



Commissioner for Public Appointments

Annual Report
2020-2021

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Summary of 2020/21

693 new
appointments

↓ from 914 in 2019/20

845
reappointments

↑ from 651 in 2019/20



45.1% of new appointments and
reappointments made to women

(Compared with 51.4% in 2019/20 and 44.9% in 2018/19)



New appointments to people with disabilities

11.8% measured by
the old question

5.0% measured by
the new ONS question

(Compared with 5.8% in 2019/20 measured by the old question)



11.2% of new appointments were made
to people from an ethnic minority
background

(Compared to 14% in 2019/20)



35.2% of appointees and
reappointees were from
London and the South East

(Compared to 34.9 in 2019/20)



41.5% of new member appointments
made to people aged 54 and under
(compared with 48.4% in 2019/20)

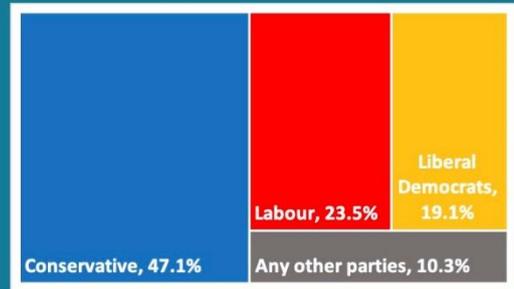


65.2% of new appointees did not hold another appointment
(Compared to 72.3% in 2019/20)

6.2% of appointments and reappointments made to people declaring significant political activity
(Compared to 5.7% in 2019/20)



Declared party affiliation of appointees and reappointees



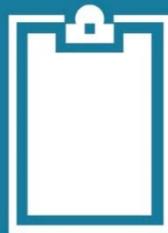
67 appointments made without competition
(Compared with 44 in 2019/20)



Commissioner was notified or consulted
121 times

(Compared to 79 times in 2019/20)

21 Compliance visits completed



36 Significant competitions with Senior Independent Panel Members



2 complaints considered
1 complaint partly upheld

14 breaches of the Code identified



Commissioner's Foreword

A year ago I wrote what I had thought was the fifth, and final, foreword to my annual report as Commissioner for Public Appointments since my term was due to end in April 2021. However, in the spring of 2021, the competition to find my successor had not completed and I agreed to stay on for a specific period, until the end of September 2021, to allow time



for the Government's preferred candidate to be announced, a pre-appointment hearing to be held and for a smooth handover to be undertaken. The delay has, however, the advantage of allowing time for the writing and publication of an annual report for 2020-21, for which I was responsible as Commissioner, rather than leaving my successor to oversee a report for a period when he was not involved.

I will not repeat all the valedictory remarks in the last annual report, which still stand, nor comments which I have made publicly since then in evidence to the Public Administration and Constitutional Affairs Committee of the Commons and to the Committee on Standards in Public Life. The controversies of the past year have, however, highlighted some fundamental points about the value of the current regulatory system for public appointments by ministers to bodies which are, after all, responsible for running, advising on and regulating very large areas of the economy and society.

The basis of the regulation of public appointments has remained the same since the independent Commissioner's role was recommended by Lord Nolan's report of the Committee on Standards in Public Life, and the post was established in 1995. Since then, the practical implementation has varied and the Code governing the process (now the Government's) has been revised a number of times. Overall responsibility for appointments lies with ministers who have a say throughout the process. But this is within a framework where candidates are assessed fairly and on an equal basis in an open competition against published criteria, by an advisory assessment panel which must include an independent member. So while the system is inherently political, patronage is constrained by an assessment about who is judged to be appointable and who is not. My role is to oversee that system and to provide public assurance that these principles are observed.

Much of the work of OCPA is undramatic and behind-the-scenes, working with departments on a daily basis to sort out immediate practical issues (as detailed in later sections of this report) and to be consulted where specified in the Code. This generally works smoothly and harmoniously thanks to the experience and good sense of the OCPA team and of departmental appointment teams. The day-to-day work has been supplemented over the past three years by a system of compliance and audit visits each autumn to examine how departments have handled appointments. This largely unheralded work is valued by departments and by Permanent Secretaries. The aim is not to find fault but to identify good practice, challenges, and to encourage improvement. This has been unquestionably one of the main achievements of the OCPA team during my period as Commissioner. Among the positives of the past year has been the handling of the disruption caused by the Covid-19 pandemic. In the late spring of 2020, most departments switched to remote/virtual interviews, which has proved to be a remarkably smooth process. There have, however, been delays to competitions leading to extensions of the terms of incumbent board members and the appointment of interim chairs. At the time of writing these delays are continuing, particularly in the appointment of chairs, which can no longer be

blamed on the impact of the pandemic. Slowness in reaching decisions, including at the centre of government, is often more to blame. Departmental appointment teams are left in an awkward position, between the centre of government and the candidates waiting for outcomes.

The main political and media attention has been not on the everyday running of the appointments process, but mainly on allegations of political or ministerial interference. Often, this reflects a misunderstanding of the Code and the role of ministers. For instance, it is quite reasonable for ministers to suggest names and also to reject the advice of an advisory assessment panel and to order the re-running of a competition. But what is against the spirit of the Code is to seek to influence the work of an assessment panel by leaking the names of preferred candidates beforehand which can be, and has been, a deterrent and discouragement to other potential applicants from putting their names forward. Similarly, attempts to appoint politically unbalanced panels undermines the credibility of the appointments process which must have an independent perspective in the assessment of each candidate. I have had to be much more active over the past year in dealing with all the above incidents through a combination of internal contacts with departments, letters to the relevant Select Committees as part of my assurance role and in public evidence and statements. I have found sympathy and support for my concerns within Whitehall and in Parliament, but, as discussed below, I believe further safeguards are needed.

Diversity

The Covid-19 pandemic has had a big impact on the number of appointments and reappointments made in 2020-21. The Welsh Government suspended competitions for a period, as did the Ministry of Justice for their delegated regional roles. At first glance, the overall number of appointments and reappointments is similar to that made last year (1538 in 2020-21 compared to 1565 in 2019-2020), but the situation under these numbers is very different. Last year, 914 appointments were made. This year, that number has fallen to only 693. Conversely, reappointments, totalling 651 last year, rose to 845 this year, as the Government held on to existing members whilst competitions were stalled.

Although the pandemic has caused great upheaval to usual competition patterns and the outreach and talent initiatives that were planned, the aspirations of the respective HM and Welsh Government diversity actions plans remain in force. Unfortunately, this year has seen big setbacks in the representation of women and those from ethnic minority backgrounds. 45.1 percent of appointments and reappointments were made to women in 2020-21, returning to rates seen eight years ago. Appointments and reappointments made to those from ethnic minority backgrounds were only 9.6 percent this year, after the high of 15.3 percent last year. Any conclusions need to be tentative in view of the impact of the pandemic disruptions and it is hoped that the figures will bounce back nearer to pre-Covid levels as the system settles in the coming year. But these trends need to be watched closely by departments.

The picture for disability is more complicated. This year has seen the introduction of a new two-stage question to measure disability, mirroring that used by the ONS, which focussed on the impact of a disability or health condition on a person's day-to-day life. A significant proportion of competitions however continued to use the old, 'single stage' question, which asks people about their disability in a static way ('Do you consider yourself to be disabled?'). As such, OCPA has analysed the data from both questions separately, and the results of each naturally show a different measurement of disability across all appointees and reappointees. Asked the single stage question, 12.0 percent of

appointees and reappointees declared themselves to have a disability. Asked the two-stage question, 4.7 percent of appointees and reappointees said their disability or long term health condition reduced their ability to carry-out day-to-day activities 'a little' or 'a lot'. (This constitutes a declaration of disability under the ONS question). Last year, the rate of appointments and appointments made to people with disabilities was 6.6 percent, continuing a trend since 2016-17 where the rate hovered around 6% when the single stage question was the only one in use. The rise to 12 percent from this same single stage question in 2020-21 is a huge achievement, but must be tempered with the findings from the two stage question and suggests that the data integrity on this metric is questionable and should be reported with care. OCPA will continue to press all departments to phase out the single stage question as soon as possible to enable more meaningful comparison between representation of people with disabilities in appointments with our society as a whole, which is now measured using the ONS two stage question as standard.

Unfinished Business

No one leaves a post believing everything has been achieved. There are various issues, works in progress which deserve attention:

Diversity and inclusion

One of the Commissioner's specific tasks is to champion diversity. The Government has previously set ambitions for women and ethnic minority appointees - where there has been progress and the performance is better than in most other parts of the public sector as well as the private sector. But, as the latest pandemic-disrupted figures indicate, there is not room for complacency, not least since the gains in board members have not yet been matched in the number of chairs. Moreover, the record on people with disabilities remains inadequate - with a few exceptions such as the Ministry of Defence and Department for Transport which have roles where disabled people's knowledge, lived experience and skills are essential for the public body's purpose. The hopes raised by the 2018 report of Lord Holmes of Richmond into opening up public appointments to people with disabilities largely remain unfulfilled, despite some apparent progress over the past year (which needs to be interpreted very carefully). But I also view diversity in a broader sense of ensuring that public appointments go to the widest possible range of the population, taking account of geographical and social background, as well as a plurality of views. I have been concerned about how underrepresented groups are informed of the opportunities available and then helped to become strong candidates. Before the Covid-19 pandemic, and to a lesser extent more recently, I have spoken to a number of underrepresented groups. I have written before about mentoring and development schemes, including the one which OCPA is currently sponsoring with the Cabinet Office and the Public Chairs Forum. There is much more that can be done here to bring forward new groups of candidates. In addition, the remote/virtual meetings that have become near universal since spring 2020 offer a model on how to encourage a wider range of people - such as those with disabilities or those who live a long way from London and the South-East - to become public appointees. One means would be to hold, say, half of board meetings in person each year and a half virtually. Another important issue for recruitment is remuneration and, as discussed below, my thematic review in March 2021 highlighted big inconsistencies not only in levels of pay but also in the relationship with the time commitment sought, and the longer time often involved. There are real dangers of discouraging talented people without existing financial means, such as those with pensions, from putting themselves forward, and public bodies will lose out as a result.

Candidate care

The Grimstone review in March 2016¹ rightly highlighted the importance of treating candidates properly and, in particular, by ensuring that competitions are concluded in a timely manner. But as my thematic review in July 2019 showed, fewer than a half of competitions are completed within the three month ‘aspiration’ from the closure of applications to announcement and my findings from compliance visits have not found much improvement. Officials in departmental appointment teams try their best but, too often, timeliness is a low priority for ministers and special advisers. Of course, the political turmoil and high ministerial turnover of recent years is partly to blame, and the Covid-19 pandemic has meant further delays. In his valedictory lecture in July 2021, Sir John Kingman, the outgoing chair of UK Research and Innovation, referred to ingrained habits in departments of treating time ‘as a free good’ without a clear enough focus on outcomes. He added that the current Government’s suspicion of proposals coming through the institutional machine leads to a time-consuming canvassing of the views of the many political advisers around Whitehall before every stage of the process can proceed.

So each stage proceeds very slowly and appears inexplicable to candidates, especially those without Whitehall knowledge, and candidates are discouraged from applying. These consultations have also meant serious delays in the appointment of chairs and members, leading to the government making appointments of interim chairs for lengthy periods and extending existing members in post to cover whilst competitions remain stalled. The failure of a number of first round competitions, requiring re-runs, also suggests that the Government needs to intensify its efforts to broaden the pool of potential candidates, both as members of the boards of public bodies and as chairs.

Relations between public bodies and sponsoring departments

One of the least publicly discussed issues is the frequent strains and misunderstandings between the chairs of public bodies and ministers/departments. The former can feel that their interests are neglected and brushed aside, as I have often found in discussions with chairs. There are faults on both sides. Chairs, especially those with long private sector experience, sometimes cannot appreciate that they cannot have the same freedom in running a public body - as in a PLC, for instance - in shaping their boards. They resent what they see as apparently arbitrary and inexplicable decisions on appointments and reappointments, the subject of investigations undertaken this year (see below), and what Sir John Kingman referred to in his lecture quoted above as ‘the rejection of people who are clearly world-class.’ While the Governance Code is clear that there is no presumption to reappoint someone for a second term, ministers and advisers need to be sensitive to their chairs’ desire for a mixture of reappointments, to ensure continuity, as well as fresh appointments rather than sometimes the sense of a politically inspired blanket campaign against reappointments.

Governance

The trickiest issue is the balance between the preferences of ministers and open competition. I often hear complaints about politicisation in an inherently political process in which ministers understandably want public bodies to be run by people who support, or at least sympathise with, their policies. But the very fact that these bodies are at arms-length from central government rather than

¹ Sir Gerry Grimstone (March 2016). *Better Public Appointments: A Review of the Public Appointments process*. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/507066/Better_Public_Appointments_March_2016.pdf

part of departments implies the need for a degree of independence - whether in a regulator or advisory body or in, say, a cultural institution. So mutual restraint is required both by ministers and their advisers and by those running public bodies. In most cases, this has worked well but it is clearly under threat in more politically polarised times. This argues for reaffirming, and in some cases, strengthening the independent element in the appointments process, particularly for those bodies which scrutinise the actions and conduct of ministers and the executive. It is arguable that ministers should not have the exclusive say in the appointment of political and ethical regulators and that there should be an independent majority on interview panels and/or Commons committees should be more involved. This is matched by the need for greater transparency about appointments made by ministers, both those currently regulated and listed under the Order in Council, and the many unregulated (the latter often for good reasons of urgency or the short duration of the roles). The lack of clarity about the latter does not assist public confidence in the appointments process generally.

Thanks

Finally, I would like to reiterate my thanks to various people and organisations with whom I have worked over the past five years - ministers and officials in the Cabinet Office and other Whitehall departments; to Lord Bew and Lord Evans of Weardale and the members and staff of the Committee on Standards in Public Life who have taken a close and supportive interest in my work; and to Sir Bernard Jenkin and William Wragg, successive chairs of the Public Administration and Constitutional Affairs Committee, who have been an important and constructive part of my wider accountability. I have also very much appreciated my contacts with my Scottish and Northern Irish opposite numbers and their teams, and the annual tripartite meetings we have had to compare notes. I have also been the Commissioner regulating appointments made by the Welsh Government and I have valued my contacts with ministers and officials in Cardiff and my visits to meet them.

My job has been dependent on the good humour and assiduity of the officials I have worked with based in the office of the Civil Service Commission led by Peter Lawrence, its chief executive, and with shrewd oversight from Catriona Marshall. In particular, I have been very fortunate to have worked with two outstanding Principal Advisors for most of my period in post: Jennifer Smith, and, since September 2019, Gabrielle Bourke, who has successfully handled all the challenges of remote working in a calm way which ensured that OCPA has responded promptly and efficiently to requests from departments and with external queries. She has been ably assisted since early spring 2020 by Yehoshua Hinton-Lewis, who was only in our office for a couple of weeks before lockdown but has handled both casework and the challenges of the diversity data. As usual, Maggie O'Boyle showed she was the ideal media and communications adviser in her shrewdness and judgement. To all I am most grateful and commend them to my successor

Peter Riddell

September 2021

2020/21 in OCPA

2020

April

OCPA has moved to remote working



May

New videos explaining the role of SIPMs starring Cindy Butts



June

Commissioner writes to permanent secretaries on keeping public appointments moving during the pandemic



July

OCPA starts collecting case studies for remuneration research



August

Planning starts for compliance visits



September

OCPA responds to the High Court judgement of *Warner*



October

Commissioner gives evidence to PACAC



November

Publishes diversity figures showing women appointees over 50% for the first time



December

OCPA, Cabinet Office and PCF launch mentoring scheme



2021

January

Provides assurance on the Office for Students competition to Education Committee



February

Commissioner meets Parliamentary Secretary, Cabinet Office, Julia Lopez MP



March

Thematic review on remuneration is published



The role of the Commissioner

The Commissioner (the Rt Hon Peter Riddell CBE) has a number of functions set out in the Public Appointments Order in Council (the most recent being November 2019), which include ensuring that ministerial appointments are made in accordance with HM Government's Governance Code ('the Code') and its principles of public appointments. His remit covers those appointments made by ministers in Whitehall and also those of the Welsh Government. This report will use the word 'department' to include the Welsh Government.

The Public Appointments Order in Council (OIC) requires the Commissioner to undertake audits of public appointments procedures, conduct investigations and consider complaints where necessary.

The Code, which came into force in 2016 expands on this to include the duties of the Commissioner to compile an annual report with diversity statistics, be an advocate for diversity, and also be notified or consulted on certain stages of the appointments process.

The Commissioner oversees the appointments made to over 300 public bodies by ministers in Whitehall and another 56 by the Welsh Government. The Office of the Commissioner for Public Appointments (OCPA) has three members of staff - including the part-time Commissioner - based within the Civil Service Commission Secretariat.

OCPA financial information

OCPA is one of three independent bodies served by the Civil Service Commission Secretariat, headed by Civil Service Commission Chief Executive, Peter Lawrence OBE. OCPA's expenditure figures are published in the Civil Service Commission's audited Accounts; OCPA information is reproduced below for ease of reference.

OCPA's share of the Civil Service Commission's total expenditure has remained relatively static at 10 percent (this was 14 percent in 19-20 and 11 percent in 18-19); and total expenditure was £280k (compared to £312k in 19-20 and £233k in 18-19). Staff costs remain the largest element of the OCPA's expenditure at £160k (£161K in 19-20 and 18-19 in £120K); this includes CSC Chief Executive time. Second to that are OCPA's proportion of the costs of accommodation, utilities and IT that are recharged to the Civil Service Commission by the Cabinet Office, totalling £47k in 20-21.² Other costs include legal and press officer advice. The Commissioner's fees include employer national insurance and the salary he received has remained unchanged at £56,000 a year since he was appointed.

Table i: OCPA expenditure 2020-21, 2019-20 and 2018-19

OCPA expenditure (£000)	2020-21	2019-20	2018-19
Commissioner Fees	63	63	61
Other Gross Expenditure	218	249	172
Income	(0)	(0)	(0)
Net Expenditure	280	312	233
Of which accruals total	5	4	2

² Civil Service Commission Annual Report 2020-21. Accessed 17 August 2021.
https://civilservicecommission.independent.gov.uk/wp-content/uploads/2021/07/CSC_ARA_2020-21_-_v10_WEB.pdf

The 2020-2021 OCPA year in review

OCPA's staff and the Commissioner have worked from home since March 2020. OCPA has continued business as usual as much as possible by moving its outreach and regulatory activity online.

The pandemic brought much pressure on public bodies, and as a result, ministers have used the exceptional provisions in the Governance Code more often this year than in previous years. This has increased the day-to-day regulatory activity that the Commissioner undertakes with departments. This is discussed more fully in the section covering Consideration of Exceptions to the Code below. Simultaneously, there has been more public scrutiny and comment over appointments, both those regulated by the Commissioner and those not. The Commissioner and his office have responded publicly in order to explain the regulated appointments process, the role of OCPA within that, and the importance of fair and open competition. The increase in OCPA's activity on both these counts has been managed with success. Collective efforts from OCPA, the Cabinet Office (OCPA's sponsor department), government more generally, stakeholders and Parliament, in using technology and working flexibly, have allowed these challenges to be faced successfully within the constraints of working from home.

Priorities identified in 2019-20

Last year's Annual Report reported on the efforts of departments to keep the public appointments system moving during the pandemic. OCPA is pleased to report that this continued throughout the remainder of the 2020-21 year with departments reporting competitions successfully carried out entirely online. The Commissioner also noted the importance of OCPA continuing its willingness to respond publicly where necessary in the face of challenges to the system, which he described as threatening to undermine public faith in the process. The Commissioner has continued to make it clear that ministers have ample opportunities to shape the appointments process within the Code, and, in particular, that the decision on whom to appoint is always for them to make while advisory assessment panels, with an independent element, have the critical role in assessing appointability. The Commissioner urged his successor - who was then expected in post in late April 2021 - to use their position to highlight such problems where necessary, and to use opportunities for private discussion and negotiation to uphold the principles of the Code. The Commissioner himself, who, in April, was extended in post by the government until the end of September 2021, has done this through public appearances in front of Commons committees and in the media (as discussed below) and in his discussions with ministers and officials. He would urge his successor to do the same. Other priorities identified last year – the mentoring scheme, the thematic review into remuneration and meetings with permanent secretaries following the compliance visits – were all completed as intended and are detailed below.

Appearance before committees

The Commissioner was called again to give evidence to the Public Administration and Constitutional Affairs Select Committee (PACAC) in October 2020, after giving evidence in March 2020 (set out in OCPA's 2019-20 Annual Report). This had been intended as a valedictory session, with the Commissioner then due to end his term in April 2021. Committee members were particularly interested in how the Commissioner's role had changed over the last five years, how the appointments system had worked during the pandemic and thoughts on the future of OCPA under a new



Commissioner. PACAC was also interested in the role of pre appointment scrutiny, and how the work of the Commissioner can support the pre appointment scrutiny process.

The Commissioner also attended two sessions with the Committee on Standards in Public Life (CSPL), privately in November 2020 and then publically, for their *Standards Matter 2* review, in March 2021. The Commissioner also supplied written evidence to that review,

where he focussed his comments on the landscape on standards in public life and his specific experience as Commissioner. He noted the lack of clarity and certainty around the powers of regulators, like himself, which are not based in primary legislation, as well as the need for a rethink of the way some regulators are appointed, with a greater distinction between independent ‘watchdog’ roles and those who are delivering the government’s operational priorities. This was a theme covered in both PACAC and CSPL evidence sessions, with the Commissioner calling for greater transparency over the appointment to high profile, and sometime controversial non-regulated roles. The Commissioner has stressed that there is much to learn from adopting a clear and open process for all appointees to reinforce public confidence in public life as whole, especially when the distinction between regulated roles, commissioners, tsars, and the like are less likely to be appreciated by those outside the worlds of Whitehall and Westminster. At a minimum, there is a case for publicly listing all appointments made by ministers whether regulated or unregulated.

Explaining the public appointments process

Throughout the year, the Commissioner has offered his view on the public appointments system, often in response to public discussion on social media or in the press. It has become apparent there is still much misunderstanding about the system, despite the Code being in place for nearly five years. The Commissioner has clarified his scope (unregulated versus regulated roles), the role of ministers and independent panel members. For example: appearances on *Week in Westminster* on Radio 4, and letters to *The Times* and *Prospect* supplemented the frequent chatter on Twitter about the progress of current competitions.

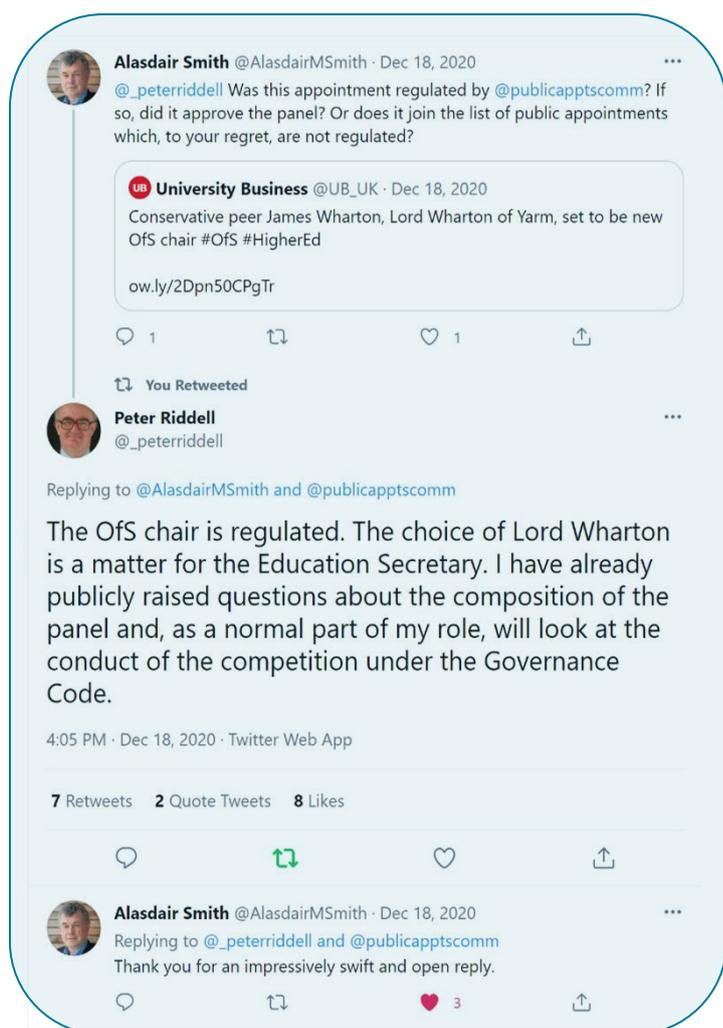


The importance of independence on Advisory Assessment Panels

The role of Senior Independent Panel Members (SIPMs) has been thrown into sharp focus the past year, with some actual or threatened breaches of the Code. Most breaches have been innocuous (see the Breaches Section later in this report) but some have been more serious, threatening to undermine the independent status of the role. The Commissioner must be consulted on ministers' choice of SIPMs, and this year he has had to remind some ministers about the strict rules outlined in the Code on SIPMs' political neutrality and the recruitment experience required to fulfil the role. SIPMs, like independent panel members in other non-significant appointments, have an important role to play in bringing challenge and rigour to the process. The Commissioner welcomed new guidance on the criteria for SIPMs published by HM Government in December 2020 which clarified the Code's rules on

SIPMs.

The Welsh Government's Diversity Strategy included a commitment to recruit a pool of SIPMs to boost the diversity of Panels in competitions and to open up the roles to senior leaders in recruitment, governance and inclusion who may not have engaged with public organisations before. OCPA was consulted on the person specification and the role attracted over 90 applications. After a fair, open and competitive appointment process, following the principles of the Governance Code, 13 members were recruited. These individuals will be invited to join Advisory Assessment Panels for Significant Appointments, Welsh Government Senior Civil Service recruitment and potentially other public appointments. The Commissioner congratulates this new cohort of SIPMs and looks forward to their contribution to competitions in Wales.



Providing public assurance over competitions

The increased political and media interest in public appointments in the past year has seen the Commissioner provide his independent assurance over the conduct of a number of competitions in letters to House of Commons select committees, and to some other interested external bodies. This most often takes the form of examining the reports of the advisory interview panels with the candidates, and taking soundings from SIPMs where applicable. The Commissioner's letters to the Digital, Culture, Media and Sport Committee on the competition to find the new Chair of the BBC and

to the Education Committee following the competition for the new Chair of the Office for Students, both in January 2021, are on the Commissioner’s website and detailed in the Investigations section of this report.

Thematic review into financial support for public appointees

The planned thematic review into financial support for appointees was published in March 2021. The Commissioner would like to thank again the officials, stakeholders and appointees who contributed to the report, which for the first time, takes an overall view on the pay of appointees. More detail on the findings of the report is detailed later in this report. The report has been acknowledged and considered at senior levels of government.

Working with government

The Commissioner met with the minister responsible for public appointments in the Cabinet Office, Julia Lopez MP, in January 2021. Following the compliance visits (see the Compliance section below), the Commissioner met with 16 permanent secretaries across Whitehall and the Welsh Government, to discuss the findings of the compliance reports and hear at first-hand the successes and challenges, as they saw them, facing their public appointment teams. The Commissioner would like to thank Permanent Secretaries again for their time and their willingness to take recommendations of best practice forward in their respective departments.

Mentoring programme

In partnership with the Cabinet Office and the Public Chairs Forum, the first Whitehall mentoring scheme for public appointments launched on 8 December 2020. 15 pairs of mentees and mentors were placed together, taking recent near-misses from appointments competitions and linking them with Public Chairs Forum members chairing public bodies. The 12 month programme allows for the mentees to attend and observe board meetings, receive 1:1 coaching from their mentor, and attend a series of masterclasses on skills and insights for public life, delivered by experienced public appointees. The programme is a pilot, and will be evaluated at its conclusion to measure how mentees and mentors have developed their skills and confidence.

