scheme. The majority of applications were from women, and notably some younger people had taken part in the scheme. 60 applicants were eventually selected to go through a rigorous programme of mentoring.

## Benefits of mentoring schemes for boards

- Having greater diversity of thought
- Building a pool of future appointees, aiding succession planning
- Promoting the role of public bodies to a wider audience
- Encouraging organisational development and innovation
- Securing talent, not losing it
- Gaining a different perspective by attracting new and different experience and backgrounds
- Having the opportunity to collaborate and partner with other public bodies running similar schemes

These schemes do not guarantee those who take part a position on a board. They do however aim to provide candidates with board level exposure, a better idea of what to expect from board involvement and the skills to go on to make applications. Essentially, they build and strengthen the pipeline for those willing and able to take part in public life at a strategic level. Since the workshop, some Chairs have started working with their sponsor departments to look for potential candidates. OCPA has also started working with the Cabinet Office and PCF to scope a pilot mentoring scheme to be launched next year.

## Thematic reviews

### Three month aspiration

“In general, the public appointments process is too slow and complex. This can discourage applicants from both applying to and remaining within a given application round.”

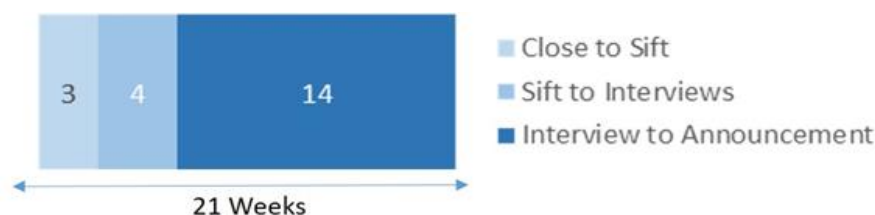
**PCF Member**

There is a deliberate aim within all departments to conclude a competition within three months from the closing date for applications and thus meet the aspiration in the Governance Code. OCPA's remit includes undertaking a thematic review of any aspect of public appointments and in early 2019 began research into department's performance on the three month aspiration. This included data collection on the time taken for each stage of a public appointment, and a survey of departments to assess their



own capabilities to achieve the aspiration, and what makes it challenging. The research was published as the first thematic review in July 2019. OCPA found less than half of the appointments actually achieve this aim, and a number of different factors contribute to the delays happening at each stage of the process.

**Average timeline for appointment processes in April to February in 2018/19**



The Commissioner recommended, on the back of this research, that the three month aspiration remain as an aspiration rather than a target, and making the 'end' measuring point of the process to when the candidates are informed, rather than when the announcement is made. The report also outlines practical steps that the Commissioner recommends to departments to meet the aspiration, such as the timing of due diligence, informing candidates of the progress of campaigns, transparency for the public and the organisation of panel members' involvement. At the time of writing, the Cabinet Office is still considering the Commissioner's recommendation on the change to the measurement of the aspiration, which has been welcomed by Departments.

## Investigations

The Order in Council provides the Commissioner with permission to '[conduct an investigation into the procedures and practices followed by an appointing authority in relation to any public appointment whether in response to a complaint or otherwise](#)'. In practice the Commissioner has used this permission to further consider any issues which have been brought to his attention either by negative publicity or concerns raised by MPs, the press or members of the public. Last year, two investigations were held, and details are published on the OCPA website. This year, however, the Commissioner did not feel it necessary to launch an investigation into any appointments.

The Commissioner has concluded that this is a positive result for the overall assessment of public appointments. Departments are seeking advice from the Commissioner's office, at early stages in the way in which campaigns are run. Any possible contentious issues are therefore resolved at an early stage, by seeking advice rather than being played out publicly, after appointments are made. The Commissioner will take the same approach in the forthcoming year, encouraging departments to discuss issues around appointments, as well as an open dialogue with the Cabinet Office Public Appointments Policy team. He will of course also reserve his statutory right to conduct an investigation in cases where he believes that the principles in the Governance Code have not been upheld.

## Due Diligence

... Commissioner for Public Appointments, Rt Hon Peter Riddell, should continue to remind appointment boards of the need to consider conflicts of interest more explicitly. The Government and the Commissioner should ensure that any reformed appointment process includes a consideration of potential conflicts of interest and the mitigation thereof.

**‘Better Public Appointments, A Review of the Public Appointments Process’  
Sir Gerry Grimstone, 2016**

The Grimstone review on Public Appointments raised conflicts of interests as an issue, at the very start of creating a new, less prescriptive process for Public Appointments with greater ministerial involvement. Over time, this has developed into more than just a perceived conflict that an individual may have with a particular body, but into suitability for the role and support for the Government’s policies and agenda. But this should not mean blanket conformity on policies which are outside the scope of the public body concerned.

Last year, the Commissioner raised the issue of due diligence after the investigation into the Office for Students. Due diligence has become a routine part of the appointment process for the majority of departments. The Public Appointments Policy Team in the Cabinet Office provided departments with some initial guidance, and some departments have expanded that and have distilled this into standard procedure. OCPA’s audit visits showed that for the most part, departments seem to have tackled this in a proportionate way - although some residual confusion remains over what can be considered as proportionate - following up on anything which may seem controversial with candidates at interview, and providing balanced advice to Ministers. The Commissioner is not informed about the due diligence requested by either the Cabinet Office or by No 10, in relation to some individuals, but he understands that this process can cause a delay in supplying the right level of advice to ministers in the first instance and then dealing with subsequent questions.

“Due diligence has become routine, but it should inform interview panels and ministers about any potential problems in candidates’ backgrounds.”

**Rt Hon Peter Riddell CBE**  
Commissioner for Public  
Appointments

The Commissioner maintains that providing relevant advice to ministers is essential, so that ministers are aware of anything that could prove potentially embarrassing or controversial about candidates’ past, and upholding the commitment each public appointee should have to the Seven Principles of Public Life. OCPA’s research into the three month aspiration (above) recommended departments should conduct due diligence before interviews take place, to allow panels to discuss any issues found with candidates at interview. Proper due diligence is intended to provide ministers with the public profile of a candidate and not to rule out people with strong views.



## Compliance

The Order in Council states that the Commissioner has the authority to ‘[Carry out an audit of the procedures and practices followed by appointing authorities in making public appointments.](#)’

2018/19 saw the first round of in house audits made to each department responsible for managing and making public appointments, this proved to be the main exercise for OCPA this year.

### The Process

The OCPA framework stated that the visits would be pre-arranged with departments, rather than unannounced spot checks on individual competitions, as made in previous years. OCPA officials selected a sample of campaigns run within a given period, with the aim to consider a range of appointments, from specialist to generalist, regional to London based, and both Chair and Non-executive positions.

Departments were asked to report on the details of their main achievements for the period examined, both in terms of individual appointments, and more generally in the policy approaches taken. They were also asked to report in the areas in which they feel most challenged. All this qualitative intelligence was used by OCPA staff to form the basis of discussions with public appointments teams. This proved particularly helpful, and enabled OCPA to better understand the bodies the departments are recruiting to; the priorities for the department and appointing ministers; and the successes and failures in attracting a wide and diverse field of candidates. It has also helped to forge good working relationships with officials working on public appointments. OCPA would like to thank all those departmental officials who continue to work with us in a constructive and open way.

OCPA officials produced a report after each visit, outlining the findings of a deep dive into the sample of campaigns. These were shared with departmental public appointment teams, prior to being sent to the Permanent Secretary. The Commissioner was pleased by a number of positive responses from Permanent Secretaries, pledging to focus on the areas that had been identified as requiring change.

“I am pleased to note the very many positives highlighted in the report but there is always more we can and wish to do.”

**Dame Sue Owen**

Former Permanent Secretary, DCMS

### Compliance visit findings

For the most part, the Commissioner has been encouraged by the capability and examples of best practice found in recruiting board members to public bodies. The majority of departments identified diversity as a priority and reported an aim to improve their approach to attracting a wide and diverse

field. DCMS, for example, had made creative use of LinkedIn to promote and advertise. They had given considerable thought into the wording in candidate packs, avoiding gender specific terms and civil service ‘jargon’ to ensure that vacancies reached out and appealed to as wide an audience as possible.

What was clear from the visits was the attention that public appointments are given by departments differs, inevitably this often depended on the size and influence of some of the bodies involved. There was a considerable strength of feeling amongst practitioners that progressing good practice in public appointments has historically not always received the attention and priority it deserves, particularly when some of these bodies are both instrumental in delivering public service and the Government’s policy objectives.

“Thank you for sharing with me the findings from your recent audit of competitions conducted during the period 2017/18. I was very pleased to learn that your visit identified forward planning and early engagement as specific strengths for DWP.”

**Peter Schofield**  
Permanent Secretary, DWP

Many public appointments teams feel distanced from the progress or innovative recruitment methods being trialled in civil service recruitment and gave the impression that they worked in silos, both within their departments and more generally across the civil service. Diversity results are also swayed by specialisms and geographical location.

#### **Case Study: attracting a diverse field of candidates**

Arts Council England, sponsored by the Department for Digital, Culture, Media and Sport (DCMS), which is based in central London, is able to attract a diverse field. For 2018/19, over half of new appointments were individuals from under-represented groups. In contrast, appointments to the ten National Park Authorities (NPAs) and two Area of Outstanding Natural Beauty Conservations Boards (AONBs CBs), sponsored by the Department for the Environment, Food and Rural Affairs (Defra) represent a challenge due to the large volume of appointments spread across a wide area, predominantly in rural locations, which has historically not attracted a diverse field of candidates. During this reporting year, only 3 out of 10 appointments to NPAs/AONB CBs were made to women, with no appointments made to individuals declaring a disability or from BAME background. In response, Defra has already started to develop a diversity strategy and will implement changes to the approach to NPAs/AONB CB appointments. We would encourage all departments to recognise, as Defra has done, that diversity efforts in public appointments are part of a wider effort to increase diversity and inclusivity of public services and public life more generally.

In last year's report, the Commissioner commented on the absence of reference to public appointments in departmental action plans. Whilst there has been progress on this front, and performance in public appointments has since been included as an objective as part of the annual appraisal for each Permanent Secretary, the Commissioner will continue to monitor this closely. It will be interesting to see how the public appointments landscape changes once the Cabinet Office's Diversity Action plan is put into practice, and departments receive some central direction and practical assistance. The next round of audits will look more closely at the details of departments' diversity strategies.

Paragraph 5.5 of the Governance Code states that *'the role of the Panel is to decide, objectively, who meets the published criteria, in other words, who is appointable for the role.'*

In order to provide assurance that this requirement has been met, OCPA needs to see records which document all stages of a competition and assessments, demonstrating that the panel had based their decisions against the published criteria.

The audit visits identified some issues around documentation with many departments, some lack a standardised procedure for retaining documentation, electronically and centrally, making it impossible to establish whether a fair and open process had been undertaken. In particular, records at either long or short list stage, or both, had not been retained. In the case of the Cabinet Office public appointments team, for example, staff working on certain campaigns had left the team and procedures had not been put in place to ensure that documents were centrally stored and accessible. It was therefore difficult for OCPA to fully follow the process that had ensued.

*"I note the other helpful comments in the audit report and I will ensure that the Cabinet Office officials take measures to improve record keeping amongst sponsor teams, focus more of due diligence checks, improve candidate packs to make them more welcoming and inclusive and consider more carefully the composition of advisor assessment panels."*

**John Manzoni**

Chief Executive of the Civil Service and  
Permanent Secretary, Cabinet Office

BEIS was identified as having an inconsistent approach to long and short listing across the campaigns, with an absence of comments or scores against candidates, and again, there was a significant amount of documentation missing. As with the audit of the Cabinet Office, the result was that OCPA was unable to examine all stages of the assessment. It was noted and discussed that BEIS often runs large campaigns, and has a considerable number of appointments in comparison to most departments. BEIS is now trialling a centrally managed online application process, and it will be interesting to see how this affects the transparency of the overall assessment process. NHSI and DHSC also run large scale campaigns, and the rate of change within the NHS boards themselves, and public appointees for NHSI in particular is considerable. However, OCPA found that largely due an organised team approach, and

automated processes, applications were rarely lost, and each stage of the competition was managed closely and recorded with sufficient detail to follow the process from end to end. OCPA found that DFE also ran a structured approach, particularly in relation to the stages prior to interview, at long listing and short listing. Records clearly showed that the advertised essential criteria had been used to assess each candidate, the decision making process was transparent, and the information given to Ministers on a candidate's suitability for a board position was based on the advertised selection criteria, not on a subjective view of their reputation, or on their career history by way of CV alone.

The Governance Code also states that 'as a competition closes, Ministers should be consulted on the quality and diversity of the field and whether a competition should be extended. Ministers should also be invited to provide their views to the Advisory Assessment Panel on candidates at all stages of a competition'.

The impact of not retaining sufficient evidence has meant that ministers are often given the details of a candidate's past roles, and not of the Advisory Assessment Panel's view of suitability for the role against the selection criteria. This was evident at the shortlist stage for a number of departments.

Diversity in particular can be adversely affected, as ministers are given an idea of existing experience only rather than board level potential. This focuses on those who have 'already made it' rather than bringing in new talent, perspective and skills. It is also contrary to the Code, which encourages departments to place emphasis on 'ability over previous experience in job specifications and selection processes'.

The visits found that compliance with the Code was stronger at the final interview stage. Most departments produced comprehensive panel reports which captured the candidate's responses to questions, and those questions were based on the selection criteria. OCPA found that the panel reports were more effective in bringing out the relevant strengths of candidates, as demonstrated at interview, and by not providing a ranking or marking system, were able to justify why the panel had judged individuals as appointable or not appointable, with a clear rationale as to whether they were suitable for the role.

## Consideration of Exceptions to the Code

### Appointments without competition

The Commissioner received **42 consultations to make an appointment without competition.**



OCPA's average response time to these requests was **2 working days.**

Section 3.3 of the Governance Code states that 'In exceptional cases, Ministers may decide to appoint a candidate without a competition. They must make this decision public alongside their reasons for doing so. They must consult the Commissioner for Public Appointments in good time before the appointment is publicly announced.'

Of the 42 consultations received, 41 were agreed. This includes extensions to previously agreed appointments without competition. As in 2017/18, there was one request that the Commissioner did not agree to. In this case, the Commissioner felt that no sufficient justification was provided as to why the post couldn't be filled through a fair and open competition.

#### *List of agreed appointment without competition requests in 2018/19*

Dept	Body	Number of appointments	Term Length	Rationale for appointment(s)
WG	Hywel DDA University Health Board	1	3 months	Following resignation from the board
HO	Disclosure and Barring Service	1	12 months	Following resignation from the board
DCMS	Royal Armouries	1	6 month extension	To allow for competition
NHSI	Pennine Acute Hospitals Trust	3	12 months	To allow for trust to be merged
BEIS	Innovate UK	1	9 month extension	To allow for competition
NHSI	Pennine Acute Hospitals Trust	1	2 month extension	To allow for trust to be merged
DHSC	Human Tissue Authority	1	5 months	To allow for competition
WG	Royal Commission on the Ancient and Historical Monuments of Wales	1	3 months	To allow for competition
DHSC	Human Tissues Authority	1	3 months	Following resignation from the board
BEIS	Science and Technology Facilities Council	4	12 months	To allow for council to close down
MHCLG	Building Regulations Advisory Committee	1	18 months	To provide stability to the board
DCMS	Royal Armouries	1	6 months	Following unsuccessful competition
BEIS	Medical Research Council	4	12 months	To allow for council to close down
WG	Natural Resources Wales	1	12 months	Following resignation from the board
MOJ	Prison Service Pay Review Body	1	12 months	To allow for competition

Dept	Body	Number of appointments	Term Length	Rationale for appointment(s)
WG	Public Health Wales	1	5 months	To allow for competition
NHSI	London North West University Healthcare Trust	1	2 years 4 months	To provide stability to the board
WG	Public Health Wales	1	5 months	To allow for competition
WG	Welsh Ambulance Service Trust	1	12 months	To provide stability to the board
MHCLG	Holocaust Memorial Centre Ltd	1	18 months	To allow board to be established
DFT	East West Railway Company	1	14 months	To allow board to be established
DWP	Health and Safety Executive	1	12 months	To allow for competition
MOJ	Youth Justice Board	1	12 month extension	To provide stability to the board
MHCLG	Housing Ombudsman Service	1	12 months	Following unsuccessful competition
DFE	Office for Students	1	3 month extension	To allow for competition
DFE	Office for Students	1	3 months	To allow for competition
DFT	HS2 Ltd Board	1	12 months	Following unsuccessful competition
WG	Visit Britain	1	9 months	To ensure Welsh representation on board
NHSI	University Hospitals North Midlands Trust	1	2 years	To allow for competition
NHSI	Worcestershire Acute Hospitals Trust	1	12 months	To provide stability to the board
BEIS	Nuclear Decommission Authority	1	12 months	To allow for competition
NHSI	United Lincolnshire Hospital Trust	1	6 months	To provide stability to the board
BEIS	Oil and Gas Authority	1	12 months	To allow for competition

## Tenure

Section 3.6 of the Governance Code states that ‘there is a strong presumption that no individual should serve more than two terms or serve in any one post for more than ten years. In exceptional cases, Ministers may decide an individual’s skills and expertise is needed beyond such a tenure.’

**The Commissioner was notified of 57 third term reappointments or extensions beyond ten years**



**The Commissioner suggested a reduction in the proposed term length on 10 occasions**

As with appointments without competition, only in one instance did the Commissioner disagree with a reappointment entirely, owing to the length of time already served and the apparent lack of succession planning within the Department.

