



# Commissioner for Public Appointments

Annual Report  
2021-22

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## Summary of 2021-22

**640** new appointments    **613** reappointments

*down from 693 in 2020-21*

*down from 845 in 2020-21*



**48.6%** new appointments and reappointments made to those declaring female

*compared with 51.4% in 2019-20 and 45.1% in 2020-21*



Appointments and reappointments made to those with disabilities

**7.3%** with the 'single stage' question, and  
**5.7%** with the 'two stage' ONS question



**13.4%** new appointments and reappointments made to those from minority ethnic backgrounds

*compared with 15.3% in 2019-20 and 9.6% in 2020-21*



**42.7%** new appointments and reappointments made to those from London and the South East

*compared with 34.9% in 2019-20 and 35.3% in 2020-21*



**48.5%** of new member appointments made to those aged 54 and under

*compared with 48.4% in 2019-20 and 41.5% in 2020-21*

**64.3%** new appointees did not hold another appointment

(compared to 72.3% in 2019-20, and 65.2% in 2020-21)



**7.0%** appointees and reappointees declared significant political activity

(compared to 6.2% in 20120-21 and 5.7% in 2019-20)

Declared political party affiliation of appointees and reappointees



**66** new or extended interim appointees

Commissioner was notified or consulted **91** times

**19** compliance visits completed

**28** Significant competitions with Senior Independent Panel Members

**2** complaints considered, 1 partly upheld

**8** Breaches of the Governance Code identified

# Foreword

**William Shawcross CVO, December 2022**



Why should we care who is appointed to public positions and how? All of us living in the United Kingdom should. Over 330 vital institutions, and the services they provide, must be scrutinised and held accountable. Billions of pounds of public funds need to be seen to be well spent. So these bodies should be led and managed by those with competency and experience, and goodwill.

In my first year as Commissioner for Public Appointments, I have worked hard to understand the process by which departments and ministers attract, assess and appoint the most talented people to these roles. The process is not simple. Ensuring integrity, objectivity and fairness without creating barriers to those who don't write 'bureaucratese' is hard, but necessary.

Choosing and appointing candidates swiftly, while ensuring selection is thorough, requires much effort and skill. Public appointments are governed by a Code, and it speaks of finding a balance of skills and backgrounds when considering diversity, which I believe should be considered in its broadest sense. Diversity in experience and perspective will reduce groupthink, while also improving public trust through visibly wider representation. This takes time and courage.

In this report I identify three areas for improvement: swiftness, responsiveness and relentless pursuit of talent.

The Governance Code for Public Appointments sets a three-month ambition for appointments from close of application window to announcement. We are only achieving that in 25 percent of processes, a collapse since a 2019 'high' of 50 percent. Neither of these figures is a source of pride. Behind them are hundreds of people who want to serve the public and are - at best - delayed in doing so. At worst, the confusion, duplication, or lack of human courtesy is putting them off making any contribution at all.

Speed and clarity of process is necessary but not sufficient. We must also treat all applicants better, from first contact to last. We must use the best tools of automation alongside training everyone involved - from the most junior to the most senior - in the art of managing candidates well. We can learn much from the commercial companies that do this well.

I intend to devote my time as Commissioner to a better candidate experience, building on the work of my predecessors and publishing data which measures progress. I believe that improvements can be made now, not requiring legislative change.

My other priority is broadening and deepening the pool of talent. We must do more to explain why these positions are worthwhile and accessible to those who have much to contribute but lack the confidence or connections to put themselves forward. Government must increase formal and informal

outreach, across the whole country, using people with experience within Departments to explain and promote the roles available. This should help broaden opportunities.

Next year I plan to spend more time travelling to and speaking to people in the North East, the North West, Yorkshire, Wales, Scotland and Northern Ireland about the excitement and rewards of undertaking public service. Widening the net should help improve the diversity of thought and skills of candidates. As well as analytical skills we need to encourage people with less traditional career paths and practical skills to apply for public appointments, encouraging diversity in its widest sense.

I am delighted to see HM Government recently launch *UK Boardroom Apprentice*, successfully run in Northern Ireland for many years, to match prospective board members to 41 host boards across HM government and the third sector. Schemes such as this, providing an opportunity to shadow a board and develop practical skills, are essential for us to widen the pipeline of talent.

This year has also seen the Committee on Standards in Public Life publish *Standards Matter 2*, reflecting on the public appointments process since 1995. This report reaffirms the importance of an open and fair process, panel assessment and appointment on merit, by ministers. It acknowledges criticism where a lack of transparency and integrity have undermined these principles. I have undertaken several investigations over the last year, identifying a number of small improvements to be made which would have a disproportionate impact on public trust. Over 1000 regulated appointments and reappointments are made every year and I am confident that the vast majority are conducted in line with the Code, notwithstanding the timeliness problems highlighted above.

My views on the importance of independent panellists for each public appointment competition were also reaffirmed by the CSPL. The independence of Senior Independent Panel Members (SIPMs) from government, and the insights and networks they bring to the role, are crucial. This both ensures a public appointments system as first envisioned by Lord Nolan in 1995, but also helps to broaden and deepen the talent pool of candidates. I would like SIPMs to play a role in promoting a more open and accessible system, and attracting the widest possible field of candidates for roles.

My role has never been about making judgments on the merit of candidates. Democratically elected governments and ministers have the absolute right to make public appointments, provided that their choices have merit - meaning that they all have the skills necessary to perform their allotted tasks well.

After just 12 months in this role, I believe that independent regulators can improve trust in public life and quality of public services. I look forward to encouraging wider participation in the competitions for public appointments. This, I hope, will bring fresh meaning and application of both the letter and the spirit of the Code, and wider support to his Majesty's and the Welsh government in their service to the public.

**Rt Hon Sir Peter Riddell CBE, Former Commissioner for Public Appointments, 2016-2021  
December 2022**

As Commissioner for the first half of 2021-22, I am struck by the persistence of some problems rightly stressed by my successor - notably the unacceptable delays in the completion of so many competitions which so frustrate candidates and are too often ignored in Whitehall. I share his desire to achieve

greater diversity regionally and by age, and I am delighted to see the nationwide launch of *UK Boardroom Apprentice* which I long supported in Northern Ireland. While controversial appointments remain a small minority, there is still a need to provide greater public assurance about the system along the lines recommended by the Committee on Standards in Public Life.