Stakeholders and outreach

The Commissioner has met with a number of stakeholders in the past year, including those with an interest in new public bodies and appointees themselves. He was delighted to take questions from Public Chairs Forum members in a webinar in June 2020, and to meet with the national Chair of the Independent Monitoring Boards (IMBs), Dame Anne Owers, who leads the largest group of public appointees (165 IMB volunteer public appointees were recruited in 2020-21 alone). He also contributed to Lord Holmes’ online event in December 2020 to mark two years since the publication of his review into encouraging more appointments to people with disabilities, and spoke at seminars



organised by Women on Boards and Moawia Bin-Sufyanto in February and March 2021. He was also kindly hosted by Dr Gillian Fairfield, chair of the Disclosure and Barring Service (DBS) in January 2021 to observe an online board meeting and see first-hand how the DBS' own mentoring scheme has developed the skills of new appointees and brought new perspectives to the Board itself.

Tripartite meeting with other public appointments commissioners

With the outbreak of the pandemic, the annual meeting between the Scottish, Northern Irish and UK/Welsh public appointments commissioners was postponed with a view to meeting in person later in 2020. With social distancing measures still in place much longer than anticipated, the commissioners decided to meet virtually in March 2021. Whilst the powers of each commissioner differ slightly with different Codes covering public appointments in each nation, the commissioners shared their approaches to the common challenges faced by all. These included: increasing diversity, building talent pools, making appointments remotely and financial support for appointees. The Commissioner values the insights from his counterparts and their officials, and hopes that the tradition of the yearly meeting will continue in 2022 and beyond, with new commissioners in post in the UK and Northern Ireland. The Commissioner also gave his views to the Scottish Ethical Standards Commissioner for her consultation on their Code of Practice for Ministerial Appointments to Public Bodies in Scotland. The question of the balance between prescriptive guidance and a principles-based code is being redefined by the Scottish Commissioner, eight years after the introduction of their code.

Press Recognition Panel

With the establishment of the Press Recognition Panel (PRP), the Royal Charter places a number of duties on the Commissioner for Public Appointments. The PRP recruits its own Board members, with the process being assured by the Commissioner. With his lengthy background in journalism, the Commissioner recused himself from the process of assessing the 2020 competition to find new members of the Panel to eliminate any perception of a conflict of interest. This assurance duty was delegated to the Chief Executive of the Civil Service Commission, Peter Lawrence OBE. Correspondence between the PRP and Peter Lawrence on behalf of OCPA is published on OCPA's website.

Commissioner's extension in post

The Commissioner was due to end his five year term on 23 April 2021. On 19 April, the Cabinet Office announced an extension to his tenure of five months until 30 September 2021, to allow for timely pre-appointment scrutiny of the Government's preferred candidate and a proper handover period between commissioners.

Compliance

The OIC 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.’

2020-21 compliance visits

With the outbreak of the pandemic, the OCPA team began to work with departments and the Welsh Government in the summer of 2020 on how to conduct the audits remotely in the usual September-January timeframe. We found ways to allow OCPA digital access to files whilst working from home and to provide provisional feedback to teams using video conferencing software, rather than examining paper records at in-person visits as in previous years.

OCPA was grateful to all public appointments teams for facilitating our access to records and enabling the compliance visits to go ahead as planned, on schedule. On a positive note, the remote compliance ‘visits’ allowed OCPA to conduct different audits simultaneously over a number of days, rather than taking one day to visit each department as before. This helped balance audit with the rest of the OCPA workload. More public appointments officials, and those sponsor teams which also directly run competitions, were able to discuss the audit findings with OCPA on online calls, and the audit process was more environmentally friendly, without travel and being paper-free. However, OCPA also noted the assessment of competitions using digital files took slightly longer, and was a more solitary exercise than visits conducted as a team, which made learning and sharing findings in real time more difficult. OCPA will consider how to take the positives from the remote audits into audits this autumn, as hybrid working becomes more common.

This third round of ‘visits’ began in September 2020, and as with the previous year, 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 member positions, from across all departments and the Welsh Government. OCPA also selected competitions for bodies that have not been examined in audits before, where possible, and ruled out competitions already considered by the Commissioner via an investigation, complaint, or through an exception. Competitions/ministerial decisions that did not result in appointment/reappointment were also not in scope. For departments with a large number of bodies and who made a lot of appointments (Business Energy and Industrial Strategy; Digital, Culture, Media and Sport; the Welsh Government), we took up to ten competitions/reappointments to examine. For departments making fewer appointments, we took around a third, and for those with fewer than six competitions/reappointments, we looked at all of them. In total, OCPA examined 106 competitions and reappointment decisions across 21 HM Government departments and the Welsh Government, starting in September 2020 and wrapping up in February 2021. This is fewer than the 130 competitions examined last year, with appointments and reappointments volume falling overall.

OCPA aims to keep the competitions/reappointments we audit reasonably up-to-date, so the time period we examine for each department is slightly different depending on the date OCPA’s two-person team can conduct the compliance visit. This pattern was established when OCPA started the compliance visits in 2018-19 and we try to visit departments around the same time each year. This meant the audits of some departments, which we visited at the end of this round, captured appointment activity during the first six months of the pandemic. The Foreign and Commonwealth Office and Department for International Development were audited in tandem, with the assessments

OCPA found many central appointments teams within departments this past year have continued to refine their existing processes, and expand their outreach and support to applicants. They have redesigned guidance and scoring toolkits to support Advisory Assessment Panellists. They have been supporting sponsor teams who run appointments with workshops and guidance to increase consistency. They have reviewed their GDPR policies, run online events to encourage applicants, redesigned their candidate packs and supported applicants with interview adjustments. They have collaborated with wider sector diversity networks and HR teams inside government to share best practice in recruiting for diverse talent.

of each department's competitions considered separately, with findings and recommendations for the new merged Foreign Commonwealth Development Office public appointments team to take forward.³ This meant OCPA completed 20 compliance visits covering 21 departments' work.

OCPA's assessment of competitions uses all the records associated with the appointment process and decisions – advice to and subsequent decisions of ministers, reports and scoring from

panels, emails to and from officials and stakeholders, candidate packs and advertisements. Departments also share other things with us to show their initiatives - templates or guidance they have made, examples of candidate care or diversity strategies. All departments sent us information electronically (via email or access to an online platform), apart from one department whose IT team was unable to facilitate digital access. We completed this one audit in person using paper records at OCPA's offices following social distancing guidelines.

In advance of OCPA's visits, departments were asked to complete a self-assessment form, detailing their own perceptions of their progress since last year and the challenges they face. These assessments allowed OCPA to better understand the context in which public appointments teams were operating, and gave an insight into the various initiatives and common challenges that departments face. As expected, the impact of the pandemic on departments' work meant that they detailed their recent experiences in their self-assessments. The Commissioner welcomed departments' willingness to share their successes and frustrations about the 'new normal', which came after an already complicated period for appointments, with the general election in December 2019 and ministerial reshuffles in early 2020. The visits also helped to keep up the good working relationship with officials working on public appointments, and facilitates sharing good practice and a positive learning culture.

Following the assessment of a department's competitions/reappointments, we held a meeting with officials to hear our findings first hand, helping them to understand what our reports would say and why. It also gave OCPA valuable information about the challenges departments faced, and allowing OCPA to share best practice and knowledge across public appointments teams, who are otherwise relatively isolated from each other, especially during the pandemic.

OCPA produced a report for each department following the respective visits, outlining the findings from assessment of the chosen campaigns, and the appointment teams' own self-assessments. These

³ FCO and DfID during the time period examined were two separate departments making their own appointments, but had merged into the FCDO by the time the audit was conducted. OCPA examined competitions and reappointments from both departments and combined the findings into one report for FDCO.

draft reports were shared with those teams to check for factual errors prior to being sent to the department's Permanent Secretary (or Director, in the case of Scotland Office) and the Cabinet Office Public Appointments Policy Team (PAPT). In February and March 2021, the Commissioner spoke with Permanent Secretaries in person online, to follow up the visit with his reflections and gather feedback on how appointments were seen amongst the leaders in departments. As with the previous year, OCPA has found that departments have made changes in response to the compliance visits findings, and that performance generally in following the Code has improved.

Sharing learning across government

The purpose of the compliance visits is not to find fault, though OCPA uncovered seven breaches of the Code (detailed in the Breaches section of this report below). Instead, the emphasis is on identifying where good practice is happening and where further improvements can be made. Following the completion of all the compliance visits, OCPA hosted an online wash-up session with departments in March 2021 to share learning, best practice and feedback on the Commissioner's overall findings. Almost 40 officials across Whitehall and Welsh Government attended, with BEIS and Cabinet Office public appointments teams presenting case studies on their recent initiatives – a new department-level diversity strategy and remote interviewing, respectively – and leading discussions on how other departments were taking on similar challenges. The Commissioner appreciates the openness of public appointments teams and their cooperation with OCPA as it undertakes compliance visits, and their willingness to contribute to a learning culture that helps their colleagues across government. Responses from Permanent Secretaries to their departments' reports show the value in the visits, where OCPA's insights have prompted specific improvements to processes.

Findings from the compliance visits in 2020-21

The quality of advice to ministers on the Code has improved this year, with officials providing clear risks and benefits of different options available to ministers as each competition, or reappointment decision, progressed. Under the Code, ministers have much discretion over each stage of an appointment competition, and many departments have handled these ministerial interventions with

NHS Improvement/England oversee a two-day national, quarterly induction event for all new chairs and NEDs, and provide online resources and signposting through the 'NHS Senior Leadership Onboarding and Support' website, part of the NHS Leadership Academy. The Welsh Government, through their Diversity Strategy, have held online events where board members shared their experiences of applying for public appointments and becoming board members. Delegates have also been directed to coaching and mentoring opportunities hosted by third-party organisations in Wales.

quality advice to preserve the integrity of the process. Planning for competitions has remained strong, with departments' forward looks, timely liaison with stakeholders and strategic planning built into competition plans. However, as with last year, circumstances meant this planning often did not come to fruition, with the December 2019 election, subsequent ministerial reshuffle, the initial shock of the pandemic and the continued pressure on ministerial time dragging out competitions and reappointments decisions from late 2019 and throughout 2020. The ambition to conclude competitions from close of applications to announcement within three months remained elusive for most

competitions because of these political upheavals. This year, applicants and Advisory Assessment Panels have benefitted from clearer and more succinct criteria, making it easy for applicants to understand what is being asked of them, and allowing for panels to make robust assessments. When criteria are unwieldy, there is a negative impact on the assessment of merit (see below). Candidate packs too are improving, with better explanation of the process and the work of the public body, and more dynamic presentation helping to encourage applications. The Commissioner was grateful to receive many templates from departments which have developed their packs this year to standardise the information provided to candidates. There have also been great improvement in how departments are factoring in diversity information to aid ministerial decision making, with the Code stipulating “appointments should reflect the diversity of the society in which we live and appointments should be made taking account of the need to appoint boards which include a balance of skills and backgrounds.” Departments are providing good advice on what boards look like now, what the competition field looks like at each stage, and the diversity implications of reappointments. This is much improved from last year, and is of course all based on applicants’ confidence and willingness to share their diversity information, departments’ careful handling of this personal data, and the push from government to encourage current appointees to declare and update their diversity information.

The Commissioner noted many departments’ positive steps to enhance their advertising and outreach, though some departments struggled. Not all departments have the same resourcing for talent acquisition, social media, holding events or accessing networks. Departments too have been stretched this year, meaning some planned advertising and outreach work has been delayed including specific initiatives outlined in HM and Welsh Governments’ respective diversity action plans. The Commissioner encourages all departments to consider greater support for central appointments teams to make this kind of work routine and to reduce the risk of it not being given a high enough priority. The Commissioner also raised the issue of Panels’ interview reports with several departments. This documentation forms a critical part of not only the final decision-making advice to ministers on the merit of all the interviewed candidates, but also forms the corporate memory of a competition, which has become more important to preserve as competitions drag on and ministers change over their course. Related to this point, some departments are continuing to struggle with due diligence, which has become, for some, more onerous and over-burdensome than was intended. Good practice here includes templates to guide proportionate and consistent online due diligence searches, and searches at the right time – that is, after sift, before interview (or in the case of reappointees, ahead of the reappointment advice going to ministers), so the panel can discuss with the candidate. Panel reports should detail due diligence and conflicts of interest conversations conducted at interview to allow ministers to take a view. Candidate packs should inform applicants to expect these online checks and conversations. The Commissioner is concerned about practice straying away from these processes – with online checks becoming disproportionate or irrelevant to the role, checks taking place without candidates having a right of reply, candidates not being informed that their online statements will be viewed and may have to be defended. Such practices threaten trust and public understanding in the public appointments application process, and understandably cause much frustration to applicants and departments’ appointment teams. The Commissioner has continued to make public statements on due diligence repeatedly since 2018, and would encourage both HM and Welsh Government to standardise processes and inform the public of its purpose and application.

There is also room for improvement across departments of documentation about decisions on merit at sift, which must be clearly assessed against the published criteria. When criteria are unclear or too

many, advisory assessment panels understandably struggle, while documentation of each candidate's strengths and weaknesses deteriorates, which risks adherence to the principle of appointment on merit. Ministers must be consulted about the quality of the field at the sift stage, and while departments are not required to give feedback to candidates at the sift stage, some candidates do ask and would benefit from it.

Lastly, the transparency around appointments, including real time updates about the progress of competitions, and the public announcement or listings of successful appointees and reappointees, has fallen behind, as some departments struggle to publish on gov.uk, and the Cabinet Office Public Appointments' website functionality remains challenging. The Commissioner is hopeful that HM Government's investment in a new website will improve the transparency around the process and who ministers have appointed to fulfil these important public roles, in keeping with the Code's Principle of Openness.

On reappointments, most departments have robust processes in place here, but slow decision-making has had an impact on reappointments too. Most reappointments are being put to ministers for a decision in time but several were not taken forward fast enough to make the deadlines; so officials' good planning went to waste. Departments have improved their advice to ministers, with performance appraisals and diversity information clearly outlined. Despite the Code's prohibition on 'automatic' reappointments (the subject of two OCPA investigations this year), there are still instances where reappointments are presumed. The Commissioner reminds departments and appointees that ministers should be presented with a range of options, including going out to competition, with the Code's emphasis on refreshing talent. Saying that, there is a balance to be struck between reappointment and fresh appointment in ensuring a body has the necessary skills and viewpoints to carry out its functions, remains quorate and uses the talent acquired through a competition to its fullest.

Overall performance

After this third round of compliance visits, the Commissioner notes that overall, departments and the Welsh Government are improving. However, with the Code now in its fourth year, departments who do not make many appointments, or do not have a strong central team to guide sponsor teams, find it harder to get the basics right. The Commissioner has pressed Permanent Secretaries to recognise this as a risk, with the evidence from the compliance visits shows the benefits of well-resourced central teams. The Commissioner was also struck by the work many departments have put into embedding and developing their processes over the past few years which has paid off when the pandemic caused new, different pressures on the system. Many departments, as seen across all the economy, have been homeworking, balancing childcare, and staff have been redeployed to work directly on the pandemic response. Departments too are increasingly becoming involved in the appointments to non-regulated roles, where elements of the Code are being used to guide these processes, but without any regulatory oversight from the Commissioner. Ministerial turnover has added pressures, with advice on stages of a competition required numerous times to bring a new minister up to date and allow for their discretion over coming stages. Departments have been successful in building routines and consistency, and demonstrating candidate care, which has been impressive in this strangest of years.

Considerations of exemptions to the code

The Commissioner continues to maintain that ministers must be allowed to make pragmatic decisions to keep boards functioning and maintain their important role on behalf of the public. At the same time, efforts must be made to open up appointments to fresh talent, and so reappointments, extensions of tenure or appointments without competition should not be used simply to maintain the status quo without good reason. This year, casework to OCPA has increased as was to be expected with the ongoing pandemic, the practical challenges faced by public bodies and appointing departments.

The Welsh Government adopted a blanket approach to suspend all public appointments competitions at the start of the pandemic. The Commissioner was consulted on this decision, which was made to align wider processes in civil service recruitment in Wales generally. As with last year the Welsh Government used the exceptional provisions in the code more often than Whitehall departments. There are as always day-to-day realities of keeping a board functioning as members come and go through no one's fault; the Commissioner continues to welcome pragmatic and open discussion with departments on changing needs brought about by the pandemic.

The most common reasons behind appointments without competition and extensions of tenure were:

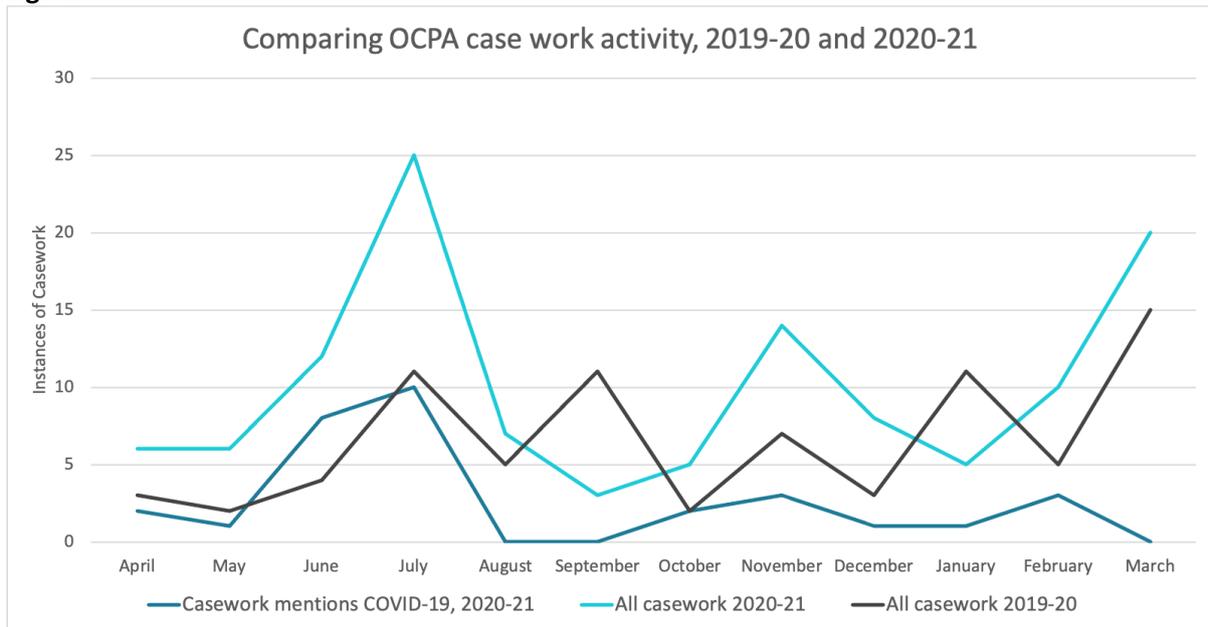
- To allow time for a competition, for example to cover the time ahead of a new appointee taking up their post, where a competition has failed to recruit, or to delay a start of a competition for necessary reasons (e.g. the Welsh Government's suspension of competitions)
- To provide stability and experience to the board, for example, to protect quoracy, during a period of significant change to its powers or strategic direction, to support other new leaders (such as a new Chief Executive) or when it is subject to an independent review.
- To allow for a board to be merged, established, or closed down where a fresh competition would be redundant.
- To allow for a specialist project to be completed, or to retain skills where an individual is required to see it through to the end, for example to help steer a board through the pandemic.

Covid-19 continues to cause disrupt aspects of daily life, but departments have developed alternate working methods, as well as fresh approaches to interviews. The pandemic and its impact upon public bodies and their board members resulted in sensible, pragmatic use of the Code. The Commissioner continues to be impressed by the ability of departments to run competitions during the pandemic. Departments have commented on the move to digital interviewing over video conferencing software, and have developed their approaches on top of this, such as running sessions with candidates prior to interview dates, so that those unfamiliar with the process could feel more comfortable being interviewed. The Commissioner has also received comments from departments about how they feel this opens up the process to those who don't live near where a public body is based, as the nation moved towards home/remote working as a common practice. The Commissioner also notes that department's support and advice to advisory assessment panels and ministers, has enabled confident

decision making over candidates who have been interviewed remotely. Previously there were concerns that competitions would be significantly affected and delayed because of moving to digital methods, but departments have managed to maintain excellent candidate care.

Ministers have increased their use of the exceptional provisions in the Code. Last year, the Commissioner was notified or consulted 79 times on either making appointments without holding a recruitment competition, or extending appointees beyond the two terms or ten years of service. This year, the Commissioner’s casework increased by a third, to 121 consultations or notifications. Departments mentioned the impact of the Covid-19 pandemic specifically in 34 instances when approaching the Commissioner. For example, where talent or stability needed to be maintained as the body responded to the pandemic, or where the pandemic had impacted the ability of a department to hold a competition immediately. The figure below compares the total case work received across 2019-20 and 2020-21, and the volume of case work in 2020-21 where the Covid-19 pandemic was mentioned in approaches made to the Commissioner.

Figure i



Appointments without competition

The Commissioner received **67 consultations to make an appointment without a competition**



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

The Code allows ministers to make appointments without holding a competition in exceptional cases, in consultation with the Commissioner. Paragraph 3.3 states:

“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.”

In addition, paragraph 8.2 of the Code outlines how these appointments and their reasons must be made public. OCPA's website publishes details about these exceptional appointments, once announced by ministers, on its website on a monthly basis as they are announced.

The Commissioner was consulted 67 times by ministers for these appointments (compared to 45 last year). 41 consultations were on making appointments without competition and 26 were a consultation on extensions of term of those interim appointees already in post. In total, 75 people were either appointed without competition or extended in their interim positions following consultation with the Commissioner. This figure was only 44 for 2019-20, and this increase shows the impact the Covid-19 pandemic had on running competitions, and in some circumstances, the need to obtain or retain experience to deal with the crisis. The impact of the pandemic on the decisions of ministers to consider interim appointments was most acute, understandably, in the first half of the year, having a limited impact after September 2020.

Of the 75 interim appointees (or those who were extended), 65 were put in place, or extended, for 12 months or less. Longer term lengths were made in unique circumstances where holding a normal competition would be a redundant process. For example, when particular civil servants were required to represent government shareholder interest, where the body was being wound down, where members were moved around composite boards for quoracy (a particular quirk of NHS Improvement and NHS England boards), or where multiple competitions had failed to find a substantive appointee.

All appointments that the Commissioner was consulted on were supported by him and, at the time of writing this report, all but one had been subsequently announced by ministers. The table below includes this otherwise unannounced appointment with the consent of the department, this is marked with * in the table below. In this case, an interim appointee was extended for a short period to allow a competition to conclude, and has been replaced by a substantive appointee found through that competition.

There was only one breach of the Code identified through the Commissioner’s consideration of these exceptions in 2020-21, much improved from six recorded in 2019-20 (see the Breaches section below for more detail). The Code remains clear that the Commissioner must be consulted in good time before an appointment made without competition is announced. In this one instance, the breach of the code was self-reported by the Ministry of Housing, Communities and Local Government (MHCLG), and came to light as they consulted the Commissioner on another individual at a different public body. By the time of the letter consulting the Commissioner on the extension of an interim appointee, the extension had not only been enacted by ministers, but the person had completed their extended tenure. Had this been properly consulted on, then the response would more than likely have been favourable as the extension was merely to align an end date with the appointee taking up a new position. The Commissioner was grateful too MHCLG bringing this to his attention.

The Commissioner reminds departments that transparency around appointments made without competition is essential for the integrity of the appointments system as a whole, and announcements of appointments made in this way, like any other, must be publicly announced. The Commissioner contributes to transparency around these appointments by publishing the correspondence for these consultations on his website, and a link to the announcement made by ministers.

Table ii: List of agreed and made appointments and extensions without competition in 2020-21

Department	Body	Number of appointees	Term Length	Rationale
DWP	The Pensions Ombudsman	1, Member	12 months	Change to board composition
Home Office	Independent Family Returns Panel	1, Chair	6 months	To allow for competition
BEIS	Small Business Commissioner	1, Chair	6 months, extension	To allow for competition
BEIS	Regulatory Policy Committee	1, Chair	9 months	To allow for competition
Welsh Government	Swansea Bay University Health Board	1, Member	1 year	To allow for competition
NHS Improvement	NHS Digital	1, Chair	7 months	To allow for programme of work to complete
BEIS	Innovate UK	1, Chair	9 months, extension	To allow for competition to be re-run
MOJ	Cafcass	1, Chair	9 months	To delay competition
DFE	EHRC	1, Chair	6 months	To allow for competition
DFE	EHRC	1, Member	6 months	To allow for competition
MHCLG	Homes England	1, Chair*	4 months, extension	To allow for competition
DCMS	National Heritage Memorial Fund/ National Lottery Heritage Fund	1, Chair	9 months, extension	To allow for competition
MOD	Oil and Pipelines Agency	1, Chair	1 year	To delay competition

Welsh Government	Industry Wales	1, Chair	1 year 6 months	To allow for changes to governance
DFE	Social Mobility Commission	1, Chair (job share)	9 months	To allow for competition
DEFRA	Agriculture and Horticulture Development Board	1, Member	9 months	To allow for changes to governance
DFT	HS2	1, Member	9 months	for specialist skills
DFT	HS2	1, Member	3 years	For direct government shareholder representation
Welsh Government	Cardiff and Vale University Health Board	1, Member	8 months, extension	To delay competition
DFT	East West Railway	1, Chair	6 months, extension	To delay competition
BEIS	Director of Labour Market Enforcement	1, Chair	6 months, extension	To delay competition
Home Office	Technical Advisory Board	1, Member	1 year	For quoracy
BEIS	Financial Reporting Council	1, Chair	6 months	To allow for competition
HO	College of Policing	1, Chair	4 months, extension	To allow for competition
MHCLG	Regulator of Social Housing	1, Chair	9 months, extension	To allow for competition
MHCLG	Building Regulation Advisory Committee	1, Chair	3 months, extension	To synchronise with appointee's next role
MHCLG	Building Regulation Advisory Committee	1, Chair	2 years 8 months	To allow for changes to governance
MHCLG	Building Regulation Advisory Committee	3, Members	2 years 11 months, extension	To allow for changes to governance
Welsh Government	Welsh Revenue Authority	2, Members	1 year	For quoracy
Welsh Government	Public Health Wales	1, Member	1 year 6 months	Following failed competition
BEIS	Competitions and Markets Authority	1, Chair	1 year	To allow for competition
Welsh Government	Higher Education Funding Council for Wales	1, Chair	1 year	Following failed competition
MOJ	Civil Procedure Rule Committee	1, Member	1 year, extension	To delay competition

MOJ	Parole Board	6, Members	1 year	To allow for programme of work to complete
DHSC	NHS England	1, Member	9 months	For quoracy
DHSC	NHS Improvement	1, Member	9 months	For
CO	Equalities and Human Rights Commission	1, Member	1 year	for specialist skills
DHCS	NHS England	1, Member	1 year, extension	To allow for changes to governance
DCMS	British Film Institute	1, Chair	3 months	To allow for competition
BEIS	Regulatory Policy Committee	1, Chair	3 months, extension	To allow for competition
DHSC	Food Standards Authority	1, Chair	3 months	To allow for competition
DFE	Ofqual	1, Chair	1 year	To allow for competition
DHSC	NHS Improvement and NHS England	2, Members	2 years 4 months, extension	To allow for changes to governance
NHS Improvement	West Hertfordshire Hospitals NHS Trust	1, Member	3 years	Following appointee development programme
DCMS	Ofcom	1, Chair	6 months	To allow for competition
BEIS	Small Business Commissioner	1, Chair	2 months, extension	To allow for competition
DFT	London Continental Railways	1, Member	6 months	To allow for changes to governance
DWP	Health and Safety Executive	1, Member	1 year	for specialist skills
Home Office	Security Industry Authority	1, Chair	6 months	To allow for competition
BEIS	Economic and Social Research Council	1, Chair	9 months	To allow for competition
NHS Improvement	London North West University Healthcare NHS Trust	1, Member	6 months, extension	To maintain specialist skills
DCMS	Charity Commission	1, Chair	6 months	To allow for competition
BEIS	Ordinance Survey	1, Chair	9 months	to allow for competition
Home Office	Forensic Science regulator	1, Chair	6 months	to allow for competition
DFT	East West Rail	1, Chair	2 months, extension	to allow for competition

Welsh Government	Welsh Ambulance Services NHS Trust	1, Member	1 year	to allow for competition
DHSC	NHS Digital	1, Chair	1 year, extension	To allow for programme of work to complete
NHS Improvement	Pennine Acute Hospitals NHS Trust	1, Member	1 year, extension	Until the body is disestablished
DFE	FE Commissioner	1, Chair	6 months, extension	To allow for incumbent notice period
BEIS	Financial Reporting Council	1, Chair	6 months, extension	To allow for competition to be re-run
DWP	The Pensions Regulator	1, Chair	2 months	To allow for competition
DFE	Deputy Further Education Commissioner	1, Member	12 months	To allow for competition
Welsh Government	National Library of Wales	1, Chair	1 year, extension	Following failed competition
DFE	Social Mobility Commission	1, Chair (job share)	6 months, extension	To allow for competition to be re-run
DFT	HS2	1, Member	3 years	For direct government shareholder representation
BEIS	Small Business Commission	1, Chair	3 months, extension	To allow for incumbent notice period

Tenure

The Commissioner was notified 53 times of appointees extended to serve more than two terms or beyond 10 years



The Commissioner was content with proposed extensions on all occasions

Reappointments or extensions of tenure are not automatic. Ministers are able to increase the length of tenure of appointees, taking account of the diversity of the board and the balance of skills and experience of its members, as long as the legislation underpinning the body allows for it, and the appointee has received a satisfactory performance appraisal. Tenure taken beyond a certain point is subject to notification to the Commissioner. Paragraph 3.6 of the Code states:

“Subject to any statutory provisions to the body to which the appointment is being made, it is for ministers to decide on length of tenure. However, 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. Such exceptional reappointments/extensions should be notified to the Commissioner for Public Appointments ahead of announcement."