*List of agreed third term reappointments and extensions beyond ten years in 2018/19*

Dept	Body	Number of appointments	Term length	Rationale for Appointment
DEFRA	National Park Authority	4	12 months	To reduce demand on senior staff required for new competitions
MOJ	Insolvency Rules Committee	1	12 months	<b>Disagreed with 3 year term as no justification for full term</b> - suggested 12 month term to allow for competition
MOD	Independent Medical Expert Group	1	12 months	To allow for competition
DCMS	Horserace Betting Levy Board	1	12 months	To allow for competition
HO	Biometrics and Forensics Ethics Group	1	2 years	While new Chair recruited
HO	Biometrics and Forensics Ethics Group	3	12 months	While new Chair recruited
WG	Local Government Boundary Commission for Wales	2	4 months	To allow for competition
WG	Local Boundary Commission for Wales	1	3 years	To enable board to complete boundary review
BEIS	Competition and Markets Authority	1	3 years	Following unsuccessful competition
Scotland Office	Boundary Commission for Scotland	1	2 years	Boundary review to take place
WG	All Wales Medicines Strategy Group	1	6 months	To allow review of body to take place
DEFRA	Covent Garden Market Authority	1	3 months	To support newly appointed Chair
MHCLG	Building Regulations Advisory Committee	2	6 months	<b>Disagreed with 18 month terms due to lack of succession planning</b> - 6 month terms agreed to allow for competition
NHSI	Leeds Teaching Hospitals Trust	1	2 years	Following resignation of other board members
DH	Commission on Human Medicines	1	2 years	Allow time to identify suitable successor
BEIS	Medical Research Council	4	12 months	To allow for council to close down
BEIS	Science and Technology Facilities Council	2	12 months	To allow for council to close down
DHSC	Health Education England	1	2 months	2 month term to allow for competition to conclude
DHSC	Commission on Human Medicines	1	2 years	<b>Disagreed with two 4 year terms due to length of time on board and lack of succession planning.</b> Agreed to 2 year term for 1 appointee.
DFT	Civil Aviation Authority	1	12 months	To provide continuity to board
DHSC	Care Quality Commission	1	18 months	To enable appointee to fulfil role on other board
HO	Migration Advisory Committee	2	2 years	To provide continuity to board
BEIS	Nuclear Decommissioning Authority	6	6 months	While inquiry into nuclear decommissioning takes place

Dept	Body	Number of appointments	Term length	Rationale for Appointment
MHCLG	Building Regulations Advisory Committee	1	5 months	While Hackitt Review takes place
BEIS	Committee on Radioactive Waste Management	3	6 months	To allow for competition
DH	Independent Reconfiguration Panel	1	12 months	To provide continuity to board
DHSC	British Pharmacopoeia Commission	3	12 months	To provide stability to board
HMT	NS&I	1	12 months	To provide continuity to board
BEIS	Committee on Radioactive Waste Management	3	6 months	<b>Disagreed with three 2 year terms as no justification for full terms- 6 month terms agreed to allow for competition</b>
DEFRA	British Wool Marketing Board	2	12 months	Absence of devolved administration in NI

## Significant Appointments

A list of 'significant appointments' is agreed between Ministers in Her Majesty's Government. A list of all significant appointments can be found on page 54.

All Significant Appointment require a Senior Independent Panel Member (SIPM) to sit on the Advisory Assessment Panel. The SIPM is required to be independent of the Department and of the body that is being recruited to and should not be politically active. This, along with the requirement that the SIPM has senior recruitment experience, gives additional reassurance that the appointment being is made solely on merit. Some Significant Appointments also require a pre-appointment scrutiny hearing to be held before an appointment is confirmed, these are in bold in the below lists. Significant appointment status in the below list relates to the recruitment of Chairs of bodies unless otherwise indicated.

Departments are required to consult the Commissioner on who the SIPM should be for each competition before recruitment commences. In 2018/19 the Commissioner received consultation from a number of Departments and agreed to 17 SIPMs.



*List of significant competition held in 2018/19 and the agreed SIPM*

Department	Competitions	SIPM
BEIS	Low Pay Commission	Baroness Sarah Hogg
CO	Committee on Standards in Public Life	Sir Gerry Grimstone
DCMS	National Citizen Service	Rupert Gavin
DEFRA	Natural England	Paul Bew
DEFRA	Royal Botanical Gardens Kew	Sir Laurie Magnus
DFID	The Independent Commission for Aid Impact	Tom MacDonald
DHSC	NICE	Professor Sir John Bell
DIT	Trade Remedies Authority	Simon Blagden
HMT	The Crown Estate	Jenefer Greenwood
HO	Independent Reviewer of Terrorism Legislation	Olivia Grant
HO	Designate Commissioner for Domestic Abuse (role to receive Royal Assent)	Colleen Harris
MHCLG	The Housing Ombudsman	Amerdeep Somal
MHCLG	Regulator for Social Housing	Rosie Varley
MOJ	HMCI Probation	Amerdeep Somal
WG	Welsh Language Commissioner	Rhian Williams
WG	Royal Commission on the Ancient Historical Monuments of Wales	Libby Watkins
WG	Social Care England	Angela Jardine

## Complaints

Considering complaints is an essential part of the Commissioner's role. This allows him to exercise scrutiny over appointment campaigns and to provide an objective view on whether the principles of merit, fairness, integrity and openness of the Governance Code have been complied with. It also provides the Commissioner with the opportunity to support the Customer Care element of the Governance Code. The Governance Code states that complaints should first be dealt with by the recruiting department. In many cases, complaints are resolved by departments by way of explanation and, in some cases, an apology or feedback. If however, the complainant remains dissatisfied with their response, they may bring that complaint to the Commissioner. In the interests of transparency, the Commissioner publishes a decision notice on the OCPA website. Once the Commissioner has formed a view, there is no recourse for further review.

**4 complaints considered**  
in 2018/19

**1 complaint**  
upheld

**2 breaches of the Governance**  
Code identified

The number of complaints accepted as in scope and considered by the Commissioner for 2018/19 was low. In some respects this reflects the number of appointments made, but also the general quality of the process run by departments. The Commissioner considered four formal complaints this

year, one of which was upheld. However, as a result of the investigations into these complaints, OCPA reported two breaches of the Governance Code.

*List of complaints considered by the Commissioner in 2018/19*

Competition	Complaint	Outcome
Defence Nuclear Safety Committee (DNSC)	The complaint centred on the Advisory Assessment Panel's examination of the specialist skills required for the role.	Complaint not upheld, however the Commissioner considered the absence of key documents a <b>breach</b> of the Governance Code.
S4C Authority	The criteria used at the sifting stage did not match the essential criteria listed in the candidate pack.	Complaint not upheld, assessment against criteria was relative to the strength of the candidate field.
Low Pay Commission, Employee Commissioner	The complainant was informed that a record of the assessment of their application did not exist.	<b>Complaint upheld</b> , no record of the assessment was provided, this was a <b>breach</b> of the Governance Code.
Social Mobility Commission	The complainant was not satisfied with the feedback they received and raised concerns that individuals known to the Chair of the body had been encouraged to apply.	Complaint not upheld, the Commissioner was provided with evidence of a fair and consistent assessment process for all candidates.

The first breach related to appointments made to by the Ministry of Defence (MoD) when appointing members to the Defence Nuclear Safety Committee. The concerns raised by the complainant were around the questions asked at interview, which the complainant believed did not fully explore the specialist nature of the role. In this case, the Commissioner did not uphold the actual complaint. However, in requesting documentation in order to consider the complaint, OCPA found that several key documents were missing, making the decision making process opaque and difficult to follow.

Section 8 of the Governance Code states '[transparency is an important part of public appointments which departments should factor into the design and planning of their systems and processes](#)'.

The Commissioner therefore found the MoD in breach of the Governance Code's principle of transparency.

The second related to an appointment of an Employee Commissioner on the board of the Low Pay Commission. When requesting feedback, the complainant was informed that no record of the assessment of their application existed. The Department for Business, Energy and Industrial Strategy

was unable to provide any record of the assessment made of the complainant's application. The Commissioner found this a breach Governance Code's principle of merit.

Both these complaints raise the same issue of lack of documentation as the compliance visits. As commented in the Compliance section, the Commissioner is unable to provide assurance that a fair and transparent competition has been conducted without sufficient information, but equally, departments are unable to effectively deal with complaints, or requests for feedback.

The remaining two complaints were not upheld. In both cases, the Commissioner reviewed the processes and found departments to be compliant with the Code.

The decision notices for all complaints can be found on the OCPA website.

## Breaches

### 3 non complaint related breaches identified in 2018/19

In addition to breaches identified as part of considering complaints, the Commissioner has also identified the following breaches over the course of the year.

#### *List of breaches identified in 2018/19*

Competition/ Body	Department	Details of Breach
UK Statistics Authority (Reappointment made in 17/18)	Cabinet Office	Identified during compliance audit, third term reappointment made without notification.
Biometrics and Forensics Ethics Groups (Reappointment made in 17/18)	Home Office	Identified while considering separate exception request, third term reappointment made without notification.
Social Housing Regulator	Ministry of Housing, Communities and Local Government	Identified in consultation, consulted on Senior Independent Panel Member after competition had already launched.

It is encouraging that the number of breaches are few, this in part is due to the principle-based Code, which is not prescriptive and allows departments some flexibility over how campaigns are run. It is also due to the offer OCPA makes to departments, to discuss any issues informally, before submitting a formal consultation to the Commissioner. The Code does require departments to consult with the Commissioner before appointing individuals for a third term, or for a terms which exceed ten years in total. These measures are included in the Code so that there is some oversight that departments are opening boards up to new members periodically, to bring in fresh perspective and nurture talent. Two of these breaches related to appointments made for a third term, without notification.

The last was the appointment of a Senior Independent Panel Member, without consulting the Commissioner. Again, the Code provides some regulation here. Consultation takes place for public bodies that have deemed to be 'significant' by an agreement between the Cabinet Office and the Commissioner. Campaigns for these public bodies have the involvement of a panel member whose role is to bring effective challenge and support the panel, but also to take a view of the process and ensure that the Code is applied. When the Commissioner receives a consultation, OCPA conducts some light touch due diligence and will challenge a department if the panel member suggested is not sufficiently independent from either the recruiting department or the public body. The Commissioner would like to see a concerted effort to ensure that panels are diverse, and that the same independent panel members is not used repeatedly by a department, thus putting at risk the perception of his or her independence.

## Diversity in public appointments: 2018-2019 data

In order to fulfil the Commissioner's statutory duty of being an advocate for diversity, OCPA collects, analyses and reports on diversity data that is collected from candidates applying for public appointments vacancies. Data is also collected from existing board members coming to the end of their first term of appointment that Ministers have decided to reappoint.

OCPA's diversity information has been collected for a number of years by way of a monitoring form attached to the application form, and returned as part of the application process by applicants to appointing departments. The monitoring forms are not retained as part of an applicant's applications, the data is recorded separately and anonymously. OCPA then uses this data to identify trends including progress and areas of concern in the diversity of public appointments.

This year saw the introduction of an online data collection function, embedded within the existing Public Appointments site where public appointment vacancies are advertised. The new method of collecting data is designed to improve the quality of the data, and to enable OCPA to monitor the diversity landscape on a closer to real time basis. The new function was launched in October 2018, and departments have been required to submit data for all campaigns beginning after that date using the online method. However, given the lag in public appointment campaigns, the majority of 2018/19 data was collected using manual return spreadsheets. For future years, we expect to receive data in a more automated way.

Changes were also made to two of the data categories; age and principal residence. Additional responses for age were added in order to reflect an aging population. Fixed region responses were used to collect principal region data for the first time, in order to provide a more useful dataset. These changes were introduced in the middle of the reporting year, which has meant a less complete set of data for those categories only.

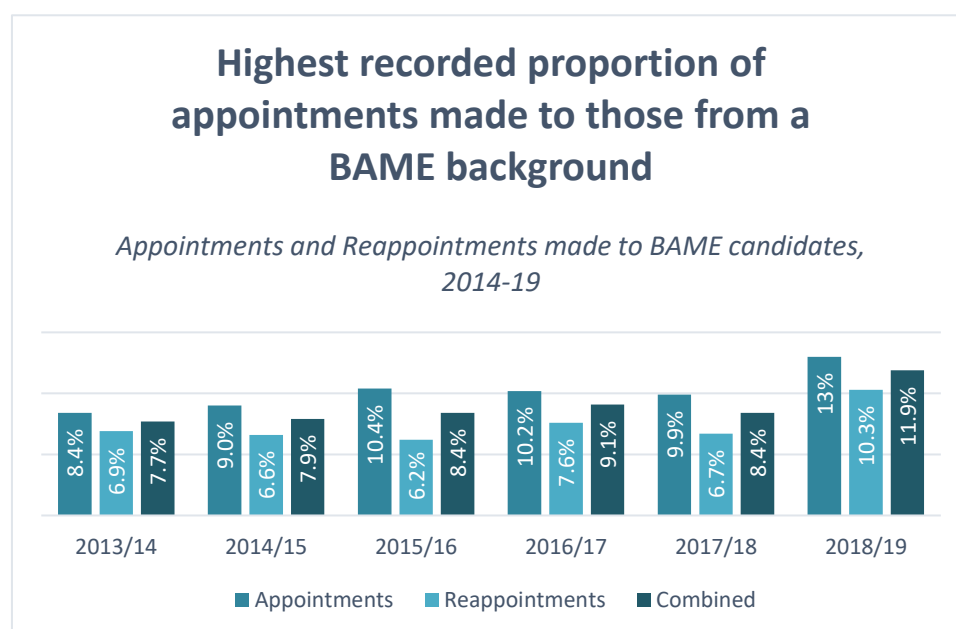
The Commissioner's Office is mindful the term 'ethnic minorities' could be adopted to reflect additional groups of people, who do not identify as Black, Asian and Minority Ethnic (BAME). For this year, the data that guides this report was collected using the BAME model, and as such all reporting will reflect this. However, the Commissioner will consider how this data is collected and reported in future years.

The previous report noted the improvement in appointments made to women, but reflected a disappointing picture in relation to appointments made to individuals from a BAME background or those declaring a disability. Encouragingly, this year's data indicates significant increases in the proportions of candidates from BAME backgrounds being appointed, as well as continued progress in the proportion of new appointments being made to women, which continues to rise towards the targeted 50% mark. However, this is offset by a significant reduction in reappointments made to women, and a reduction in appointments and reappointments made to candidates declaring disabilities.

## Ethnicity

In 2018/19, the ethnic background was known of 87.2 per cent of applicants to public appointments and for 60.3 per cent of reappointed individuals.<sup>2</sup>

The most notable progress in 2018/19 is the proportion of new appointments and reappointments made to candidates from a BAME background. 13 per cent of new appointments<sup>3</sup> and 10.3 per cent of reappointments<sup>4</sup> represent record highs, with the combined percentage rising to 11.9 per cent from 8.4 per cent in 2017/18.<sup>5</sup>



2018/19 saw an increase in the number of applications made by candidates from a BAME background, with 1305 applications compared with 1250 in 2017/18, reflecting an increase in the proportion of applications from 13.6 per cent to 14.3 per cent.<sup>6</sup>

<sup>2</sup> Table 10

<sup>3</sup> Table 11

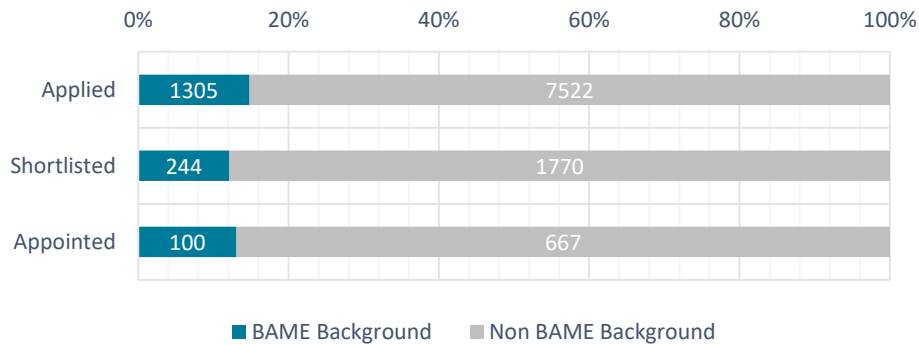
<sup>4</sup> Table 12

<sup>5</sup> Table 14

<sup>6</sup> Table 24

## A lower proportion of BAME candidates were shortlisted for interview

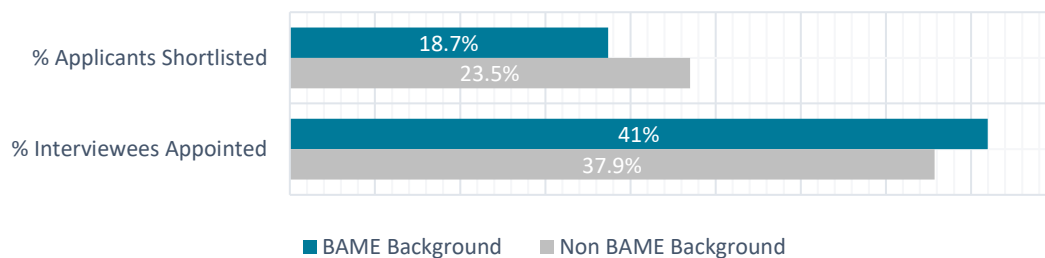
*Ethnicity of candidates by competition stage, 2018-19*



Last year's report suggested that the biggest drop off in the proportion of BAME applicants was at the sifting stage where skills and experience are evaluated and assessed. This trend has continued, albeit at a reduced rate, with the data showing that 18.7 per cent of BAME applicants were shortlisted for interview, compared with 23.5 per cent applicants who had not declared a BAME background. However, following interview, a greater proportion (41 per cent) of BAME candidates were subsequently appointed than non BAME candidates (37.7 per cent).<sup>7</sup>

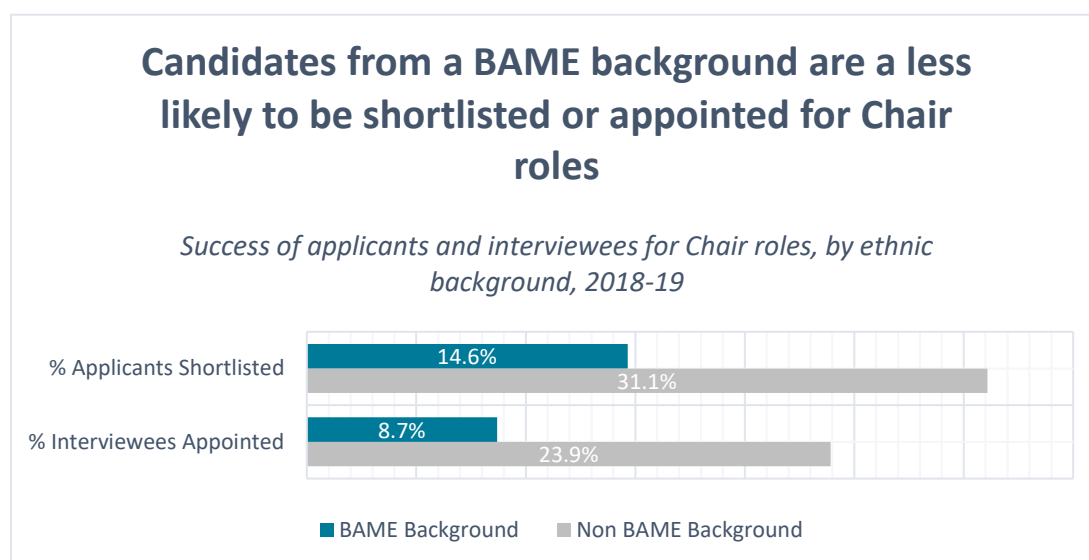
## A higher proportion of BAME candidates were appointed after interview