# The year in OCPA 2021-2022

## April

Rt Hon Peter Riddell extended in post as Commissioner

## May

Mentoring masterclass with Monisha Shah, hosted by PCF

## June

Commissioner provided assurances over Ofcom competition

## July

Posts YouTube video with Lucy Armstrong, Chair, Port of Tyne

## August

Commissioner provided assurance over CSPL competition

## September

Commissioner spoke at NedOn Board webinar

## October

William Shawcross CVO started his five-year term as Commissioner

## November

Commissioner met with Welsh First Minister and HM Govt Cabinet Office ministers

## December

13 of 20 compliance visits completed; conclusion of mentoring scheme

## January 2022

Launched investigation into Charity Commission competition

## February

Attended Institute for Government roundtable event on public appointments

## March

OCPA joined PCF Diversity in Public Appointments working group



## The role of the Commissioner

The Commissioner (William Shawcross 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 to Arms-Length Bodies (ALBs). 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 January 2017, 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 four members of staff - including the part-time Commissioner - based within the Civil Service Commission Secretariat. The Secretariat's Chief Executive is Kavalneer Walia, who took up her role in August 2022.

## OCPA’s financial information

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

OCPA’s share of the Civil Service Commission’s total expenditure decreased, at 9 percent (this was 10 percent in 2020-21 and 14 percent in 19-20); and total expenditure was £245k (compared to £280k in 2020-21 and £312k in 2019-20). Staff costs remain the largest element of the OCPA’s expenditure at £144k (£160k in 2020-21 and £161K in 19-20); this includes CSC Chief Executive time. Second to that were OCPA’s proportion of the costs of accommodation, utilities and IT that were recharged to the Civil Service Commission by the Cabinet Office, totalling £19k in 2021-22. Other costs include press officer advice. The salary for the Commissioner has remained unchanged since the role was reconfigured in 2016; it includes employer national insurance.

**Table i: OCPA expenditure between 2018-19 and 2021-22**

OCPA expenditure (£000)	2021-22	2020-21	2019-20	2018-19	2021-22
Commissioner Fees	63	63	63	61	63
Other Gross Expenditure	182	218	249	172	182
Income	(0)	(0)	(0)	(0)	(0)

<b>Net Expenditure</b>	245	280	312	233	245
<b>Of which accruals total</b>	6	5	4	2	6

## The 2021-2022 OCPA year in review

Half way through the 2021-22-year, Sir Peter Riddell stepped down from the role, after a short extension to his five-year term, and was succeeded by William Shawcross CBE. OCPA continued its usual regulatory functions - compliance visits, considering exceptions to the Code and conducting investigations. This year has seen continued heightened scrutiny and challenge to appointment decisions, from Parliament in particular, reflecting the importance of safe stewardship of public bodies to government and the public.

### Providing assurances over the system

The Commissioner has continued to respond to high levels of public and parliamentary interest in public appointments competitions, as was the case last year. This has taken the form of light touch and full investigations and letters to concerned organisations, stakeholders and members of the public about appointments issues.

In particular, high profile competitions run by DCMS - for the Chairs of the BBC, Ofcom and the Charity Commission - have required sustained attention from the Commissioner over the last 24 months. The assurances over the latter two competitions are detailed in the Investigations section of this report. Other assurance work included:

- The Commissioner discussed the issue of social mobility in public appointments with academics, following his seminar at the Constitution Unit in April 2021.<sup>1</sup>
- The Commissioner corresponded with Julian Knight MP, Chair of the Digital, Culture, Media and Sport (DCMS) Committee of the Commons, about the powers of ministers to re-run competitions, and the rights of candidates to apply again, in December 2021.<sup>2</sup>
- He gave oral evidence to the DCMS Select Committee in January 2022 to discuss the Charity Commission chair competition, and the sudden resignation of its newly appointed chair.
- In a letter to the Duchy of Lancaster in July 2022,<sup>3</sup> the Commissioner pressed government on matters around the integrity of the system, raising concerns about a number of high-profile competitions subject to lengthy delays.

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<sup>1</sup> Commissioner for Public Appointments, correspondence on Social Mobility, 28 May 2021.

<https://publicappointmentscommissioner.independent.gov.uk/correspondence-on-social-mobility-and-public-appointments/>

<sup>2</sup> Commissioner for Public Appointments to Julian Knight MP, 15 December 2021.

<https://publicappointmentscommissioner.independent.gov.uk/wp-content/uploads/2021/12/2021-12-15-WS-to-JK-DCMS-Committee.pdf>

<sup>3</sup> Commissioner for Public Appointments to Rt Hon Michael Gove MP, 22 July 2021.

<https://publicappointmentscommissioner.independent.gov.uk/letter-to-chancellor-of-the-duchy-of-lancaster/>

The Commissioner would like to thank the Senior Independent Panel Members (SIPMs) for these competitions, and a number of others this year, for their impartial, rigorous approach to upholding the Principles of the Code in Significant Competitions. This underlines the importance of SIPMs in reporting to the Commissioner, and bringing challenge and independent thinking to these high-profile competitions. Their views have been essential for the Commissioner to provide assurance over competitions and their forthright approach supports the overall integrity of the system. This year a number of new SIPMs have been chosen by HM and Welsh Government ministers, playing a critical role in appointments, joining other experienced SIPMs. I look forward to constructive and honest discussion with these and future SIPMs in the years ahead.

## Contributions to Committee on Standards in Public Life review of the public appointments system

The Commissioner for Public Appointments was established on the recommendation of Lord Nolan's seminal report *Standards in Public Life*, in 1995.<sup>4</sup> In September 2020, the Committee on Standards in Public Life (CSPL) revisited Lord Nolan's work, examining the various standards and regulatory bodies, providing recommendations for government to improve the landscape Lord Nolan created. *Standards Matter 2* took evidence from individuals with working knowledge of the various ethical regulators.

CSPL made a number of recommendations in light of the evidence provided by the Commissioner Peter Riddell, who gave oral evidence to the Committee on 26 March 2021. These included reaffirming



ministers' central role in appointments, tempered with the principle of appointment by merit, to be assessed by a panel with an independent element; further safeguards for the independent element of Significant Competitions and those for ethical regulators; and that government departments should publish a list of all unregulated and regulated appointments.