Departments notified the Commissioner of the extension to the tenure of 113 appointees during 2020-21 (this number was 73 last year). The Code specifies that only exceptional circumstances warrant an appointee's tenure to be extended beyond two terms or ten years. The Commissioner must be notified in these cases. There were 52 of these cases in 2018-19 which decreased to 40 in 2019-20 and increased again to 53 in 2020-21. The Covid-19 pandemic caused disruption to the public appointments process, as was to be expected. The Commissioner's view is that departments took the necessary steps required to keep their public bodies functioning in a Covid-19 secure way, and made pragmatic decisions on exceptional tenure extensions as appropriate.

There were five instances whereby someone was reappointed to a fourth term. Unlike in the previous year whereby only one individual was notified for a fourth term which ultimately did not occur, all five of these extensions were announced by ministers following notification to the Commissioner. In 2019-20 there were three breaches of the Code's provisions on tenure, but in 2020-21 there were none, and is a signal of how the Code is bedding in.

Table iii: List of notifications of reappointments beyond two terms or ten years of service in 2020-21

Department	Body	Number of Appointees	Extension	Rationale for Appointment
MOJ	Insolvency Rules Committee	1	6 months	To retain specific skills
Welsh Government	Aneurin Bevan Community Health Council	1	2 years	Body being disestablished shortly
Welsh Government	Hywel Dda University Health Board	1	6 months	To allow for competition
Welsh Government	Velindre NHS Trust	1	1 year	To allow for competition
Welsh Government	Community Health Council (CHC)	1	2 years	Body being disestablished shortly
Welsh Government	CHC	1	2 years	Body being disestablished shortly
HO	ACMD	5	3 years	For continuity
DHSC	NHS Business Services Authority	1	3 years	For continuity
MOJ	Cafcass	1	2 years	For continuity
DHSC	Human Fertilisation and Embryology Authority	2	8 months	For stability
DFT	Network Rail	1	2 years	For stability
DFE	Student Finance Appeals and Complaints	4	3 years	For stability
Welsh Government	Snowdonia National Park Authority	1	1 year 2 months	For stability
Welsh Government	Social Care Wales	1	3 years	For stability
BEIS	Groceries Code Adjudicator	1	6 months	For stability
DHSC	Human Fertilisation and Embryology Authority	3	9 months	to allow for competition
Welsh Government	National Library of Wales	2	5 months	To allow for competition

DHSC	Human Fertilisation and Embryology Authority	1	4 months	To allow for a handover
DCMS	National Heritage Memorial Fund	1	9 months	To allow for competition
DCMS	English Heritage Trust	1	2 years	To continue work on a project
DFT	DPTAC	7	3 years	To retain specific skills
MOJ	Family Procedure Rule Committee	1	2 years	To retain specific skills
DHSC	Human Tissue Authority	1	1 year	To retain specific skills
DEFRA	National Parks Authority	5	3 years 2 months	To retain specific skills
DFE	Engineering Construction Industry Training Board (ECITB)	1	2 years	To synchronise terms
DHSC	Care Quality Commission/Healthwatch England	1	3 years	To synchronise terms
Welsh Government	Royal Commission on the Ancient and Historical Monuments of Wales	1	3 months	Awaiting ministerial decision
NHS Improvement	Pennine Acute Hospitals NHS Trust	1	1 year	Body being disestablished shortly
NHS Improvement	Hertfordshire Community NHS Trust	1	1 year	For continuity
HO	Technical Advisory Board	2	4 months	For quoracy
NHS Improvement	East Cheshire NHS Trust	1	2 years	For stability
MOJ	Parole Board	23	2 years	For stability
MOJ	Parole Board	10	2 years	For stability
Welsh Government	The Royal Commission on the Ancient and Historical Monuments of Wales	2	1 year	To allow for competition
MOJ	Parole Board	4	1 year	To retain specific skills
NHS Improvement	Hounslow and Richmond Community Healthcare NHS Trust	1	1 year	To synchronise terms
CO	UK Statistic Authority	1	3 months	To continue work on a project
Welsh Government	Natural Resources Wales	3	9 months	To allow for competition
DHSC	Commission for Human Medicine	1	2 years	For stability
Welsh Government	Powys University Health Board	1	1 year	For stability
DEFRA	Environment Agency	1	6 months	To allow for competition
DEFRA	Natural England	1	2 years	To retain specific skills
Welsh Government	Velindre University NHS Trust	1	4 years	To retain specific skills

Unappointable candidates

Section 3.2 of the Code allows for ministers to appoint someone who is not deemed “appointable” by the advisory assessment panel. In this case, they must consult the Commissioner in good time before a public announcement and will be required to justify their decision publicly.

There were no incidences of the use of Section 3.2 in 2020-21. The provision has not been used since the Code’s introduction in 2017. The Commissioner believes this shows how ministers clearly understand the importance of panels’ judgment in assessing merit and suitability for a role, and suggests that the provision should be removed from the Code entirely.

Significant competitions

A list of ‘Significant Appointments’ is agreed between OCPA and both HM Government and the Welsh Government, with both lists published on the Commissioner’s website. The lists are under review but this has been delayed by work on Covid-19 taking priority.

All Significant Appointments 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 he or she should not be politically active. Along with the requirement that the SIPM has senior recruitment experience, this gives additional reassurance that the appointment being made is in keeping with the principles of the Code. Significant appointment status relates to the recruitment of chairs of bodies, with a few exceptions for members of DCMS museum bodies.

Departments are required to consult the Commissioner about whom the SIPM should be for each competition before recruitment commences. In 2020-21 the Commissioner received consultations from a number of departments on ministers’ SIPM choices and agreed to 36 individuals who joined the panels of the competitions listed below. (As departments plan their panels in advance of competitions launching, and competitions take months, some of these individuals will complete their work on these competitions in the following year). Last year (in 2019-20) there were only 20 consultations on SIPMs. The increase this year follows the pattern of a general increase in chair recruitment – when there are more competitions for chairs, more SIPMs are required. Additionally, there were several DCMS museum body appointments where SIPMs are required for member competitions.

The list below does not include those individuals brought to the Commissioner for consultation but not confirmed on the advisory assessment panel for the competition at the time of writing, or at all. This can happen when scheduling conflicts prevent an individual from taking part as planned, where ministers propose several individuals with the intention of using only one, or where the Commissioner has disagreed and ministers have changed their SIPM choice as a result.

Table ix: List of Senior Independent Panels members agreed by the Commissioner 2020-21

Department	SIPM	Competition
MOJ	Sir Peter Rubin	HM Chief Inspector of Prisons
DfE	Cindy Butts	Children's Commissioner
DfE	Dame Patricia Hodgson	Office for Students
AGO	Dame Patricia Hodgson	HM Crown Prosecution Service Inspectorate
DfE	Lord Kakkar	Equality and Human Rights Commission
WG	Rosemary Varley	Higher Education Funding Agency Wales
MOD	Cindy Butts	Service Complaints Ombudsman
DEFRA	Lord Kakkar	Office for Environmental Protection

DCMS	Ian McCaig	Imperial War Museum
DCMS	Alan Coppin	Tate Artist Trustee
DCMS	Charles Mackay	National Heritage Memorial Fund
DWP	Amerdeep Somal	Health and Safety Executive
DCMS	Libby Watkins	National Community Lottery Fund
DHSC	Janice Scanlan	Human Fertilisation and Embryology Authority
DCMS	Sir William Fittall	BBC
DCMS	Fionnuala Jay-O'Boyle	National Lottery Community Fund
DWP	Olivia Grant	The Pensions Regulator
BEIS	Fiona Murray	Innovate UK
DHSC	Cindy Butts	Food Standards Authority
DWP	Mark Addison	The Pensions Ombudsman
DCMS	Rosie Varley	Sport England
DCMS	Lord Richard Chartres	British Museum (trustees)
BEIS	Perdita Fraser	Competition and Markets Authority
DCMS	Ian McCaig	National Portrait Gallery (trustees)
BEIS	Perdita Fraser	UKRI
DCMS	Sir William Fittall	National Gallery (trustees)
DCMS	Paul Potts CBE	Ofcom
DCMS	Libby Watkins	Wallace Collection (trustees)
DfE	Cindy Butts	Ofqual Chief Regulator
DCMS	Philip Augar	Information Commissioner
DCMS	Fionnuala Jay-O'Boyle	Charity Commission
HO	Coleen Harris	HM Chief Inspector of Constabulary and Chief Fire and Rescue Inspector for England
DfT	Alison Nimmo	HS2
DCMS	Amerdeep Somal	Gambling Commission
NIO	Felicity Houston	Northern Ireland Human Rights Commission
DEFRA	Delroy Beverley	Ofwat
DCMS	Sir Peter Spencer	Tate (trustees)

The Commissioner received some consultations on SIPMs where the names put forward by ministers did not meet the criteria for that of a SIPM, where the person had significant political activity within the last five years, or was not independent of the department. The Commissioner notes that in these cases, where the Commissioner had not agreed to the individual being a SIPM, ministers agreed to alter their choice and proposed a different person; and all these subsequent choices were approved by the Commissioner. The Commissioner strongly supported the guidance issued by HM Government to clarify the requirements of the Code for SIPMs and the role of the Commissioner in being consulted on them.

Appointments made before a public body exists in law

Para 2(4) of the Order in Council 2019 allows appointments to be made under the regulated process ahead of the body existing in law. This is used in times where for example, appointments are being made as the legislation to create a body is still going through Parliament:

“Where a provisional appointment is to be made before a public body or public office exists in law or before a body or office has been specified as a public body or public office for the purposes of this Order, the Minister for the Cabinet Office may notify the Commissioner that the appointment is to be treated as if it were a public appointment to a public body or public office for the purposes of this Order. “

In the 2020-21 year, the Commissioner received notice from the Welsh Government of the intention to recruit to the board of the new body Digital Health and Care Wales. The Commissioner agreed to regulate the appointments made to this body, ahead of its formal existence. With the most recent list of bodies in the Order in Council finalised in November 2019, this body (as well as two others) does not currently exist on the list in the Order, but its appointments are regulated by the Commissioner. Digital Health and Care Wales will be added to Schedule 1 of the Order in Council in its next iteration, and is included in the list of regulated bodies later in this report for clarity.

Complaints

15 complaints received	2 complaints investigated in full	1 complaint partly upheld
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The Commissioner has a role to hear complaints from the public on matters concerning how departments' run their appointments processes. The OIC (4(4)) states:

“The Commissioner may conduct an inquiry into the procedures and practices followed by an appointing authority in relation to any public appointment whether in response to a complaint or otherwise.”

4.4 of the Governance Code outlines how the Commissioner's office is the appellate authority:

“The Commissioner should consider complaints made about a public appointments process. Complaints should be raised with the appointing department in the first instance, which is responsible for having effective complaints handling procedures, for making applicants aware of their right to complain and for referring them to the Commissioner's complaints procedures. If, after investigation by the department, the complainant remains dissatisfied, they may bring their complaint to the Commissioner for Public Appointments.”

This year, OCPA introduced a new form to assist complainants making their complaint to OCPA, clarifying the information required and helping complainants outline their complaint more clearly. This has helped OCPA streamline the assessment of complaints as to whether they are in scope for investigation. The Commissioner has a strict remit - he cannot place or remove people into posts, nor can he ask departments to change criteria or run competitions again. He has no remit over the conduct of appointees. He takes on complaints which concern an apparent breach of the Code, about the experience of an applicant, and over the way a department or other responsible organisation has handled an appointments process.

Complaints out of scope

Thirteen complaints were received by OCPA that were deemed out of scope. Some of these complainants, who were applicants in a competition, disagreed with the criteria for the post, the assessment by the advisory panel of their or others' applications, or were disappointed with the final decisions of ministers. Other complainants were non applicants, and made complaints about issues seen in the media or of interest to them, such as the conduct of appointees or decisions of public bodies. Others were mistaken over the outcome of appointments or the role of ministers as mandated in the Code, or made complaints over roles not regulated by the Commissioner. The Commissioner notes that there is confusion amongst the general public about appointments generally, and seeks to

inform the public about the system and his role within it in the correspondence with people making enquiries or complaints. With hundreds of competitions run by Whitehall and the Welsh Government, the relatively small number of complaints received by OCPA points to the good handling of most competitions by departments and the candidate care shown in the vast majority of instances.

Complaints in scope

The Commissioner investigated two complaints in 2020-21 which he deemed to be in scope. The first investigation concluded in September 2020, and concerned the application of the Disability Confident Scheme (the Scheme) by the Northern Ireland Office (NIO) in the competition to find new members of the Northern Ireland Human Rights Commission. The Scheme allows departments to offer an interview to disabled people who meet the minimum criteria for the job. This is designed to give disabled applicants an opportunity to demonstrate their skills and abilities at interview, and is a form of positive action which promotes equal opportunities for disabled people under the Equality Act. This scheme does not mean that all disabled people are entitled to an interview, since they must meet the minimum criteria for the job. A previous competition run by the NIO was the subject of a complaint which was upheld by the Commissioner in August 2019. This complaint was on the same subject; that in not being shortlisted for interview, the NIO had misapplied the Scheme to the detriment of candidates with disabilities, which the Commissioner saw as a potential breach of the Code's principle of Fairness. The Commissioner requested and was supplied with information about how the Scheme was used during the sift of the applications for the competition.

The Commissioner did not uphold the complaint and found no breaches of the Code. The Scheme allows for limitations on the number of disabled people offered an interview (as with all candidates) when it is not practical to do so, such as when there are a large number of applications. The Commissioner was satisfied that the NIO in this competition limited the number of disabled interviewees in a fair and proportionate manner in keeping with the Scheme's guidance, and that the candidate pack was clear to all applicants how the Scheme would be administered if a large number of applications was received, as was the case. In the decision notice, published on the website, the Commissioner encouraged all departments to give clear guidance to panels and to applicants as to how the Scheme would be administered for campaigns of all sizes, especially in light of the findings of the Lord Holmes Review, where the Scheme can be misunderstood or distrusted.

The second complaint was concluded in December 2020 after a lengthy investigation into two competitions run in 2017 and 2018 to the Advisory Council on the Misuse of Drugs (ACMD), run by the Home Office. The Commissioner does not usually investigate competitions concluding more than 12 months after a complaint is received. However, in this case, further information had come to light from the complainant utilising Subject Access Requests, and a delayed response from the Home Office to the original complaint, led the Commissioner to make an exception in this case.

The complainant in this case had made two applications to two different competitions for the ACMD, and whilst interviewed, was not appointed on either occasion. The complainant was concerned about the feedback they received and over the application of due diligence processes in ministerial decision making. The Commissioner investigated the processes of the Home Office for both ACMD competitions in relation to the relevant sections of the Code and its Principles using material obtained from the Home Office and shared by the complainant.

The Commissioner did not uphold the complaint regarding the process of due diligence, but noted that checks of online statements of candidates following interviews do not allow candidates to defend or explain those statements, nor to allow for any potential conflicts of interest from those statements to be managed, as para 9.1 of the Code outlines. The Commissioner noted as with the appointment itself, the relevance and proportionality of due diligence material is a judgment for ministers, and in this case, officials and panellists gave their advice to ministers on the complainant's statements, and ministers made a final choice, in keeping with the Code's provisions on ministerial responsibility. The Commissioner did uphold the complaint about the lack of feedback following their first application, recording this as a breach of para 7.6, but noted the Home Office's improvement in giving feedback since this time.

The Commissioner concluded his decision notice with a directive to all appointing departments that candidates should be presented with the findings of any and all due diligence conducted upon them, so that they can reply to it in keeping with natural justice. The Commissioner has no remit to challenge a minister's judgment in rejecting a candidate for appointment, but recognised that the policy around due diligence has developed rapidly in the last several years. He reaffirmed that the Code's principles of Openness, Selflessness and Fairness must be central to any due diligence process and considerations. He also urged departments to provide timely feedback to all interviewed candidates under the Code.

Investigations

Unlike the previous two years, OCPA undertook several investigations this year, resulting in three decision notices; two regarding reappointments and one on the lengthy delays to a competition.

The Commissioner's power to investigate, prompted by a complaint or otherwise, comes from the Order in Council (4(4)):

"The Commissioner may conduct an inquiry into the procedures and practices followed by an appointing authority in relation to any public appointment whether in response to a complaint or otherwise."

The Code further outlines the Commissioner's assurance function:

Principle G Assurance: "There should be established assurance processes with appropriate checks and balances. The Commissioner for Public Appointments has an important role in providing independent assurance that public appointments are made in accordance with these Principles and this Governance Code."

Para 4.3: "The Commissioner may conduct spot checks or respond to any concerns raised about a public appointments process. Departments and Ministers should be encouraged to engage with the Commissioner upfront and early in the process on exceptional cases or any potential compliance issues."

OCPA's regulatory framework gives more detail on the Commissioner's operation of these powers, which outlines his two-step process in conducting investigations:

"The Order in Council also allows the Commissioner to 'conduct an investigation into any aspect of the public appointments process with the object of improving their quality' (4(4)). Examples of these will include concerns raised by Members of Parliament or controversy

raised in the press around certain appointments. For appointments that are subject to pre-appointment scrutiny, or where questions have been raised by the Select Committees, the Commissioner may ask to see the panel report and this should be provided promptly. If further investigation is needed, departments will be informed in writing, with further information on what will be reviewed.

“The Commissioner will investigate to ascertain whether the principles in the Governance Code have been met, identify areas in which there is room for improvements, and highlight best practice. The Commissioner may request information on public appointments, including the documents listed at Annex A. The Commissioner may request additional documentation or information relevant to his investigation. The Commissioner will normally expect to receive the information requested within 10 working days of making a request.”

As described above, the first (and often only) stage of investigations is when issues over a competition or appointment are brought to OCPA’s attention from outside of the process (rather than another applicant making a complaint), or identified by OCPA. The Commissioner requests to see the Advisory Assessment Panel report of the competition and makes an initial determination on adherence to the Code on the basis of the report’s contents.

No further action/providing assurance

From this, the Commissioner can determine no further action is required, and if appropriate, will write back to the stakeholder who raised the issue with his assurance. This year, the Commissioner was approached by a number of third-sector organisations who were raising concerns about the competition to find the new Children’s Commissioner. DfE supplied the Commissioner with the requested panel report from the interviews, and the Commissioner was able to provide his assurance over the process back to these stakeholders. Other stakeholders approached the Commissioner ahead of the competition to find the new Charity Commissioner; the Commissioner met with these stakeholders to explain the Governance Code’s process and the role of ministers, departments, and select committees in the appointment. The Commissioner was also able to provide direct assurance to the Culture, Media and Sport Select Committee, ahead of their pre-appointment scrutiny hearing with the government’s preferred candidate for the role of Chair of the BBC, through examination of the interview Panel report supplied by DCMS. Similarly, the Commissioner wrote to the Education Select Committee over the competition to find the new Chair of the Office for Students, ahead of that pre-appointment hearing. The Commissioner is grateful to all the departments who fully cooperated with his requests for documentation to allow him to fulfil his assurance function to Parliament and to stakeholders.

Full investigations

If the Commissioner, having obtained a Panel report, is not satisfied that the competition has adhered to the Code, he can take further action by calling for the rest of the documentation around the competition (which mirrors what OCPA sees in compliance visits and in investigating complaints). He may also launch a ‘full’ investigation without the first step described above, if the matters raised with him in the first instance are warranted. All three of these ‘full’ investigations competed in 2020-21 were begun in autumn 2020.

Criminal Cases Review Commission

The first investigation to be concluded in late September 2020 concerned the decision of ministers to not reappoint a member of the Criminal Cases Review Commission (CCRC). A judgment from the High Court on 15 July 2020 (*Warner*) dismissed a claimant's application for judicial review of a decision of the CCRC to not review the claimant's case. In dismissing the claim, the Court invited the Commissioner to assure himself of the process of a decision of ministers in 2018 to not reappoint a particular CCRC commissioner. The Ministry of Justice complied with the Commissioner's request for documentation to undertake the investigation, with the CCRC commissioner concerned also supplying documentation. The Commissioner found no breach of the Code in this case, with ministers making the reappointment decision in compliance with paragraphs 3.1 (bullet 1), 3.4, 3.5 and 3.6 of the Code.

Money and Pensions Service

The second investigation concluded in December 2020. A Member of Parliament (MP) contacted the Commissioner on behalf of a constituent, who had not been reappointed to the Money and Pensions Service. Again, the Commissioner was supplied with documentation of this decision by the department, in this case, the DWP, and the MP. After investigation, the Commissioner found no breach of the Code in the process by which ministers decided not to make this particular reappointment and noted the discretion provided to ministers by the Code in making reappointments, as with the CCRC case above. But he noted the need for courtesy towards serving appointees around sensitive appointment decisions.

UK Research and Innovation

The last investigation concluded in February 2021, and concerned the extreme length of a competition run by BEIS to find members of UK Research and Innovation. The Commissioner found no fault with the approach of BEIS officials, who advised ministers in accordance with the Code and engaged stakeholders appropriately. In this case, it was a cumulative effect of many delays across the process which saw the process drag out for over a year: the competition being overseen by three different Secretaries of State and junior ministers, caught up in the pre and post-election period and lastly the outbreak of the pandemic in March 2020. While the quoracy of the board was never under threat, the delays risked damage both to confidence in the process and, in particular, to the willingness of well-qualified candidates to put themselves forward.

Themes – misconception and a lack of urgency

The first two investigations brought to light a common misconception, described in the Commissioner's foreword (above) that ministers' discretion over appointees ends after recruitment. The Code outlines clearly the powers of ministers to decline to make reappointments for any reason, and for those reasons to remain private. In both decision notices, the Commissioner noted the need for careful handling of these matters by Chairs of public bodies, whose views on the performance of appointees is only advice, rather than being directive, with the ultimate decision left to ministers.

The third investigation highlighted the problem of appointments being viewed as important – enough to warrant direct ministerial oversight and intervention – but not urgent, leaving the process adrift. The Grimstone Review highlighted the common problem of delays to appointment competitions. The Code, implemented following that Review, gives an ambition of three months to conclude a process,

but also put ministers at the heart of the system. Delays as seen by Grimstone in 2016 remain a problem five years later, with the wider political context changing ministers' priorities, especially in the last 12 months, beyond recognition.

Thematic reviews

A priority for the 2020-21 year, the Commissioner's thematic review into financial support to appointees was published in March 2021. For the first time, OCPA mapped the patterns of remuneration across a sample of public appointment roles. By combining this pay data with diversity statistics on who applied and was successful for those roles, OCPA was able to see the impact of pay structure and time commitment on the diversity in public appointments.

The key findings from the review were as follows:

- Just over half of public appointments roles in the sample were unpaid.
- On average, five times as many people applied to a role paying over £200 a day than an unpaid role.
- For public appointee members working less than 50 days a year, there is a negative correlation between time worked and pay earned.
- While unpaid member roles average 30 days a year, paid member roles require only three days more.
- The impact of remuneration and time commitment on application rates is not even across all protected groups.
- For £8,000 a year, an appointee may be required to work anywhere between 5 to 48 days per year.
- Some unpaid roles can still attract many applicants, and can speak to a strong ethos of public service to give back to one's community.

The Commissioner continues to hope that this review will raise awareness about the discrepancies seen across public appointments roles and prompt a wider discussion about how remuneration and time commitment can be structured to encourage applications from people from all walks of life.

The full thematic review is available to read on the Commissioner's website.⁴

⁴ Office of the Commissioner for Public Appointments (March 2021). *Thematic Review: Remuneration and Public Appointments*. <https://39h2q54dv7u74bwyae2bp396-wpengine.netdna-ssl.com/wp-content/uploads/2021/03/OCPA-Thematic-Review-on-Remuneration-March-2021.pdf>

Breaches of the Code

The Commissioner identifies breaches of the Code through investigations or complaints, as a result of his consideration of exceptions, or during the course of the annual compliance visits. Departments also self-report breaches, which OCPA views as an example of the positive learning culture amongst appointing departments. The following table has summary information on the breaches identified in 2020-21. Whilst five were identified in 2018-19, and increased to 13 in 2019-20, this year breaches have slightly increased again to 14.

Progress has been made in departments working with the Code's exemptions on appointing without competition or extensions of tenure, with breaches of these parts of the Code falling from six in 2019-20 to one in 2020-21. However, more breaches have occurred over consultation with the Commissioner in the choice of SIPMs. On this point, HM Government issued new guidance to departments to clarify the requirements of SIPMs and the role of the Commissioner within their appointment to panels. The Commissioner is confident this guidance will help prevent breaches in future. Considering that hundreds of recruitment competitions for public appointees are made across government each year, the number of breaches identified is small.

1 breach identified from complaint or investigation	3 breaches self-identified by department	3 breaches identified by through exemption consideration or OCPA activity	7 breaches identified at compliance visits
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Table x: Breaches of the Governance Code identified 2020-21

Department	Competition/body	Details of breach and Code reference
MHCLG	Building Regulation Advisory Committee	Identified during exemption consideration. Commissioner not consulted on extension of tenure of an interim appointee in good time (3.3)
DCMS	Imperial War Museum, Tate, National Lottery Community Fund, and British Film Institute	Self-identified by department. Commissioner not consulted on choice of SIPM ahead of competition launch (6.2)
DWP	Health and Safety Executive	Identified by OCPA. Commissioner not consulted on choice of SIPM ahead of competition launch (6.2)
BEIS	Innovate UK	Identified by OCPA. Commissioner not consulted on choice of SIPM ahead of competition launch (6.2)
DCMS	Gambling Commission	Self-identified by department. Commissioner not consulted on choice of SIPM ahead of competition launch (6.2)
NIO	Equality Commission, Northern Ireland	Self-identified by department. Commissioner not consulted on choice of SIPM ahead of competition launch (6.2)
Dft	Civil Aviation Authority	Identified during compliance visit. Commissioner not notified of appointments to a third term (3.6)

Welsh Government	Meat Promotion Wales	Identified during compliance visit. Reappointment made without satisfactory performance appraisal (3.5)
DfE	Ofsted and School Teachers' Review Body	Identified during compliance visit. 'Independent' panel member not independent of the Department (5.2)
DCMS	British Museum	Identified during compliance visit. Commissioner not consulted on choice of SIPM (6.2)
DWP	Social Security Advisory Committee	Identified during compliance visit. Commissioner not consulted on choice of SIPM (6.2)
Welsh Government	Careers Wales	Identified during compliance visit. Significant political activity not publicly disclosed (9.2)
Welsh Government	Cardiff and Vale University Health Board	Identified during compliance visit. Commissioner not consulted on choice of SIPM (6.2)
Home Office	Advisory Council on the Misuse of Drugs	Identified from complaint. Applicant not provided with feedback (7.6)

Of the seven breaches found at audit, four were less serious - missed notifications/consultations with the Commissioner on the use of Senior Independent Panel members, and members being appointed to third terms, which he retrospectively agreed/noted. The remaining three were more serious.