*Success of applicants and interviewees by ethnic background, 2018-19*

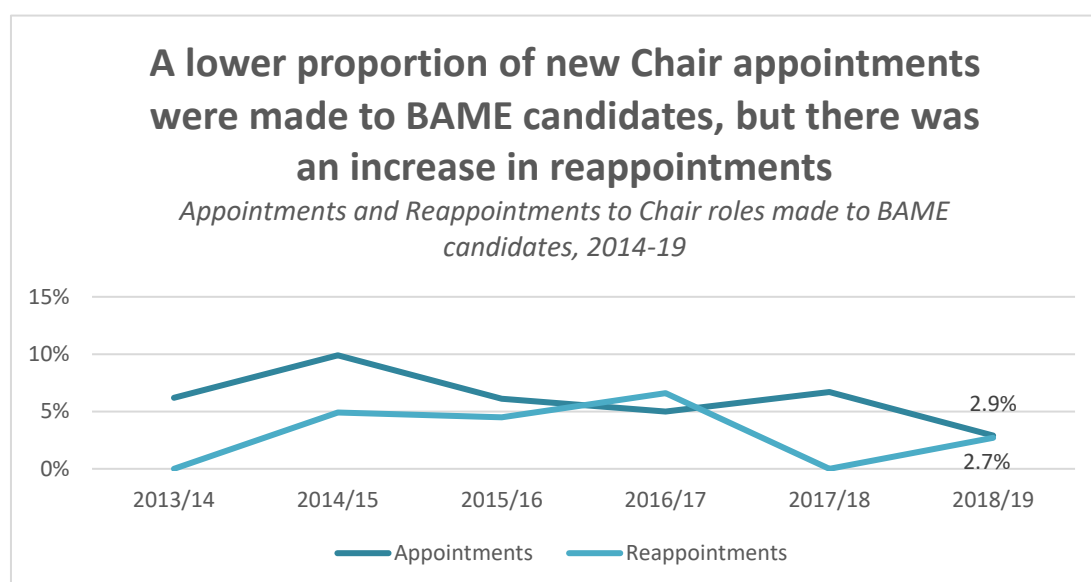


<sup>7</sup> Table 25

2018/19 saw 2 candidates from a BAME background appointed as Chair, representing 2.9 per cent of all Chair appointments made that year.<sup>8</sup> There is not a drop in the proportion of BAME applicants to Chair roles when compared to all roles, but notable here is the major disparity in the proportions of BAME and non BAME candidates being shortlisted and subsequently appointed after interview for a position as a chair. 8.7 per cent of BAME interviewees were appointed, compared to 23.9 per cent of non BAME.<sup>9</sup>



BAME individuals also accounted for just 2.7 per cent of reappointed Chairs in 2018/19.<sup>10</sup>



<sup>8</sup> Table 26

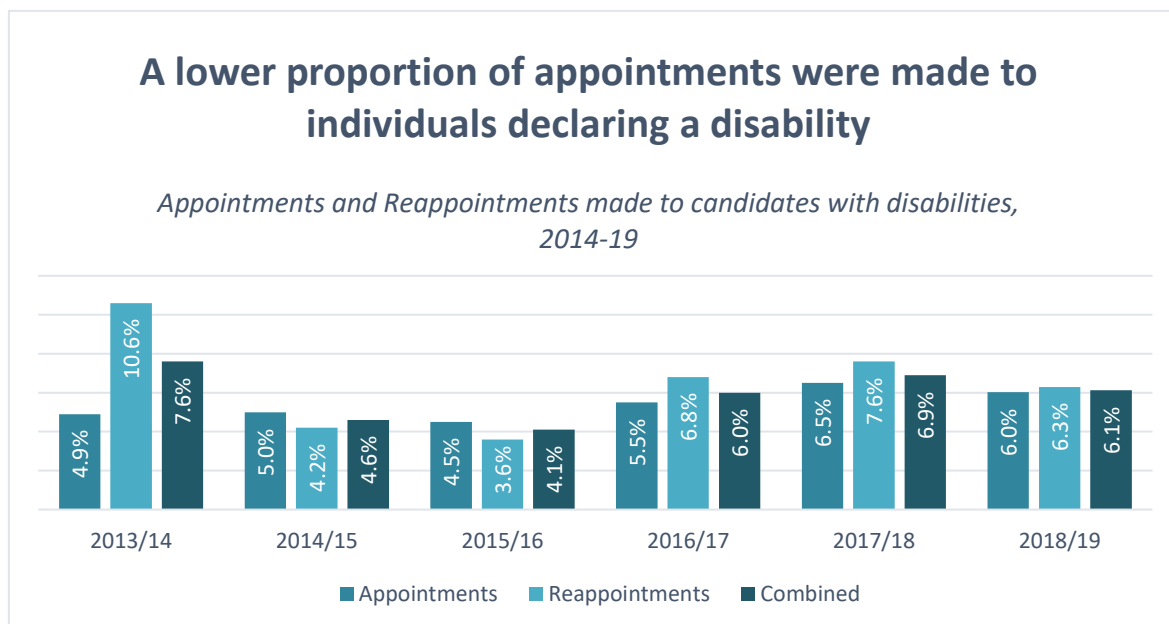
<sup>9</sup> Table 27

<sup>10</sup> Table 12



## Disability

For 2018/19 the disability status of 87.5 per cent of all applicants is known. This decreases to 58.4 per cent of reappointees.<sup>11</sup> Disappointingly, the gradual progress being made on appointing individuals with disabilities appears to have reversed, with the proportion of new appointments made to candidates declaring a disability falling slightly to 6 per cent from 6.5 per cent in 2017/18.<sup>12</sup> This is compounded by the sharp fall in reappointments also at 6.3 per cent from 7.6 per cent last year.<sup>13</sup>



In 2017/18, 703 applicants declared a disability. In 2018/19, although a reduction was seen in the number of applications from individuals declaring a disability, dropping to 610<sup>14</sup>, an increased proportion of applicants were shortlisted (25.5 per cent) compared to 22.4 per cent of applicants declaring that they did not have a disability. 29.5 per cent of interviewed candidates declaring a disability were appointed, compared to 38.7 per cent declaring that they did not have a disability.<sup>15</sup>

<sup>11</sup> Table 15

<sup>12</sup> Table 16

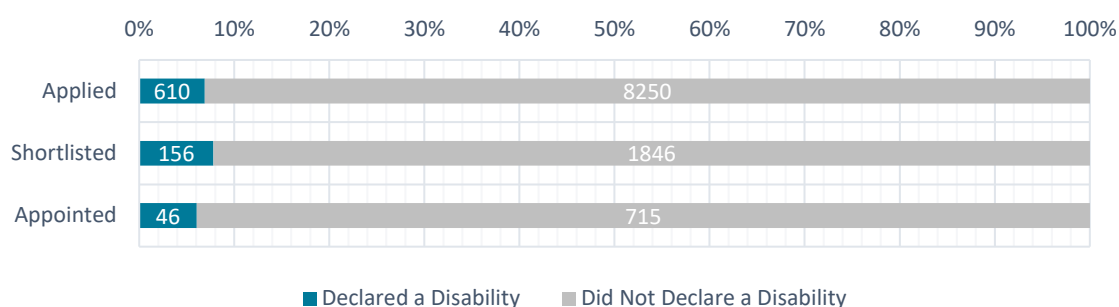
<sup>13</sup> Table 17

<sup>14</sup> Table 28

<sup>15</sup> Table 29

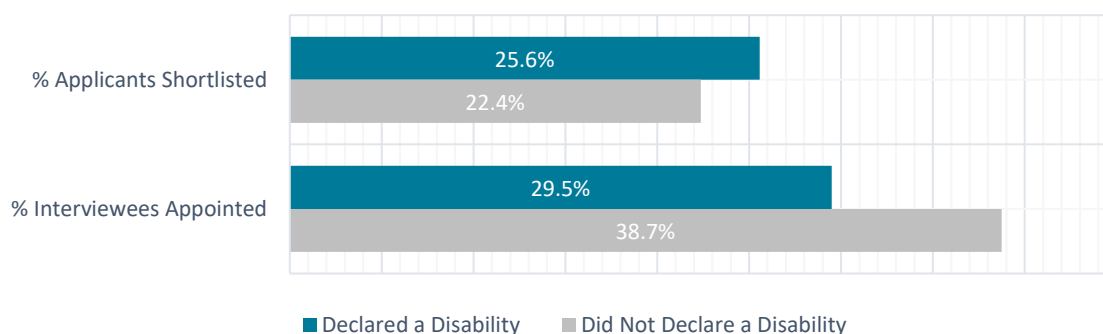
## Fewer people declaring a disability were at each stage of a competition

*Disability status of candidates by competition stage, 2018-19*



## Those declaring disabilities are more successful at shortlisting stage

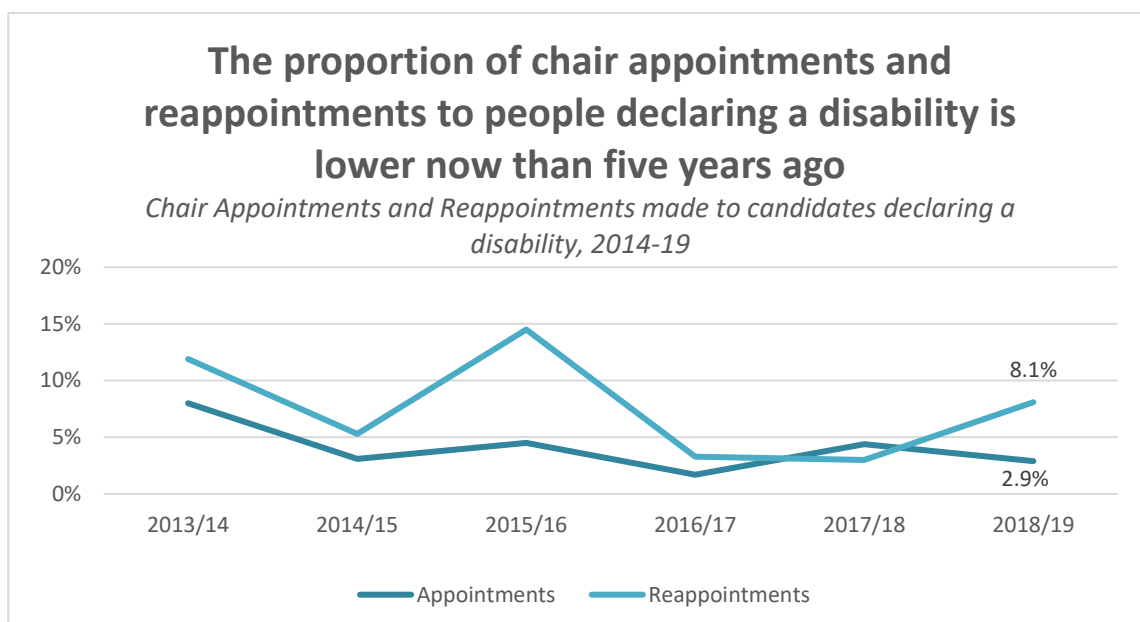
*Success of applicants and interviewees by disability status, 2018-19*



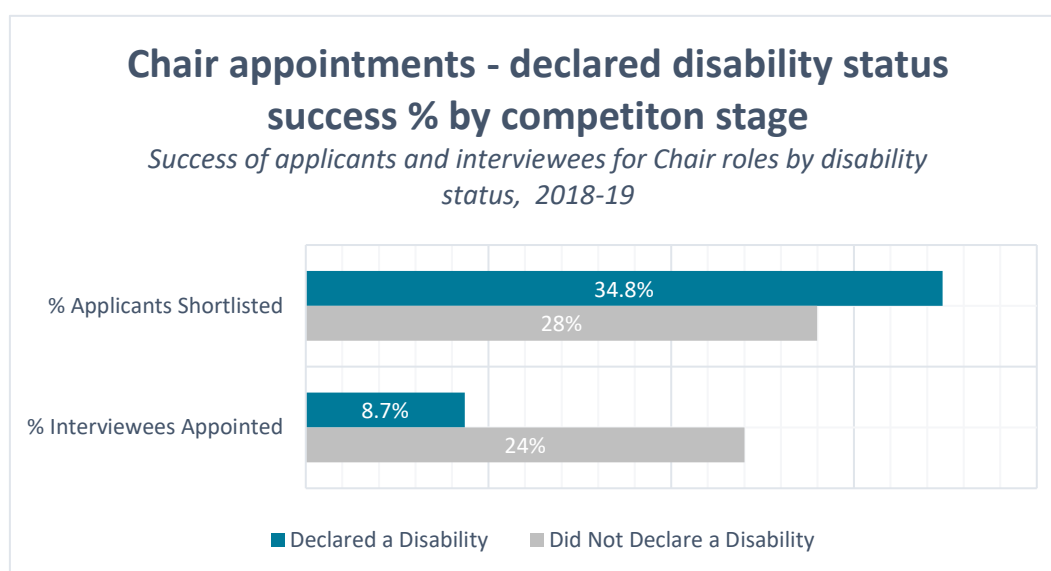
The disappointing picture continues when looking at Chair appointments, with 2.9 per cent of new appointments being made to candidates declaring a disability<sup>16</sup>, a drop from 4.4 per cent in 2017/18. This remains well below the figure of 8.1 per cent achieved in 2013/14. However, more encouraging is the increase in the percentage of Chair reappointments made to individuals declaring a disability from 3 per cent to 8.1 per cent, where disability status was declared.<sup>17</sup>

<sup>16</sup> Table 30

<sup>17</sup> Table 17



A higher proportion of applicants to Chair roles declaring a disability were shortlisted (34.8 per cent) compared to those not declaring a disability (28 per cent). This trend is sharply reversed when looking at interviewees who are subsequently appointed; 8.7 per cent of candidates declaring a disability compared to 24 per cent of those not declaring a disability.<sup>18</sup>



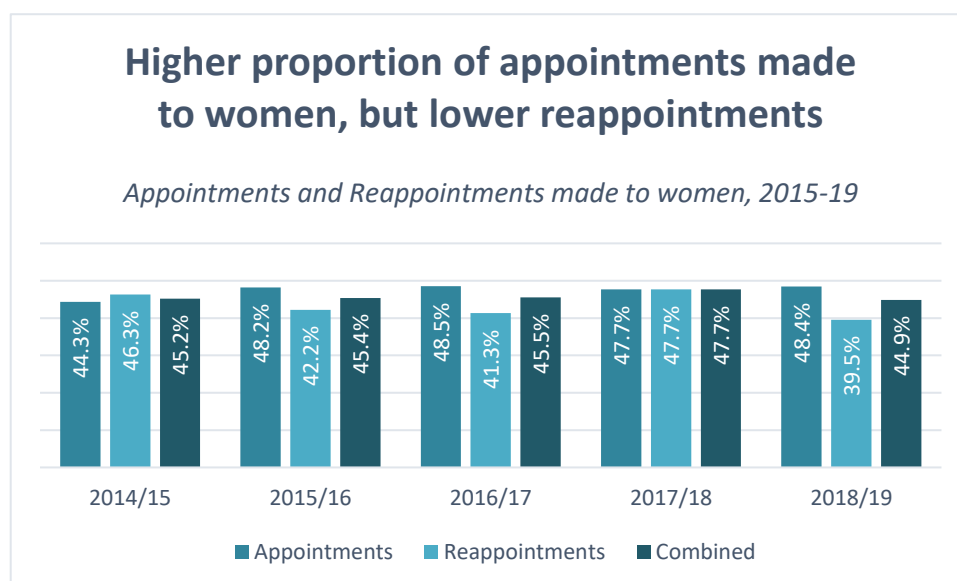
## Gender

The gender of 88.9 per cent of all applicants is known for 2018/19, as is the gender of 62.4 per cent of reappointees.<sup>19</sup>

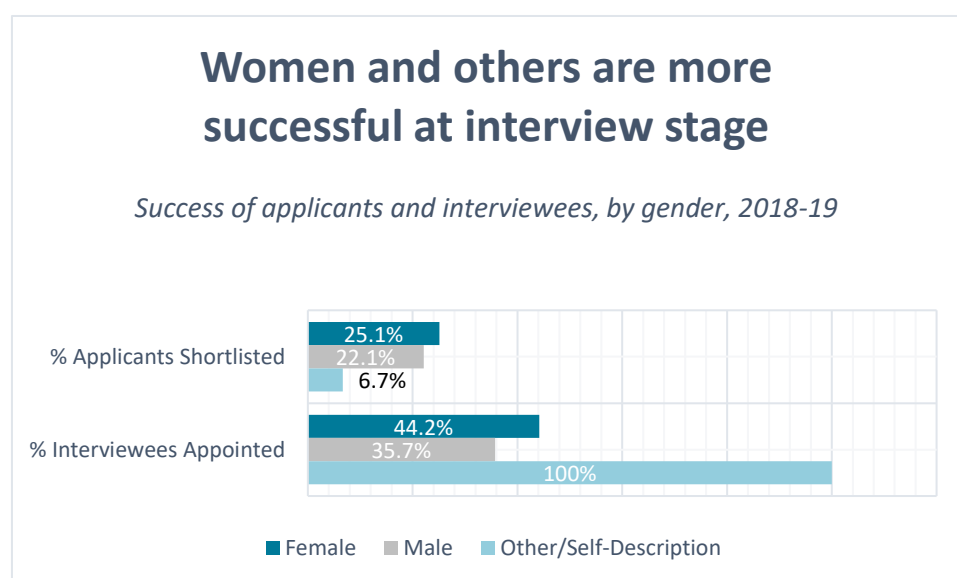
<sup>18</sup> Table 31

<sup>19</sup> Table 5

A further move towards parity in the proportion of new appointments made to women was seen in 2018/19, rising to 48.3 per cent from 47.7 per cent.<sup>20</sup> However, this trend has not continued with reappointments, which saw a sharp fall in 2018/19 to 39.5 per cent from 47.7 per cent the previous year.<sup>21</sup>