CSPL declined to recommend that ministers should lose the right to appoint those found not appointable by an Advisory Assessment Panel, which the Commissioner recommended. CSPL recommended ministers defend appointments under those circumstances to parliament, as well as consulting the Commissioner as is currently the case. The current use of this power - appointing those found not appointable - is covered in more detail on page 22. Government has so far not responded publicly to the recommendations of *Standards Matter 2*.

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<sup>4</sup> Committee on Standards in Public Life (1995). *Standards in Public Life: First Report of the Committee on Standards in Public Life*, pp. 65-76.

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/336919/1stInquiryReport.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/336919/1stInquiryReport.pdf)

The Commissioner welcomes the actions recommended to government by CSPL in order to shore up the integrity of the appointments system.

## Diversity

OCPA has continued to advocate for a more robust and purposeful approach to the remuneration of public appointments, following the March 2021 publication of its Thematic Review into remuneration for public appointments. Upon publication of the report, HM Government endorsed its commitment to exploratory work on pay to increase diversity in public appointments (in its 2019 Diversity Action Plan)<sup>5</sup> and encouraged departments to consider OCPA's findings. OCPA has facilitated departments' efforts to begin that exploratory work to benchmark pay by sharing its research data. Several appointees also wrote to the Commissioner, sharing their own experiences and views on how the system for pay and time commitment, as well as expenses and recognition, could be changed to better support appointees and encourage others from different walks of life to take up a role. The Commissioner has continued to liaise with HM and Welsh Governments to encourage benchmarking and review of remuneration for appointees.

One of the first stakeholders to meet the new Commissioner was Lord Holmes of Richmond, who led a review into public appointments and people with disabilities in 2018, and continues to be a positive advocate for public appointments. The Commissioner welcomed Lord Holmes' continued pressure on government to meet its commitments.

The mentoring scheme run in association with Cabinet Office and the Public Chairs Forum came to an end in December 2021. OCPA would like to thank the mentors and mentees for taking part in the programme, and the experienced public appointees who shared their experiences with mentees in the masterclasses - Elizabeth Passey, Chair of the Rural Payment Agency; Cindy Butts, Lay member of the House of Lords Conduct Committee; Andy Briscoe, former Chair of the Money Advice Service, Sarah Smart, Chair of the Pensions Regulator and Monisha Shah, member of the Office for Students. OCPA has been heartened to see the mentees go on to success, including taking up public appointments. Evaluation of the scheme found mentees and mentors benefiting from sharing experiences and knowledge - mentees shadowed boards and formed new networks, and mentors had their horizons broadened with new perspectives and a greater understanding of the realities facing colleagues.

At the time of writing, HM government has taken the learning from the pilot and launched *UK Boardroom Apprentice*, a scheme linking prospective applicants with 41 host boards in the public and third sectors, for a 12-month board apprenticeship training programme. This is based on the model used in Northern Ireland, which the Commissioner highlighted in February 2019, co-hosting an event with the Public Chairs Forum bringing Eileen Mullan, founder of Northern Ireland *Strictly Boardroom*, to London to share her success with Whitehall departments. OCPA looks forward to working

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<sup>5</sup> Cabinet Office (2019). *Public Appointments Diversity Action Plan*. [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/812694/20190627-CO\\_Diversity\\_Action\\_Plan\\_FINAL-6.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/812694/20190627-CO_Diversity_Action_Plan_FINAL-6.pdf)

collaboratively with HM government to help support the Scheme, its board apprentices and host boards.

As part of the Commissioner's role as an advocate for diversity, OCPA highlighted the perspective of Lucy Armstrong, Chair of the Port of Tyne. Lucy's clear vision for her board, the community it serves and the talent it needs to do its job was captured for the Commissioner's YouTube channel.<sup>6</sup> Lucy spoke candidly about the challenges facing all boards, whether public or private, through the COVID-19 pandemic, and her approaches to working in a hybrid way to ensure communication and relationships were sustained.

## Reaffirming relationships

On becoming Commissioner in October 2021, the new Commissioner began a programme of outreach to OCPA's stakeholders, introducing himself and taking soundings from those working in the appointments system. The Commissioner would like to thank the candidates and appointees, advocates and champions, panel members, trade organisations, ministers, permanent secretaries and their officials, for their time and their honest reflections about appointments.

This outreach work was enhanced by the roundtable discussion, hosted by the Institute for Government, in February 2022, kicking off its research into improving the public appointment system. Their resulting report was published in August 2022.<sup>7</sup>

OCPA would also like to thank the DWP Public Appointments Team, who restarted the practitioners forum this year, giving public appointments officials across HM government a network to share best practice.

## Regulatory scope

Some of the administrative documents that underpin the public appointments system, such as the Order in Council which lists the bodies the Commissioner regulates, and the list of Significant Appointments, have not been updated by the government. OCPA understands a refresh of the Order is forthcoming early in the new year. More positively, the Cabinet Office moved ahead with a new website for public appointments, which was demonstrated to the Commissioner - and other key stakeholders - in spring 2022, before going live in June 2022. This new website will eventually become a portal for all applications, allowing users to create an account, and provide a background tool to help HM government departments manage each stage of a competition and gather information on skills and talent.

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<sup>6</sup> See OCPA YouTube channel: <https://www.youtube.com/channel/UCbpOhl00jxWv8hD4VQ6h5sg>

<sup>7</sup> Matthew Gill, Grant Dalton (2022). *Reforming Public Appointments*. Institute for Government. <https://www.instituteforgovernment.org.uk/publications/reforming-public-appointments>

## Press Recognition Panel

Additionally, OCPA continues to provide assurance on appointments to the Press Recognition Panel (PRP), a role set out for OCPA in the PRP's Royal Charter. OCPA considered the appointments made to its board and its Chair, and determined they were consistent with the provisions of the Royal Charter. The correspondence with the PRP is published on OCPA's website.<sup>8</sup>

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<sup>8</sup> See website of the Office of the Commissioner for Public Appointments. *Regulating Appointments to the Press Recognition Panel*. <https://publicappointmentscommissioner.independent.gov.uk/regulating-appointments/appointments-to-the-press-recognition-panel/>. Accessed 23 May 2022.