The Welsh Government had two serious breaches this year. In one competition, the significant political activity of an appointee was not publicly disclosed, despite the candidate declaring it at the time of their application. This is breach of para 9.2 of the Code. Political activity is not a bar to appointment, but transparency around political activity is key to upholding the Code's principle of Openness. The second was related to an unusual circumstance, where an appointee who had every intention of standing down was reappointed by Welsh Government ministers at the last minute. As such, the member was not performance appraised as the body's understanding was they would not be serving any longer. Nevertheless, para 5.4 of the Code states that, "no reappointment or extension being made without a satisfactory performance appraisal," and therefore ministers should have insisted on one before the reappointment could be made. The Code also states that reappointments are not automatic and must be made on merit.

The Department for Education (DfE) included members of its own board as 'independent' advisory assessment panel members for two of its competitions. This was a breach of para 5.2, where independent panel members must be "independent of the department and of the body concerned."

Both the Welsh Government and DfE recognised the errors in these competitions and the Commissioner is satisfied that they have rectified their process to prevent further breaches.

Diversity in Public Appointments

The Commissioner has a statutory duty to publish the inflow of public appointees and their declared diversity data – which is held centrally by the Cabinet Office and reported to OCPA once a year. This data complements the ‘stock’ data which the Cabinet Office PAPT publish on the appointees in post on 31 March.

Applicants need to have the confidence that the questions produce data that is meaningful and stored and shared securely. OCPA hopes the information in this report, created from an anonymised dataset collated by HM and Welsh Governments and shared with OCPA for independent comment, will illuminate this area of public life to the benefit of all. More detail about our terminology, how we collect data and plans for future collection and reporting is in the Management Information section starting on page 76.

Data collection

The collection and publication of diversity data of applicants, interviewees, and appointees, both new and reappointed, is a complex process. Departments have a variety of methods to submit data, including direct submission to OCPA and uploading the diversity information of candidates anonymously into a central database. OCPA works in partnership with the Cabinet Office PAPT to ascertain the validity of the data and check for anomalies, and then agree a dataset which OCPA then reports on, in the section below. This management information allows the Commissioner to comment on the trends in the data and also provides tailored recommendations for departments where the data reveals particular areas for improvement.

The Commissioner is concerned that some departments still struggle to collect and share valid data from their appointees and reappointees, and lack strategic insight into how their data will be interpreted and reported on. The current process is cumbersome, resource intensive and open to human error. The Cabinet Office is working on a new website for applicants to apply for roles which will include candidates’ directly inputting their diversity data. The Commissioner would stress that any IT solution must streamline the process for collection of this data – providing less room for human error and make it easy for applicants to provide it. Given the emphasis on accurate data for both HM and the Welsh Governments’ Diversity Plans/Strategies, the issues with data collection must be remedied with urgency.

The volume of appointments and reappointments in 2020-21

Unsurprisingly, with the disruption caused by the Covid-19 pandemic, the number of appointees this year is fewer than last year, which was fewer than the year before.

Table xi: Volume of appointments and reappointments at each stage, 2021-21

Stage	Number at stage 2020-21	% change from 2019-20 to 2020-21	% change from 2018-19 to 2019-20
Applied	8766	-4.0%	-10.0%
Shortlisted	1827	-13.4%	-11.9%
Appointed	693	-24.2%	-6.0%
Reappointed	845	29.8%	-25.3%

OCPA received data for 1,538 appointments and reappointments made in 2020-2021 by HM and Welsh governments, the second-smallest volume since OCPA began collating data.⁵ Last year there were 1565 appointments and reappointments, which at the time was the second smallest volume recorded since OCPA began collecting data. This reduction is mostly due to a fall in appointment numbers and member appointments in particular.

The data submitted to OCPA for 2020-21 shows there were 693 appointments, when last year this figure was 914, a 24.2 percent decrease. Whilst the disruption from the pre-election period and the subsequent ministerial reshuffles meant fewer competitions completed in the 2019-20 year, the COVID-19 pandemic saw this disruption continue, with another even higher year-on-year decrease. In total, applications are down by 4.0 percent on last year. At the same time, reappointments in 2020-21 increased by 29.8 percent over last year.

Of appointments in the 2020-21 year, 67 were of chairs, and 626 members (last year these figures were 39 and 875 respectively). 567 of the 693 appointees made diversity declarations (an 81.8% percent declaration rate, slightly lower than last year; this included those stating Prefer Not to Say - PNS). There were 845 reappointments, when last year this figure was 651, a 29.8 percent increase.

Of the 845 reappointees in 2020-21, 31 were chairs and 841 were members. 582 of the reappointees declared their diversity data (a 68.9 percent declaration rate; this includes those stating Prefer Not to Say and is higher than last year).

Volume by nation

The number of appointments made by HM Government and the Welsh Government have continued to fall this year, but reappointments from both governments increased, most likely due to the disruption caused by the pandemic. This means overall volume of appointments and reappointments is broadly similar to 2019-20, and still much lower than reported in 2018-19.

Table xii: Volume of appointments and reappointments 2020-21, by government

Government	Appointments and reappointments 2018-19	Appointments and reappointments in 2019-20	Appointments and reappointments in 2020-21	% change from 2019-20 to 2020-21	% change from 2018-19 to 2019-20
HM Government	1716	1472	1439	-2%	-14.2%
Welsh Government	128	93	99	6%	-27.3%

HM Government ministers made 666 appointments and 773 reappointments – 1,439 in total. Last year this figure was 1,472, a fall of 2.2 percent this year. Welsh ministers made 27 appointments and 72 reappointments in 2020-21, making 99 appointments made by Welsh ministers in total. Last year this figure was 93, an increase of 6.5 percent this year.

⁵ Table 4

Summary of diversity findings

The pandemic has caused considerable disruption to usual recruitment patterns and the ability to undertake some outreach initiatives, so broader conclusions from the diversity data this year need to be tentative.

The reporting rates for appointees - the proportion who state their diversity characteristics when asked – have decreased for most metrics this year. However, there were some increases in those appointees declaring their age and their additional appointments held. Reporting rates are more generally up for reappointees, and it appears that reporting rates for disability have increased when candidates were asked the new ONS two-stage question, as compared to the single-stage question. This suggests that the two-stage question is able to elicit more responses from candidates, a positive development in building the confidence in people to declare.

Less positively, the gains made in recent years in appointments made to women and those from ethnic minority backgrounds has been lost this year, with the lowest proportion of appointments made to these two protected groups seen in several years. There have been more positive gains in the representation of people with disabilities getting new appointments, when viewed through one form of question, whilst reporting on the other was less conclusive. There has been a fall in representation of younger people, and a slight move towards appointing those with more current experience of public appointments. However, the proportion of chair roles going to those from ethnic minority backgrounds has increased, and the predominance of chair roles belonging to London-based candidates has also fallen. Applications this year were more diverse, with greater proportions of people with disabilities or from ethnic minority backgrounds putting themselves forward for roles. Metrics on sexuality, principal employment and political activity are similar to last year, whilst this is the first year OCPA is reporting on religion/belief.

Ethnicity

78.5 percent of appointees reported their ethnicity⁶, lower than last year, whilst reporting rates for reappointees increased slightly to 64.4 percent. There is still a significant minority of appointees and reappointees who do choose not to answer the question about their ethnicity, or who prefer not to say. The Commissioner encourages government and public body chairs to work together to investigate and find solutions to help overcome this data quality deficit.

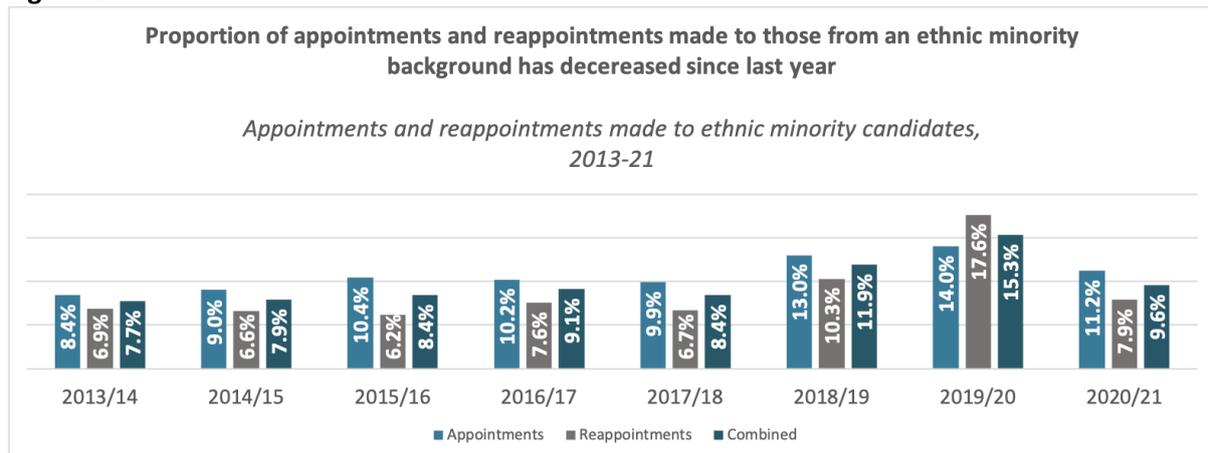
The proportion of appointments made to those from minority ethnic backgrounds has fallen this year, to rates similar to those seen three years ago (Figure 1).⁷ Amongst Welsh Government appointments alone, the proportion of appointees and reappointees from a minority ethnic background has fallen significantly from last year, from just over 8 percent down to less than 5 percent.⁸

⁶ Table 10

⁷ Table 14

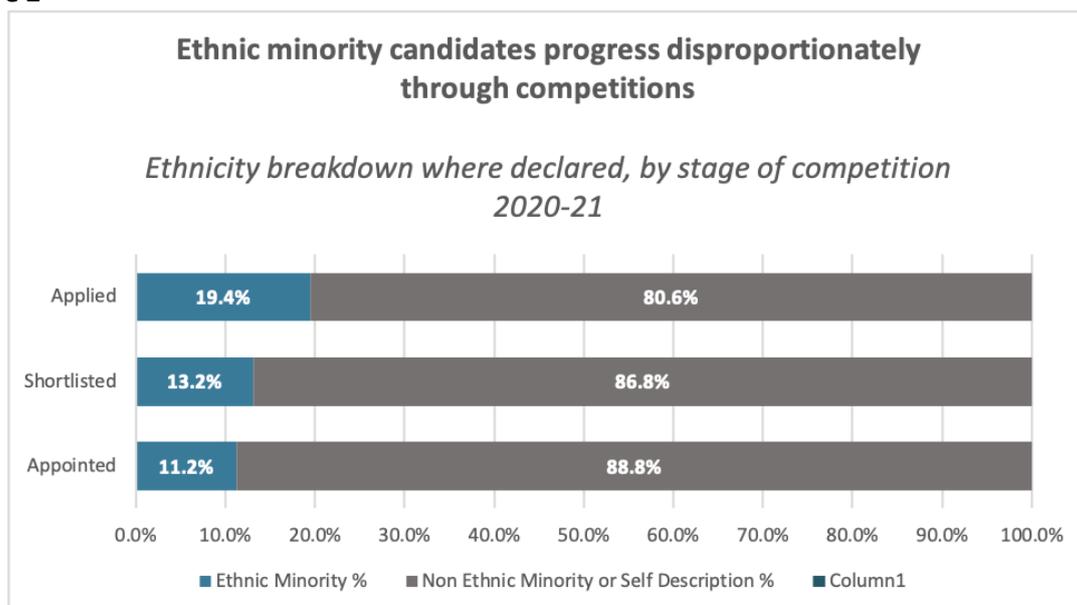
⁸ Table 68

Figure 1



Almost 20 percent of applicants to all roles declared themselves to be from a minority ethnic background (Figure 2).⁹ This has grown steadily over time, from 13.6 percent in 2017-18 to 19.4 percent in 2020-21. Those from ethnic minority backgrounds made up 13.2 percent of shortlisted candidates and then 11.2 percent of appointees.¹⁰

Figure 2



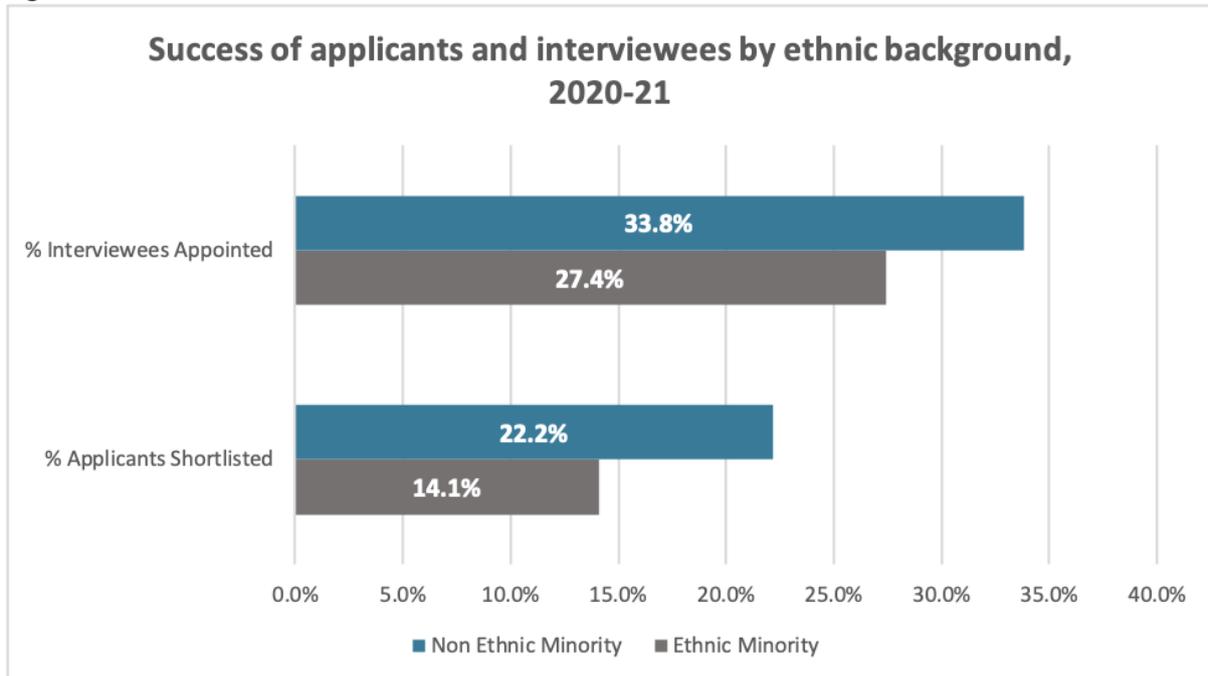
Using a subset of competitions where there is data for all stages of a competition (this is 262 competitions from the overall dataset of 278 competitions) we can trace the average success of candidates across competitions stages, broken down by ethnic background declaration. For both chair and member roles, those from ethnic minority backgrounds are less likely to be shortlisted after applying compared to non-ethnic minority candidates (a success rate of 14.1 percent versus 22.2 percent), and also less likely to be appointed after being interviewed (Figure 3).¹¹

⁹ Table 24

¹⁰ Table 24

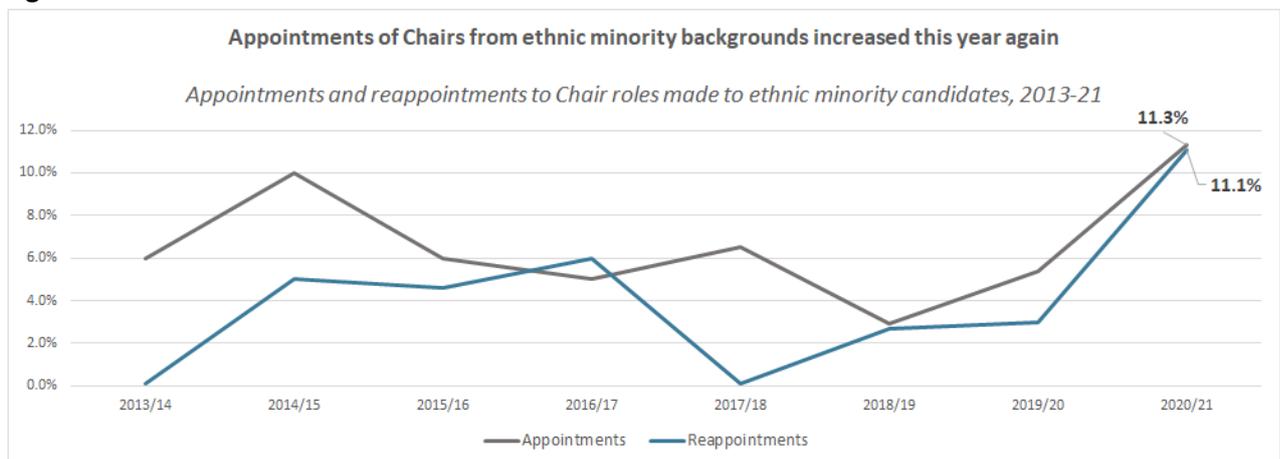
¹¹ Table 25

Figure 3



Looking at chair competitions only, 11.3 percent of all chair appointments were made to those declaring an ethnic minority background in 2020-21,¹² compared to 5.4 percent in 2019-20, and less than 5 percent in 2018-19. Individuals from ethnic minority backgrounds accounted for 11.2 percent of reappointed chairs in 2020-21 (Figure 4).¹³ Overall, 11.2 percent of appointed and reappointed chairs are from a minority ethnic background, up from less than 5 percent last year.¹⁴

Figure 4



The gap between the success rates of interviewed candidates who are from ethnic minority backgrounds, and other backgrounds, has reduced this year, based on our subset of competitions with data at all stages.¹⁵ Shortlisted candidates from any background succeeded after interviews at a similar rate in chair competitions (22.0 percent and 21.2 percent). Although the overall perception of

¹² Table 11

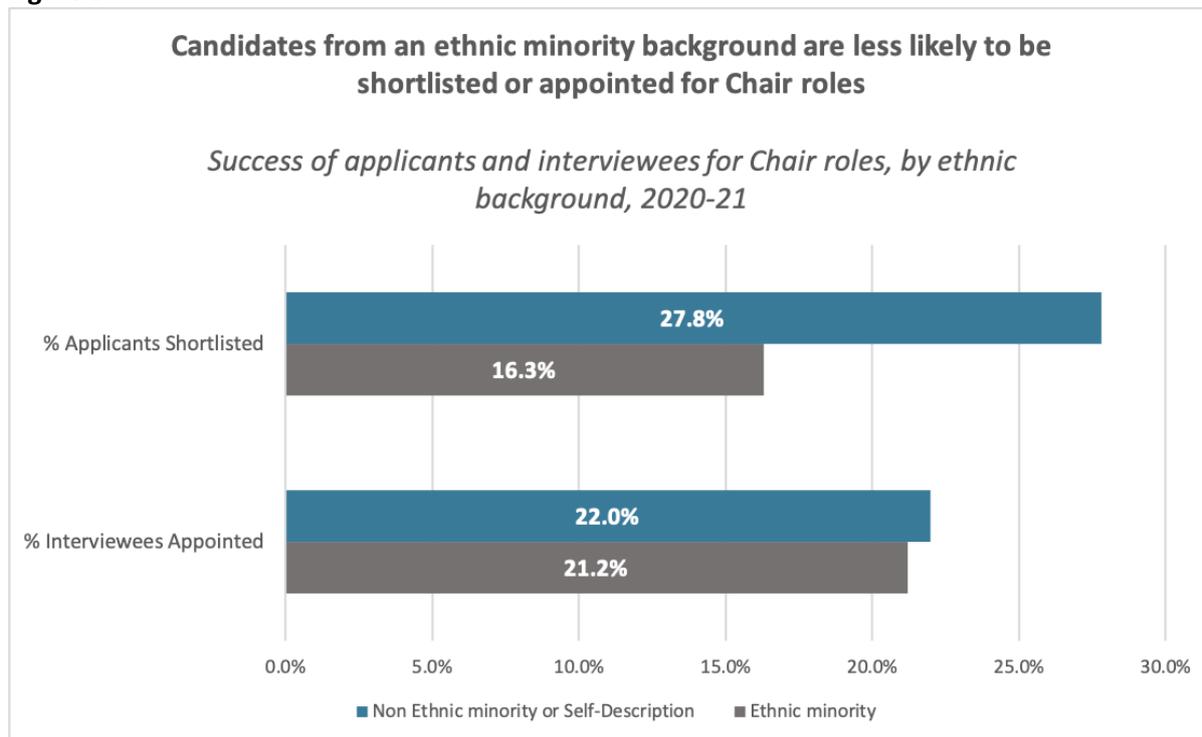
¹³ Table 12

¹⁴ Table 14

¹⁵ Table 27

appointees to chair roles from ethnic minority backgrounds has increased, there is still a discrepancy in the success of applicants who are shortlisted (Figure 5).¹⁶

Figure 5



Within Wales, with a different demographic profile than England and Wales combined, the proportion of appointees and reappointees from ethnic minority backgrounds was less than 5 percent in 2020-21, down from 8.1 percent in 2019-20.¹⁷

Disability

From January 2020, departments were asked to use a new Diversity Monitoring Form which included a different question on disability. This new, ‘two-stage’ question was based on best practice by the Office for National Statistics (ONS), designed to reference the legal definition in the Equality Act.¹⁸ Its emphasis is on if or how someone is impacted by having a disability or health condition (measured by two questions), rather than just the state of having a disability (measured with one question).

¹⁶ Table 27

¹⁷ Table 68

¹⁸ Office for National Statistics (2019). “Measuring Disability: Comparing Approaches.” Accessed 24 August 2021.

<https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/disability/articles/measuringdisabilitycomparingapproaches/2019-08-06>

<p>Single-stage question:</p> <p>“Do you consider yourself to be disabled?”</p> <p>An answer of ‘yes’ means we count this person as having a disability</p>	<p>Two-stage question:</p> <p>“Do you have any physical or mental health conditions or illnesses lasting or expected to last 12 months or more?”</p> <p>“If you have answered yes to the question above, does your condition or illness/do any of your conditions or illnesses reduce your ability to carry out day-to-day activities?”</p> <p>An answer of ‘yes’ to BOTH questions means we count this person as having a disability/health condition</p>
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From the point the new two-stage question was introduced there has been a period where departments have used both of the ‘old’ single-stage question and the ‘new’ two-stage question across competitions. The two approaches measure and describe disability differently, and the volume of competitions using each question was significant this year (unlike last year). Therefore, OCPA’s analysis of disability shows the data gathered using the single-stage question and the two-stage question separately. This means that comparison with the past is more difficult, and the two measures should not be added together or averaged to make a neater figure. OCPA has tried to show the two measurements in the clearest way we can, ensuring that no matter which question candidates were asked, their declarations are accurately reported. This will help us better understand how people with disabilities are represented in public appointments.

Looking at reporting rates, we have ascertained the proportion of candidates at each stage who were presented with either the single stage question, or the two-stage question, and then measured their responses from that. Looking at the single stage question, 72 percent of appointees declared their disability status, down from 82.7 percent who were asked the same question last year. For reappointees however, there appears to have been a significant drop in response rates, to only 25.4 percent. OCPA understands there is a significant portion of data missing from the Independent Monitoring Boards at the Ministry of Justice, who make up a significant proportion of all appointees, and therefore drag the overall response rate down.¹⁹

For the two-stage question, the response rate for appointees and reappointees is much higher, at 96.0 percent and 88.5 percent respectively. This suggests that the two-stage question is able to elicit more responses from candidates, a positive development in building the confidence in people to declare.

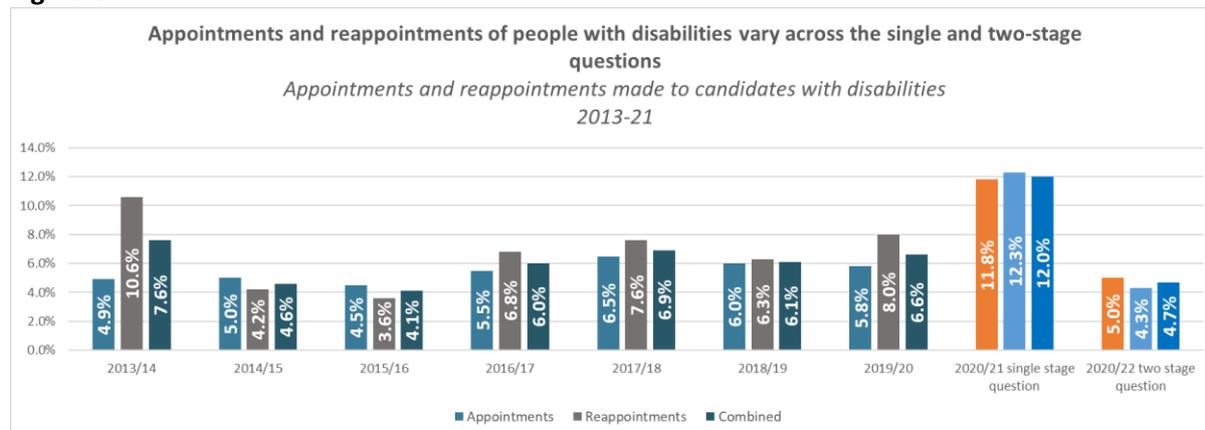
Progress in getting more people with disabilities into public appointments has been slow, unlike with gender and ethnic background; figure 6 below shows how little progress has been made in the last several years. This year with two metrics, the picture becomes more complicated. The single stage question finds that 11.8 percent of appointments were made to people with a disability (amongst chairs only, this is 7.7 percent). Whilst where appointees were asked the two-stage question, 5.0 percent declared a disability (and fewer than 5 percent of chairs),²⁰ which is more in keeping with the

¹⁹ Table 15

²⁰ Table 16

rates seen in previous years. With further research, the picture of representation of people with disabilities will become clearer, but for now the data must be interpreted with caution.