As with 2017/18, the data shows that women progressed in greater proportions than men at the shortlist stage, and in greater proportions from interview to appointment. Of all female applicants, 11.1 per cent were appointed, compared to 7.9 per cent of male applicants.<sup>22</sup>



There were 22 chair appointments made to women in 2018/19, compared with 20 in 2017/18.<sup>23</sup> This was out of an increased total of 70 chair appointments where gender was declared, up from 46 the previous year. This represents an overall reduction in the percentage of chair appointments being

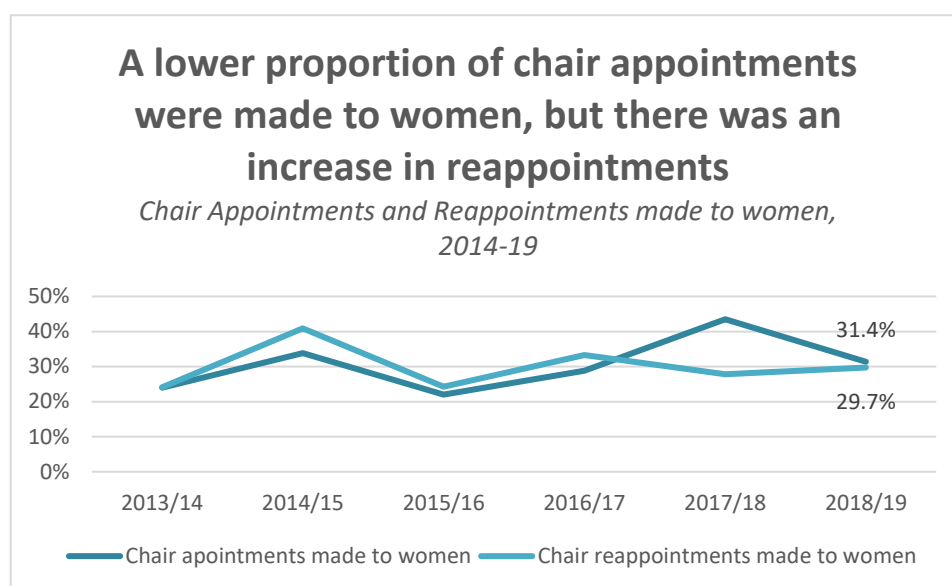
<sup>20</sup> Table 6

<sup>21</sup> Table 7

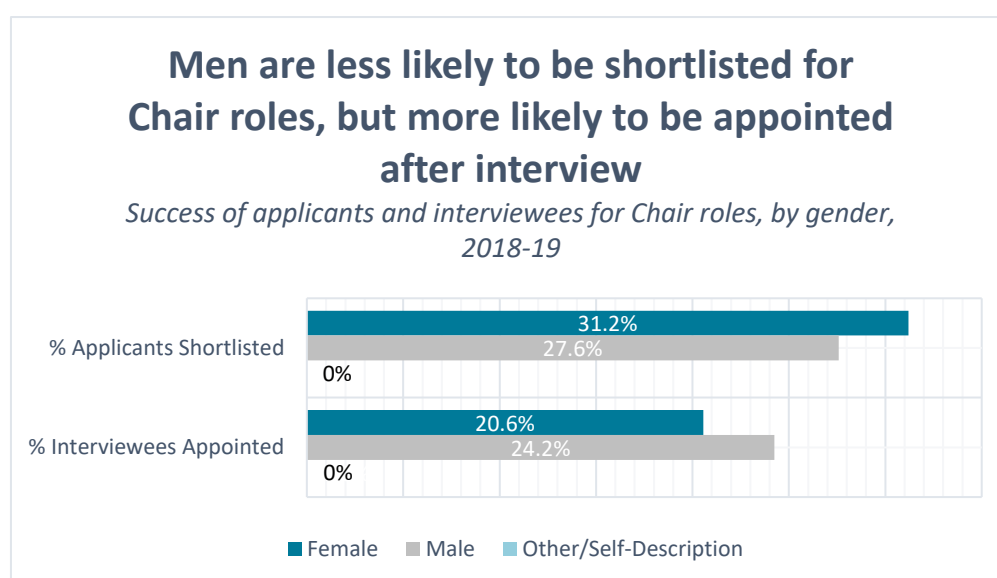
<sup>22</sup> Table 21

<sup>23</sup> Table 22

made to women, falling to 31.4 per cent from 43.5 per cent.<sup>24</sup> There was a slight increase in the proportion of female chairs being reappointed, with 29.7 per cent of reappointed chairs being female, compared to 27.8 per cent in 2017/18.<sup>25</sup>



More women (31.2 per cent) were shortlisted for Chair roles than men (27.6 per cent), but a slightly lower proportion were subsequently appointed after interview (6.4 per cent versus 6.7 per cent of male applicants).<sup>26</sup>



<sup>24</sup> Table 21

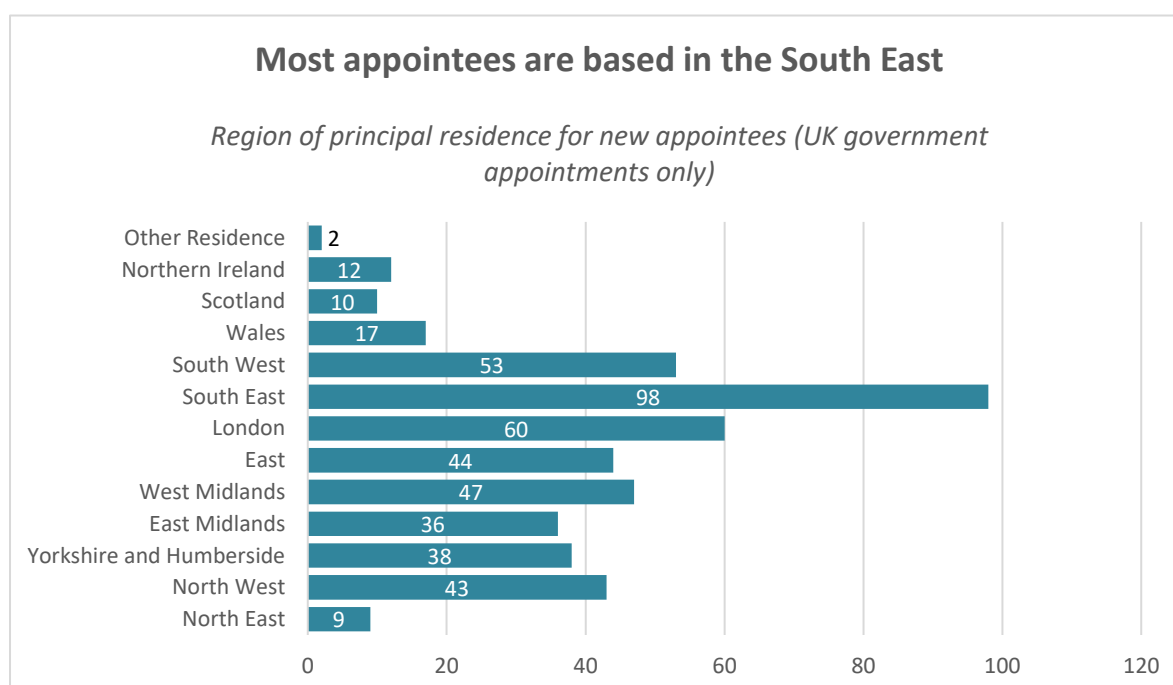
<sup>25</sup> Table 7

<sup>26</sup> Table 23

## Region

Previous reports have not included analysis on the location of the principal residence of individuals. Diversity is typically associated with gender, ethnic background and disability status, however other elements including geography offers a wider insight into the diversity of public appointments. This data was only collected part way through the reporting year, meaning a lower proportion of data is held. The region of principal residence is known for 40.3 per cent of applicants to public appointments in 2018/19.<sup>27</sup>

There were 546 new appointments and 322 reappointments where the region of principal residence was known. Looking at all appointments made by Welsh and UK Governments, the largest proportion of appointees (17.9 per cent) stated that they lived in the South East, and London accounted for a further 11.2 per cent of responses. Wales was the second highest response (16.8 per cent).<sup>28</sup> However, this falls to 3.6 per cent when Welsh Government appointments are factored out. Some public bodies have members to specifically represent the different UK nations, but the small numbers of appointees based in Wales, Scotland and Northern Ireland show that for the most part, UK Government bodies are appointing people who are living in England. The North East was the region of England with fewest appointees, by a considerable margin.



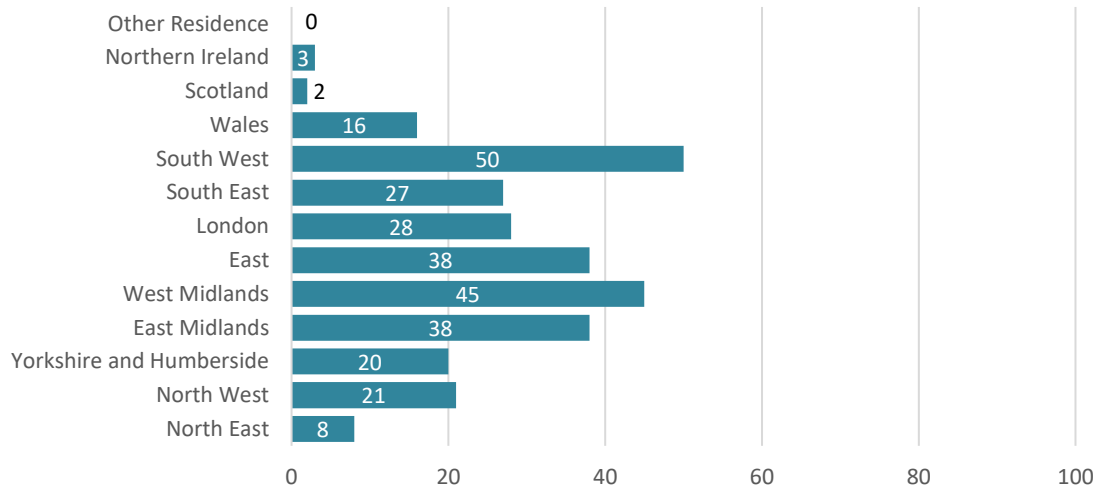
The region of principal residence for reappointees to UK government bodies shows a more balanced picture, with the South West, East, and West and East Midlands representing the highest proportion of responses.

<sup>27</sup> Table 32

<sup>28</sup> Table 33

## Reappointees are more evenly spread across the regions

*Region of principal residence for reappointees (UK government reappointments only)*



## Age

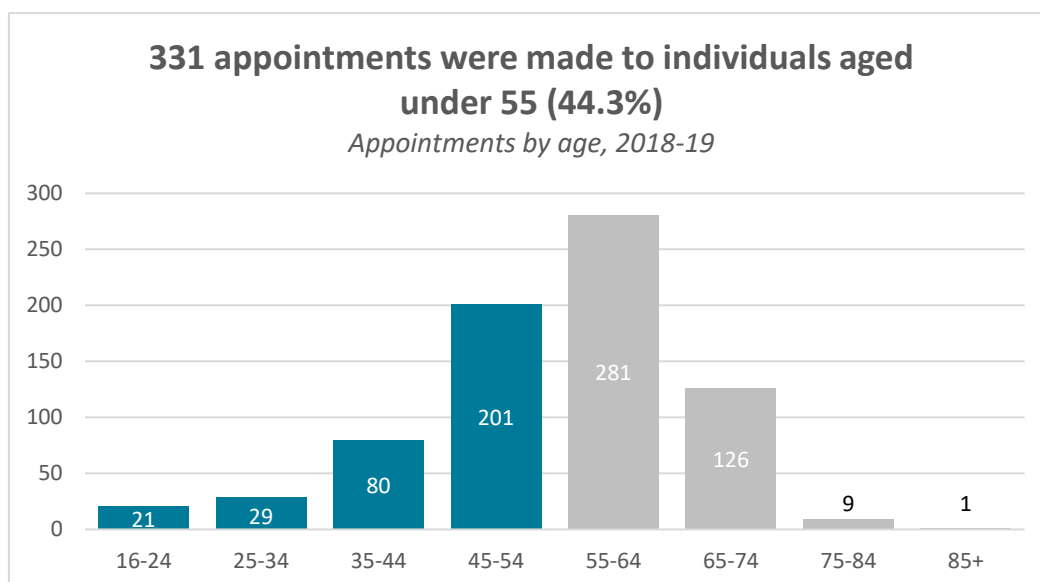
As mentioned above, changes were made to the age category to reflect the aging population. Previously, all applicants aged 65 and over were collected together, but this has now been separated into separate 65-74, 75-84 and 85 and over categories. The age is known of nearly three quarters (74.4 per cent) of applicants and 42.5 per cent of reappointees.<sup>29</sup>

With age, there is a predominance of candidates who declare themselves as within the 55-64 category that are appointed to public appointments.<sup>30</sup> The Commissioner notes that public appointment roles often lend themselves to candidates with career experience, bringing a certain degree of expertise to a board. It is also possible that portfolio careers are perhaps more attractive to those with the flexibility to attend board meetings. It is important, however, to bring a younger perspective to boards where possible, in particular for those public bodies that provide services to a broad age range. 331 appointments (44.3 per cent) were made to candidates aged under 55, which shows that a better balance in age is being achieved and this is encouraging.<sup>31</sup>

<sup>29</sup> Table 36

<sup>30</sup> Table 37

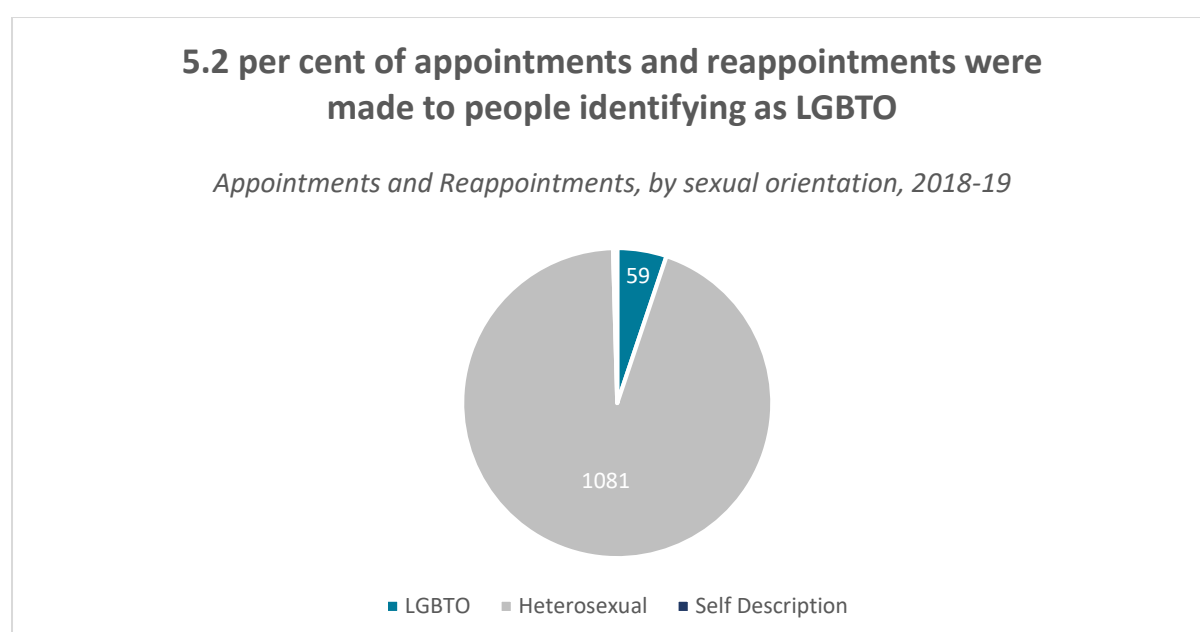
<sup>31</sup> Table 37



The Commissioner has consistently encouraged departments, panels and ministers to consider how they assess experience and take into account alternative career paths. Building a board membership with a broader age range of board members can also assist with future succession, building a strong field of potential chairs for the future.

### Sexual Orientation

Just over three-quarters of applicants declared information about their sexual orientation, but this falls to less than half of reappointees.<sup>32</sup> 5.2 per cent of appointments and reappointments this year were made to LGBTQ people for both chair and member roles.<sup>33</sup>



<sup>32</sup> Table 40

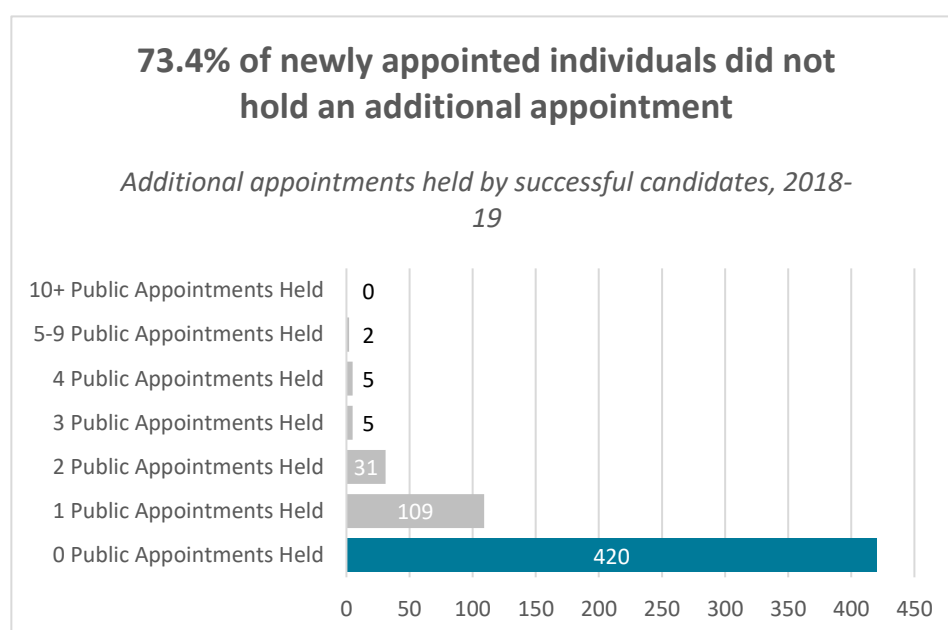
<sup>33</sup> Table 43



## Additional Appointments

There was an increase in the amount of information known with regards to additional appointments held by appointees and reappointees. OCPA now knows the response to this question for 73.3 per cent of individuals applying for an appointment in 2018/19.<sup>34</sup>

As with previous years, there is a positive trend showing that new appointments are typically made to candidates who do not hold another public appointment. 73.4 per cent of new appointees stated that they did not hold an additional appointment to that they were applying for.<sup>35</sup> This is encouraging, suggesting that the new talent is joining the boards of public bodies and that the public appointments world remains open to all.