## Compliance

The Commissioner has the responsibility to ‘Carry out an audit of the procedures and practices followed by appointing authorities in making public appointments.’<sup>9</sup> Audits of public appointments competitions and reappointments is a key way the Commissioner can assess compliance with the Code. It allows the Commissioner to take a bird’s-eye view of the system across HM and Welsh Government, and to hear directly from departments about their challenges, successes and to see best practice in action. In 2021-22, the Commissioner carried out his fourth round of compliance visits, conducted remotely, in keeping with social distancing restrictions and the move to hybrid working across government.

OCPA has maintained the same approach to audits as described in previous years. The audit round began in September 2021 and completed in March 2022. A sample of the appointments and reappointments made by ministers in the previous 12 months was audited and initial findings were shared with departments in a meeting before sharing a draft compliance report. As part of the process departments were asked to contribute a self-assessment, detailing their views on 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 during the period, and gave insight into the various initiatives being undertaken and the common challenges departments faced.

OCPA examined 121 competitions/reappointments in our 2021-22 audit round, across 19 HM Government departments, and Welsh Government. OCPA’s assessment of competitions uses all the records associated with the appointment process and decisions – advice to ministers and their subsequent decisions, reports and scoring from panels, emails to and from officials and stakeholders, candidate packs and advertisements. Departments also share other things to show their initiatives or new ways of working - templates or guidance, examples of candidate care or diversity and advertising strategies.

Following the completion of compliance visits, OCPA hosted an online wash-up session with departments in May 2022 to share learning and best practice and to feedback on the Commissioner’s overall findings. Public appointments’ officials from DCMS and Department for Levelling Up Communities and Housing (DLUCH) presented case studies on using a stakeholder shadow-panel to inform candidate assessment and reflections on standardising appointments processes across government. The Commissioner appreciates the openness of public appointments teams and their willingness to contribute to a learning culture that underpins OCPA’s compliance regime and helps their colleagues across government.

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<sup>9</sup> Order in Council (2019). Paragraph 4(2). <https://publicappointments.cabinetoffice.gov.uk/wp-content/uploads/2019/11/Public-Appointments-No.-2-Order-in-Council-2019.pdf>

## Findings from the compliance visits in 2020-21

The audits show that Departments continued to run fair, merit-based competitions, showing dedication to finding new talent and treating candidates with care. Efforts have been made to ensure processes are consistent. However, OCPA also ruled on a number of breaches of the Code (detailed in the Breaches section of the report on page 29) and found a growing gap between departments' performance. Most critically, timeliness appears to have fallen drastically. Fewer than a quarter of the competitions audited this year completed within three-month ambition set out in the Code's candidate care paragraphs.<sup>10</sup> This is compared to OCPA's research findings from 2019, where 47 percent of competitions made the ambition.<sup>11</sup>

**Fewer than a quarter of the competitions OCPA audited this year were completed within three months.**

### Best practice

The quality of panel reports of interviews has improved. These documents detail the competition up to that point, helping form corporate memory - increasingly important where competitions take longer and may involve a number of different ministers over time. Reports detailed merit clearly, with robust and detailed discussion of the strengths and weaknesses of the candidates against the criteria for the role. Panels also detailed relevant conflicts of interest their members in reports, alongside due diligence considerations, which are both essential for ministers to make appointments with due regard to propriety and the Principles of Public Life.<sup>12</sup>

Advice to ministers at each stage of competitions has improved, with officials becoming more experienced as the Governance Code enters its fifth year. OCPA notes that departments who run a more decentralised approach to appointments were less likely to provide accurate advice to ministers of their powers under the Code. For example, where some sponsor teams of Arm's Length Bodies run competitions with only minimal oversight from central teams. Centralised teams tend to have more experience and therefore expertise in handling public appointments and the requirements set out in the government's Code.

Overall, the criteria for roles has improved, becoming clearer and easier for candidates to tailor their applications at the written, and then at interview stages. This is despite the small number of breaches at sift (detailed in the Breaches section of this report from page 29). Well-crafted criteria are essential to attracting the right candidates with the right skills, and to allow the Panel to make clear and

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<sup>10</sup> Cabinet Office (2016). *Governance Code on Public Appointments*.

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/578498/governance\\_code\\_on\\_public\\_appointments\\_16\\_12\\_2016.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/578498/governance_code_on_public_appointments_16_12_2016.pdf). Paragraphs 7.4-7.8.

<sup>11</sup> Commissioner for Public Appointments (2019). *Thematic Review: Concluding competitions within three months of the closing date*. <https://39h2q54dv7u74bwyae2bp396-wpengine.netdna-ssl.com/wp-content/uploads/2019/07/Final-Thematic-Review-The-Three-month-aspiration.pdf>

<sup>12</sup> Committee on Standards in Public Life (1995). *The Seven Principles of Public Life*.

<https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2>



NHSI saw an uptick in applications for NHS Trust board roles, with applicants mentioning their desire to 'give back' to the NHS, inspired by the pandemic response and the vaccine rollout.

BEIS are developing a Candidate Assessment brochure to provide a outline of the journey candidates can expect before, during and after their public appointment.

DFE have produced videos of existing board members, informing prospective applicants about the board and the role being advertised

Defra plan social media communications around diversity themes such as Black History Month and National Inclusion Week.

Home office secured the services of a new independent panel member that specialises in autistic spectrum disorders. Their insight will be shared with other panel members ahead of the candidate sifts and interviews, to foster inclusive recruitment.

DWP's Race forum and Senior Leadership supported them to find volunteers to take part in the longlist sift in a recent campaign, scrutinising internal procedure and ensuring best-practice for assessment of people from underrepresented groups.

practical assessments against them. Criteria were used more consistently across competitions this year, with officials or headhunters conducting pre-sifts in keeping with the approach of a Panel at the full sift, with candidates clearly advised on how the assessment of merit would be undertaken. This transparent approach - where everyone in the process (officials, panels, headhunters, ministers and crucially candidates) is clear on what skills ministers have decided are required and how this will be determined - is essential to uphold the Code's principles of Merit, Openness and Fairness.

There are a range of actors in the public appointments process, including ministers' offices, candidates, panellists and representatives of the department and public body. Departments' efforts to engage and impart their expertise on the Code to facilitate sound decision-making has taken several forms. Some have held specialist training for sponsor teams, other focussed on guidance and templates, building networks amongst stakeholders or holding learning sessions for new private office staff. This work is an often unrecognised, but a vital part of running successful, timely, and Code-compliant public appointments.