Figure 6

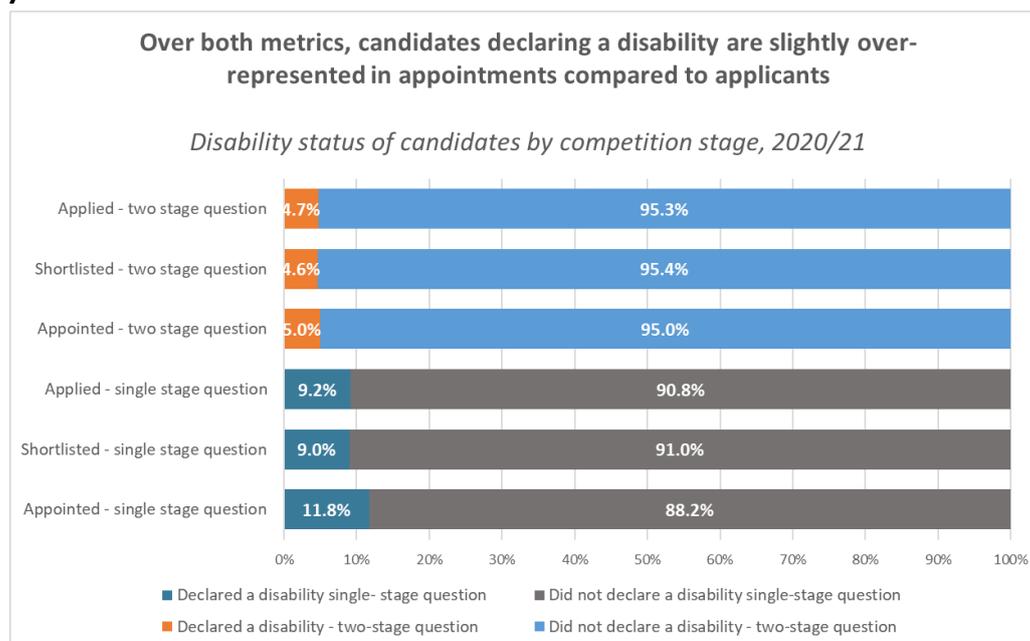


Amongst Welsh Government appointments only, where the single stage question was the only one in use, the proportion of appointees and reappointees declaring a disability remains less than 5 percent.²¹

Looking at all competitions (across both the HM and Welsh governments) stage by stage, the proportion of applicants declaring a disability using the single-stage question was 9.2 percent. Those with disabilities made up 9.0 percent of shortlisted candidates, and then 11.8 percent of appointees.²²

Of candidates asked the two-stage question, the proportion of those with disabilities rose across the competition, from 4.7 percent of total applicants to, 4.6 percent of interviewees, to 5.0 percent of appointees.²³

Figure 7



²¹ Table 66

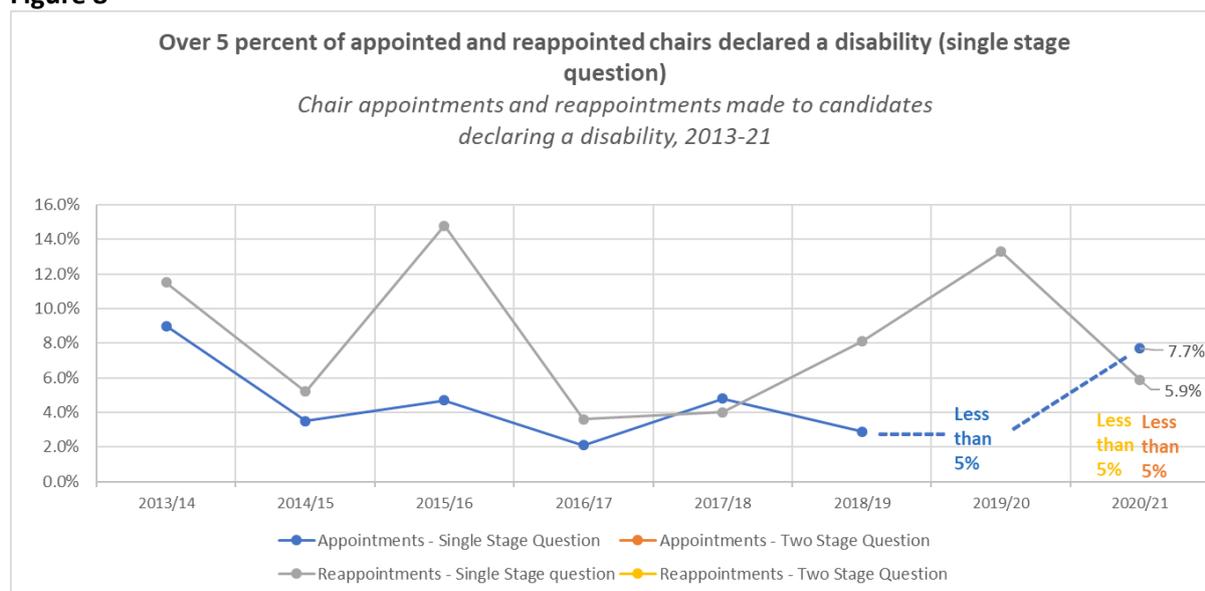
²² Table 28

²³ Table 28

The number of newly appointed chairs declaring disabilities, using the single stage question, has risen to reportable levels, and stands at 7.7 percent this year. Reappointments of chairs with disabilities however have fallen from last year, from 13.3 percent to 5.9 percent, as measured by the single stage question.²⁴

Measured with the two-stage question, the figure is less than 5 percent for both newly appointed and reappointed chairs.²⁵ Figure 8 below therefore has no clear data from the two-stage question on chairs and can report on the metric from the single stage question only for 2020-21.

Figure 8



Using a subset of competitions where there is data for all stages of a competition (this is 262 competitions from the overall dataset of 278 competitions) we can trace the average success of candidates across competitions stages, broken down by disability status. There is a very small discrepancy between the proportion of applicants who go on to be shortlisted depending on disability status, but at the point of interviewees being appointed, the success rates of people with a disability, as measured by the single stage question, are at over 50 percent. Overall, from application to appointment, people with disabilities (single stage question) have an 11.7 percent success rate, compared to 8.4 percent of people not declaring a disability.²⁶

This suggests that efforts to improvements the overall representation of people with disabilities should focus on encouraging more applications. However, as set out below, the data from the two - stage question finds much less demarcation between different groups success rates, with overall success between people with disabilities and those without being very similar from application to shortlisting, and from shortlisting to appointment.²⁷

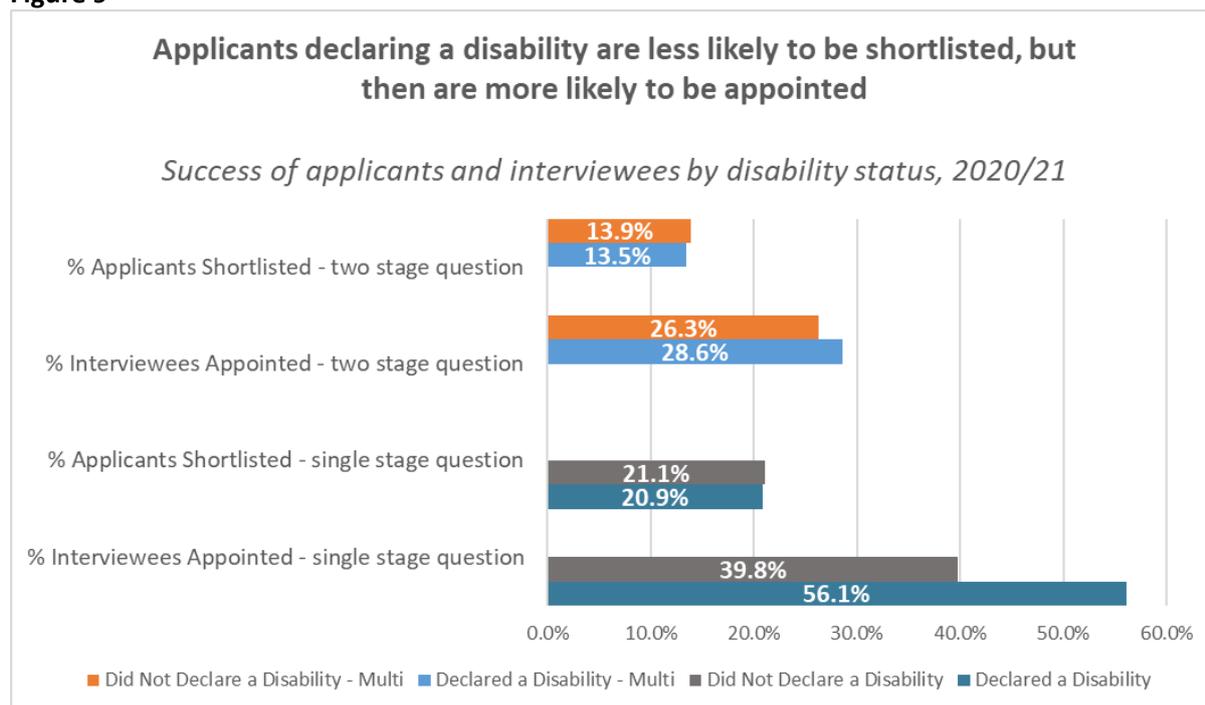
²⁴ Table 16 and table 17

²⁵ Table 16 and table 17

²⁶ Table 29

²⁷ Table 29

Figure 9



With chair roles, using the two-stage question, those declaring disabilities are disproportionately under-represented in shortlisted candidates/interviewees, and amongst appointees, compared to applicants.²⁸ However, the single stage question finds chair candidates with disabilities overrepresented in shortlisted candidates, but just underrepresented in appointed.²⁹

Looking at success of applicants to chair roles through the process, 32.1 percent of applicants to chair roles declaring disabilities were shortlisted, compared to 24.1 percent of those not declaring a disability, as measured by the single stage question.³⁰ Overall, success rates for those with disabilities were higher from application to appointment than those not declaring a disability, as measured by the single stage question.³¹ However, this effect was not seen amongst those asked the two-stage question, where rates of success favoured those with disabilities at some stages, and not others.³²

²⁸ Table 30

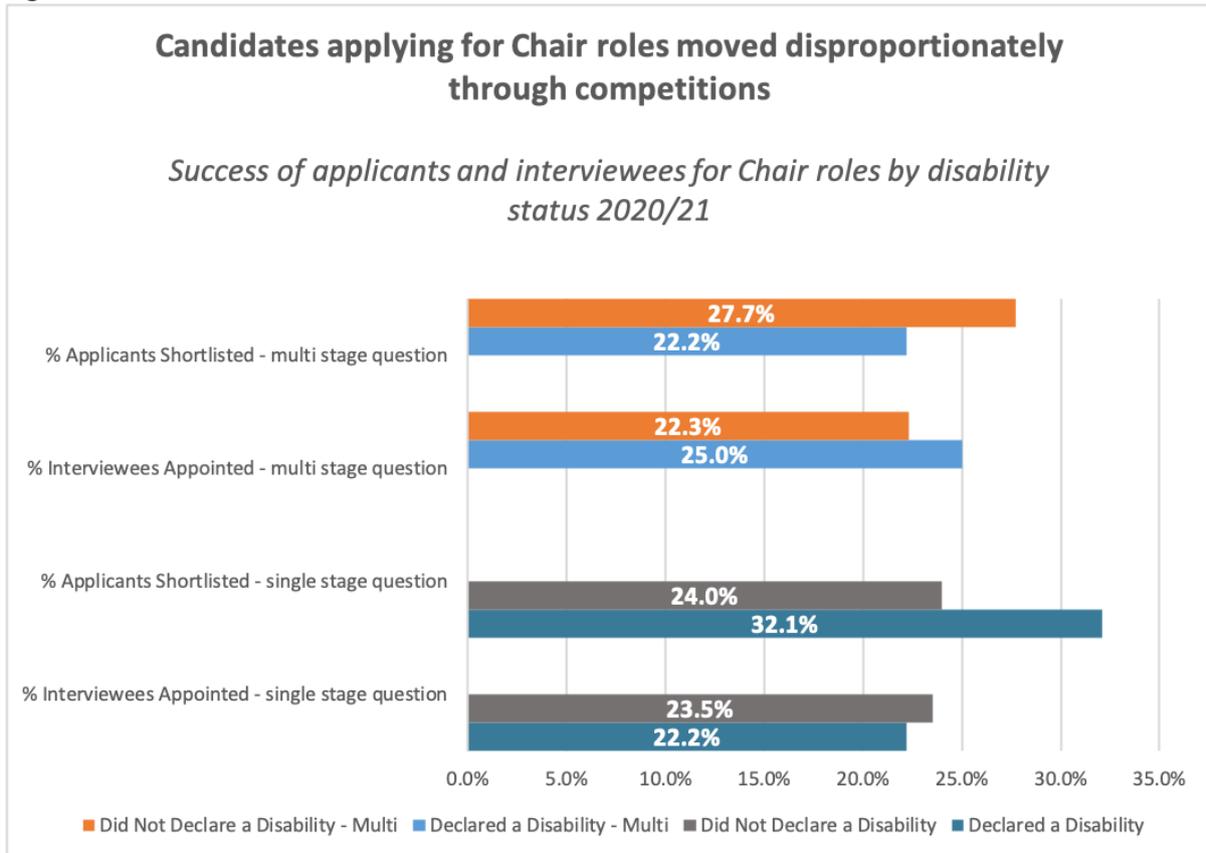
²⁹ Table 30

³⁰ This may be the impact of the Disability Confident Scheme, whereby those meeting the minimum criteria who want to be considered for the scheme as disabled, obtain an interview. For more information about the scheme, see Department for Work and Pensions guidance on Level 2 Disability Confident Employers, <https://www.gov.uk/government/publications/disability-confident-guidance-for-levels-1-2-and-3/level-2-disability-confident-employer>

³¹ Table 31

³² Table 31

Figure 10



Gender

81 percent of appointees and 68.4 percent of reappointees reported their gender;³³ this reporting rate has fallen for the second year in a row for appointees, but grown again for reappointees. Better reporting from candidates is a key plank of both the HM and Welsh governments’ diversity strategies. This is more evidence to suggest more must be done to build confidence amongst candidates to declare.

The proportion of new appointees who were female has fallen to 41.8 per cent,³⁴ from 53.9 percent in 2019-20 (Figure 11). The proportion of female reappointees is up from last year, from 46.9 percent to 48.3 per cent.³⁵ This makes the total proportion of appointees and reappointees declaring female in 2020-21 45.1 per cent, falling from 51.4 percent last year back to a similar rate seen in 2018-19.³⁶

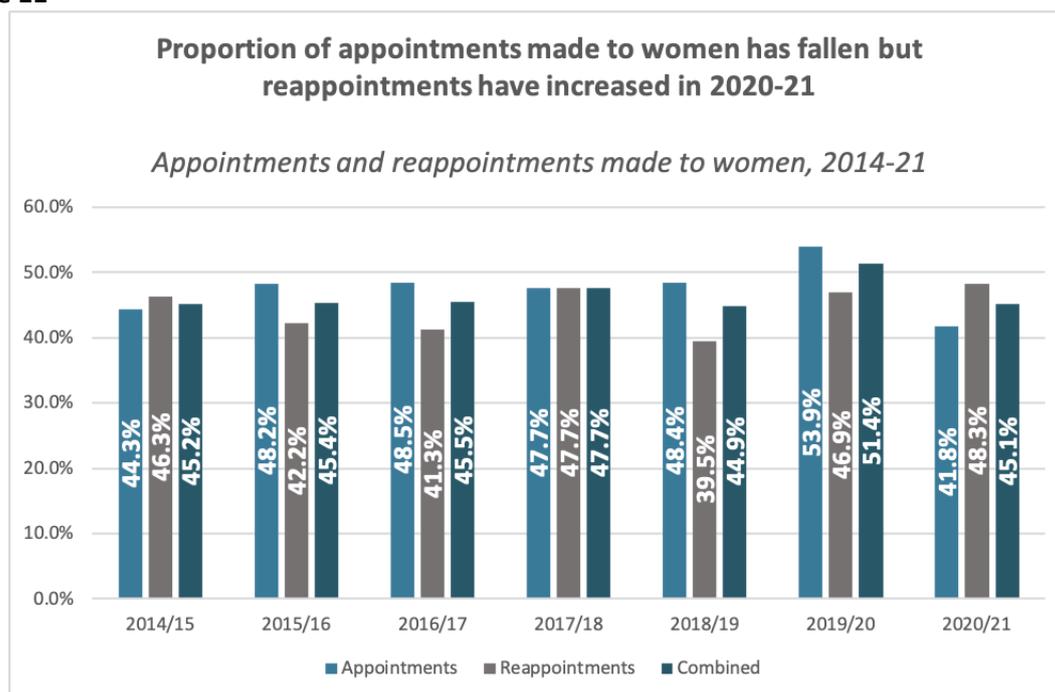
³³ Table 5

³⁴ Table 6

³⁵ Table 7

³⁶ Table 9

Figure 11



Within the Welsh Government’s appointments only, the proportion of new appointments to those declaring female has risen, from 43.4 percent last year, to 55.6 percent in 2020-21.³⁷ 45.8 per cent of Welsh Government reappointees in 2020-21 also declared as female, increasing slightly on last year.³⁸

This fall in the proportion of women gaining public appointments this year overall must be seen in the context of the proportion of women who make applications, which has also fallen, from 38.4 percent in 2019-20 to only 35.4 per cent this year.³⁹ Those declaring female are slightly more likely than others to be shortlisted after applying, but those declaring male are on average slightly more successful from interview to being appointed (Figure 12, next page).⁴⁰ This means the deficit at the beginning of the application stage is not overcome through competition stages, and men now again outnumber women appointees. More should be done to encourage women at the application stage.

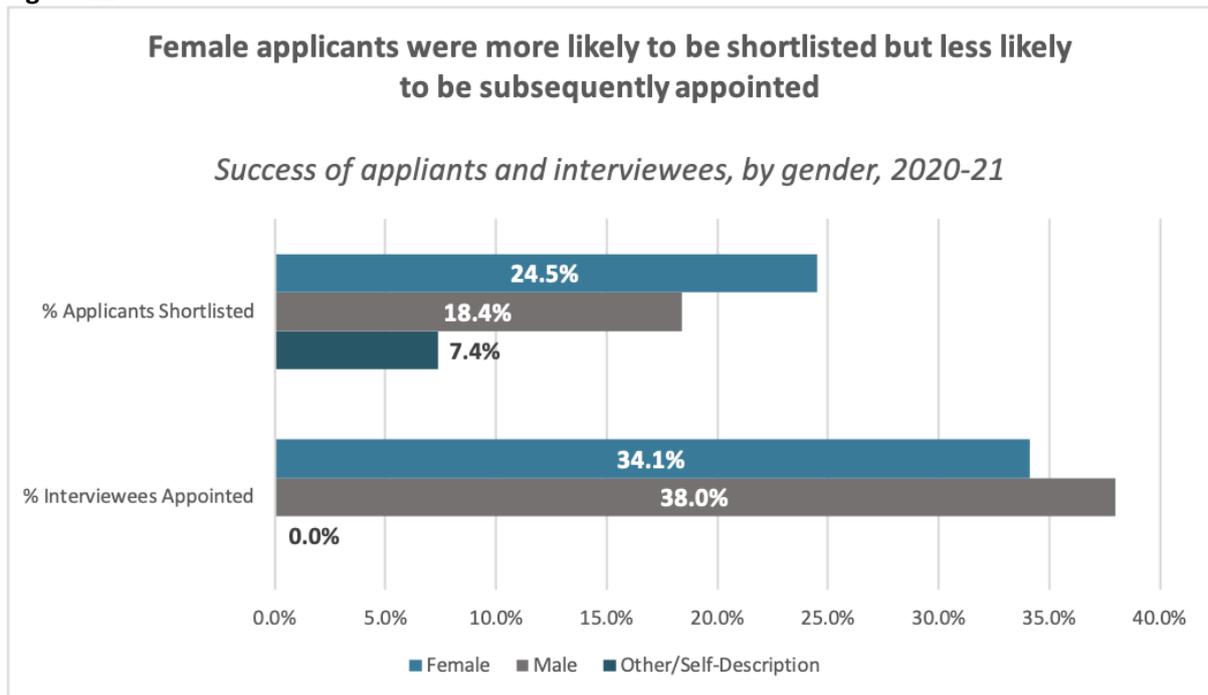
³⁷ Table 66

³⁸ Table 67

³⁹ Table 20

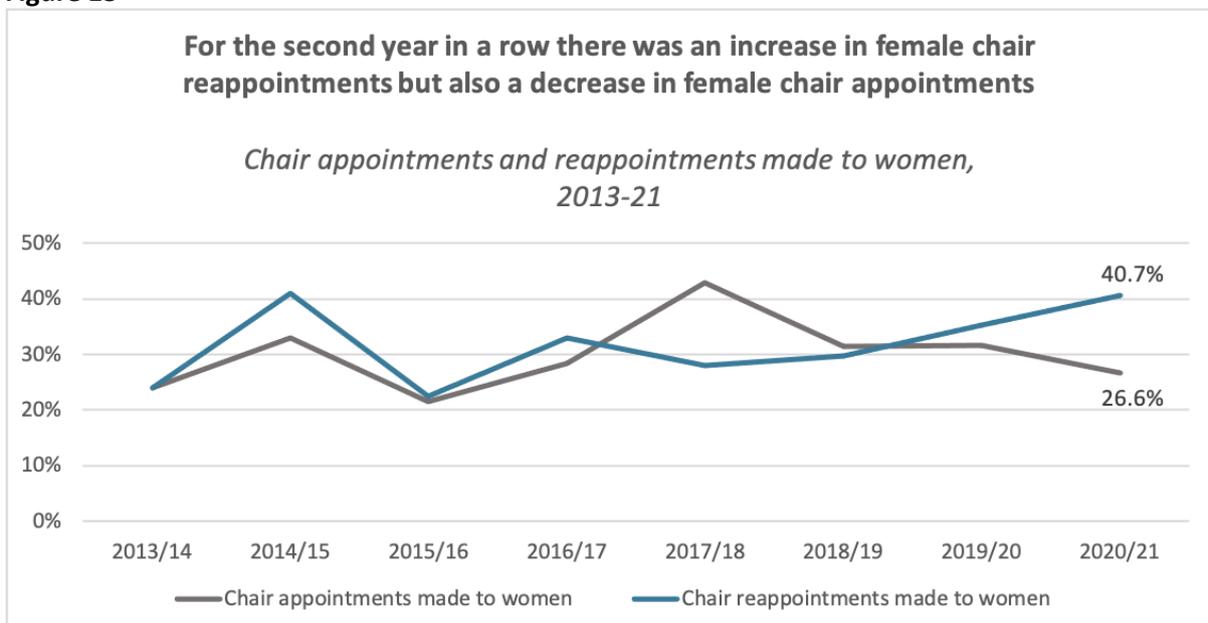
⁴⁰ Table 21

Figure 12



The gender disparity in appointments to chair roles has worsened. In 2018-19, 30.8 percent of appointed chairs declared as female, rising to 33.3 percent last year. In 2020-21, this figure has fallen to 26.6 percent.⁴¹ With reappointments, the figure is more positive, rising this year to 40.7 percent (Figure 13)⁴². Overall, the combined proportion of female appointed and reappointed chairs is 30.8 percent.⁴³

Figure 13



⁴¹ Table 6

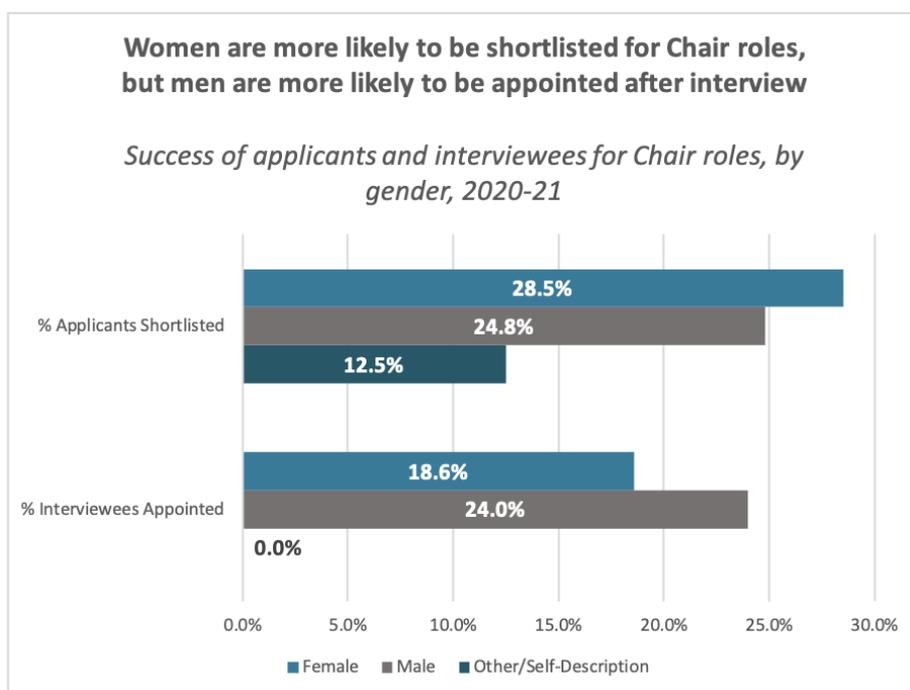
⁴² Table 7

⁴³ Table 8

The deficit we see in new chair appointments being made to those declaring female starts at the application stage - they made up only 27.9 percent of applications for chair roles in 2021 (this was 28.1 percent in 2019-20) and they subsequently gained 26.6 percent of chair appointments (compared to 29.7 percent in 2019-20).⁴⁴ In contrast, those declaring as male made up 71.4 percent of chair applications and subsequently gained 73.4 percent of chair appointments.⁴⁵

Looking at the ‘success rates’ of applicants by gender,⁴⁶ of all the women who applied to chair roles, a greater proportion of them were shortlisted than male applicants. Males, like last year, had a greater rate of success from interview to appointment. From application, to appointment, the success rates for females and males is 5.3 and 5.9 percent respectively.

Figure 14



Last year, women made up more than 50 percent of new appointees and reappointees for the first time (Figure 11) and it is disappointing to see this progress has not been sustained. Perhaps the impact of the Covid-19 pandemic upon women’s participation in the labour market – as considered in other areas of the economy⁴⁷ – may have played a role in the fall in women’s entry in public appointments. The Commissioner’s 2021 Thematic Review into financial support for, and time commitments asked of, appointees found some patterns in the applications made by women depending on these terms of appointment. This research must be urgently considered by all departments to reverse this unwelcome break in the progress over the last ten years.

⁴⁴ Table 22.