## Principal employment

The Commissioner has not previously provided commentary on the principal employment of public appointees, but the diversity information asked of candidates includes questions about the career background of applicants and reappointees. This is known for 76.1 per cent of applicants, and 48.2 per cent of reappointees.<sup>36</sup>

The employment background of new appointees was mixed. 35.5 per cent stated that they had worked mostly in the wider public sector, with just 4.8 per cent stating that they had worked mostly in the Civil Service. 28.6 per cent of appointees had worked in the private sector, which demonstrates that a range of backgrounds are considered in the assessment of applicants to public appointments.<sup>37</sup>

<sup>34</sup> Table 44

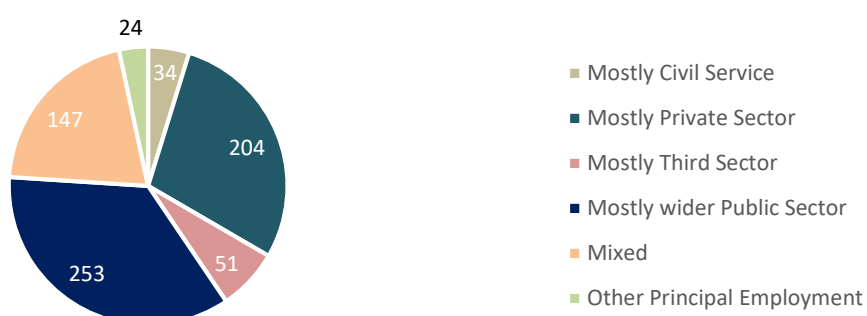
<sup>35</sup> Table 45

<sup>36</sup> Table 50

<sup>37</sup> Table 51

### Most new appointees' principal employment was in either the wider public or private sectors

*Previous work experience of new appointees, 2018-19*



A slightly increased proportion of reappointees stated that they had mainly worked in the private sector, accounting for 36.9 per cent of the total.

### The highest proportion of reappointees declared that their principal employment was mainly in the private Sector

*Previous work experience of reappointees, 2018-19*

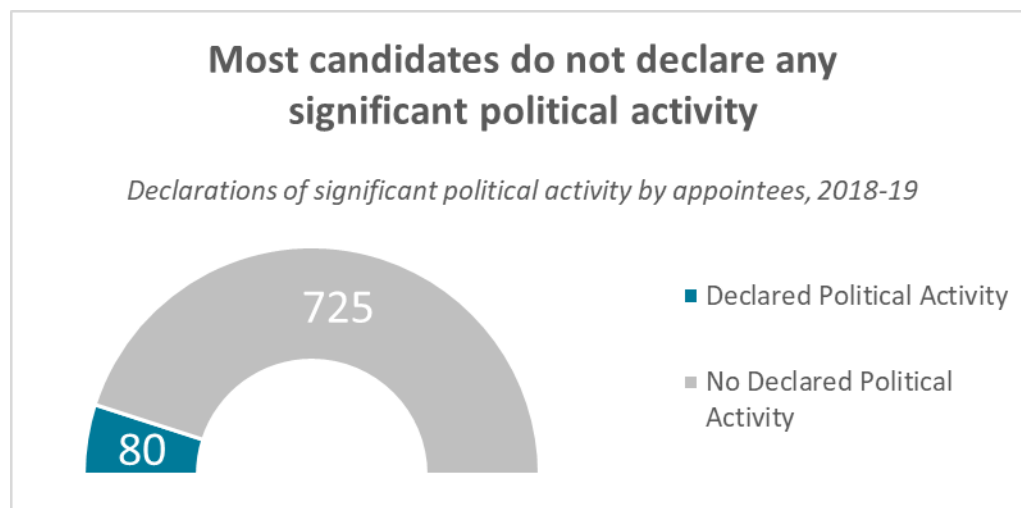


### Significant Political Activity

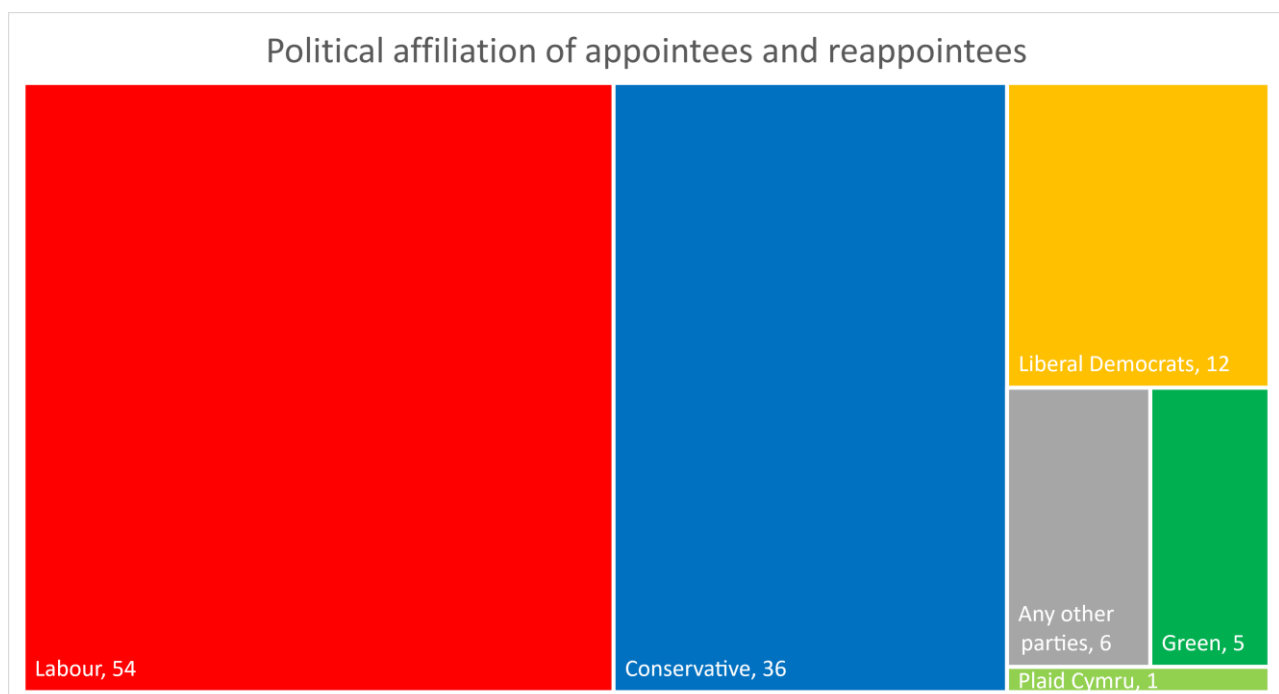
81.3 per cent of applicants to public appointments reported whether or not they had engaged in any significant political activity in the 5 years prior to applying. This number falls to 54.1 per cent for reappointees.<sup>38</sup>

<sup>38</sup> Table 54

As with last year, the data shows little to support the view that public appointments are politicised. The number of number appointed and reappointed individuals declaring significant political activity remains low - less than 10 per cent.<sup>39</sup>



Where political activity has been declared by appointees and reappointees, there is a slight prevalence of affiliations with the Labour Party, followed by the Conservative Party.<sup>40</sup>



<sup>39</sup> Table 55

<sup>40</sup> Table 59

## Summary of diversity data

“This year's data warns against complacency and shows how easily progress can be reversed.”

**Rt Hon Peter Riddell CBE**  
Commissioner for Public Appointments

There is a mixed picture on the diversity of public appointments in 2018/19. The Commissioner is encouraged by the progress made in increasing representation from minority ethnic backgrounds, particularly given concerns he raised in previous years. However, the lack of progress made in attracting applications from individuals declaring a disability is concerning. Departments are now considering the recommendations contained with Lord Holmes’ independent review into disability in public appointments, published in December 2018, which are applicable to diversity more generally, and OCPA will continue to monitor the progress being made.

## Priorities for 2019/2020

Coming into the third year of the Governance Code for Public Appointments, Departments have settled into good working practices. Strong lines of communication with Permanent Secretaries, OPCA presence at training and networking events, and OPCA's new compliance process has allowed the Commission an insight into the processes of each Department under the Code. This has fulfilled the

"I remain concerned about poor succession planning. OPCA will continue to provide advice and support to Departments to uphold the Code."

**RT Hon Peter Riddell CBE**  
Commissioner for Public Appointments

Commissioner's role to provide independent assurance of the process, but also gleaned insights into aspects of public appointments that help, or hinder the process. The Commissioner's core functions as set out in the 2019 Order in Council - investigation; being an advocate for diversity; and ensuring compliance with the Code - will remain the same

next year; a revised Order in Council will come into force with few significant changes. But the Commissioner hopes to explore in greater detail aspects of the process through conducting other thematic reviews and sharing good practice, with a view to supporting Departments to continue to deliver a quality service for public appointments. More detail on this will be in the forthcoming OPCA Business Plan.

### Ensuring the public appointments process is robust, open and transparent

The Commissioner's remit includes conducting investigations into any aspect of public appointments, and he will continue to take an active interest in high profile appointments, particularly if concerns are raised by the public or in the media. The current uncertainty around Brexit has the potential to disrupt the smooth functioning of the appointments process. Like almost every organisation connected to the work of government, political uncertainty and shifting priorities can have a huge effect on the capabilities of public appointment teams. With resources shifted towards the exit of the UK from the European Union, some teams have been streamlined, while the work of public bodies and their safe stewardship, arguably, becomes more important than ever. The Commissioner will be working hard to ensure the Governance Code, its eight principles and the role of Ministers remain central. As ever, within his remit, he will request to see supporting information and provide comment where necessary, on issues arising from any appointment.

Departments regularly consult or seek a view from the Commissioner on extensions to tenure, appointments without competitions and the appointment of senior independent panel members. OPCA values these discussions and we will continue to provide support and advice to Departments to uphold the Code. Early communication about these kinds of issues is always the most useful and OPCA welcomes the efforts from Departments to look ahead to potential problems.

The Commissioner still, however, remains concerned about the number of extensions to tenure and exceptional appointments that are as a result of poor succession planning. The spirit of the Code is to widen public appointments to people from all walks of life and efforts should be made to allow for

this through robust forward planning. However, the skills required for some public appointments can be highly specialised and this may reduce the available talent pool. Further, public bodies will face unprecedented challenges because of the UK's exit from the European Union, and may need to retain the skills of board members and chairs who can lead these bodies in their essential operational and strategic work. The Commissioner will take a close look at extensions and appointments without competition with regard to succession planning and the pragmatic retention of skills in a rapidly changing environment.

Several Departments are moving towards more centralised public appointments teams and have been recruiting new members of staff. The regular communications and the compliance visits have identified a mixed approach to running a centralised team, with a number of models in operation. Some have interpreted the requirement in the Code to use a centralised team to conduct an end to end recruitment process for public appointments- and indeed sometimes couple with the recruitment of non-executive appointments for their own departments. Others run a central advice function, overseeing appointments and giving guidance on the application of the Governance Code, but not dealing with the assessment of candidates. And some offer a combination of the two. Largely, this is dependent on the number of appointments the department makes, the relationship with the public body concerned, and the resource available.

OCPA will continue to reach out to these teams to facilitate their learning and understanding of the Code. OCPA also intends to hold a 'wash-up' session following the next year's round of audits, following positive feedback from Departments this year, who valued the networking and learning from others. The Commissioner supports efforts within Departments to centralise their expertise, which so far, has made the Commissioner-Department relationship easier to manage.

"We encourage departments to have an open dialogue to resolve issues at an early stage."

**Rt Hon Peter Riddell CBE**  
Commissioner for Public Appointments

The new data collection function, embedded in the Cabinet Office's Public Appointments website, now underpins the management information that OCPA collects, and it allows us to perform the function of reporting on the diversity of appointees. Departments add diversity data to an appointment in real time, updating applicant progress at each stage. Data is approved and submitted to OCPA once an announcement has been made following a

successful competition. OCPA will continue to collaborate with the Cabinet Office in the collection and quality assurance of diversity data. Several Departments continue to use the old system for various reasons, and OCPA will support them where we can to provide more real-time information on the progress of appointments.

### **An advocate for diversity**

We welcomed the publication of the Cabinet Office's diversity action plan in June 2019. At the time of writing, the Cabinet Office has begun a number of strands of work to boost the diversity amongst public appointments across four fields: improving data, raising awareness, improving the process and supporting appointees. With the Commissioner's diversity remit, OCPA has started to work with the

Cabinet Office on some of those strands, and the Commissioner looks forward to supporting the Cabinet Office's diversity efforts with focussed activity that he feels the regulator is well-placed to provide. Moreover, several of the commitments made in the Diversity Action plan are jointly ascribed to OCPA and the Cabinet Office, and we look forward to these collaborations.



*Valuing Diversity: An interview with Matthew Campbell-Hill, available on the OCPA website*

Following the publication of the Lord Holmes Review into opening up public appointments to those with disabilities, the Commissioner is looking forward to working with the Cabinet Office and Departments to bring its recommendations to life. OCPA has begun discussions with the Cabinet Office about improving the accessibility of the diversity monitoring form, which will improve data collection and transparency in the process, a key recommendation from Lord Holmes.

We will continue to show our support for diversity in public appointments by showcasing the experience of individuals in short films, hosted on our website. We will continue to build networks and relationships across the public appointments 'world' - public bodies, appointees and candidates, and other organisations that share OCPA's goals - to share intelligence and gather case studies. The Commissioner will use his role to support others' laudable efforts, in attending events and being a highly visible advocate.

The issue of diverse appointments is not straightforward. The Commissioner takes the view that some of the answers to increasing diversity may lie in more innovative outreach projects to under-represented groups, in departments developing talent pools of potential candidates, in shadow and board apprenticeship schemes and, in supporting new board members and providing help so that they can, in time, become potential chairs. This raises questions not only about the application and interview processes, but also about what happens when people join boards, and whether they receive the right level of support and opportunity to develop their skills further.

We will continue to monitor the diversity data throughout the year, and look for emerging trends. OCPA has focussed on diversity in terms of the statutory protected characteristics but is aware that there is also a need for greater geographical and social diversity, especially for national executive and advisory bodies, as well as locally based health and justice bodies. Social mobility is more difficult to interpret from the information on candidate data returns currently provided.

### **Research and best practice**

Building on the first audits undertaken this year, the Commissioner intends to use the forthcoming year's audits to not only ascertain compliance with the Code, but to explore the reasons behind the mostly positive trends seen in this year's diversity data, to help inform Departments as to the best ways to safeguard and continue the progress seen so far. We hope to gather examples of what is working well and share these across Departments so public appointments teams across Whitehall can learn about what works.

As with the review of the three month aspiration, the Commissioner will undertake research into aspects of the public appointments process in one or more thematic reviews in the coming year (under Section 4.5 of the Governance Code). Further, discussions in recent months have thrown up a number of questions and challenges to the public appointments process. The Commissioner will use information from, and networking with departments, candidates and public bodies to share best practice and facilitate learning. He will be pressing for improvements on timeliness and diversity, and giving consideration to the issues of remuneration and the application of due diligence.