## Room for improvement

Departments' approaches to attracting diverse talent - Principle F of the Code<sup>13</sup> - is variable. Teams who are better resourced are doing more - advertising on social media, holding events, finding champions to highlight roles, creating media content to build a 'brand', or recruiting and training diverse panellists. Other departments have goals for diversity rather than concrete actions. These departments are much more likely to be attempting to influence diversity on a competition-by-competition basis - with the departmental sponsor team running the competitions at arm's length. This appears sensible for those departments who undertake few appointments every year, where a dedicated public appointments resource may not be justified. But this leaves a

<sup>13</sup> "Public 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." Governance Code (Dec 2016).

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/578498/governance\\_code\\_on\\_public\\_appointments\\_16\\_12\\_2016.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/578498/governance_code_on_public_appointments_16_12_2016.pdf)

gap where the department's overall diversity strategy should sit, and momentum (and talent) from one campaign is lost, rather than taken through to the next.

Even amongst those departments who are better resourced and are able to do more, challenges remain: the increased reporting burden (see below) takes time and effort away from diversity initiatives; some chairs of recruiting bodies are not engaged; some sectors are inherently less diverse; and ministerial priorities (or ministers) can change and stall momentum.

The Commissioner is urging departments to be more collaborative in their approach to obtaining talent - both in those competitions run by their own sponsor teams, and those competitions run by other departments entirely. It is hoped that the new public appointments application website, run by the Cabinet Office, will enable candidates and departments to 'find each other' on a skills basis. By mapping a candidate's skills across many roles on offer, the reward from one competition attracting a skilled candidate could be shared across all departments looking for certain skills; and aims to allow a talent pool to be grown across government.

OCPA also found particular elements of competitions or reappointments that departments were more likely to be struggling with. Despite due diligence templates being more common and departments' expertise growing in this area, the Commissioner noted some competitions were still conducting checks at the wrong time. This means candidates are not given the right of reply, or it is not factored into the information provided to ministers. Some candidate packs still miss the information that candidates need to apply and be assured about the fairness of the competition - such as information on reasonable adjustments, who the panellists are and what to expect from the application process.

While some departments have been resourced to develop more sophisticated outreach and advertising strategies which not only target specific competitions but cut across their campaigns, others with less central resource struggle to reach new audiences for their roles. A key finding for OCPA is the utility of headhunters being particularly inconsistent. There were many examples of headhunters adding value, but others where their ability to source talented, diverse candidates was lacking, and basic processes such as collecting data or assessing merit was not up to the expected standard. Departments need a firmer grip on what headhunters are contributing to competitions, setting out clearer expectations to extract the best value for money.

Several elements of competitions which were most challenging to departments in the past remained challenges in 2021-22. Too few competitions were providing diversity information to ministers at each stage of the competition. While OCPA saw evidence that departments were getting better at setting a minimum criteria for the Disability Confidence Scheme and advising panels on how to administer the Scheme correctly, too many competitions did not set a minimum threshold for a Guaranteed Interview, with unclear documentation on how the Scheme was administered.

## Timeliness

As OCPA reported last year, there are perennial issues in appointing teams that make running competitions harder: staffing, or ministerial change; lack of resource; low remuneration for roles; delayed or unexplained decisions over headhunters; and diary availability of panel members. However, a new challenge was the timeliness of ministerial decision-making across the entire timeline

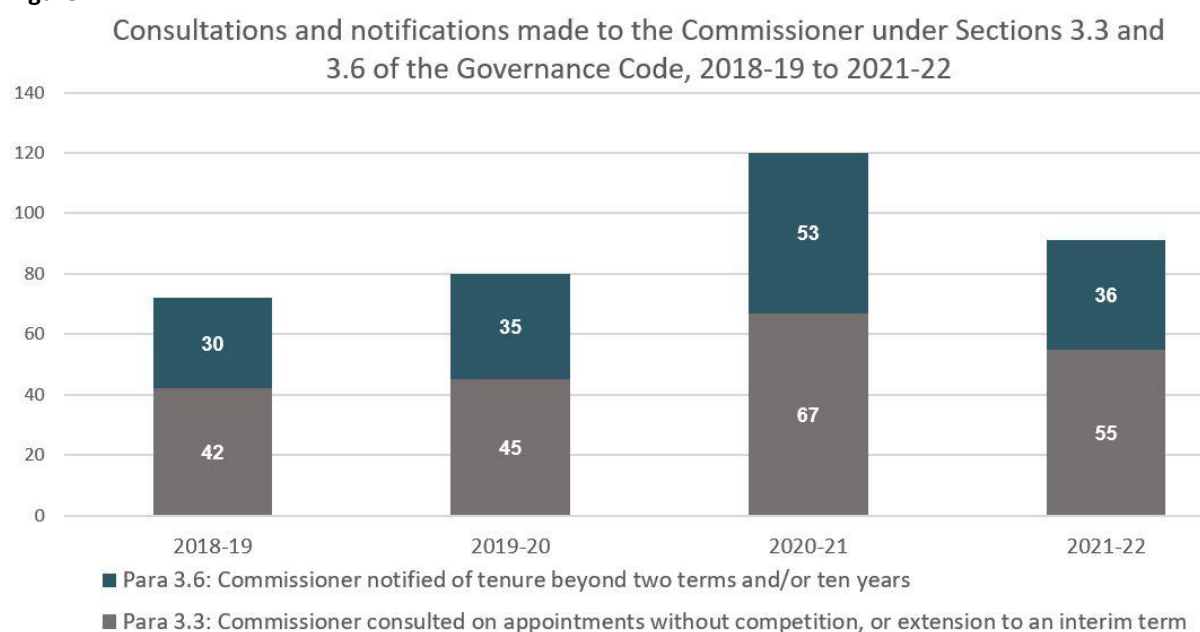
of a competition. Delays have been challenging in previous years, with OCPA's research in 2019 finding decisions made after interviews to be particularly protracted. But this year, delayed decision-making caused new levels of frustration as it began to impact the launch of a competition, moving to sift and interviews, and the final decision to appoint. OCPA found that departments' planning for competitions and reappointments remained strong, with forward looks, timely liaison with stakeholders and strategic planning built into competition plans. However, many of those plans did not come to fruition. The Cabinet Office and Number 10 built new processes this year, to give their ministers sight of competitions moving through their stages. OCPA understands this is to encourage forward planning and to engage decision makers early. The unintended consequence is this has resulted in a longer decision-making chain, and an increase in reporting requirements. Whilst ministerial oversight has increased, timeliness has collapsed, and almost all departments specifically mentioned this in their self-assessments as a challenge. It is clear that all actors in the system - officials, panellists, headhunters, stakeholders, ministers and their special advisers, and OCPA - believe public appointments are important. But this sentiment is not matched with a commitment to make appointments within the three-month ambition of the Code. Good candidates are lost when delays become untenable, and the public appointments system looks, to outsiders, to be over complicated and outdated. This reflects poorly on the recruiting bodies and the government as a whole. The Commissioner's view is that candidates, and Arms-Length Bodies, deserve better.