⁴⁵ Table 22

⁴⁶ Table 23

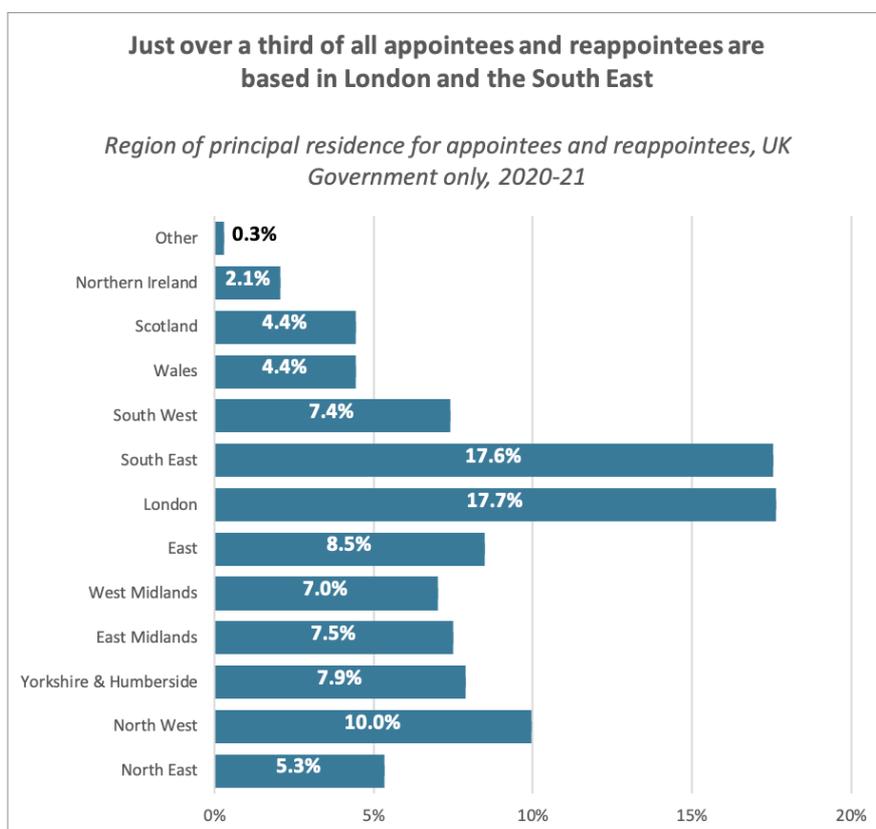
⁴⁷ Anu Madgavkar, Olivia White, Mekala Krishnan, Deepa Mahajan, and Xavier Azcue (July 2020). COVID-19 and gender equality: Countering the regressive effects. *McKinsey Global Institute*. <https://www.mckinsey.com/featured-insights/future-of-work/covid-19-and-gender-equality-countering-the-regressive-effects> (accessed 10 September 2021)

Area of principle residence

Response rates to this question have increased this year, with 78.1 percent of appointees declaring their area of residence. 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 England⁴⁸, and for Welsh bodies, those living in Wales.⁴⁹

Amongst HM Government appointees only, just over a third of all appointees and reappointees are based in London and the South East, with the next highest represented region being the North West (10.0 percent) and the East (8.5 percent).⁵⁰

Figure 15



Grouping the regions, 35.4 percent of new appointees and reappointees lived in London and the South East, less than reported last year, while 23.2 percent live in Northern regions, with the remaining 41.6 percent throughout the rest of the UK.⁵¹

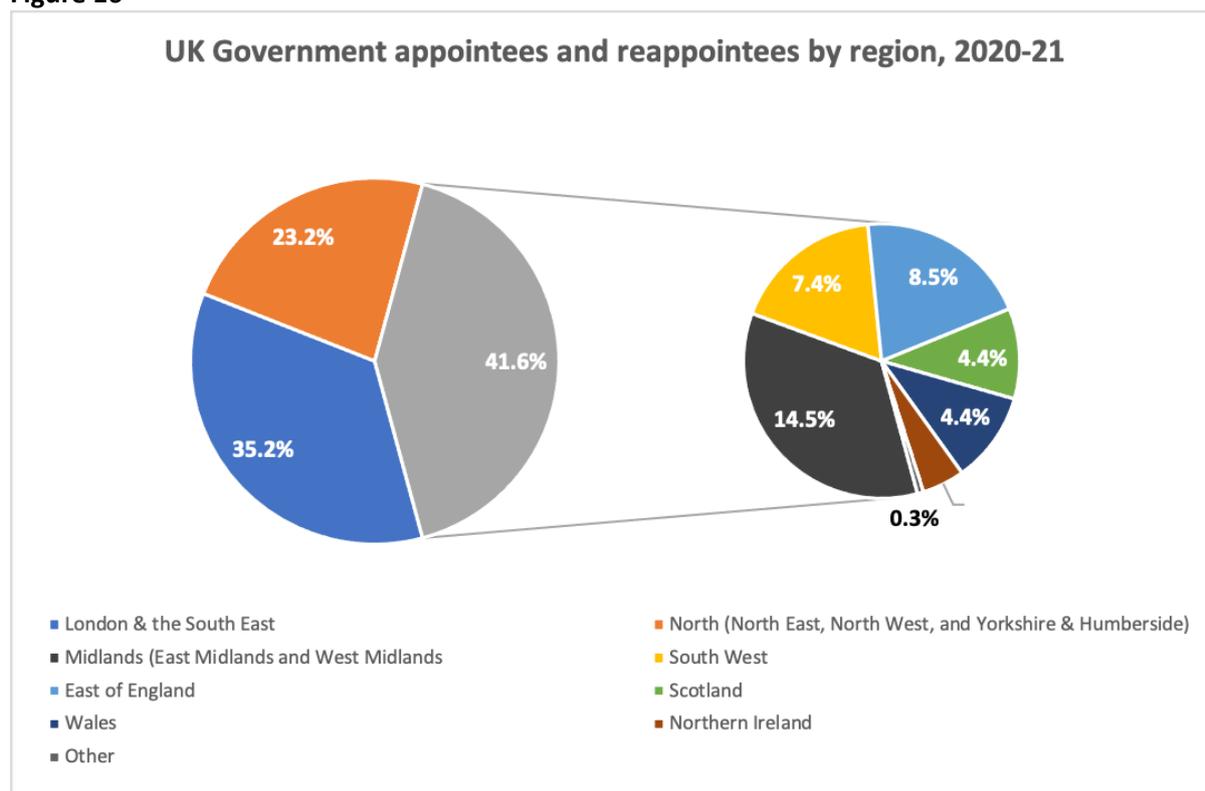
⁴⁸ Table 35

⁴⁹ Table 69

⁵⁰ Table 35

⁵¹ Table 35

Figure 16



OCPA’s Thematic Review into financial support for appointees found limited evidence to support the idea that public bodies’ location drives recruitment of locally based people, finding that around two thirds of appointment roles based in the Midlands, North East and the East were held from people living outside of those regions.⁵²

Representation from London amongst appointed chairs has fallen, from almost 50 percent of new chairs last year, to only 28.6 percent this year. The next most well-represented regions for new chairs are the South East and East.⁵³ Things are slightly more equal on a regional basis for member roles. Members from London and the South East make up a third of new appointed members, with Yorkshire and Humberside and the North West following with 9.3 per cent and 8.5 percent each.⁵⁴

Looking at the Welsh Government’s appointments alone, over 90 percent of appointed and reappointed chairs and members declared their residence within Wales, with the remaining based in England.⁵⁵

Age

Age reporting rates of appointees have increased from last year, to 78 percent, but less than 60 percent of reappointees reported their age.⁵⁶ The Commissioner notes that public appointment roles

⁵² Office of the Commissioner for Public Appointments (2021). *Thematic Review: Remuneration and Public Appointments*. <https://39h2q54dv7u74bwyae2bp396-wpengine.netdna-ssl.com/wp-content/uploads/2021/03/OCPA-Thematic-Review-on-Remuneration-March-2021.pdf>

⁵³ Table 33

⁵⁴ Table 33

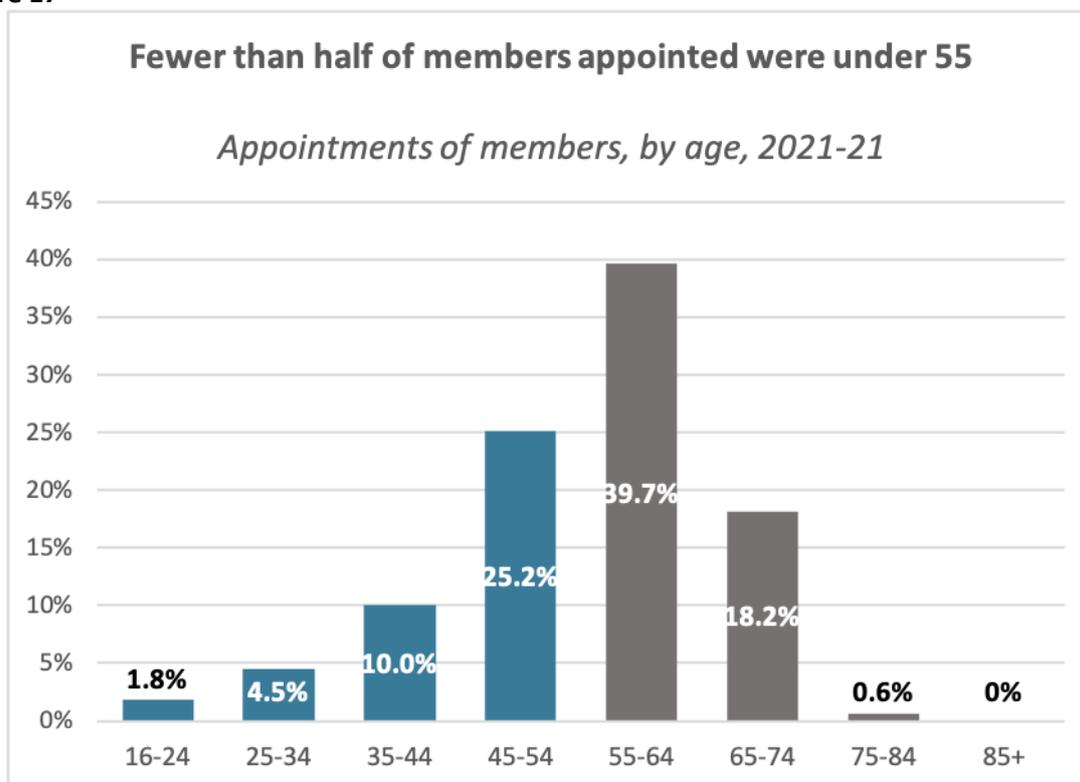
⁵⁵ Table 70

⁵⁶ Table 36

often lend themselves to candidates with career experience, as it brings expertise to a board. It is also possible that attending board meetings is easier for those with portfolio careers or flexibility in work patterns, something less likely for those in the earlier stages of a career. It is important however to bring a younger perspective to boards where possible, in particular for those public bodies that provide services across generations, as with other forms of diversity that bring different perspectives.

There is a predominance of both chair and member appointees who declare themselves within the 55-64 category, a similar finding to last year.⁵⁷ 39.7 percent of members appointed last year were aged 55-64, with a similar proportion of reappointed members.⁵⁸ Less than half of new members appointed last year were aged under 55 (this figure was 48.4 last year) and the 34-44 age group has fallen from 17 percent of new members appointees last year, to only 10 percent this year.

Figure 17



Chairs, understandably, have an older age profile than members. 70 percent of new chair appointees were over 55, with none aged over 75.⁵⁹ The youngest chairs were in the 35 to 44 age group (3.4 percent).⁶⁰ Whilst only 10.3 percent of newly appointed chairs last year were under 55, this has increased to 29.3 percent this year.

Amongst appointees and reappointees from the Welsh Government, the age profile amongst chairs and members has increased since last year. Only 29.4 percent were aged under 55 (last year this figure was 48.3 percent), and 27.1 percent were over 65 (last year this figure was only 10 percent).⁶¹

⁵⁷ Table 37

⁵⁸ Table 38

⁵⁹ Table 37

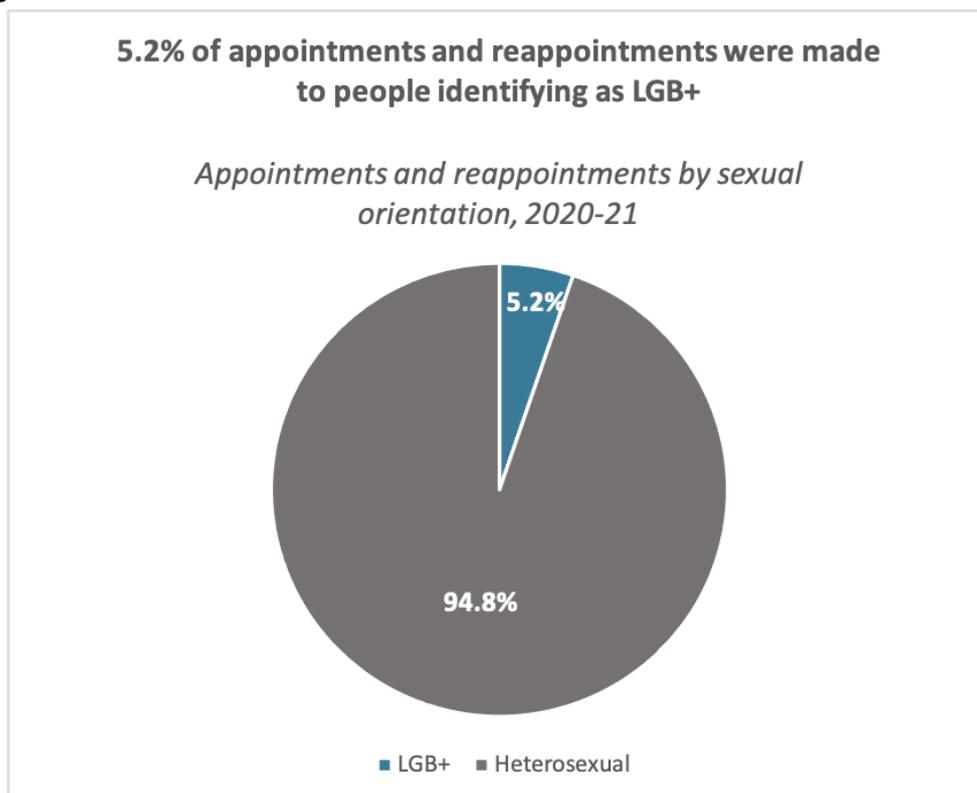
⁶⁰ Table 37

⁶¹ Table 71

Sexual Orientation

74.0 percent of appointees reported information about their sexual orientation (less than last year), and less than 60 percent of reappointees.⁶² 5.8 percent of appointments and reappointments this year were made to LGB+ people for both chair and member roles,⁶³ higher than last year's figure of 5.0 percent.

Figure 18



Of Welsh Government, less than 5 percent of appointees and reappointees declared their sexuality as LGB+, down from 5.1 percent in 2019-20.⁶⁴

Additional appointments

Applicants are asked about any other public appointments currently held (not whether they have ever held one before). A third of appointees and almost three quarters of reappointees did not report on this question, similar reporting rates as last year.⁶⁵

Looking at chairs and members together, there has been a slight move towards appointing those with more current public appointments experience. While it is encouraging that 65.2 percent of new appointees this year were taking on their only public appointment, last year this was 72.3 percent, and 26.2 percent were taking on their second appointment, when last year, this was only 21.2 percent. 8.6 percent were taking on their third or more appointment this year compare to only 5.6 percent last

⁶² Table 40

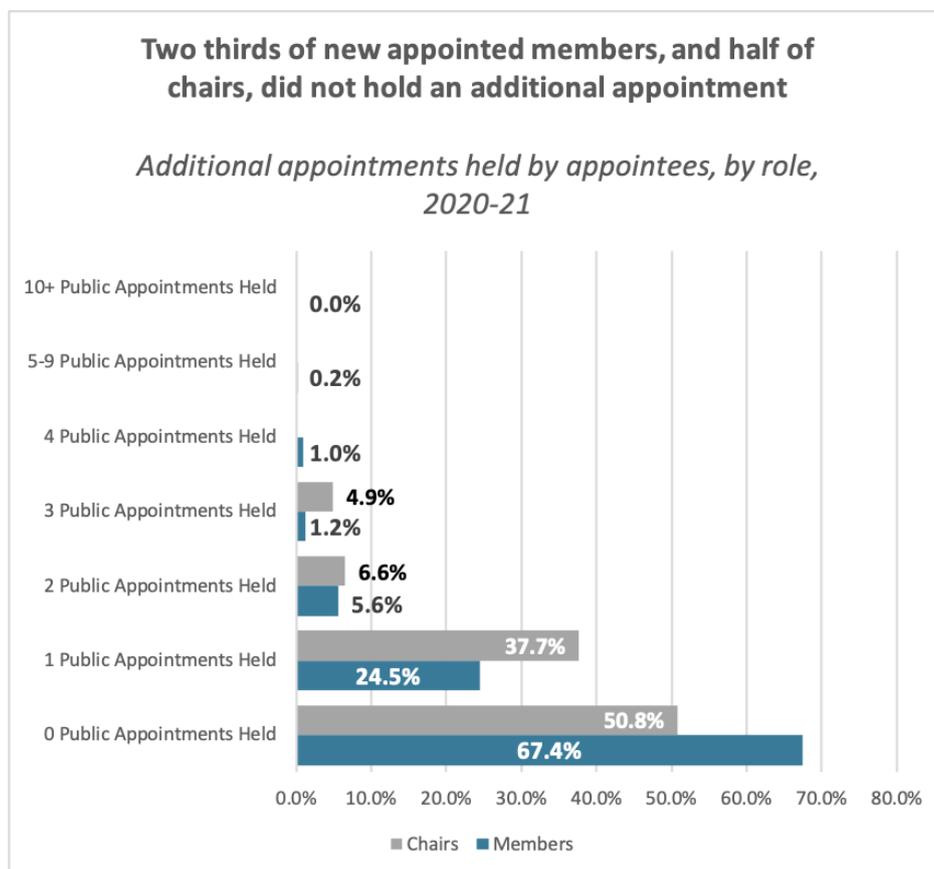
⁶³ Table 41

⁶⁴ Table 72

⁶⁵ Table 42

year.⁶⁶ Figure 19 below shows chairs and members separately, and shows how newly appointed chairs, understandably, are more likely to also be serving in a current public appointment role than appointed members.

Figure 19



Amongst the Welsh Government’s appointments, over two thirds of appointees and reappointees held no other public appointments, and a further quarter held only one other.⁶⁷

Looking at competitions where we have data at every stage, we can compare the success rates of candidates who hold other appointments, to see whether this confers some advantage to them progressing through a competition.

For members and chair roles, the likelihood of an applicant being shortlisted increases with the more additional appointments held. However, amongst those shortlisted, success rates from interview to appointment were higher for those holding no or only one other appointments, than for those people holding two or three other appointments.⁶⁸ This suggests that current experience of other public appointments may be seen more positively on paper at the application stage, than in person at interview. It must be noted that success rates at all stages for those with four or more other appointments is the highest, but this is based on the success of very few individuals.

Looking at chair roles only, the advantage from holding other public appointments is less obvious. Only 4.9 percent of applicants to chair roles who held no other public appointments were eventually

⁶⁶ Table 43

⁶⁷ Table 73

⁶⁸ Table 46

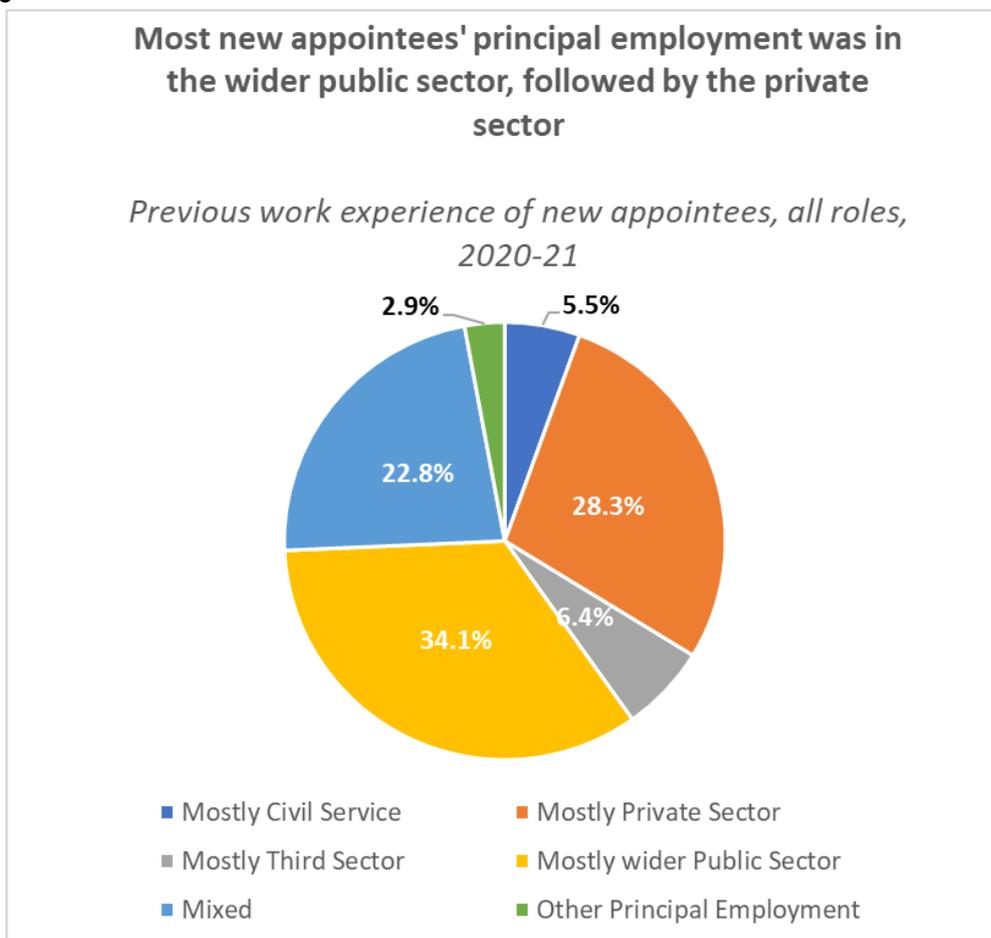
appointed (this is compared to 6.2 percent of applicants for all roles). But success rates for those holding one, two or more public appointments did not follow a linear pattern.⁶⁹

Principal employment

33.8 percent of newly appointed chairs in 2021-21 declared a mostly public sector background, falling from 47.2 percent last year. A further 32.3 percent reported a mixed career background, and 23.1 percent a private sector background. Only 1.5 percent reported a civil service background.

For appointed members, employment was similarly distributed, with 34.2 percent from the public sector, 29.7 percent from the private sector, and 21.5 percent declaring a mix.⁷⁰ Figure 20 puts newly appointed chairs and members together, and figure 21, the reappointees, where patterns of previous work experience are similar.

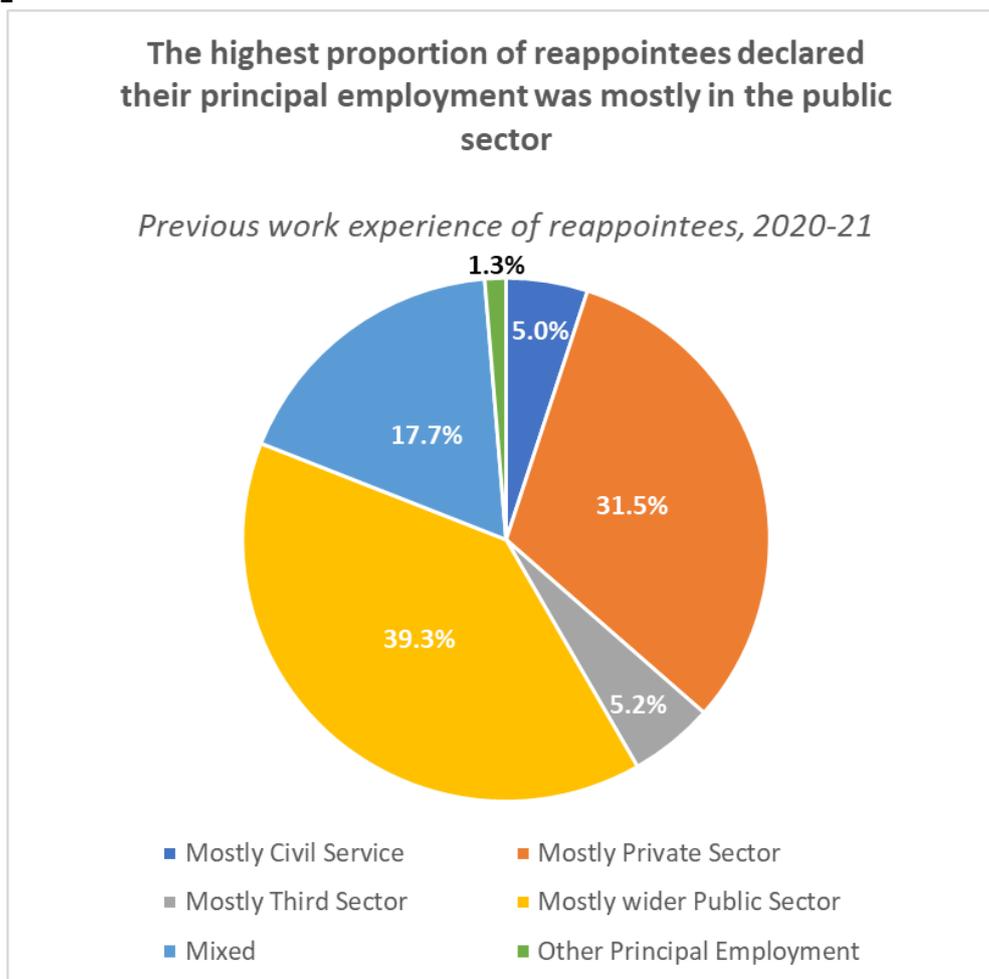
Figure 20



⁶⁹ Table 47

⁷⁰ Table 49

Figure 21



Within the Welsh Government’s appointments alone, 51.7 percent of appointees and reappointees were from the wider public sector (this was 40.3 percent last year), with a further 25.9 percent declaring a mixed employment background, and 15.5 percent from the private sector (down from 21 percent last year).⁷¹

Religion and belief

OCPA is reporting on religious belief for the first time this year. Individuals are asked about their religion or beliefs. They are given options to choose from but can also state prefer not to say, or ‘other religion’. 72.7 percent of appointees reported their religion or belief, and 60.1 percent of reappointees.⁷²

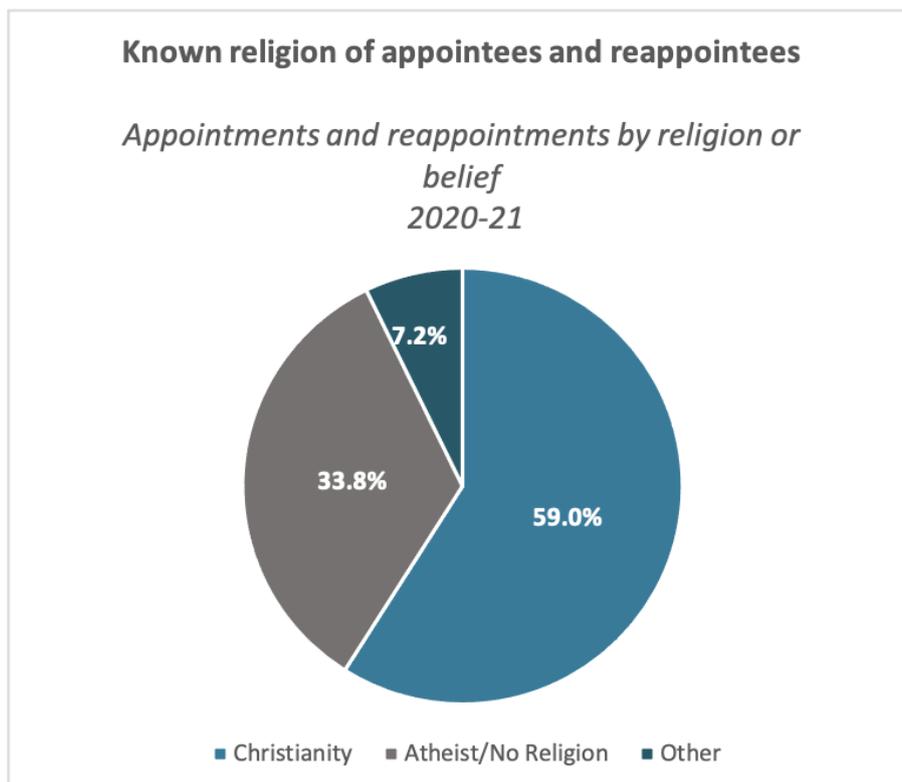
59.0 percent of appointees and reappointees reported Christian, 33.8 percent reported no religion, and 7.2 percent chose either Hindu, Buddhist, Muslim, Jewish or Sikh. Reports made for these individual religions have been placed together to protect privacy.⁷³

⁷¹ Table 74

⁷² Table 52

⁷³ Table 53

Figure 22



Political Activity

The Code mandates transparency around any appointees who undertake significant political activity. This is defined as holding office, public speaking, making a recordable donation and candidature for election within the 5 years prior to application. Political activity should not affect any judgement of merit nor be a bar to appointment (Governance Code, para 9.2).

Applicants for roles are first asked about whether they have carried out any significant political activity, and if so, are then asked for which party it was undertaken.