Regulated Bodies

In 2018/19, the Commissioner for Public Appointments regulated appointments to 340 Public Bodies



**Attorney General's Office**  
Her Majesty's Crown Prosecution Service Inspectorate

**Cabinet Office (CO)**  
Advisory Committee on Business Appointments, excluding political members  
Boundary Commission for England  
Boundary Commission for Wales  
Civil Service Pensions Board  
Committee on Standards in Public Life, excluding political appointments  
House of Lords Appointment Commission, excluding political members  
Office of the Registrar of Consultant Lobbyists  
Security Vetting Appeals Panel  
Senior Salaries Review Body  
UK Statistics Authority Board

**Department for Business, Energy and Industrial Strategy (BEIS)**  
Advisory, Conciliation and Arbitration Service  
Arts and Humanities Research Council  
Biotechnology and Biological Sciences Research Council  
British Business Bank  
British Hallmarking Council  
Central Arbitration Committee  
Certification Officer  
Civil Nuclear Police Authority  
Coal Authority  
Committee on Climate Change  
Committee on Fuel Poverty

Committee on Radioactive Waste Management  
Competition and Markets Authority Board  
Competition Appeal Tribunal  
Competition Service  
Council for Science and Technology  
Economic and Social Research Council  
Electricity Settlements Company Ltd  
Engineering and Physical Sciences Research Council  
Gas and Electricity Markets Authority  
Groceries Code Adjudicator  
Industrial Development Advisory Board  
Innovate UK  
Labour Market Enforcement Director  
Land Registry  
Low Carbon Contracts company Ltd  
Low Pay Commission  
Medical Research Council  
National Nuclear Laboratory  
National Physical Laboratory (NPL) Management Ltd - Chair only  
Natural Environment Research Council  
Nuclear Decommissioning Authority  
Nuclear Liabilities Financing Assurance Board  
Nuclear Liabilities Fund  
Ofgem  
Oil and Gas Authority  
Ordnance Survey  
Post Office  
Pubs Code Adjudicator  
Regulatory Policy Committee  
Science and Technology Facilities Council  
Small Business Appeals Champion



\*including regional voluntary justice bodies such as the Independent Monitoring Boards

\*including NHS Improvement, with a Public Appointments Team overseeing appointments to 100s of NHS Trusts

Small Business Commissioner  
UK Atomic Energy Authority  
UK Research and Innovation

**Department for Digital, Culture, Media and Sport (DCMS)**  
The Advisory Council on National Records and Archives  
Arts Council England  
Big Lottery Fund  
British Broadcasting Corporation  
British Film Institute  
British Library  
British Museum  
Charity Commission for England and Wales  
Gambling Commission  
Geffrye Museum  
Historic Buildings and Monuments Commission for England  
Historic Royal Palaces  
Horniman Public Museum and Public Park Trust  
Horserace Betting Levy Board  
Imperial War Museum  
Information Commissioner  
National Citizen Service Trust

National Gallery  
National Heritage Memorial Fund/Heritage Lottery Fund  
National Museums Liverpool  
National Portrait Gallery  
Natural History Museum  
Office of Communications (OFCOM)  
Reviewing Committee on the Export of Works of Art and  
Objects of Cultural Interest  
Royal Armouries  
Royal Museums Greenwich  
Science Museum Group  
Sianel Pedwar Cymru (S4C)  
Sport England  
Sports Grounds Safety Authority  
Tate  
The Royal Parks  
Theatres Trust  
Treasure Valuation Committee  
UK Sport  
United Kingdom Anti-Doping Ltd  
Victoria and Albert Museum  
VisitBritain

**Department for Education (DFE)**  
Adoption Leadership Board  
Child Safeguarding Practice Review Panel  
Children's Commissioner for England  
Construction Industry Training Board  
Engineering Construction Industry Training Board  
Equality and Human Rights Commission  
Film Industry Training Board  
Further Education Commissioners Office  
Her Majesty's Chief Inspector of Education, Children's Services  
and Skills  
Higher Education Funding Council for England  
Independent Assessors for Student Finance, Appeals and  
Complaints  
Information Standards Board, Chair  
Institute for Apprenticeships  
LocatEd  
Members of Professional Misconduct Panels for Teachers  
Office for Fair Access  
Office for Standards in Education, Children's Services and Skills

Office of Qualifications and Examinations  
Regulation  
School Teachers' Review Body  
Social Mobility Commission  
Student Loans Company Ltd

**Department for Environment, Food and Rural  
Affairs (DEFRA)**  
Advisory Committee on Releases to the  
Environment  
Agriculture and Horticulture Development Board  
British Wool Marketing Board  
Broads Authority  
Conservation Board for the Chilterns Area of  
Outstanding Natural Beauty  
Conservation Board for the Cotswolds Area of  
Outstanding Natural Beauty  
Consumer Council for Water  
Covent Garden Market Authority  
Environment Agency  
Forestry Commission  
Joint Nature Conservation Committee  
Marine Management Organisation  
National Park Authorities  
Natural England  
Regional Flood and Coastal Committees  
Royal Botanic Gardens, Kew  
Science Advisory Council  
Sea Fish Industry Authority  
Water Services Regulation Authority (OFWAT)

**Department for International Development (DFID)**  
CDC Group Plc  
Commonwealth Scholarship Commission  
Independent Commission for Aid Impact

**Department for International Trade (DIT)**  
UK Export Finance

**Department for Transport (DFT)**  
British Transport Police Authority  
Civil Aviation Authority  
Disabled Persons Transport Advisory Committee

Dover Harbour Board, Chair only  
Harwich Haven Authority, Chair only  
Highways England, Chair only  
HS2 Ltd  
London and Continental Railways Ltd  
Milford Haven Port Authority, Chair only  
Network Rail  
Office of Rail and Road  
Port of London Authority, Chair only  
Port of Tyne Authority, Chair only  
Traffic Commissioners  
Transport Focus

**Department for Work and Pensions (DWP)**  
Disabled People's Employment Corporation (GB) Ltd  
Health and Safety Executive  
Industrial Injuries Advisory Council  
National Employment Savings Trust  
Office for Nuclear Regulation  
Pension Advisory Service, Chair only  
Pension Protection Fund Ombudsman  
Pension Protection Fund Ombudsman  
Pensions Ombudsman  
Pensions Regulator  
Social Security Advisory Committee

**Department for Health and Social Care (DHSC)**  
Administration of Radioactive Substances Advisory  
Committee  
Advisory Committee on Clinical Excellence Awards  
Advisory Committee on Resource Allocation, Chair only  
British Pharmacopoeia Commission  
Care Quality Commission  
Commission on Human Medicines  
Committee on Mutagenicity of Chemicals in Food,  
Consumer Products and the Environment  
Food Standards Agency  
Health and Social Care Information Centre  
Health Education England  
Health Research Authority  
Human Fertilisation and Embryology Authority  
Human Tissue Authority  
Independent Reconfiguration Panel  
Monitor

National Institute for Health and Care Excellence  
NHS Blood and Transplant  
NHS Business Services Authority  
NHS Commissioning Board  
NHS Litigation Authority  
NHS Pay Review Body  
NHS Trust Development Authority  
NHS Trusts  
Office for Strategic Coordination of Health Research, Chair only  
Review Body on Doctors' and Dentists' Remuneration

### **Foreign and Commonwealth Office (FCO)**

Great Britain-China Centre  
Marshall Aid Commemoration Commission  
Westminster Foundation for Democracy

### **Her Majesty's Treasury (HMT)**

Court of Directors of the Bank of England, with the exception of the Governor and Deputy Governors  
Crown Estate Commissioners, with the exception of executive members  
Financial Conduct Authority, with the exception of executive members  
National Savings and Investments  
Royal Mint Advisory Committee on the Design of Coins, Medals, Seals and Decorations  
UK Financial Investments

### **Home Office**

Advisory Council on the Misuse of Drugs  
Animals in Science Committee  
Appointed person under the Proceeds of Crime Act 2002  
Biometric and Forensics Ethics Group  
College of Policing Board of Directors  
Commissioner for the Retention and Use of Biometric Material  
Disclosure and Barring Service  
Forensic Science Regulator  
Gangmasters and Labour Abuse Authority  
Her Majesty's Inspectorate of Constabulary  
Independent Anti-Slavery Commissioner  
Independent Chief Inspector of Borders and Immigration  
Independent Monitor of the Disclosure and Barring Service  
Independent Police Complaints Commission

Independent Reviewer of Terrorism Legislation  
Visiting Committee of any immigration removal centre or short-term holding facility  
Migration Advisory Committee  
National Crime Agency Remuneration Review Body  
Office of the Immigration Services Commissioner  
Police Advisory Board for England and Wales  
Police Remuneration Review Body  
Security Industry Authority  
Surveillance Camera Commissioner  
Technical Advisory Board (for the Regulation of Investigatory Powers Act 2000), with the exception of Agency Members

### **Ministry of Defence (MOD)**

Armed Forces Pay Review Body  
Defence Nuclear Safety Committee  
Independent Medical Expert Group  
Independent Monitoring Board for the Military  
Corrective Training Centre  
National Employer Advisory Board  
Nuclear Research Advisory Council  
Oil and Pipelines Agency  
Royal Air Force Museum  
Science Advisory Committee on the Medical Implications of Less-Lethal Weapons  
Service Complaints Ombudsman  
Single Source Regulations Office  
Veterans Advisory and Pensions Committees

### **Ministry of Housing, Communities and Local Government (MHCLG)**

Architects Registration Board  
Building Regulation Advisory Committee  
Ebbsfleet Development Corporation  
Homes and Communities Agency  
Leasehold Advisory Service (LEASE)  
Local Government Ombudsman  
The Housing Ombudsman  
Valuation Tribunal Service

### **Ministry of Justice (MOJ)**

Advisory Committees on Justices of the Peace

Advisory Council on Conscientious Objectors  
Chair of the National Council of Prisoner Escort and Custody Services Lay Observers  
Civil Justice Council  
Civil Procedure Rule Committee  
Commissioner for Victims and Witnesses  
Court Examiners  
Court of Protection Visitors  
Criminal Cases Review Commission  
Criminal Procedure Rule Committee  
Family Procedure Rule Committee  
Her Majesty's Chief Inspector of Prisons for England and Wales  
Her Majesty's Chief Inspector of Probation  
Independent Advisory Panel on Deaths in Custody  
Independent Monitoring Board  
Insolvency Rules Committee  
Judicial Appointments and Conduct Ombudsman  
Judicial Appointments Commission  
Judicial Pension Board, Independent Chair and members only  
Law Commission, with the exception of the Chair  
Legal Services Board  
Multi-Agency Public Protection Arrangements Lay Advisers  
National Chair of the Independent Monitoring Boards  
National Mental Capacity Forum, Chair Only  
Non-Judicial Members of Disciplinary Panels of the Judicial Conduct Investigations Office  
Non-Judicial Members of the Parole Board for England and Wales  
Persons appointed by the Lord Chancellor under section 2 of the Legal Aid, Sentencing and Punishment of Offenders Act 2012  
Prison Service Pay Review Body  
Prisoner Escort and Custody Services Lay Observers  
Prisons and Probation Ombudsman  
Sentencing Council for England and Wales  
Tribunal Procedure Committee  
Youth Justice Board for England and Wales

### **Northern Ireland Office (NIO)**

Boundary Commission for Northern Ireland  
Chief Electoral Officer for Northern Ireland  
Equality Commission for Northern Ireland  
Northern Ireland Human Rights Commission  
Parades Commission for Northern Ireland



### Welsh Government

Abertawe Bro Morgannwg Community Health Council  
Abertawe Bro Morgannwg University Health Board  
Advisory Panel on Substance misuse  
Advisory Panel to the Welsh Language Commissioner  
Agricultural Advisory Panel for Wales  
All Wales Medicines Strategy Group  
All Wales Programme Monitoring Committee for the European Structural Funds  
Amgueddfa Cymru - National Museum of Wales  
Aneurin Bevan Community Health Council  
Aneurin Bevan Health Board  
Animal Health and Welfare Framework Group  
Arts Council of Wales  
Betsi Cadwaladr Community Health Council  
Betsi Cadwaladr University Health Board  
Board of Community Health Councils  
Brecon Beacons National Park Authority  
Building Regulations Advisory Committee for Wales  
Cardiff & Vale Community Health Council  
Cardiff & Vale University Health Board  
Career Choices Dewis Gyrfu  
Children's Commissioner for Wales  
Commissioner for Older People in Wales  
Cwm Taf Community Health Council  
Cwm Taf University Health Board  
Design Commission for Wales

Education & Skills Ministerial Advisory Group  
Education Workforce Council  
Future Generations Commissioner  
Higher Education Funding Council for Wales  
Hybu Cig Cymru  
Hywel Dda Community Health Council  
Hywel Dda University Health Board  
ICT Sector Panel  
Independent Adjudicator to Local Authorities in Wales  
Independent Remuneration Panel for Wales  
Industry Wales  
Innovation point, Chair only  
Life Sciences Hub Wales Board  
Local Government Boundary Commission for Wales  
National Advisor for Violence against Women and other forms of Gender - based Violence, Domestic Abuse and Sexual Violence  
National Library of Wales  
Natural Resources Wales  
Pembrokeshire Coast National Park Authority  
Powys Community Health Council  
Powys University Health Board  
Public Health Wales NHS Trust  
Qualifications Wales  
Regulatory Board for Wales  
Royal Commission on the Ancient and Historical Monuments of Wales  
Snowdonia National Park Authority  
Social Care Wales  
Sports Council for Wales  
Velindre National Health Services Trust  
Welsh Ambulance Services National Health Service Trust  
Welsh Industrial Development Advisory Board  
Welsh Language Commissioner

## Significant Appointments

A list of ‘significant appointments’ is agreed between Ministers in Her Majesty’s Government. All Significant Appointment require a Senior Independent Panel Member (SIPM) to sit on the Advisory Assessment Panel. The SIPM is required to be independent of the Department and of the body that is being recruited to and should not be politically active. This, along with the requirement that the SIPM has senior recruitment experience, gives additional reassurance that the appointment being is made solely on merit. Some Significant Appointments also require a pre-appointment scrutiny hearing to be held before an appointment is confirmed, these are in bold in the below lists. Significant appointment status in the below list relates to the recruitment of Chairs of bodies unless otherwise indicated.

### *List of significant appointments requiring a Senior Independent Panel Member*

#### **Cabinet Office (CO)**

Senior Salaries Review Body

#### **Department for Business, Energy and Industrial Strategy (BEIS)**

ACAS

British Business Bank plc

Certification Officer

Innovate UK

Land Registry

Low Pay Commission

Post Office Ltd

Pubs Code Adjudicator

UK Green Investment Bank

UKRI

#### **Department for Digital, Culture, Media and Sport (DCMS)**

Arts Council England

British Film Institute

British Library

Big Lottery Fund

Gambling Commission

Heritage Lottery Fund

Historic Buildings and Monuments

Commission for England

Historic Royal Palaces

National Citizen Service

National Museums Liverpool

Science Museum Group

Sport England

The Royal Parks

UK Sport

Victoria and Albert Museum

VisitBritain

Chairs of the following DCMS

bodies are chosen by Trustees:

British Museum

Imperial War Museum

National Gallery

National Portrait Gallery

Natural History Museum

Royal Museums Greenwich

Tate

Wallace Collection

#### **Department for Education (DFE)**

Chair of Ofqual

Chair of Ofsted

Office for Students

Student Loans Company

#### **Department for Environment, Food and Rural Affairs (DEFRA)**

Kew

Forestry Commission

#### **Department for Health and Social Care (DHSC)**

Human Fertilisation & Embryology Authority

#### **Department for Transport (DFT)**

British Transport Police Authority

Civil Aviation Authority

Highways England

HS2 Ltd

Network Rail

#### **Department for Work and Pensions (DWP)**

Health and Safety Executive

Pensions Regulator

Social Security Advisory Committee

#### **Her Majesty’s Treasury (HMT)**

Court of Directors of the Bank of England

Crown Estate Commissioners

Financial Conduct Authority

#### **Home Office**

Independent Chief Inspector of

Borders and Immigration

Director General of Independent

Office for Police Conduct

Independent Reviewer of Terrorism

Legislation

Independent Anti-Slavery Commission

#### **Ministry of Justice (MOJ)**

Criminal Cases Review Commission

Youth Justice Board for England &

Wales

#### **Northern Ireland Office (NIO)**

Equality Commission for Northern Ireland

Northern Ireland Human Rights

Commission

Chief Electoral Officer



*List of significant appointments requiring a SIPM and a pre-appointment scrutiny hearing*

**Department for Business, Energy and Industrial Strategy (BEIS)**

Committee on Climate Change  
Competition and Markets Authority  
Groceries Code Adjudicator  
Nuclear Decommissioning Authority  
Office of Gas and Electricity Markets

**Cabinet Office (CO)**

Advisory Committee on Business Appointments  
Committee on Standards in Public Life  
House of Lords Appointments Commission  
UK Statistics Authority

**Department for Education (DFE)**

Children's Commissioner for England  
Chief Regulator for Ofqual  
Social Mobility and Child Poverty Commission  
HM Chief Inspector of Education, Children's Services and Skills  
Equality and Human Rights Commission

**Department for International Development (DFID)**

Independent Commission for Aid Impact

**Department for Digital, Culture, Media and Sport (DCMS)**

BBC  
Charity Commission for England and Wales  
Information Commissioner  
Office of Communications (OFCOM)  
Sianel Pedwar Cymru (S4C)

**Ministry of Housing, Communities and Local Government (MHCLG)**

Homes and Communities Agency  
Homes and Communities Agency - Regulation Committee  
Chair  
Local Commissioners for Administration in England

**Department for Environment, Food and Rural Affairs (DEFRA)**

Environment Agency  
Natural England

Water Services Regulatory Authority (OFWAT)

**Department for Transport (DFT)**

Office of Road and Rail

**Department for Work and Pensions (DWP)**

Social Security Advisory Committee  
Pensions Ombudsman  
Pension Protection Fund  
Ombudsman

**Department for Health and Social Care (DHSC)**

Care Quality Commission  
Food Standards Agency  
NHS Commissioning Board  
NHS Improvement  
National Institute for Health and Care Excellence

**Home Office**

HM Chief Inspector of Constabulary

**Ministry of Defence (MOD)**

Service Complaints Commissioner

**Ministry of Justice (MOJ)**

HM Chief Inspector of Prisons  
HM Chief Inspector of Probation  
Prison and Probation Ombudsman

A separate list of significant appointments are agreed with Ministers in the Welsh Government.

**Welsh Government**

Abertawe Bro Morgannwg University Health Board  
Amgueddfa Cymru – National Museum Wales  
Aneurin Bevan University Health Board  
Arts Council of Wales  
Betsi Cadwaladr University Health Board  
Cardiff & Vale University Health Board  
Care Council for Wales  
Children's Commissioner for Wales  
Commissioner for Older People in Wales  
Cwm Taf University Health Board  
Future Generations Commissioner  
Higher Education Funding Council for Wales  
Hywel Dda University Health Board  
National Library of Wales  
Natural Resources Wales  
Powys Teaching Health Board  
Qualification Wales  
Royal Commission on the Ancient and Historical Monuments of Wales  
Sports Council for Wales  
Velindre NHS Trust  
Welsh Ambulance Service NHS Trust  
Welsh Language Commissioner

## Management Information

### Annual Survey of Public Appointments 2018/19

These tables contain data for all appointments regulated by the Commissioner for Public Appointments, including those made by HM Government and the Welsh Government.