## Considerations of exemptions to the Code

As the restrictions on social interactions were eased by the government, ministers' use of the exceptional provisions in the Code reduced this year - though remained higher than 2019-20 levels. In 2021-22, the Commissioner was notified or consulted 91 times on either making appointments without holding a recruitment competition, or on extending appointees beyond the two terms or ten years of service. This was a significant decrease from 2020-21 (see figure 1 below). These 91 notifications or consultations concerned 156 appointees, across 72 different public bodies of HM and Welsh government.

Last year, the COVID-19 pandemic was specifically mentioned by ministers in their approaches to the Commissioner 34 times, where talent or stability needed to be maintained as ALBs responded to the pandemic, or where the pandemic had impacted the ability of a department to hold a competition immediately. This year, mentions of the pandemic dropped to six.

**Figure 1:**



The Code gives ministers the ability to make pragmatic decisions to keep boards functioning, carrying out their duties on behalf of the public. At the same time, efforts must be made to open up appointments to fresh talent. Reappointments to third terms, extensions of tenure, or appointments without competition, should not be used simply to maintain the status quo without good reason. The Code defines these actions as being options in exceptional circumstances. The Commissioner has continued to be notified/consulted of government using the exceptional provisions in the Code when appointees leave their roles without notice (for example, illness or resignation), or when boards are facing specific challenges where the skills and experience of particular appointees are required. The Commissioner is satisfied that the provisions in the Code are not being used to unfairly prevent opening up appointments to fresh talent.

## Appointments without competition

The Commissioner received  
55 consultations on  
interim appointees



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.”<sup>14</sup>

OCPA considers that any extensions to interim terms must similarly be brought to the Commissioner for consultation, to prevent departments using interim appointees to fill a role on a long-term basis. In these cases, ministers should consult the Commissioner on how the exceptional circumstances continue to justify appointing someone without a competitive element.

In addition, paragraph 8.2 of the Code outlines how these appointments and their reasons must be made public. 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. Due to an accessibility problem with OCPA’s website that occurred in January 2022, OCPA was temporarily unable to publish appointments made under paragraph 3.3 as usual. This was resolved in August 2022 with thanks to OCPA’s IT partners in the Cabinet Office.

The Commissioner was consulted 55 times by ministers for these appointments (compared to 67 last year). 34 consultations were on making appointments without competition and 21 were consultations on extensions of a term for interim appointees already in post. In total, 67 people were either appointed without competition or extended in their interim positions following consultation with the Commissioner - the bodies and their term lengths are listed in table ii in Annex 1 on page 88. This figure was 75 in 2020-21.

A particular feature of appointments without competition this year has been the knock-on effect from changes to public bodies themselves. The merger of NHS Improvement and NHS England, for example, resulted in several appointments without competition/extensions of interim appointees, where

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<sup>14</sup> Cabinet Office (2016). *Governance Code on Public Appointments*.  
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/578498/governance\\_code\\_on\\_public\\_appointments\\_16\\_12\\_2016.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/578498/governance_code_on_public_appointments_16_12_2016.pdf).

paragraph 3.3 of the Code was used to move members around the boards of those bodies, keeping them quorate as the governance around the NHS was being redesigned.

### The most common reasons behind interim appointments/extensions

- To prevent a vacancy on the board and/or ensure quoracy
- For stability during a time of change or challenge
- A competition has failed to result in a successful appointment in time
- The body is being disestablished
- To retain or obtain specific representation or special skills

Of the 42 interim appointees, the average term length was 11 months. For those 26 interim appointees being extended, the average length of their extensions was 9 months. These averages hide some big discrepancies. 12 appointments without competition or extensions of interim appointees, were for terms of 24 months or more. These were in extreme or unusual circumstances - where bodies were being disestablished by the passage of legislation, where competitions had failed to produce an appointee (in one case, two failed competitions in a row). Lastly, where for technical reasons, appointments needed to be made to synchronise the working of the bodies with their underlying legislation, such as swapping members of the NHS Improvement and NHS England boards over as the boards began to work together, but remained separate legal entities.

The Commissioner agreed with the approach of ministers in all but one of the consultations brought to him under Paragraph 3.3 of the Code to appoint without competition. In that particular case, an interim appointee was being proposed for extension for a second time, with the department making no attempts to test the market for the required skills since the initial appointment without competition was made in 2017. The Commissioner was content with ministers' later decision, following discussion, to go out to competition to fill the role rather than continue on an interim basis.

There was only one breach of the Code in regards to an extension of an interim appointee which was announced by ministers ahead of consulting the Commissioner. This is detailed in the Breaches section of this report on page 29.

## Tenure beyond two terms or ten years

The Commissioner was notified 36 times of appointees extended to serve more than two terms or ten years



The Code sets expectations that appointees will serve no longer than two terms or ten years. Ministers are able to increase a length of tenure beyond that as long as the legislation underpinning the body allows for it; the reappointment is based on merit as determined by ministers; and the diversity of the board and the balance of skills and experience of its members is taken into account. Being appointed to a third or subsequent term, or going into the tenth year of role, requires notification to the Commissioner ahead of announcement.

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 under paragraph 3.6 of the Code 36 times last year, in relation to 88 appointees during 2020-21. This is greatly reduced from last year, where the Commissioner received 53 notifications regarding 113 appointees. The use of paragraph 3.6 has now returned to 2019-2020 levels, perhaps as a result of the declining impact of the pandemic. The Commissioner was notified on two occasions of an appointee serving beyond ten years, 31 occasions of serving a third or subsequent term, and on three occasions, both. One notification to the Commissioner concerned the extension of 31 appointees to the Parole Board, detailed in the table iii in Annex 1 on page 88. As with last year, there were no breaches of the Code in relation to tenure.