Amongst newly appointed chairs and members, those to NHS Trusts are slightly more likely to declare political activity (8.6 percent), compared to those appointed to other bodies. Overall, the rate of new appointees declaring significant political activity is 7.4 percent, which is more than last year (6.9 percent) but less than that reported 2018-19 (9.9 percent).⁷⁴

For reappointments, the rate of significant activity is even lower, with only 4.9 percent of reappointees declaring political activity.⁷⁵ Together, only 6.2 percent of all appointees and reappointees in 2021-21 declared significant political activity,⁷⁶ down from 6.3 percent in 2019-20, and 8.6 percent in 2018-19. The rate within the Welsh Government appointments and reappointments is 8.0 percent.⁷⁷

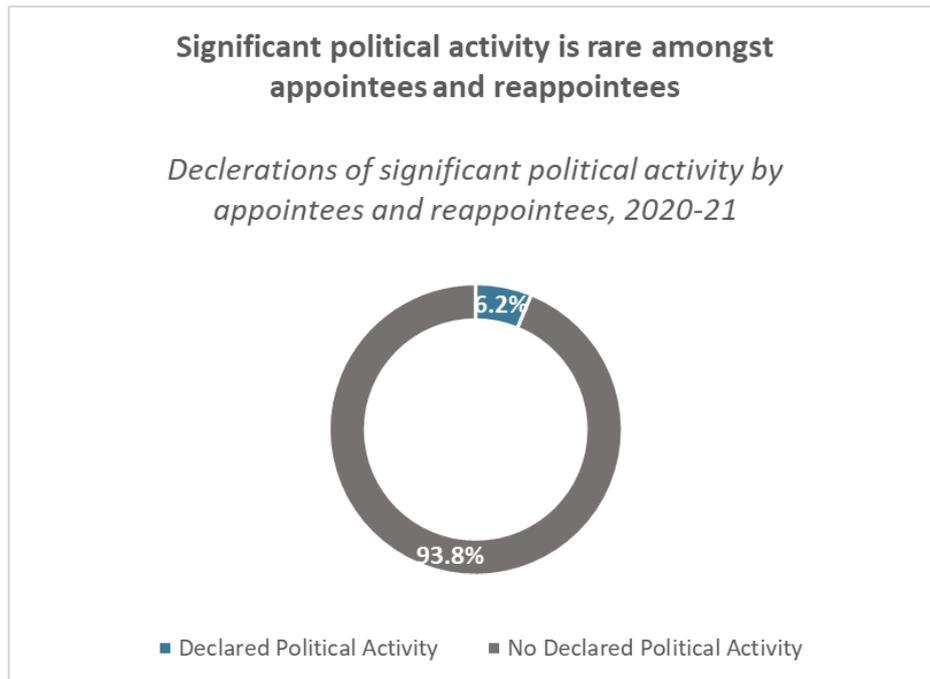
⁷⁴ Table 55

⁷⁵ Table 56

⁷⁶ Table 58

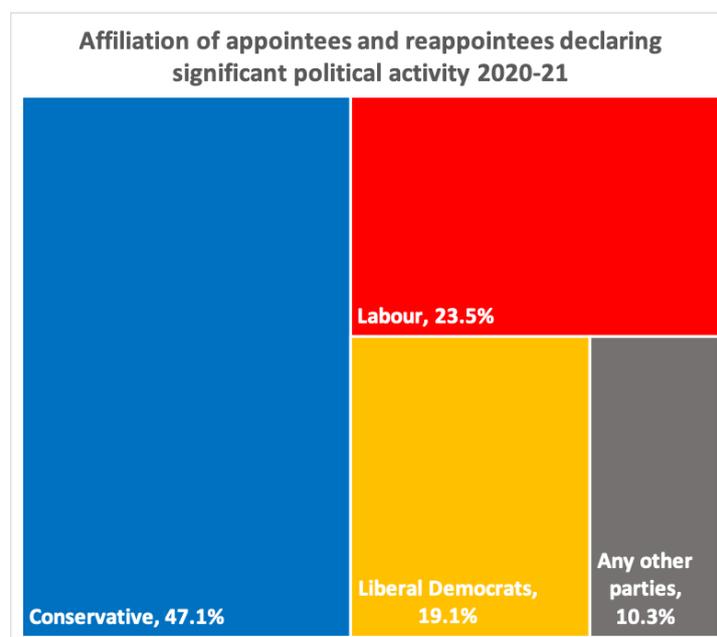
⁷⁷ Table 75

Figure 23



Those declaring significant political activity are asked to declare which party this activity was undertaken, and candidates can declare activity for more than one party if applicable. This year, across the 68 appointees and reappointees declaring significant political activity,⁷⁸ there were 68 declarations of activity on behalf different political parties. Where political activity has been declared by appointees and reappointees for all HM and the Welsh Government appointments, there has been a change from last year, where affiliations for the Labour party were the highest. This year, 47.1 percent of declarations were for activity on behalf of the Conservative Party, followed by 23.5 percent for Labour and 19.1 percent for the Liberal Democrats.⁷⁹

Figure 24



⁷⁸ Table 57

⁷⁹ Table 59

For chairs competitions only, 88.9 percent of declarations of appointees were made for Conservative activity, and a further 11.1 percent for the Liberal Democrats. For the one chair reappointee who declared political activity, this was on behalf of Labour.⁸⁰ It is worth noting that only 9 appointed or reappointed chairs, from 98 overall, declared any political activity in 2020-21.

Looking at competitions with data at each stage,⁸¹ comparing applicants who declared political activity to those who didn't, those declaring activity were more successful from interview to appointment, whilst those not making any declaration were more successful from application to shortlisting. Overall, there is little difference in the success rates from application to appointment between those who declared activity and those who did not (7.1 compared to 7.5 percent).⁸² From those who did declare political activity and stated for which party, those who declared activity on behalf of the Liberal Democrats were more successful though the stages, followed by those making declarations for the Conservatives, and then Labour.⁸³

Within the Wales Government appointments, only seven declarations were made for political activity; over half on behalf of Liberal Democrats, and the remainder for Labour.⁸⁴

⁸⁰ Tables 62 and 63

⁸¹ Table 64

⁸² Table 64

⁸³ Table 64

⁸⁴ Table 76

Priorities for 2020-2021

The second half of this year will be one of change for OCPA, with the new Commissioner for Public Appointments taking up the post in October 2021. This will be the second Commissioner under the public appointments system as set out in the 2016 Governance Code. OCPA will be concentrating on helping the new Commissioner settle into the role, gaining an understanding of the day to day work of the Office, and meeting stakeholders across government and public bodies. OCPA sits within the Civil Service Commission Secretariat, and the Civil Service Commission too will be taking on a new cohort of Commissioners, as the Advisory Committee on Business Appointments took on a new Chair last year. The Secretariat staff led by Chief Executive Pete Lawrence OBE will continue to facilitate links between the different office holders from these three independent office holders.

The publication of the research into financial support for public appointees will be taken forward for further discussion with government and appointments teams, chairs of public bodies, OCPA's counterparts in the other nations of the UK, and appointees and applicants themselves. OCPA hopes discussions on the findings will prompt further research and a concerted effort by both the HM and Welsh Governments to examine public appointee pay and the related time commitment and to make decisions to set remuneration for each role keeping diversity and fairness in mind.

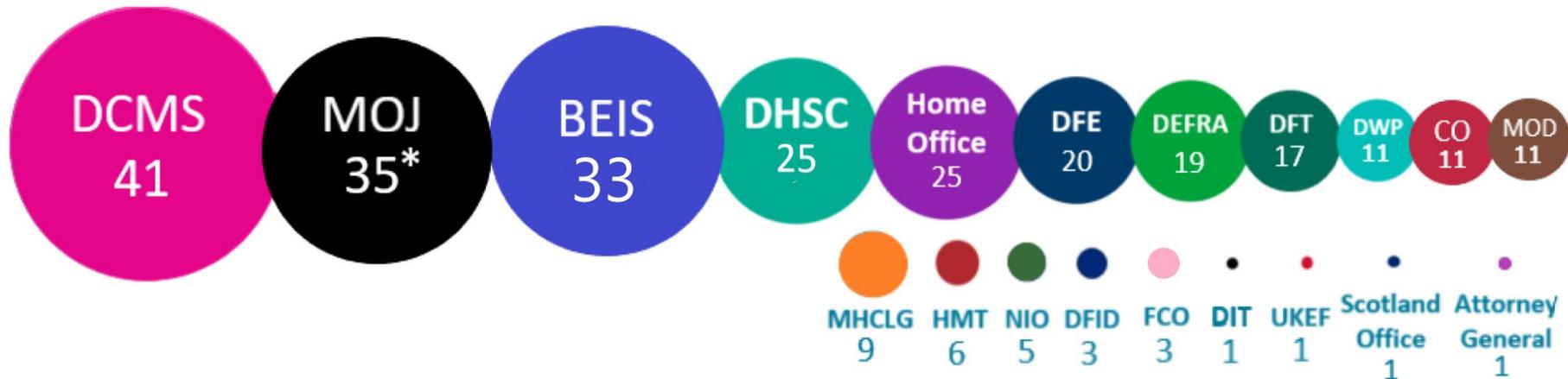
OCPA awaits further collaboration with both the HM and Welsh Governments on some administrative matters that underpin the public appointments system and need updating from time to time, namely: the list of public bodies regulated by the Commissioner in the Order in Council (last updated in November 2019) and the list of Significant Appointments (see page 72) which has not been updated since its creation in 2017. The landscape of public bodies changes and so a refresh of these lists to reflect the current situation is required.

OCPA will continue to press for improvements in the data reporting required to underpin the valuable work being carried out across departments in Whitehall and the Welsh Government to increase diversity in the public appointments landscape; and to help facilitate the new Commissioner's role as a champion for diversity.

The Committee on Standards in Public Life (CSPL) has outlined their consideration of recommendations on public appointments in their interim report of their *Standards 2* inquiry this summer. The Commissioner has welcomed their agreement that increasing transparency around unregulated appointments, and a different approach to appointing 'standards regulators' should be considered. OCPA awaits the final recommendations from CSPL due in the autumn, followed by the Government's response.

Regulated bodies

*In 2019-20 the Commissioner for Public Appointments regulated appointments to 333 Public Bodies**



The Commissioner for Public Appointments regulates appointments to the boards of over 300 public bodies of 20 departments in HM Government and the Welsh Government. The most recent list of bodies is in Schedule 1 of the Order in Council November 2019, and reproduced here for ease of reference. Mostly, the Commissioner regulates all the non-executive members and chairs of boards but there are some cases where only individual roles on the bodies are OCPA-regulated and this is detailed in list below. *Appointments to the Trade Remedies Authority, Digital Health and Care Wales and the Office of Environmental Protection are currently made under Section 2(4) of the Order in Council that allows competitions to be regulated by the Commissioner when the body itself does not yet exist in law, and will be added to Schedule 1 of the OIC in its next iteration.

Attorney General's Office

Her Majesty's Crown Prosecution Service
Inspectorate

Department for Business, Energy and Industrial Strategy

Advisory, Conciliation and Arbitration Service
British Business Bank, Chair only
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
Electricity Settlements Company Ltd, Chair and Senior Independent Director only
Financial Reporting Council
Gas and Electricity Markets Authority
Groceries Code Adjudicator
Labour Market Enforcement Director
Land Registry
Low Carbon Contracts Company Ltd, Chair and Senior Independent Director Only
Low Pay Commission
National Nuclear Laboratory
National Physical Laboratory (NPL) Management Ltd, Chair only
Nuclear Decommissioning Authority
Nuclear Liabilities Fund
Oil and Gas Authority, Chair only
Ordnance Survey, Chair only

Post Office Ltd, Chair only
Pubs Code Adjudicator and Deputy Pubs Code Adjudicator
Regulatory Policy Committee
Small Business Commissioner
UK Atomic Energy Authority
UK Research and Innovation

Cabinet Office

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
Equality and Human Rights Commission
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 Digital, Culture, Media and Sport

The Advisory Council on National Records and Archives
Arts Council England
Big Lottery Fund (The National Lottery Community Fund)
Birmingham Organising Committee for the 2022 Commonwealth Games Ltd
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
Horse Race Betting Levy Board
Imperial War Museum
Information Commissioner
National Citizen Service Trust
National Gallery
National Heritage Memorial Fund/Heritage Lottery Fund (The National Lottery Heritage 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
VisitEngland
Wallace Collection

Department for Education

Adoption and Special Guardianship Leadership Board, Chair only
Child Safeguarding Practice Review Panel
Children's Commissioner for England
Construction Industry Training Board
Engineering Construction Industry Training Board
Film Industry Training Board
Further Education Commissioner's Office, Commissioner and Deputy only
Her Majesty's Chief Inspector of Education, Children's Services and Skills
Independent Assessors for Student Finance, Appeals and Complaints
Institute for Apprenticeships and Technical Education
LocatEd
Office for Standards in Education, Children's Services and Skills (Ofsted)
Office for Students
Office of Qualifications and Examinations Regulation (Ofqual)
Residential Care Leadership Board, Chair only
School Teachers' Review Body
Social Mobility Commission
Social Work England
Student Loans Company Ltd

Department for Environment, Food and Rural Affairs

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, with the exception of parish members
Conservation Board for the Cotswolds Area of Outstanding Natural Beauty, with the exception of parish members
Consumer Council for Water
Covent Garden Market Authority
Environment Agency
Forestry Commission
Joint Nature Conservation Committee
Marine Management Organisation
National Park Authorities, with the exception of parish members
Natural England
Office for Environmental Protection*
Regional Flood and Coastal Committees, Chair only
Royal Botanic Gardens, Kew
Science Advisory Council
Sea Fish Industry Authority
Water Services Regulation Authority (OFWAT)

Department for International Development and Foreign and Commonwealth Office (Now FCDO)

CDC Group Plc
Commonwealth Scholarship Commission
Independent Commission for Aid Impact
Department for International Trade
Trade Remedies Authority*
Foreign and Commonwealth Office
Great Britain-China Centre
Marshall Aid Commemoration Commission
Westminster Foundation for Democracy

Department for Transport

British Transport Police Authority

Civil Aviation Authority
Disabled Persons Transport Advisory Committee
Dover Harbour Board, Chair only
East West Rail Company
Harwich Haven Authority, Chair only
Highways England, Chair only
HS2 Ltd
Independent Commission on Civil Aviation Noise
London and Continental Railways Ltd
Milford Haven Port Authority, Chair only
Network Rail, Chair only
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

BPDS Ltd
Health and Safety Executive
Industrial Injuries Advisory Council
Money and Pensions Service
National Employment Savings Trust
Office for Nuclear Regulation
Pension Protection Fund, Chair only
Pension Protection Fund Ombudsman
Pensions Ombudsman
Pensions Regulator
Social Security Advisory Committee

Department of Health and Social Care

Advisory Committee on Clinical Excellence Awards, Chair and Medical Director only
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 (NHS
Digital)
Health Education England
Health Research Authority
Human Fertilisation and Embryology Authority
Human Tissue Authority
Independent Reconfiguration Panel
Monitor (part of the operating body known as NHS
Improvement)
National Data Guardian
National Institute for Health and Care Excellence
NHS Blood and Transplant
NHS Business Services Authority
NHS Commissioning Board (NHS England)
NHS Counter Fraud Authority
NHS Litigation Authority (NHS Resolution)
NHS Pay Review Body
NHS Trust Development Authority (part of the
operating body known as NHS Improvement)
Office for Strategic Coordination of Health
Research, Chair only
Review Body on Doctors' and Dentists'
Remuneration

**Export Credits Guarantee Department (UK Export
Finance)**

Export Guarantee Advisory Council

HM Treasury

Court of Directors of the Bank of England, with the
exception of the Governor and Deputy Governors

Crown Estate Commissioners
Financial Conduct Authority
National Savings and Investments
Royal Mint Advisory Committee on the Design of
Coins, Medals, Seals and Decorations
UK Government 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 and
Fire & Rescue Services
Independent Anti-Slavery Commissioner
Independent Chief Inspector of Borders and
Immigration
Independent Family Returns Panel
Independent Monitor of the Disclosure and Barring
Service
Independent Office for Police Conduct
Independent Reviewer of Terrorism Legislation
Members of the 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

Armed Forces Pay Review Body
Defence Nuclear Safety Committee
Independent Medical Expert Group
Independent Monitoring Board for the Military
Corrective Training Centre
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**

Architects Registration Board
Building Regulation Advisory Committee
Commission for Local Administration in England
(Local Government and Social Care Ombudsman)
Ebbsfleet Development Corporation
Homes England
Leasehold Advisory Service (LEASE)
Regulator of Social Housing
The Housing Ombudsman
Valuation Tribunal Service

Ministry of Justice

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
Children and Family Court Advisory and Support Service
Civil Justice Council
Civil Procedure Rule Committee
Commissioner for Victims and Witnesses (Victims' Commissioner)
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
Her Majesty's Chief Inspector of Probation
Independent Advisory Panel on Deaths in Custody
Independent Monitoring Board of any prison or young offender institution
Insolvency Rules Committee
Judicial Appointments and Conduct Ombudsman
Judicial Appointments Commission
Judicial Pension Board, independent Chair and independent 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

Parole Board, with the exception of judicial members
Persons appointed by the Lord Chancellor under section 2 of the Legal Aid, Sentencing and Punishment of Offenders Act 2012
Prisoner Escort and Custody Services Lay Observers
Prisons and Probation Ombudsman
Prison Service Pay Review Body
Sentencing Council for England and Wales
Tribunal Procedure Committee
Youth Justice Board for England and Wales

Northern Ireland Office

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

Scotland Office

Boundary Commission for Scotland

Welsh Government

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 University Local 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
Cardiff & Vale Community Health Council
Cardiff & Vale University Health Board
Career Choices Dewis Gyrfa
Children's Commissioner for Wales
Commissioner for Older People in Wales
Cwm Taf Morgannwg Community Health Council
Cwm Taf Morgannwg University Local Health Board
Design Commission for Wales
Digital Health and Care Wales*
Education & Skills Ministerial Advisory Group
Education Workforce Council
Future Generations Commissioner
Health Education Improvement Wales
Higher Education Funding Council for Wales
Hybu Cig Cymru
Hywel Dda Community Health Council
Hywel Dda University Health Board
Independent Remuneration Panel for Wales
Industry Wales
Life Sciences Hub Wales Board
Local Government Boundary Commission for Wales
National Academy for Educational Leadership
National Adviser 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 Teaching 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
Swansea Bay Community Health Council
Swansea Bay University Local Health Board
Velindre National Health Services Trust
Welsh Ambulance Services National Health Service
Trust
Welsh Industrial Development Advisory Board
Welsh Language Commissioner
Welsh Revenue Authority

Significant Appointments

A list of 'significant appointments' is agreed between ministers in Her Majesty's Government. All competitions for Chairs (unless otherwise indicated) of bodies on the Significant Appointment list 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 made is in accordance with the principles of the Code. OCPA will continue to press both HM Government and Welsh Government to refresh this list in 2021-22.

List of significant appointments requiring a Senior Independent Panel Member, by Department

Cabinet Office

Advisory Committee on Business Appointments
Committee on Standards in Public Life
Equality and Human Rights Commission
House of Lords Appointments Commission
Senior Salaries Review Body
UK Statistics Authority

Department for Business, Energy and Industrial Strategy

ACAS
British Business Bank plc
Certification Officer
Committee on Climate Change
Competition and Markets Authority
Groceries Code Adjudicator
Innovate UK
Land Registry
Low Pay Commission
Nuclear Decommissioning Authority
Office of Gas and Electricity Markets
Post Office Ltd
Pubs Code Adjudicator
UK Green Investment Bank
UKRI

Department for Digital, Culture, Media and Sport

Arts Council England
British Film Institute
British Library
BBC
Big Lottery Fund

Charity Commission for England and Wales
Gambling Commission
Heritage Lottery Fund
Historic Buildings and Monuments Commission for England
Historic Royal Palaces
Information Commissioner
National Citizen Service
National Museums Liverpool
Office of Communications (OFCOM)
Science Museum Group
Sianel Pedwar Cymru (S4C)
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 International Development (now Foreign, Commonwealth and Development Office)

Independent Commission for Aid Impact

Ministry of Defence (MOD)

Service Complaints Ombudsman

Department for Education

Children's Commissioner for England
HM Chief Inspector of Education, Children's Services and Skills
Ofqual
Chief Regulator for Ofqual
Ofsted
Office for Students
Student Loans Company
Social Mobility Commission

Department for Environment, Food and Rural Affairs

Environment Agency
Forestry Commission
Kew
Natural England
Office of Environmental Protection
Water Services Regulatory Authority (OFWAT)

Department for Health and Social Care

Care Quality Commission
Food Standards Agency
Human Fertilisation & Embryology Authority
NHS Commissioning Board (NHS England)
NHS Improvement
National Institute for Health and Care Excellence

Department for Transport (DFT)

British Transport Police Authority
Civil Aviation Authority
Highways England
HS2 Ltd
Network Rail
Office of Road and Rail

Department for Work and Pensions

Health and Safety Executive
Pensions Ombudsman
Pension Protection Fund Ombudsman
Pensions Regulator
Social Security Advisory Committee

Home Office

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

Director General of Independent Office for Police Conduct
HM Chief Inspector of Constabulary
Independent Chief Inspector of Borders and Immigration
Independent Reviewer of Terrorism Legislation
Independent Anti-Slavery Commission

Northern Ireland Office

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

Her Majesty's Treasury

Court of Directors of the Bank of England
Crown Estate Commissioners

Children's Commissioner for Wales
Commissioner for Older People in Wales
Cwm Taf University Health Board
Digital Health and Care Wales
Future Generations Commissioner
Higher Education Funding Council for Wales
Hywel Dda University Health Board

Financial Conduct Authority

Ministry of Housing, Communities and Local Government

Homes England
Regulator of Social Housing
Local Commissioners for Administration in England

Ministry of Justice (MOJ)

Criminal Cases Review Commission
HM Chief Inspector of Prisons
HM Chief Inspector of Probation
Prison and Probation Ombudsman
Youth Justice Board for England & Wales

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 diversity in Public Appointments made, 2020/21

Tables 1 to 65 contain data for appointments regulated by the Commissioner for Public Appointments, made by ministers of HM Government and the Welsh Government. Appointments made by the Welsh Government only are detailed separately in tables 66 onwards.

Data was submitted for 278 competitions resulting in an appointment in 2021 (compared to 381 competitions in 2019-20) and 201 reappointment decision resulting in a reappointment (last year this was 194). The average number of people appointed from a competition in 2020-21 was 2.5 (this was 2.4 in 2019-20), and from a reappointment decision, 4.2 (last year this was 3.4). Table 4 below shows the volume of appointments and reappointments is similar to last year and the second-smallest in OCPA's records.

In order to reduce the risk of identification of individuals, we have redacted some information about appointees and brought together categories of information about appointees. We do this to protect appointees' rights to privacy, but also allow for analysis of the diversity of appointees.

We recognise that terminology used to describe groups of people in these tables, such as 'ethnic minority' and 'declared disability or health condition' may not be the most insightful way to understand diversity. Discussions from the Black Lives Matter movement and the National Strategy for Disabled People are continuing to emphasise the disadvantages of collectively representing those with protected characteristics into categories for analysis. The Office for National Statistics (ONS) has also begun to ask about sex and gender separately, as seen in the 2021 Census.

Every person represented in the following tables is an individual and there are likely to be nuances in the characteristics within each category that tell a unique story. OCPA makes these groupings based on how individuals declare their own diversity characteristics on the form provided at the point of applying, in order to measure progress in representation from all communities in our society, whilst protecting the identity of individuals. But not every person experiences barriers and discrimination in the same way, even when belonging to the same groupings. Thus this data is only a starting point to further, more holistic research into how to we can ensure public appointments 'reflect the diversity of the society in which we live' (Code, Principle F).

From January 2020, Departments were asked to use a new Diversity Monitoring Form which included a different question on disability. This was based on best practice by the ONS, designed to bring greater consistency to how people are asked this question across the public sector and help people understand what and why we are asking about their physical and mental health conditions/illnesses. Its emphasis is on if or how someone is impacted by having a disability (using two questions), rather than just the state of having a disability (measured with one question). There has been a period from this point where Departments have used a combination of the 'old' single-stage question and the 'new' two-stage question across competitions. The two approaches measure disability differently, and with the volume of competitions using each question being significant, the following tables on disability shows the data gathered using the single-stage question and the two-stage question separately. OCPA is encouraged by progress from HM Government to design and implement an online application system which will be able to ask diversity questions from applicants in a consistent and user-friendly manner. This change will also enable HM Government to change their collection of data

on sex and gender. Applicants currently are asked about their gender, and so the language used throughout this report is consistent with that used at the time of data collection. HM Government has committed to revise this terminology as part of the move to the new online service for public appointments.

Volume of appointments and reappointments

Table 1: New appointments by role and body type

Body Type	Chair	%	Non Chair/Member	%	Total Number of new Appointments
MOJ Independent Monitoring Boards	1	1.5%	164	26.2%	165
NHSI Bodies	2	3.0%	36	5.8%	38
Other	64	95.5%	426	68.1%	490
Total	67	100.0%	626	100.0%	693

Table 2: Reappointments by role and body type

Body Type	Chair	%	Non Chair/Member	%	Total Number of Reappointments
MOJ Independent Monitoring Boards	0	0.0%	520	63.9%	520
NHSI Bodies	11	35.5%	66	8.1%	77
Other	20	64.5%	228	28.0%	248
Total	31	100.0%	814	100.0%	845

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

Body Type	Chair	%	Non Chair/Member	%	Total Number of Appointments and Reappointments
MOJ Independent Monitoring Boards	1	1.0%	684	47.5%	685
NHSI Bodies	13	13.3%	102	7.1%	115
Other	84	85.7%	654	45.4%	738
Total	98	100.0%	1440	100.0%	1538

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	889	950	40	892	932	1872
2018/19	72	900	972	46	826	872	1844
2019/20	39	774	813	36	615	651	1565
2020/21	67	626	693	31	814	845	1538

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	8766	8071	92.1%	7972	90.9%
Shortlisted	1827	1641	89.0%	1626	89.0%
Appointed	693	567	81.5%	565	81.5%
Reappointed	845	582	68.9%	578	68.4%

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

Body Type	Chair			Member			PNS	% female where known
	Female	Male	Other	Female	Male	Other		
MOJ Independent Monitoring Boards	0	<5	0	55	28	0	0	65.5%
NHSI bodies	0		0	15	18	0	0	42.9%
Other	17	>40	0	149	236	0	2	37.2%
Total	17	47	0	219	282	0	2	41.8%
%	26.6%	73.4%	0.0%	43.7%	56.3%	0.0%	26.6%	

Table 7: Reappointments by known gender, role and body

Body Type	Chair			Member			PNS	% female where known
	Female	Male	Other	Female	Male	Other		
MOJ Independent Monitoring Boards	5	6	0	154	125	<5	0	55.2%
NHSI bodies			0	27	38		1	42.1%
Other	6	10	0	87	117		2	41.7%
Total	11	16	0	268	280		3	48.3%
%	40.7%	59.3%	0.0%	48.9%	>50%	<5%		

Table 8: Appointments and Reappointments by known gender, role and body

Body Type	Chair			Member			PNS	% female where known
	Female	Male	Other	Female	Male	Other		
MOJ Independent Monitoring Boards	5	9	0	209	153	<5	0	57.6%
NHSI bodies			0	42	56		1	42.3%
Other			23	54	0		236	353
Total	28	63	0	487	562	<5	5	45.1%
%	30.8%	69.2%	0.0%	46.4%	>50%	<5%		

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%
2019/20	49.9%
2020/21	45.1%

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	8766	8024	91.5%	7772	88.7%
Shortlisted	1827	1640	89.8%	1589	87.0%
Appointed	693	567	81.8%	544	78.5%
Reappointed	845	577	68.3%	544	64.4%

Table 11: New appointments by known ethnicity, role and body

Body Type	Chair		Member		PNS	% EM where known
	Ethnic minority	Not EM or Self-Description	Ethnic minority	Not EM or Self-Description		
MOJ Independent Monitoring Boards	<10	<5	17	66	13	5.6%
NHSI bodies				20	0	37.1%
Other		>50	37	342	10	10.0%
Total	<10	55	54	428	23	11.2%
%	11.3%	88.7%	11.2%	88.8%		

Table 12: Reappointments by known ethnicity, role and body

Body Type	Chair		Member		PNS	% EM where known
	Ethnic minority	Not EM or Self-Description	Ethnic minority	Not EM or Self-Description		
MOJ Independent Monitoring Boards	<5	11	17	240	22	6.6%
NHSI bodies			9	56	1	11.8%
Other		13	14	181	10	8.1%
Total	<5	24	40	477	33	7.9%
%	11.1%	88.9%	7.7%	92.3%		

Table 13: Appointments and Reappointments by known ethnicity, role and body

Body Type	Chair		Member		PNS	% EM where known
	Ethnic minority	Not EM or Self-Description	Ethnic minority	Not EM or Self-Description		
MOJ Independent Monitoring Boards	10	14	21	306	35	6.4%
NHSI bodies			22	76	1	19.8%
Other		65	51	523	20	9.4%
Total	10	79	94	905	56	9.6%
%	11.2%	88.8%	9.4%	90.6%		

Table 14: Appointments and reappointments made to people with a minority ethnic background by year

Year	Total appointments and reappointments made to ethnic minorities (where ethnicity 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%
2019/20	13.4%
2020/21	9.6%

Disability

HM Government moved to a new, two-stage question about disability in early 2020. Some competitions and reappointments have used this while others, including all those run by the Welsh Government, have continued to use the single-stage question to ask applicants about whether they consider themselves to have a disability/health condition. The two measurements are different, so we have presented them separately. OCPA has used the term 'disability' in these tables on the two-stage question to mean both disability and health condition, as the question states.