Table 1: New appointments by role and body type

Body Type	Chair	Non Chair/ Member	Total Number of New Appointments
MOJ Independent Monitoring Boards	0	274	274
NHSI Bodies	18	52	70
Other	54	574	628
Total	72	900	972

Table 2: Reappointments by role and body type

Body Type	Chair	Non Chair/ Member	Total Number of Reappointments
MOJ Independent Monitoring Boards	0	369	369
NHSI Bodies	24	138	162
Other	22	319	341
Total	46	826	872

Table 3: Total new appointments and reappointments by role and body type

Body Type	Chair	Non Chair/ Member	Total Appointments and Reappointments
MOJ Independent Monitoring Boards	0	643	643
NHSI Bodies	42	190	232
Other	76	893	969
Total	118	1726	1844



Table 4: Total appointments and reappointments by role by year

Year	New Appointments			Reappointments			Total
	Chair	Non Chair/ Member	Total	Chair	Non Chair/ Member	Total	
2009/10	109	1118	1227	60	952	1012	2239
2010/11	87	939	1026	170	675	845	1871
2011/12	195	1280	1475	31	234	265	1740
2012/13	N/A	N/A	605	N/A	N/A	482	1087
2013/14	79	1044	1123	55	972	1027	2150
2014/15	76	931	1007	45	836	881	1888
2015/16	56	1252	1308	72	860	932	2240
2016/17	64	1211	1275	72	884	956	2231
2017/18	51	899	950	40	892	932	1882
2018/19	72	900	972	46	826	872	1844

## Gender

Table 5: Gender declaration and reporting rates by stage

Stage	Number at stage	Declarations (inc PNS)	Declaration Rate (inc PNS)	Known Responses (exc PNS)	Reporting Rate (exc PNS)
Applied	10136	9145	90.2%	9008	88.9%
Shortlisted	2395	2115	88.3%	2094	87.4%
Appointed	972	837	86.1%	828	85.2%
Reappointed	872	544	62.4%	544	62.4%

Table 6: New appointments by known gender, role and body

Body Type	Chair			Non Chair/ Member			PNS	% female where known
	Female	Male	Other	Female	Male	Other		
MOJ Independent Monitoring Boards	0	0	0	104	84	0	0	55.3%
NHSI Bodies	5	11	0	20	31	0	0	37.3%
Other	17	37	0	254	264	1	9	47.3%
Total	22	48	0	378	379	1	9	48.3%
%	31.4%	68.6%	0%	49.9%	50%	0.1%		

Table 7: Reappointments by known gender, role and body

Body Type	Chair			Non Chair/ Member			PNS	% female where known
	Female	Male	Other	Female	Male	Other		
MOJ Independent Monitoring Boards	0	0	0	84	102	0	0	45.2%
NHSI Bodies	6	17	0	48	88	0	0	34%
Other	5	9	0	72	113	0	0	38.7%
Total	11	26	0	204	303	0	0	39.5%
%	29.7%	70.3%	0%	40.2%	59.8%	0%		

Table 8: New appointments and Reappointments by known gender, role and body

Body Type	Chair			Non Chair/ Member			PNS	% female where known
	Female	Male	Other	Female	Male	Other		
MOJ Independent Monitoring Boards	0	0	0	188	186	0	0	50.3%
NHSI Bodies	11	28	0	68	119	0	0	35%
Other	22	46	0	326	377	1	9	45.1%
Total	33	74	0	582	682	1	9	44.8%
%	30.8%	69.2%	0%	46%	53.9%	0.1%		

Table 9: Appointments and reappointments made to women by year

Year	Total appointments and reappointments made to women (where gender known)
2009/10	34.7%
2010/11	36.4%
2011/12	33.9%
2012/13	35.6%
2013/14	39.1%
2014/15	45.2%
2015/16	45.4%
2016/17	45.5%
2017/18	47.7%
2018/19	44.9%

## Ethnicity

Table 10: Ethnicity declaration and reporting rates by stage

Stage	Number at stage	Declarations (inc PNS)	Declaration Rate (inc PNS)	Known Responses (exc PNS)	Reporting Rate (exc PNS)
Applied	10136	9139	90.2%	8840	87.2%
Shortlisted	2395	2133	88.2%	2014	84.1%
Appointed	972	838	86.2%	770	79.2%
Reappointed	872	539	61.8%	526	60.3%

Table 11: New appointments by ethnic background, role and body

Body Type	Chair			Non Chair/ Member			PNS	% BAME where known
	BAME	Non BAME	Self-Description	BAME	Non BAME	Self-Description		
MOJ Independent Monitoring Boards	0	0	0	30	116	0	42	20.5%
NHSI Bodies	1	15	0	7	43	0	1	12.1%
Other	1	52	0	61	444	0	25	11.1%
Total	2	67	0	98	603	0	68	13%
%	2.9%	97.1%	0%	14%	86%	0%		

Table 12: Reappointments by ethnic background, role and body

Body Type	Chair			Non Chair/ Member			PNS	% BAME where known
	BAME	Non BAME	Self-Description	BAME	Non BAME	Self-Description		
MOJ Independent Monitoring Boards	0	0	0	16	163	0	7	8.9%
NHSI Bodies	1	22	0	17	119	0	0	11.3%
Other	0	14	0	20	153	1	6	10.7%
Total	1	36	0	53	435	1	13	10.3%
%	2.7%	97.3%	0%	10.8%	89%	0.2%		

Table 13: New appointments and reappointments by ethnic background, role and body

Body Type	Chair			Non Chair/ Member			PNS	% BAME where known
	BAME	Non BAME	Self-Description	BAME	Non BAME	Self-Description		
MOJ Independent Monitoring Boards	0	0	0	46	279	0	49	14.2%
NHSI Bodies	2	37	0	24	162	0	1	11.6%
Other	1	66	0	81	597	1	31	11%
Total	3	103	0	151	1038	1	81	11.9%
%	2.8%	97.2%	0%	12.7%	87.2%	0.1%		

Table 14: Appointments and reappointments made to people from a BAME background by year

Year	Total appointments and reappointments made to people from a BAME background (where known)
2009/10	7%
2010/11	6.8%
2011/12	7.2%
2012/13	5.5%
2013/14	7.7%
2014/15	7.9%
2015/16	8.4%
2016/17	9.1%
2017/18	8.4%
2018/19	11.9%

## Disability

Table 15: Disability declaration and reporting rates by stage

Stage	Number at stage	Declarations (inc PNS)	Declaration Rate (inc PNS)	Known Responses (exc PNS)	Reporting Rate (exc PNS)
Applied	10136	9169	90.5%	8872	87.5%
Shortlisted	2395	2107	88%	2002	83.6%
Appointed	972	829	85.3%	764	78.6%
Reappointed	872	535	61.4%	509	58.4%

Table 16: New appointments by declared disability status, role and body

Body Type	Chair		Non Chair/ Member		PNS	% declared disability where known
	Declared disability	No Declared disability	Declared disability	No Declared disability		
MOJ Independent Monitoring Boards	0	0	10	131	47	7.1%
NHSI Bodies	1	15	2	49	0	4.5%
Other	1	52	32	471	18	5.9%
Total	2	67	44	651	65	6%
%	2.9%	97.1%	5.8%	85.7%		

Table 17: Reappointments by declared disability status, role and body

Body Type	Chair		Non Chair/ Member		PNS	% declared disability where known
	Declared disability	No Declared disability	Declared disability	No Declared disability		
MOJ Independent Monitoring Boards	0	0	16	157	13	9.2%
NHSI Bodies	2	21	3	132	1	3.2%
Other	1	13	10	154	12	6.2%
Total	3	34	29	443	26	6.3%
%	8.1%	71.9%	6.1%	93.9%		

Table 18: New appointments and reappointments by declared disability status, role and body

Body Type	Chair		Non Chair/ Member		PNS	% declared disability where known
	Declared disability	No Declared disability	Declared disability	No Declared disability		
MOJ Independent Monitoring Boards	0	0	26	288	60	8.3%
NHSI Bodies	3	36	5	181	1	3.6%
Other	2	65	42	625	30	6%
Total	5	101	73	1094	91	6.1%
%	4.7%	95.3%	6.3%	93.7%		

Table 19: Appointments and reappointments made to people declaring a disability by year

Year	Total appointments and reappointments made to people with a declared disability
2009/10	3.9%
2010/11	8.6%
2011/12	5.1%
2012/13	5.3%
2013/14	7.6%
2014/15	4.6%
2015/16	4.1%
2016/17	6%
2017/18	6.9%
2018/19	6.1%

### Protected characteristic progress at each competition stage

These tables only contain data for campaigns where data was submitted at the applied, shortlist and appointed stages of competitions.

### Gender

Table 20: All competitions, known gender breakdown by stage of competition

Stage	Female	Male	Other/Self-Description	Prefer Not To Say (PNS)
Applied	3597	5385	15	136
%	39.4%	59%	0.2%	1.5%
Shortlisted	903	1190	1	21
%	42.7%	56.3%	0%	1%
Appointed	399	425	1	9
%	47.8%	51%	0.1%	1.1%

Table 21: Success by gender at each competition stage, all competitions

All Appointments	Female	Male
% Applicants Shortlisted	25.1%	22.1%
% Interviewees Appointed	44.3%	35.9%
% All Applicants Appointed	11.1%	7.9%

The % of Applicants Shortlisted refers to the percentage of applicants from each category that were shortlisted.

The % of Interviewees Appointed refers to the percentage of those who were interviewed from each category who were then subsequently appointed.

The % of All Applicants Appointed refers to the percentage of all those who applied to positions who were subsequently appointed.

Table 22: Chair competitions, Gender breakdown by stage of competition

Stage	Female	Male	Other/Self-Description	PNS
Applied	343	718	2	27
%	31.5%	65.9%	0.2%	2.5%
Shortlisted	107	198	0	5
%	34.5%	63.9%	0%	1.6%
Appointed	22	48	0	0
%	31.4%	68.6%	0%	0%

Table 23: Success by gender at each competition stage, Chair competitions

Chair Appointments	Female	Male
% Applicants Shortlisted	31.2%	27.6%
% Interviewees Appointed	20.6%	24.2%
% All Applicants Appointed	6.4%	6.7%

The % of Applicants Shortlisted refers to the percentage of applicants from each category that were shortlisted.

The % of Interviewees Appointed refers to the percentage of those who were interviewed from each category who were then subsequently appointed.

The % of All Applicants Appointed refers to the percentage of all those who applied to positions who were subsequently appointed.

## Ethnicity

Table 24: All roles, ethnicity breakdown by stage of competition

Stage	BAME Background	Non BAME Background	Self-Description	PNS
Applied	1305	7522	1	299
%	14.3%	82.4%	0%	3.3%
Shortlisted	244	1770	0	99
%	11.5%	83.8%	0%	4.7%
Appointed	100	667	0	68
%	12%	79.9%	0%	8.1%

Table 25: Success by ethnicity at each competition stage, all competitions

All Appointments	BAME Background	Non BAME Background
% Applicants Shortlisted	18.7%	23.5%
% Interviewees Appointed	41%	37.7%
% Applicants Appointed	7.7%	8.9%

The % of Applicants Shortlisted refers to the percentage of applicants from each category that were shortlisted.

The % of Interviewees Appointed refers to the percentage of those who were interviewed from each category who were then subsequently appointed.

The % of All Applicants Appointed refers to the percentage of all those who applied to positions who were subsequently appointed.

Table 26: Chair competitions, ethnicity breakdown by stage of competition

Stage	BAME	Non BAME Background	Self-Description	PNS
Applied	157	901	0	29
%	14.4%	82.9%	0%	2.7%
Shortlisted	23	280	0	5
%	7.5%	90.9%	0%	1.6%
Appointed	2	67	0	0
%	2.9%	97.1%	0%	0%

Table 27: Success by ethnicity at each competition stage, Chair competitions

Chair Appointments	BAME Background	Non BAME Background
% Applicants Shortlisted	14.6%	31.1%
% Interviewees Appointed	8.7%	23.9%
% All Applicants Appointed	1.3%	7.4%

The % of Applicants Shortlisted refers to the percentage of applicants from each category that were shortlisted.

The % of Interviewees Appointed refers to the percentage of those who were interviewed from each category who were then subsequently appointed.

The % of All Applicants Appointed refers to the percentage of all those who applied to positions who were subsequently appointed.

## Disability

Table 28: All competitions, declared disability status breakdown by stage of competition

Stage	Declared a Disability	Did Not Declare a Disability	PNS
Applied	610	8250	297
%	6.7%	90.1%	3.2%
Shortlisted	156	1846	105
%	7.4%	87.6%	5%
Appointed	46	715	65
%	5.6%	86.6%	7.9%

Table 29: Success by declared disability status at each competition stage, all competitions

All Appointments	Declared a Disability	Did not declare a disability
% Applicants Shortlisted	25.5%	22.4%
% Interviewees Appointed	29.5%	38.7%
% All Applicants Appointed	7.5%	8.7%

The % of Applicants Shortlisted refers to the percentage of applicants from each category that were shortlisted.

The % of Interviewees Appointed refers to the percentage of those who were interviewed from each category who were then subsequently appointed.

The % of All Applicants Appointed refers to the percentage of all those who applied to positions who were subsequently appointed.

Table 30: Chair competitions, declared disability status breakdown by stage of competition

Stage	Declared a disability	No Declared disability	PNS
Applied	66	997	30
%	6%	91.2%	2.7%
Shortlisted	23	279	6
%	7.5%	90.6%	1.9%
Appointed	2	67	0
%	2.9%	97.1%	0%

Table 31: Success by declared disability status at each competition stage, Chair competitions

Chair Appointments	Declared a Disability	Did not declare a disability
% Applicants Shortlisted	34.8%	28%
% Interviewees Appointed	8.7%	24%
% All Applicants Appointed	3%	6.7%

The % of Applicants Shortlisted refers to the percentage of applicants from each category that were shortlisted.

The % of Interviewees Appointed refers to the percentage of those who were interviewed from each category who were then subsequently appointed.

The % of All Applicants Appointed refers to the percentage of all those who applied to positions who were subsequently appointed.

## Other Data

### Region of principal residence

Table 32: Region of principal residence declaration and reporting rates by stage

Stage	Number at stage	Declarations (inc PNS)	Declaration Rate (inc PNS)	Known Responses (exc PNS)	Reporting Rate (exc PNS)
Applied	10136	7436	73.4%	4085	40.3%
Shortlisted	2395	1513	63.2%	1296	54.1%
Appointed	972	607	62.4%	546	56.2%
Reappointed	872	399	45.8%	322	36.9%



Table 33: New appointments by region, role and body type

Body Type	North East	North West	Yorkshire and Humberside	East Midlands	West Midlands	East	London	South East	South West	Wales	Scotland	Northern Ireland	Other	PNS
	Chair													
MOJ Independent Monitoring Boards	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NHSI Bodies	0	3	0	0	3	2	0	4	1	0	0	0	0	0
Other	0	0	2	2	0	3	6	5	0	7	2	0	1	14
Total	0	3	2	2	3	5	6	9	1	7	2	0	1	14
%	0%	7.3%	4.9%	4.9%	7.3%	12.2%	14.6%	22%	2.4%	17.1%	4.9%	0%	2.4%	
Body Type	North East	North West	Yorkshire and Humberside	East Midlands	West Midlands	East	London	South East	South West	Wales	Scotland	Northern Ireland	Other	PNS
	Non Chair/ Member													
MOJ Independent Monitoring Boards	5	12	18	21	19	26	21	33	25	8	0	0	0	0
NHSI Bodies	0	2	4	3	8	6	1	2	5	0	0	0	0	0
Other	4	27	14	10	17	7	33	54	22	77	8	12	1	47
Total	9	41	36	34	44	39	55	89	52	85	8	12	1	47
%	1.8%	8.1%	7.1%	6.7%	8.7%	7.7%	10.9%	17.6%	10.3%	16.8%	1.6%	2.4%		

Table 34: Reappointments by region, role and body type

Body Type	North East	North West	Yorkshire and Humberside	East Midlands	West Midlands	East	London	South East	South West	Wales	Scotland	Northern Ireland	Other	PNS
	Chair													
MOJ Independent Monitoring Boards	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NHSI Bodies	0	1	0	3	3	2	2	1	1	0	0	0	0	0
Other	0	0	2	1	0	0	1	1	0	3	0	0	0	0
Total	0	1	2	4	3	2	3	2	1	3	0	0	0	0
%	0%	4.8%	9.5%	19%	14.3%	9.5 %	14.3 %	9.5%	4.8 %	14.3 %	0%	0%	0%	
Body Type	North East	North West	Yorkshire and Humberside	East Midlands	West Midlands	East	London	South East	South West	Wales	Scotland	Northern Ireland	Other	PNS
	Non Chair/ Member													
MOJ Independent Monitoring Boards	7	8	11	27	28	28	15	7	38	15	0	2	0	0
NHSI Bodies	0	11	4	4	10	4	4	12	10	0	0	0	0	0
Other	1	2	3	3	4	5	7	6	1	21	2	1	0	77
Total	8	21	18	34	42	37	26	25	49	36	2	3	0	77
%	2.7%	7%	6%	11.3%	14%	12.3%	8.6%	8.3 %	16.3%	12%	0.7%	1%	0%	

Table 35: New appointments and reappointments by region, role and body

Body Type	North East	North West	Yorkshire and Humberside	East Midlands	West Midlands	East	London	South East	South West	Wales	Scotland	Northern Ireland	Other	PNS
	Chair													
MOJ Independent Monitoring Boards	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NHSI Bodies	0	4	0	3	6	4	2	5	2	0	0	0	0	0
Other	0	0	4	3	0	3	7	6	0	10	2	0	1	14
Total	0	4	4	6	6	7	9	11	2	10	2	0	1	14
%	0%	6.5%	6.5%	9.7%	9.7%	11.3%	14.5%	17.7%	3.2%	16.1%	3.2%	0%	1.6%	
Body Type	North East	North West	Yorkshire and Humberside	East Midlands	West Midlands	East	London	South East	South West	Wales	Scotland	Northern Ireland	Other	PNS
	Non Chair/ Member													
MOJ Independent Monitoring Boards	12	20	29	48	47	54	36	40	63	23	0	2	0	0
NHSI Bodies	0	13	8	7	18	10	5	14	15	0	0	0	0	0
Other	5	29	17	13	21	12	40	60	23	98	10	13	1	124
Total	17	62	54	68	86	76	81	114	101	121	10	15	1	124
%	2.1%	7.7%	6.7%	8.4%	10.7%	9.4%	10%	14.1%	12.5%	15%	1.2%	1.9%	0.1%	

## Age

Table 36: Age declaration and reporting rates by stage

Stage	Number at stage	Declarations (inc PNS)	Declaration Rate (inc PNS)	Known Responses (exc PNS)	Reporting Rate (exc PNS)
Applied	10136	7933	78.3%	7537	74.4%
Shortlisted	2395	1858	77.6%	1790	74.7%
Appointed	972	773	79.5%	748	77%
Reappointed	872	400	45.9%	371	42.5%