## Not appointable candidates

Paragraph 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.

The Commissioner was consulted once on making an appointment under paragraph 3.2 of the Code this year. The Commissioner discussed the appointment with the Permanent Secretary and the Senior Independent Panel member. His view that the appointment should not be made and the competition re-run was heeded by the Department.

The previous Commissioner, in evidence to the Committee on Standards in Public Life, noted that the provision to appoint someone deemed 'not appointable' had not been used to make an appointment since the Governance Code's introduction in 2017. That remains the case. CSPL recommended the provision be maintained but made more specific - ministers should not only consult the Commissioner before announcement, but also justify the appointment decision to the relevant select committee.

## Significant competitions and Senior Independent Panel Members

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.

All Significant Appointments require a Senior Independent Panel Member (SIPM) to sit on the advisory assessment panel. Under paragraph 6.1 of the Code, 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. For the most part, Significant Appointments relate to the Chair of the body rather than its members; there are a few exceptions where competitions for members of DCMS museum bodies also require a SIPM (see the Significant Appointments section on page 60).

Departments are required to consult the Commissioner about whom the SIPM should be for each competition before recruitment commences. In 2021-22 the Commissioner agreed to 28 individuals who joined the panels of Significant Competitions as SIPMs, who are listed in Annex 2 (page 92) of this report.

Annex 2 does not list 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, or where ministers propose several individuals with the intention of using only one. There were four cases in 2020-21 where the Commissioner did not think the individual proposed met the requirements of the Code. In each of these cases, the Commissioner's views were heeded by government and replacement SIPMs were found on each occasion. There was one insistence where it became known to OCPA, after being consulted, that the proposed SIPM had undertaken significant political activity. This is detailed in the Breaches section of this report on page 29.



## Appointments made before a public body exists in law

Paragraph 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 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 2021-22 year, the Commissioner received notice from HM Government of the intention to recruit to the new role of Independent Patient Safety Commissioner, which at the time was to be established through the passing of the Medicines and Medical Devices Act 2021. The Commissioner agreed to regulate the appointments made to the board of this body in November 2021, ahead of its formal existence. Without a recently updated Order in Council, this body, as well as three others regulated under 2(4) in previous year, are not included in list of regulated bodies in Schedule 1 of the Order in Council 2019. They are included in the list of regulated bodies listed in this report, starting on page 55, for clarity.

## Complaints

<b>10 complaints received</b>	<b>2 complaints in scope and investigated</b>	<b>1 complaint partly upheld; 1 complaint will be concluded in 2022-23</b>
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The Commissioner has a role to hear complaints from the public on matters concerning how departments run their appointments processes. As noted last year, 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 reasonable candidate care shown in the vast majority of instances.

The Commissioner’s role in complaints is outlined in paragraph 4(4) of the Order in Council 2019:

“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.”

Paragraph 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.”

The Commissioner can consider complaints which concern an apparent breach of the Code, the experience of an applicant, and the way a department or other responsible organisation has handled an appointments process. The Commissioner cannot place people into, or remove them from, public appointments roles, nor can he ask departments to change criteria or run competitions again. The Commissioner has no remit over the conduct of appointees.

## **Complaints in scope**

Two complaints received this year were investigated by the Commissioner after falling within his remit. The first was from an applicant concerned their application had gone missing, and had not been assessed. The Commissioner's investigation, concluded in June 2021, found an unfortunate error with DWP’s email system which meant the application attached to an email was quarantined. The Commissioner found this was an unintended and unfortunate breach of paragraph 7.5 of the Code as the complainant did not receive a ‘good’ service. He noted that DWP took immediate steps to reduce the risk of applications ‘going missing’ again and updated their information to applicants to be clearer about receipt of applications. He did not uphold the other part of the complaint, where the complainant argued that their application, once found, should have been assessed by the Panel. The Commissioner reaffirmed the Department's discretion over whether to consider applications that are received after the closing date.

The second complaint was received in early 2022 and concerned the chair of a public body in Wales, who contended that reappointments made to their board did not comply with the Code. This decision notice will be published in the 2022-23 year and will be referred to in next year’s Annual Report.

## **Complaints not in scope**

Eight complaints were received by OCPA that were deemed out of scope (compared to from 13 last year), so the Commissioner did not formally investigate them.

Some complaints dismissed by the Commissioner were made by members of the public around issues seen in the media, such as the conduct of appointees or decisions and policies of public bodies. Other complaints raised issues of the appointment of departmental board members (whose appointments are not regulated by the Commissioner), and the rights of ministers to not make an appointment from a competition (which is enshrined in the Code). Some complainants were candidates who disputed their assessment of merit by the respective Panel members of their competition, but the Commissioner has no remit to overturn the assessments made by any Panel.

In response to one complaint, the Commissioner recognised the issue raised, whilst not in his remit, should be highlighted to the government. A number of competitions to human rights-focussed public

bodies had concerned the third sector, who raised concerns on the government's adherence to UN-directives on the make-up of these bodies. In response, the Commissioner raised these concerns with the Minister for Equalities, Kemi Badenoch, in June 2021.

## Investigations

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."

Paragraph 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 [of this Regulatory Framework]. 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 an 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. From this, the Commissioner can sometimes determine no further action is required. Where appropriate, the Commissioner will write back to the stakeholder who raised the issue with his assurance. The Commissioner undertook three 'light touch' investigations this year. These light touch investigations allow the Commissioner to respond to issues as they arise, an important part of his role as a number of competitions in 2021-22 were particularly high-profile.

Where assurance is not gained as a result of this first stage, a more extensive investigation into adherence to the code will be carried out 'in full'. This involves calling for and reviewing 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. OCPA launched two full investigations in 2021-22, resulting in one decision notice published in March 2022 (detailed below), with the other published in July 2022 (will be detailed in the 2022-23 Annual Report).