Table 15: Disability declaration and reporting rates by stage

Single-stage question					
Stage	Number at stage	Declarations (inc PNS)	Declaration Rate (inc PNS)	Known Responses (exc PNS)	Reporting Rate (Exc PNS)
Applied	4799	4376	91.2%	4257	88.7%
Shortlisted	1255	959	76.4%	921	73.4%
Appointed	540	420	77.8%	389	72.0%
Reappointed	767	214	27.9%	195	25.4%
Two-stage question					
Applied	3769	3445	91.4%	3345	88.8%
Shortlisted	551	465	84.4%	454	82.4%
Appointed	126	121	96.0%	121	96.0%
Reappointed	78	70	89.7%	69	88.5%

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

Single-stage question								
Body Type	Chair		Member		PNS	% declared disabled where known		
	Declared disability	No Declared disability	Declared disability	No Declared disability				
MOJ Independent Monitoring Boards	<5	24	10	58	16	10.8%		
NHSI bodies				30			0	8.6%
Other				34			231	15
Total	<5	24	44	319	31	11.8%		
%	7.7%	92.3%	12.1%	87.9%				
Two-stage question								
	Chair		Member		PNS			

	Declared disability	No Declared disability	Declared disability	No Declared disability		% declared disabled where known
MOJ Independent Monitoring Boards	<5	30	5	85	0	0.0%
NHSI bodies					0	0.0%
Other					0	5.0%
Total	<5	30	5	85	0	5.0%
%	<5%	>95%	5.6%	94.4%		

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

Single-stage question						
Body Type	Chair		Member		PNS	% declared disabled where known
	Declared disability	No Declared disability	Declared disability	No Declared disability		
MOJ Independent Monitoring Boards	<5	16	23	63	4	33.3%
NHSI bodies				92		17.6%
Other				15	17.6%	
Total	<5	16	23	155	19	12.3%
%	5.9%	94.1%	12.9%	87.1%		
Two-stage question						
	Chair		Member		PNS	% declared disabled where known
	Declared disability	No Declared disability	Declared disability	No Declared disability		
MOJ Independent Monitoring Boards	<5	>10	<5	59	4	<5%
NHSI bodies				59		
Other				4	<5%	
Total	<5	<10	<5	59	4	<5%
%	<5%	>95.0%	<5%	>95.0%		

Table 18: Appointments and Reappointments by known disability, role and body

Single-stage question						
Body Type	Chair		Member		PNS	% declared disabled where known
	Declared disability	No Declared disability	Declared disability	No Declared disability		
MOJ Independent Monitoring Boards	<5	12	8	60	16	11.8%
NHSI bodies			5	91	4	4.6%
Other			28	54	30	14.0%
Total	<5	40	67	474	50	12.0%
%	7.0%	93.0%	12.4%	87.6%		
Two-stage question						

	Chair		Member		PNS	% declared disabled where known
	Declared disability	No Declared disability	Declared disability	No Declared disability		
MOJ Independent Monitoring Boards	<5	37	8	144	4	<5%
NHSI bodies						
Other						
Total	<5	37	8	144	4	<5%
%	<5%	>95.0%	5.3%	94.7%		

Table 19: Appointments and reappointments made to people with a declared 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	6.0%
2017/18	6.9%
2018/19	6.1%
2019/20	6.0%
2020/21 single stage question*	12.0%
2020/21 two stage question*	4.7%

Protected characteristic progress at each competition stage

Tables in this section marked with* only contain data for competitions where data was submitted at the applied, shortlist and appointed stages of competitions. This is 262 competitions in total in the 2021- 21 year (from the entire sample of 278 successful competitions in 2021-21, or 94.2%).

Gender

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

Stage	Female	Male	Other/self-description	Total (where known)
Applied	35.4%	64.3%	0.4%	7972
Shortlisted	42.1%	57.7%	0.1%	1626
Appointed	41.8%	58.2%	0.0%	565

Table 21: Success by known gender at each competition stage, all roles*

All roles	Female	Male	Other/SD
% Applicants Shortlisted	24.5%	18.4%	7.4%
% Shortlisted Appointed	34.1%	38.0%	0.0%
% All Applicants Appointed	8.3%	7.0%	0.0%

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

*The % of Shortlisted Appointed refers to the percentage of those who were shortlisted and 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 only, Gender breakdown by stage of competition

Stage	Female	Male	Other/self-description	Total (where known)
Applied	27.9%	71.4%	0.7%	1096
Shortlisted	30.9%	68.8%	0.4%	282
Appointed	26.6%	73.4%	0.0%	64

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

Chair appointments	Female	Male	Other/SD
% Applicants Shortlisted	28.5%	24.8%	12.5%
% Shortlisted Appointed	18.6%	24.0%	0.0%
% All Applicants Appointed	5.3%	5.9%	0.0%

Ethnicity

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

Stage	Ethnic Minority	Non-EM or Self-description	Total (where known)
Applied	19.4%	80.6%	7772
Shortlisted	13.2%	86.8%	1589
Appointed	11.2%	88.8%	544

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

All roles	Ethnic minority	Non-EM or Self-description
% Applicants Shortlisted	14.1%	22.2%
% Interviewees Appointed	27.4%	33.8%
% All Applicants Appointed	3.9%	7.5%

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

Stage	Ethnic Minority	Non-EM or Self-description	Total (where known)
Applied	80.8%	19.2%	1079
Shortlisted	11.9%	88.1%	277
Appointed	11.3%	88.7%	62

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

Chair appointments	Ethnic minority	Non-EM or Self-description
% Applicants Shortlisted	16.3%	27.8%
% Interviewees Appointed	21.2%	22.0%
% All Applicants Appointed	3.5%	6.1%

Disability

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

Single-stage question			
Stage	Declared a disability	Did not declare a disability	Total (where known)
Applied	9.2%	90.8%	4257
Shortlisted	9.0%	91.0%	921
Appointed	11.8%	88.2%	389
Two-stage question			
Stage	Declared a disability	Did not declare a disability	Total (where known)
Applied	4.7%	95.3%	3342
Shortlisted	4.6%	95.4%	454
Appointed	5.0%	95.0%	121

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

Single-stage question		
All roles	Declared a disability	Did not declare a disability
% Applicants Shortlisted	20.9%	21.1%
% Shortlisted Appointed	56.1%	39.8%
% Applicants Appointed	11.7%	8.4%
Two-stage question		
All roles	Declared a disability	Did not declare a disability
% Applicants Shortlisted	13.5%	13.9%
% Shortlisted Appointed	28.6%	26.3%
% Applicants Appointed	3.9%	3.7%

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

Single-stage question			
Stage	Declared a disability	Did not declare a disability	Total (where known)
Applied	7.2%	92.8%	458
Shortlisted	9.1%	90.9%	110
Appointed	7.7%	92.3%	26
Two-stage question			
Stage	Declared a disability	Did not declare a disability	Total (where known)
Applied	<5%	>95%	498
Shortlisted	<5%	>95%	141

Appointed	<5%	>95%	31
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Table 31: Success by declared disability status at each competition stage, Chair competitions only*

Single-stage question		
Chair appointments	Declared a disability	Did not declare a disability
% Applicants Shortlisted	32.1%	24.0%
% Shortlisted Appointed	22.2%	23.5%
% Applicants Appointed	7.1%	5.6%
Two-stage question		
Chair appointments	Declared a disability	Did not declare a disability
% Applicants Shortlisted	22.2%	27.7%
% Shortlisted Appointed	25.0%	22.3%
% Applicants Appointed	5.6%	6.2%

Other characteristics

Region of principal residence

Table 32: Region of principal residence declaration and reporting rates by stage, UK competitions and reappointments only

Stage	Number at stage	Declarations (inc PNS)	Declaration Rate (inc PNS)	Known Responses (exc PNS)	Reporting Rate (Exc PNS)
Applied	8571	7,529	87.8%	6,734	78.6%
Shortlisted	1722	1498	87.0%	1,428	82.9%
Appointed	723	542	75.0%	528	73.0%
Reappointed	773	501	64.8%	479	62.0%

Table 33: New appointments by region and role, UK appointments only

Body Type	North East	North West	Yorkshire & Humberside	East Midlands	West Midlands	East	London	South East	South West	Wales	Scotland	Northern Ireland	Other	PNS
Appointed chairs														
Total	1	3	3	2	2	5	16	12	3	4	4	1	0	5
% of known	1.8%	5.4%	5.4%	3.6%	3.6%	8.9%	28.6%	21.4%	5.4%	7.1%	7.1%	1.8%	0.0%	
Appointed members														
Total	29	40	44	36	23	29	81	78	40	23	27	19	3	9
% of known	6.1%	8.5%	9.3%	7.6%	4.9%	6.1%	17.2%	16.5%	8.5%	4.9%	5.7%	4.0%	0.6%	
All appointed chairs and members														
Total	30	43	47	38	25	34	97	90	43	27	31	20	3	14
% of known	5.7%	8.1%	8.9%	7.2%	4.7%	6.4%	18.4%	17.0%	8.1%	5.1%	5.9%	3.8%	0.6%	

Table 34: Reappointments by region and role, UK appointments only

Body Type	North East	North West	Yorkshire & Humberside	East Midlands	West Midlands	East	London	South East	South West	Wales	Scotland	Northern Ireland	Other	PNS
Reappointed chairs														

Total	1	2	2	2	2	2	2	4	4	0	1	0	0	2
%	4.5%	9.1%	9.1%	9.1%	9.1%	9.1%	9.1%	18.2%	18.2%	0.0%	4.5%	0.0%	0.0%	
Reappointed members														
Total	23	56	31	36	44	50	80	84	28	18	13	1	0	19
%	5.0%	12.1%	6.7%	7.8%	9.5%	10.8%	17.2%	18.1%	6.0%	3.9%	2.8%	0.2%	0.0%	
All reappointed chairs and members														
Total	24	58	33	38	46	52	82	88	32	18	14	1	0	21
%	4.9%	11.9%	6.8%	7.8%	9.5%	10.7%	16.9%	18.1%	6.6%	3.7%	2.9%	0.2%	0.0%	

Table 35: New appointments and reappointments by region and role, UK appointments only

Body Type	North East	North West	Yorkshire & Humberside	East Midlands	West Midlands	East	London	South East	South West	Wales	Scotland	Northern Ireland	Other	PNS
	Chairs													
Total	2	5	5	4	4	7	18	16	7	4	5	1	0	7
%	2.6%	6.4%	6.4%	5.1%	5.1%	9.0%	23.1%	20.5%	9.0%	5.1%	6.4%	1.3%	0.0%	
Members														
Total	52	96	75	72	67	79	161	162	68	41	40	20	3	28
%	5.6%	10.3%	8.0%	7.7%	7.2%	8.4%	17.2%	17.3%	7.3%	4.4%	4.3%	2.1%	0.3%	
All appointed and reappointed chairs and members														
Total	54	101	80	76	71	86	179	178	75	45	45	21	3	35
%	5.3%	10.0%	7.9%	7.5%	7.0%	8.5%	17.7%	17.6%	7.4%	4.4%	4.4%	2.1%	0.3%	

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	8766	7385	84.2%	7,046	80.4%
Shortlisted	1827	1618	88.6%	1,568	85.8%
Appointed	693	565	81.5%	547	78.9%
Reappointed	845	501	59.3%	480	56.8%

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

Age group	16-24	25-34	35-44	45-54	55-64	65-74	75-84	85+
% Appointed chairs (where known)	0.0%	0.0%	<5%	25.9%	48.3%	22.4%	0.0%	0.0%
% Appointed members (where known)	<5%	<5%	10.0%	25.2%	39.7%	18.2%	<5%	0.0%
% All appointees (where known)	<5%	<5%	9.3%	25.2%	40.6%	18.6%	<5%	0.0%

Table 38: Reappointments by age, role and body type

Age group	16-24	25-34	35-44	45-54	55-64	65-74	75-84	85+
% Appointed chairs (where known)	0.0%	0.0%	0.0%	0.0%	44.0%	52.0%	<5%	0.0%
% Appointed members (where known)	<5%	<5%	7.1%	12.6%	38.2%	33.6%	<5%	<5%

% All appointees (where known)	<5%	<5%	6.7%	12.0%	38.4%	34.4%	<5%	<5%
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Table 39: New appointments and reappointments by age, role and body type

Age group	16-24	25-34	35-44	45-54	55-64	65-74	75-84	85+
% Appointed chairs (where known)	0.0%	0.0%	<5%	18.1%	47.0%	31.3%	<5%	0.0%
% Appointed members (where known)	<5%	<5%	8.5%	18.7%	38.9%	26.2%	<5%	<5%
% All appointees (where known)	<5%	<5%	8.0%	18.6%	39.5%	26.6%	<5%	<5%

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	8766	7758	88.5%	7045	80.4%
Shortlisted	1827	1624	88.9%	1,495	81.8%
Appointed	693	566	81.7%	513	74.0%
Reappointed	845	577	68.3%	498	58.9%

Table 41: New appointments and reappointments by known sexual orientation

Appointees			Reappointees			All LGB+ where known
LGB+	Heterosexual	Self-description	LGB+	Heterosexual	Self-description	
5.8%	94.2%	0.0%	132	95.4%	0.0%	5.2%

Number of Additional Appointments Held

Individuals were asked if they currently held any additional public appointments (not whether they had ever held one before).

Table 42: 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	8766	7723	88.1%	6,788	77.4%
Shortlisted	1827	1604	87.8%	1,435	78.5%
Appointed	693	565	81.5%	469	67.7%
Reappointed	845	576	68.2%	231	27.3%

Table 43: New appointments by number of additional appointments held and role

Number of Additional Appointments held	% Chair when known	% Member where known	% All appointees where known
0	50.8%	67.4%	65.2%
1	37.7%	24.5%	26.2%
2	6.6%	5.6%	5.8%
3	4.9%	1.2%	1.7%
4	0.0%	1.0%	0.9%
5-9	0.0%	0.2%	0.2%
10 or more	0.0%	0.0%	0.0%

Table 44: Reappointments by number of additional appointments held and role

Number of Additional Appointments held	% Chair when known	% Member where known	% All appointees where known
0	18.2%	61.2%	57.1%
1	63.6%	26.8%	30.3%
2	0.0%	7.2%	6.5%
3	9.1%	3.3%	3.9%
4	4.5%	0.0%	0.4%
5-9	0.0%	1.0%	0.9%
10 or more	4.5%	0.5%	0.9%

Table 45: Appointments and reappointments by number of additional appointments held and role

Number of Additional Appointments held	% Chair when known	% Member where known	% All appointees where known
0	42.2%	65.3%	62.6%
1	44.6%	25.3%	27.6%
2	4.8%	6.2%	6.0%
3	6.0%	1.9%	2.4%
4	1.2%	0.6%	0.7%
5-9	0.0%	0.5%	0.4%
10 or more	1.2%	0.2%	0.3%

*The following tables 46 and 47 only contain data for competitions where data was submitted at the applied, shortlist and appointed stages of competitions. This is 262 competitions in total in the 2021-21 year (from the entire sample of 278 successful competitions in 2021-21).

Table 46: Success rates by stage of competition, by number of additional appointments held, all appointments where data was submitted at all stages*

Stage – all comps	0	1	2	3	4	5-9	10 or more
% Applicants Shortlisted	18.8%	26.6%	30.5%	36.0%	40.0%	17.6%	14.3%
% Shortlisted Appointed	32.9%	32.8%	22.0%	19.5%	40.0%	33.3%	0.0%
% All Applicants Appointed	6.2%	8.7%	6.7%	7.0%	16.0%	5.9%	0.0%

Table 47: Success rates by stage of competition, by number of additional appointments held, chair appointments only where data was submitted at all stages*

Stage – Chair comps only	0	1	2	3	4	5-9	10 or more
% Applicants Shortlisted	22.9%	38.2%	41.2%	40.0%	0.0%	0.0%	0.0%
% Shortlisted Appointed	21.6%	27.2%	19.0%	37.5%	0.0%	0.0%	0.0%
% All Applicants Appointed	4.9%	10.4%	7.8%	15.0%	0.0%	0.0%	0.0%

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

*The % of Shortlisted Appointed refers to the percentage of those who were shortlisted and 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.

Principal Employment

Table 48: 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	8766	7723	88.1%	6,979	79.6%
Shortlisted	1827	1635	89.5%	1,550	84.8%
Appointed	693	567	81.8%	541	78.1%
Reappointed	845	569	67.3%	463	54.8%

Table 49: New appointments by known 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
Chair						
MOJ Independent Monitoring Boards	No data	No data	No data	No data	No data	No data
NHSI bodies	0.0%	0.0%	0.0%	50.0%	0.0%	50.0%
Other	1.6%	23.8%	4.8%	33.3%	33.3%	3.2%
Total	1.5%	23.1%	4.6%	33.8%	32.3%	4.6%
Member						
MOJ Independent Monitoring Boards	6.0%	32.8%	9.0%	32.8%	17.9%	1.5%
NHSI bodies	3.1%	31.3%	15.6%	31.3%	6.3%	12.5%
Other	6.3%	28.1%	5.5%	34.6%	23.4%	2.1%
Total	6.0%	29.0%	6.7%	34.2%	2.5%	2.7%
All appointed chairs and members						

%	5.5%	28.3%	6.4%	34.1%	22.8%	2.9%
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Table 50: Reappointments by known 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
Chair						
MOJ Independent Monitoring Boards	No data	No data	No data	No data	No data	No data
NHSI bodies	9.1%	36.4%	0.0%	45.5%	9.1%	0.0%
Other	0.0%	33.3%	0.0%	33.3%	33.3%	0.0%
Total	4.3%	34.8%	0.0%	39.1%	21.7%	0.0%
Member						
MOJ Independent Monitoring Boards	6.2%	34.3%	5.0%	37.6%	16.9%	0.0%
NHSI bodies	3.1%	38.5%	3.1%	32.3%	20.0%	3.1%
Other	3.8%	22.6%	7.5%	45.9%	17.3%	3.0%
Total	5.0%	31.4%	5.5%	39.3%	17.5%	1.4%
All reappointed chairs and members						
%	5.0%	31.5%	5.2%	39.3%	17.7%	1.3%

Table 51: 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
Chair						
MOJ Independent Monitoring Boards	No data	No data	No data	No data	No data	No data
NHSI bodies	7.7%	30.8%	0.0%	46.2%	7.7%	7.7%
Other	1.3%	25.3%	4.0%	33.3%	33.3%	2.7%
Total	2.3%	26.1%	3.4%	35.2%	29.5%	3.4%
Member						
MOJ Independent Monitoring Boards	6.1%	34.0%	5.8%	36.6%	17.2%	0.3%
NHSI bodies	3.1%	36.1%	7.2%	32.0%	15.5%	6.2%
Other	5.6%	26.7%	6.0%	37.5%	21.8%	2.3%
Total	5.5%	30.1%	6.1%	36.6%	19.6%	2.1%
All appointed and reappointed chairs and members						
%	5.3%	29.8%	5.9%	36.5%	20.4%	2.2%

Religion or belief

Table 52: Religious or belief 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	8766	7721	88.1%	6907	78.8%
Shortlisted	1827	1618	88.6%	1439	78.8%
Appointed	693	566	81.7%	504	72.7%
Reappointed	845	577	68.3%	508	60.1%

Table 53: New appointments and reappointments by known religion or belief

Religion or belief where known	Christian	Atheist / No Religion	Any other religion	Total (no PNS)
Declarations	597	342	73	1012
%	59.0%	33.8%	7.2%	

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	8766	7723	88.1%	7208	82.2%
Shortlisted	1827	1601	87.6%	1569	85.9%
Appointed	693	565	81.5%	551	79.5%
Reappointed	845	572	67.7%	546	64.6%

Table 55: New appointments by declared significant political activity and body type, all roles

Body Type	Total Appointments (where known)	Declared significant political activity	%	Declared No significant Political activity	%
MOJ Independent Monitoring Boards	79	3	3.8%	76	96.2%
NHSI bodies	35	3	8.6%	32	91.4%
Other	438	35	8.0%	403	92.0%
Total	552	41	7.4%	511	92.6%

Table 56: Reappointments by declared significant political activity and body type, all roles

Body Type	Total Appointment	Declared significant	%	Declared No significant	%
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	s (where known)	political activity		political activity	
MOJ Independent Monitoring Boards	280	14	5.0%	266	95.0%
NHSI bodies	76	2	2.6%	74	97.4%
Other	190	11	5.8%	179	94.2%
Total	546	27	4.9%	519	95.1%

Table 57: Appointments and Reappointments by declared significant political activity and body type

Body Type	Total Appointments (where known)	Declared significant political activity	%	Declared No significant Political activity	%
MOJ Independent Monitoring Boards	359	17	4.7%	342	95.3%
NHSI bodies	111	5	4.5%	106	95.5%
Other	628	46	7.3%	582	92.7%
Total	1098	68	6.2%	1,030	93.8%

Table 58: Declared significant political activity by year

Year	Total appointments and reappointments	Declared significant political activity	% of known
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	9.0%
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%
2019/20	1078 (892 where known)	56	6.3%
2020/21	1538 (1098 where known)	68	6.2%

Table 59: Significant political party activity by body type and political party, all appointments and reappointments, all roles

Note: Candidates could select more than one party for their declared activity, so declarations for parties add to up more than the political activity declarations total.

Body Type	Declarations made	Conservative	Labour	Liberal Democrat	Other parties
Declarations from all members appointed and reappointed					

MOJ Independent Monitoring Boards	16	43.8%	37.5%	6.3%	12.5%
NHSI bodies	4	0.0%	75.0%	25.0%	0.0%
Other	38	44.7%	15.8%	26.3%	13.2%
Total member declarations	58	41.4%	25.9%	20.7%	12.1%
Declarations from all chairs appointed and reappointed					
MOJ Independent Monitoring Boards	1	100.0%	0.0%	0.0%	0.0%
NHSI bodies	1	0.0%	100.0%	0.0%	0.0%
Other	8	87.5%	0.0%	12.5%	0.0%
Total chair declarations	10	80.0%	10.0%	10.0%	0.0%
Declarations from all chairs and members appointed and reappointed					
Total declarations	68	47.1%	23.5%	19.1%	10.3%

Table 60: Breakdown of Political Party activity affiliation by competition stage, all competitions
Parties listed in this table are from the declarations of candidates at any stage – no other specific party names were declared within this sample of competitions

Stage	Conservative	Labour	Liberal Democrats	Green	Plaid Cymru	'Any other party'	total
Applied	273	121	52	9	1	70	526
%	51.9%	23.0%	9.9%	1.7%	0.2%	13.3%	
Shortlisted	60	22	10	0	0	15	107
%	56.1%	20.6%	9.3%	0.0%	0.0%	14.0%	
Appointed	24	7	5	0	0	2	38
%	63.2%	18.4%	13.2%	0.0%	0.0%	5.3%	

Table 61: Breakdown of Political Party activity affiliation, reappointments
Parties listed in this table are from the declarations of reappointees – no other specific party names were declared amongst reappointees

Stage	Conservative	Labour	Liberal Democrats	Green	Sinn Fein	'Any other party'
Reappointed	8	9	8	2	1	2
%	26.7%	30.0%	26.7%	6.7%	3.3%	6.7%

Table 62: Breakdown of Political Party affiliation by competition stage, Chair competitions only
Parties listed in this table are from the declarations of Chair competition candidates at any stage – no other specific party names were declared within this sample of competitions

Stage	Conservative	Labour	Liberal Democrats	Plaid Cymru	'Any other party'	Total
Applied	86	23	8	1	7	125

%	68.8%	18.4%	6.4%	0.8%	5.6%	
Shortlisted	20	5	2	0	1	28
%	71.4%	17.9%	7.1%	0.0%	3.6%	
Appointed	8	0	1	0	0	9
%	88.9%	0.0%	11.1%	0.0%	0.0%	

Table 63: Breakdown of Political Party affiliation, Chair reappointments only

Parties listed in this table are from the declarations of Chair reappointees – no other specific party names were declared amongst Chair reappointees

Stage	Labour
Reappointed	1
%	100%

*Table 64 looks at the competitions where data was submitted at all stages. This is 262 competitions in total in the 2021- 21 year (from the entire sample of 278 successful competitions in 2021-21).

Table 64: Success by declared political activity, and by affiliation at each competition stage, all roles*

Stage	Declared significant political activity	Declared No significant political activity	Of those who declared significant political activity:					
			Conser vative	Labour	Liberal Democr ats	Green	Plaid Cymru	Any 'other party'
% Applicants Shortlisted	18.3%	21.6%	22.3%	18.5%	19.6%	0.0%	0.0%	23.4%
% Shortlisted Appointed	39.8%	34.6%	40.0%	31.8%	50.0%	0.0%	0.0%	13.3%
% Applicants Appointed	7.3%	7.5%	8.9%	5.9%	9.8%	0.0%	0.0%	3.1%

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Table 65: Reporting rates by stage

	Number at stage	Number returning diversity form	% returning diversity form
Applied	495	487	98.4%
Shortlisted	177	172	97.2%
Appointed	56	53	94.6%
Reappointed	37	12	32.4%

Table 66: Protected characteristic percentages by role, new appointments

Welsh government continue to use the single-stage question for ascertaining disability

Role	Appointees	% Female (where known)	% Ethnic minority background (where known)	% Declared disability (where known)
Chair	<5	66.7%	0.0%	0.0%
Non Chair/Member	24	54.2%	0.0%	0.0%

Total	27	55.6%	0.0%	0.0%
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Table 67: Protected characteristic percentage by role, reappointments

Role	Appointees	% Female (where known)	% Ethnic minority background (where known)	% Declared disability (where known)
Chair	5	40.0%	0.0%	0.0%
Non Chair/Member	67	46.3%	<5%	6.0%
Total	72	45.8%	<5%	5.6%

Table 68: Protected characteristic percentages by role, appointments and reappointments

Role	Appointees and Reappointees	% Female (where known)	% Ethnic minority background (where known)	% Declared disability (where known)
Chair	8	50.0%	<5%	0.0%
Non Chair/Member	91	48.4%	<5%	<5%
Total	99	48.5%	<5%	<5%

Table 69: Annual comparison of protected characteristic percentages, appointments and reappointments

Role	% Female (where known)	% Ethnic minority background (where known)	% Declared disability (where known)
2009/10	30.0%	2.7%	3.6%
2010/11	49.0%	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	50.0%	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%
2019/20	42.4%	8.1%	4.8%
2020/21	48.5%	<5%	<5%

Table 70: New appointments and reappointments by region of principal residence, by role, not including PNS

	Wales	England	Scotland	NI	Total
Chairs	5	2	0	0	7
%	71.4%	28.6%	0.0%	0.0%	
Members	74	6	0	0	80
%	92.5%	7.5%	0.0%	0.0%	
Total	90.8%	9.2%	0.0%	0.0%	100.0%

Table 71: Age breakdown of appointments and reappointments, not including PNS

Age group	16-24	25-34	35-44	45-54	55-64	65-74	75-84	85+	Total
Number	0	0	11	14	37	23	0	0	85
%	0.0%	0.0%	12.9%	16.5%	43.5%	27.1%	0.0%	0.0%	

Table 72: Sexual Orientation breakdown of appointments and reappointments, not including PNS

Sexual Orientation	LGB+	Heterosexual	Total
Number	<10	>70	81
%	<5%	>95%	

Table 73: Breakdown of appointments and reappointments made to people holding additional appointments, not including PNS

Number of Additional Appointments Held	Appointees and Reappointees	%
0	50	68.5%
1	18	24.7%
2	1	1.4%
3	4	5.5%
4	0	0.0%
5-9	0	0.0%
10 or more	0	0.0%
Total	73	

Table 74: New appointments and reappointments by principal employment and role

	Appointees	%	Reappointees	%	Total
Mostly Civil Service	0	0.0%	1	3.1%	1.7%
Mostly Private Sector	6	23.1%	3	9.4%	15.5%
Mostly Third Sector	1	3.8%	2	6.3%	5.2%
Mostly wider Public Sector	11	42.3%	19	59.4%	51.7%
Mixed	8	30.8%	7	21.9%	25.9%
Other Principal Employment	0	0.0%	0	0.0%	0.0%
Total declarations	26		32		

Table 75: Appointments and reappointments made to people declaring significant political activity

Significant Political Activity	Declared	None Declared
Number of appointments and reappointments	7	81
%	8.0%	92.0%

Table 76: Significant Political Party activity affiliation, appointments and reappointments, all roles

Note: Candidates could select more than one party for their declared activity, so declarations for parties can add to up more than the political activity declarations total. Parties listed in this table are from the declarations of reappointees – no other specific party names were declared.

Political party	Labour	Liberal Democrats	'Any other party'
Declared Significant Political Activity	2	4	1
%	28.6%	57.1%	14.3%

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