Table 37: New appointments by age, role and body type

Body Type	Chair								Non Chair/ Member								PNS
	16-24	25-34	35-44	45-54	55-64	65-74	75-84	85+	16-24	25-34	35-44	45-54	55-64	65-74	75-84	85+	
MOJ Independent Monitoring Boards	0	0	0	0	0	0	0	0	15	9	15	27	65	47	8	0	2
NHSI Bodies	0	0	0	0	8	5	0	0	0	0	0	11	16	3	0	0	1
Other	0	0	2	12	21	11	0	0	6	20	63	151	171	60	1	1	22
Total	0	0	2	12	29	16	0	0	21	29	78	189	252	110	9	1	25
%	0%	0%	3.4%	20.3%	49.2%	27.1%	0%	0%	3%	4.2%	11.3%	27.4%	36.6%	16%	1.3%	0.1%	

Table 38: Reappointments by age, role and body type

Body Type	Chair								Non Chair/ Member								PNS
	16-24	25-34	35-44	45-54	55-64	65-74	75-84	85+	16-24	25-34	35-44	45-54	55-64	65-74	75-84	85+	
MOJ Independent Monitoring Boards	0	0	0	0	0	0	0	0	8	5	15	23	60	75	0	0	0
NHSI Bodies	0	0	0	1	2	7	0	0	0	1	1	6	31	17	2	0	4
Other	0	0	0	3	3	3	0	0	0	1	6	40	43	18	0	0	25
Total	0	0	0	4	5	10	0	0	8	7	22	69	134	110	2	0	29
%	0%	0%	0%	21.1%	26.3%	52.6%	0%	0%	2.3%	2%	6.3%	19.6%	38.1%	31.3%	0.6%	0%	

Table 39: New appointments and reappointments by age, role and body type

Body Type	Chair								Non Chair/ Member								PNS
	16-24	25-34	35-44	45-54	55-64	65-74	75-84	85+	16-24	25-34	35-44	45-54	55-64	65-74	75-84	85+	
MOJ Independent Monitoring Boards	0	0	0	0	0	0	0	0	23	14	30	50	125	122	8	0	2
NHSI Bodies	0	0	0	1	10	12	0	0	0	1	1	17	47	20	2	0	5
Other	0	0	2	15	24	14	0	0	6	21	69	191	214	78	1	1	47
Total	0	0	2	16	34	26	0	0	29	36	100	258	386	220	11	1	54
%	0%	0%	2.6%	20.5%	43.6%	33.3%	0%	0%	2.8%	3.5%	9.6%	24.8%	37.1%	21.1%	1.1%	0.1%	

## Sexual Orientation

Table 40: Sexual Orientation declaration and reporting rates by stage

Stage	Number at stage	Declarations (inc PNS)	Declaration Rate (inc PNS)	Known Responses (exc PNS)	Reporting Rate (exc PNS)
Applied	10136	8504	83.9%	7709	76.1%
Shortlisted	2395	1975	82.5%	1783	74.4%
Appointed	972	797	82%	715	73.6%
Reappointed	872	491	56.3%	430	49.3%

Table 41: New appointments by known sexual orientation, role and body type

Body Type	Chair			Non Chair/ Member			PNS	% LGTBO where known
	LGBTQ	Heterosexual	Self-Description	LGBTQ	Heterosexual	Self-Description		
MOJ Independent Monitoring Boards	0	0	0	5	138	0	45	3.5%
NHSI Bodies	3	13	0	2	48	0	1	7.6%
Other	3	41	0	27	430	5	36	5.9%
Total	6	54	0	34	616	5	82	5.6%
%	10%	90%	0%	5.2%	94%	0.8%		

Table 42: Reappointments by sexual orientation, role and body type

Body Type	Chair			Non Chair/ Member			PNS	% LGTBO where known
	LGBTQ	Heterosexual	Self-Description	LGBTQ	Heterosexual	Self-Description		
MOJ Independent Monitoring Boards	0	0	0	9	167	0	10	5.1%
NHSI Bodies	1	19	0	5	119	0	15	4.2%
Other	0	7	0	4	99	0	36	3.6%
Total	1	26	0	18	385	0	61	4.4%
%	3.7%	96.3%	0%	4.5%	95.5%	0%		

Table 43: Total appointments and reappointments by sexual orientation, role and body type

Body Type	Chair			Non Chair/ Member			PNS	% LGTBO where known
	LGBTQ	Heterosexual	Self-Description	LGBTQ	Heterosexual	Self-Description		
MOJ Independent Monitoring Boards	0	0	0	14	305	0	55	4.4%
NHSI Bodies	4	32	0	7	167	0	16	5.2%
Other	3	48	0	31	529	5	72	5.5%
Total	7	80	0	52	1001	5	143	5.2%
%	8%	92%	0%	4.9%	94.6%	0.5%		

### Number of Additional Appointments Held

Individuals were asked if they held any additional public appointments. This includes all non-departmental public bodies (NDPBs), NHS bodies, parole boards and research councils.

Table 44: Additional appointments held declaration and reporting rates by stage

Stage	Number at stage	Declarations (inc PNS)	Declaration Rate (inc PNS)	Known Responses (exc PNS)	Reporting Rate (exc PNS)
Applied	10136	8847	87.3%	7429	73.3%
Shortlisted	2395	2101	87.7%	1637	68.4%
Appointed	972	832	85.6%	572	58.8%
Reappointed	872	513	58.8%	232	26.6%

Table 45: New appointments by number of additional appointments held and role

Number of Additional Appointments Held	Chair	Non Chair/ Member	Total	Percentage where response provided
0	29	391	420	73.4%
1	23	86	109	19.1%
2	4	27	31	5.4%
3	1	4	5	0.9%
4	2	3	5	0.9%
5-9	1	1	2	0.3%
10 or more	0	0	0	0%
Total	60	512	572	

Table 46: Reappointments by number of additional appointments held and role

Number of Additional Appointments Held	Chair	Non Chair/ Member	Total	Percentage where response provided
0	10	97	107	46.1%
1	10	66	76	32.8%
2	3	26	29	12.5%
3	2	4	6	2.6%
4	3	4	7	3%
5-9	4	2	6	2.6%
10 or more	0	1	1	0.4%
Total	32	200	232	

Table 47: Appointments and Reappointments by number of additional appointments held and role

Number of Additional Appointments Held	Chair	Non Chair/ Member	Total	Percentage where response provided
0	39	488	527	65.5%
1	33	152	185	23%
2	7	53	60	7.5%
3	3	8	11	1.4%
4	5	7	12	1.5%
5-9	5	3	8	1%
10 or more	0	1	1	0.1%
Total	92	712	804	

Table 48: Breakdown of additional appointments held by stage of competition, all appointments where data was submitted at all stages

Stage	0	1	2	3	4	5-9	10 or more
Applied	5728	1202	360	81	20	23	4
%	77.2%	16.2%	4.9%	1.1%	0.3%	0.3%	0.1%
Shortlisted	1144	342	102	31	11	6	1
%	69.9%	20.9%	6.2%	1.9%	0.7%	0.4%	0.1%
Appointed	418	108	31	5	5	2	0
%	73.5%	19%	5.4%	0.9%	0.9%	0.4%	0%

Table 49: Breakdown of additional appointments held by stage of competition, Chair appointments where data was submitted at all stages

Stage	0	1	2	3	4	5-9	10 or more
Applied	550	161	70	17	9	6	1
%	67.6%	19.8%	8.6%	2.1%	1.1%	0.7%	0.1%
Shortlisted	130	72	36	11	6	2	1
%	50.4%	27.9%	14%	4.3%	2.3%	0.8%	0.4%
Appointed	29	23	4	1	2	1	0
%	48.3%	38.3%	6.7%	1.7%	3.3%	1.7%	0%

## Principal Employment

Table 50: Principal employment declaration and reporting rates by stage

Stage	Number at stage	Declarations (inc PNS)	Declaration Rate (inc PNS)	Known Responses (exc PNS)	Reporting Rate (exc PNS)
Applied	10136	8506	83.9%	7717	76.1%
Shortlisted	2395	1969	82.2%	1779	74.3%
Appointed	972	795	81.4%	713	73.4%
Reappointed	872	487	55.8%	420	48.2%

Table 51: New appointments by principal employment, role and body type (continues overleaf)

Body Type	Mostly Civil Service	Mostly Private Sector	Mostly Third Sector	Mostly wider Public Sector	Mixed	Other Principal Employment	PNS
	Chair						
MOJ Independent Monitoring Boards	0	0	0	0	0	0	0
NHSI Bodies	0	2	1	11	1	1	0
Other	1	8	5	15	7	3	7
Total	1	10	6	26	8	4	7
%	1.8%	18.2%	10.9%	47.3%	14.5%	7.3%	

Body Type	Mostly Civil Service	Mostly Private Sector	Mostly Third Sector	Mostly wider Public Sector	Mixed	Other Principal Employment	PNS
	Non Chair/ Member						
MOJ Independent Monitoring Boards	6	47	6	44	39	0	46
NHSI Bodies	1	11	1	24	11	2	1
Other	26	136	38	159	89	18	28
Total	33	194	45	227	139	20	75
%	5%	29.5%	6.8%	34.5%	21.1%	3%	

Table 52: Reappointments by principal employment, role and body type

Body Type	Mostly Civil Service	Mostly Private Sector	Mostly Third Sector	Mostly wider Public Sector	Mixed	Other Principal Employment	PNS
	Chair						
MOJ Independent Monitoring Boards	0	0	0	0	0	0	0
NHSI Bodies	2	10	0	7	4	0	0
Other	0	2	1	2	3	1	0
Total	2	12	1	9	7	1	0
%	6.3%	37.5%	3.1%	28.1%	21.9%	3.1%	
Body Type	Mostly Civil Service	Mostly Private Sector	Mostly Third Sector	Mostly wider Public Sector	Mixed	Other Principal Employment	PNS
	Non Chair/ Member						
MOJ Independent Monitoring Boards	9	48	7	57	32	0	33
NHSI Bodies	5	43	3	51	33	1	0
Other	1	52	6	22	16	2	34
Total	15	143	16	130	81	3	67
%	3.9%	36.9%	4.1%	33.5%	20.9%	0.8%	



Table 53: New appointments and reappointments by principal employment, role and body type

Body Type	Mostly Civil Service	Mostly Private Sector	Mostly Third Sector	Mostly wider Public Sector	Mixed	Other Principal Employment	PNS
	Chair						
MOJ Independent Monitoring Boards	0	0	0	0	0	0	0
NHSI Bodies	2	12	1	18	5	1	0
Other	1	10	6	17	10	4	7
Total	3	22	7	35	15	5	7
%	3.4%	25.3%	8%	40.2%	17.2%	5.7%	
Body Type	Mostly Civil Service	Mostly Private Sector	Mostly Third Sector	Mostly wider Public Sector	Mixed	Other Principal Employment	PNS
	Non Chair/ Member						
MOJ Independent Monitoring Boards	15	95	13	101	71	0	79
NHSI Bodies	6	54	4	75	44	3	1
Other	27	188	44	181	105	20	62
Total	48	337	61	357	220	23	142
%	4.6%	32.2%	5.8%	34.1%	21%	2.2%	

### Significant Political Activity

Significant political activity includes holding office, public speaking, making a recordable donation & candidature for election within the 5 years prior to application.

Table 54: Significant political activity declaration and reporting rates by stage

Stage	Number at stage	Declarations (inc PNS)	Declaration Rate (inc PNS)	Known Responses (exc PNS)	Reporting Rate (exc PNS)
Applied	10136	8747	86.3%	8242	81.3%
Shortlisted	2395	2108	88%	2059	86%
Appointed	972	818	84.2%	805	82.8%
Reappointed	872	507	58.1%	472	54.1%

Table 55: New appointments by Declared Significant political activity and body type

Body	Total Appointments (where known)	Declared Significant political activity	%	Declared No Significant Political Activity	%
MOJ Independent Monitoring Boards	188	13	6.9%	175	93.1%
NHSI Bodies	64	8	12.5%	56	87.5%
Other	553	59	10.7%	494	89.3%
Total	805	80	9.9%	725	90.1%

Table 56: Reappointments by Declared Significant political activity and body type

Body	Total Reappointments (where known)	Declared Significant political activity	%	Declared No Significant Political Activity	%
MOJ Independent Monitoring Boards	186	4	2.2%	182	97.8%
NHSI Bodies	150	13	8.7%	137	91.3%
Other	136	13	9.6%	123	90.4%
Total	472	30	6.4%	442	93.6%

Table 57: Appointments and Reappointments by Declared Significant political activity and body type

Body	Total Appointments and Reappointments	Declared Significant political activity	%	Declared No Significant Political Activity	%
MOJ Independent Monitoring Boards	374	17	4.5%	357	95.5%
NHSI Bodies	214	21	9.8%	193	90.2%
Other	689	72	10.4%	617	89.6%
Total	1277	110	8.6%	1167	91.4%

Table 58: Declared significant political activity by year

Year	Total appointments and reappointments	Declared Significant political activity	%
2009/10	2239	188	10.2%
2010/11	1871	193	8.4%
2011/12	1740	232	10.3%
2012/13	1087	98	13.3%
2013/14	2150	107	9%
2014/15	1888	85	5%
2015/16	2240	136	4.5%
2016/17	2231	95	6.1%
2017/18	1882	96	5.9%
2018/19	1844 (1277 where known)	110	8.6%

Table 59: Political Party breakdown by body type

Body	Appointments and Reappointments where information for political activity was provided	Conservative		Labour		Lib Dems		Other	
		Number	%	Number	%	Number	%	Number	%
MOJ Independent Monitoring Boards	17	6	35.3%	8	47.1%	1	5.9%	2	11.8%
NHSI Bodies	21	3	14.3%	10	47.6%	6	28.6%	2	9.5%
Other	76	27	35.5%	36	47.4%	5	6.6%	8	10.5%
Total	114	36	31.6%	54	47.4%	12	10.5%	12	10.5%

Table 60: Breakdown of Political Party affiliation by competition stage, all appointments where data was submitted at all stages

Stage	Conservative	Green	Labour	Liberal Democrats	Plaid Cymru	SNP	UKIP	Any Other Parties
Applied	374	31	328	120	13	6	15	70
%	39.1%	3.2%	34.3%	12.5%	1.4%	0.6%	1.6%	7.3%
Shortlisted	100	10	87	29	0	1	1	8
%	42.4%	4.2%	36.9%	12.3%	0%	0.4%	0.4%	3.4%
Appointed	31	5	36	6	1	0	0	2
%	38.3%	6.2%	44.4%	7.4%	1.2%	0%	0%	2.5%

Table 61: Breakdown of Political Party affiliation, reappointments

Conservative	Green	Labour	Liberal Democrats	Plaid Cymru	SNP	UKIP	Any Other Parties
5	0	18	6	0	0	0	4
15.2%	0%	54.5%	18.2%	0%	0%	0%	12.1%

Table 62: Breakdown of Political Party affiliation by competition stage, Chair appointments where data was submitted at all stages

Stage	Conservative	Green	Labour	Liberal Democrats	Plaid Cymru	SNP	UKIP	Any Other Parties
Applied	59	2	44	19	0	1	1	10
%	43.4%	1.5%	32.4%	14%	0%	0.7%	0.7%	7.4%
Shortlisted	21	2	17	3	0	0	0	3
%	45.7%	4.3%	37%	6.5%	0%	0%	0%	6.5%
Appointed	4	0	5	0	0	0	0	0
%	44.4%	0%	55.6%	0%	0%	0%	0%	0%

Table 63: Breakdown of Political Party affiliation, Chair reappointments

Conservative	Green	Labour	Liberal Democrats	Plaid Cymru	SNP	UKIP	Any Other Parties
0	0	1	3	0	0	0	0
0%	0%	25%	75%	0%	0%	0%	0%

## Welsh Government Appointments

Table 64: Protected characteristic percentages by role, new appointments

Role	Total Number	% Female (where known)	% BAME Background (where known)	% Declared disability (where known)
Chair	6	33.3%	0%	0%
Non Chair/ Member	70	60%	2.9%	6%
Total	76	57.9%	2.7%	5.5%

Table 65: Protected characteristic percentages by role, reappointments

Role	Total Number	% Female (where known)	% BAME Background (where known)	% Declared disability (where known)
Chair	4	100%	0%	0%
Non Chair/ Member	48	76%	4.3%	4.3%
Total	52	78.6%	3.8%	3.8%

Table 66: Protected characteristic percentages by role, appointments and reappointments

Role	Total Number	% Female (where known)	% BAME Background (where known)	% Declared disability (where known)
Chair	10	55.6%	0%	0%
Non Chair/ Member	118	64.2%	3.3%	5.6%
Total	128	63.5%	3%	5.1%

Table 67: Annual comparison of protected characteristic percentages, appointments and reappointments

Year	% Female (where known)	% BAME Background (where known)	% Declared disability (where known)
2009/10	30%	2.7%	3.6%
2010/11	49%	2.5%	16.3%
2011/12	37.3%	1.4%	1.5%
2012/13	46.6%	3.1%	11.5%
2013/14	40.4%	3%	8.9%
2014/15	50%	3.8%	7.2%
2015/16	47.2%	3.9%	3.7%
2016/17	48.7%	4.5%	7%
2017/18	51.9%	6.9%	7.6%
2018/19	63.5%	3%	5.1%

Table 68: Age breakdown of appointments and reappointments

Age Group	16-24	25-34	35-44	45-54	55-64	65-74	75-84	85+	PNS	Total
Number	1	3	7	22	40	27	0	0	5	105
%	1%	3%	7%	22%	40%	27%	0%	0%		

Table 69: Sexual orientation breakdown of appointments and reappointments

Sexual Orientation	LGBTQ	Heterosexual	PNS	Total
Number	5	88	12	105
%	5.4%	94.6%		

Table 70: Breakdown of appointments and reappointments made to people holding additional appointments

Number of Additional Appointments Held	Number	%
0	69	83.1%
1	12	14.5%
2	2	2.4%
3	0	0%
4	0	0%
5-9	0	0%
10 or more	0	0%
PNS	22	
Total	105	

Table 71: Breakdown of appointments and reappointments made to people declaring significant political activity

Significant Political Activity	Declared	None Declared
Number of appointments and reappointments	10	88
%	10.2%	89.8%

Table 72: Breakdown of Political Party affiliation, appointments and reappointments

Conservative	Green	Labour	Liberal Democrats	Plaid Cymru	SNP	UKIP	Any Other Parties
0	0	8	0	0	0	0	3
0%	0%	72.7%	0%	0%	0%	0%	27.3%