## **Providing assurance**

### **DCMS process to recruit the new Chair of Ofcom**

The 2021-22 recruitment process followed by the Department for Digital, Culture, Media and Sport (DCMS) to find a new Chair of Ofcom was protracted and marred with controversy. The Commissioner used his powers under paragraph 4(4) of the Order in Council to investigate adherence to the Governance Code in the two competitions run by DCMS.

The original competition, launched in February 2021, was subject to pre-briefing in the media, which the Commissioner has consistently raised with the government as a destructive and cynical tool to distort the fair running of a competition and discourage applications. Ministers, as is their right under the Code, decided to not make an appointment, and ran the competition again. The Commissioner conducted his first 'light touch' investigation, examining the Panel report from the interviews from that first competition and taking advice from the Advisory Assessment Panel's Senior Independent Panel Member. The Commissioner was satisfied that the interview process by the panel was robust and in line with the Code. It was clear the assessment of who was and who was not appointable was based on the criteria and the person and role specifications advertised for the post. He shared his view with DCMS Secretary of State, Oliver Dowden and with the DCMS Select Committee in June 2021.<sup>15</sup> The Commissioner noted that a new competition must be, and seen to be, genuinely fresh, rather than an attempt to get a different answer from the outcome of the first competition. He also promised to

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<sup>15</sup> See Commissioner for Public Appointments to Julian Knight MP, 15 June 2021, <https://publicappointmentscommissioner.independent.gov.uk/letter-to-dcms-committee-chair-julian-knight-mp-2/>

continue to take a keen interest in this particular appointment, due to its high-profile and the continuing public interest.

Once the new competition launched, further media speculation (from prospective applicants, media organisations and Select Committees) concerned the rights of candidates from the first competition to apply for the second, particularly where they have not been found appointable on the first occasion. The Commissioner confirmed his view that this is permissible under the Fairness principle of the Code in a letter to the DCMS Select Committee in December 2021.<sup>16</sup>

The Commissioner was consulted on a new Senior Independent Panel Member for this second-run competition. It launched in February 2022, and once the government had announced its preferred candidate, the Commissioner continued his assurance function and examined the panel report, as well as taking soundings from the Senior Independent Panel Member. His view on this second competition was detailed in a letter to the Chair of the DCMS Select Committee, in parallel with their pre-appointment hearing with the preferred candidate in April 2022.<sup>17</sup> In it, the Commissioner detailed his view that the panel's assessment of candidates was conducted fairly against the criteria for the role, and he commended the panel for frank and open discussions with candidates to discuss political activity and potential conflicts of interests. The second competition also attracted more applicants than the first, and was concluded within three months, meeting the timeliness ambition of the Code.

## Cabinet Office processes to recruit new members for the Committee on Standards in Public Life.

Lastly the Commissioner considered the Cabinet Office's process for appointing new members to the Committee on Standards in Public Life. After examining the panel report, he wrote to the Chair of the Committee, outlining his view that the panel was constituted in line with the Code and the candidates were questioned fairly and judged against the published criteria.<sup>18</sup>

## Full investigations

### DCMS process to recruit the new Chair of the Charity Commission

DCMS Ministers appointed a new Chair for the Charity Commission in December 2021. The Chair resigned shortly after by mutual decision, after media reports about the circumstances under which the appointee had left his previous chairmanship of a charity. The appointee also published a statement apologising for an omission during his interview process for the role. The Commissioner

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<sup>16</sup> Commissioner for Public Appointments to Julian Knight MP, 15 December 2021.

<https://publicappointmentscommissioner.independent.gov.uk/letter-to-the-chair-of-digital-culture-media-and-sport-committee/>

<sup>17</sup> Commissioner for Public Appointments to Julian Knight MP, 1 April 2021.

<https://publicappointmentscommissioner.independent.gov.uk/letter-to-digital-culture-media-sport-select-committee-chair-julian-knight-mp/>

<sup>18</sup> Commissioner for Public Appointments to Lord Evans, 20 July 2021.

<https://publicappointmentscommissioner.independent.gov.uk/wp-content/uploads/2021/08/Copy-of-2021-07-20-PR-to-Lord-Evans-redacted.pdf>

launched an investigation into the competition, to examine whether DCMS had run a robust process in line with the Code. To ascertain this, he spoke to the Senior Independent Panel Member, and examined all the advice to ministers and correspondence between officials. The Commissioner's decision notice was published in March 2022.<sup>19</sup> The Commissioner found that the Code was not breached, and the assessment of candidates by the panel was reasonable and fair. The Commissioner recommended departments consider different forms of pre-employment checks, noting the unavoidable limitations of references and referees, and the need for candidates to understand and disclose relevant matters of potential conflict during the application process.

## Breaches of the Governance Code

<b>1 breach identified from complaint or investigation</b>	<b>2 breaches proactively identified by OCPA</b>	<b>5 breaches identified at compliance visits</b>
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The Commissioner identifies breaches of the Code through investigations or complaints, as a result of his consideration of exceptions in the Code or SIPMs, and during the course of the annual compliance visits. Considering that hundreds of recruitment competitions for public appointees are made across government each year, the number of breaches identified is small. The above table has summary information on the breaches identified in 2021-22 and a more detailed list is in Annex 3 on page 93. Last year in 2020-21, 14 breaches were identified, with three being considered serious by the Commissioner and the remaining being more procedural. This year, there are 8 breaches (the lowest number since 2018-19) but more are serious violations of the Code. The Commissioner is especially concerned about the assessment of merit of candidates, which led to four breaches this year.

As detailed in the complaints section above (page 24), the Commissioner found the DWP inadvertently breached paragraph 7.5 of the Code as the complainant did not receive a 'good' service when their application was not received into the department's email box.

As described in the exceptional appointments section above, there was one breach in relation to the Commissioner not being consulted on an extension of an appointee without competition (paragraph 3.3 of the Code). In this case, the extension was made by the Home Office before the Commissioner was consulted, to cover an expected delay to ministers' decision to appoint from a competition. In the end, a substantive appointment from the competition was made before the interim appointee's original term ended, so there was no need for the extension after all. The Commissioner reminded the department of the requirements in the Code, but he accepted it was an unintentional breach.

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<sup>19</sup> Commissioner for Public Appointments (March 2022). *Investigation of the ministerial appointment process relating to the chair of the Charity Commission, a public body of the Department for Digital, Culture, Media and Sport*. <https://publicappointmentscommissioner.independent.gov.uk/wp-content/uploads/2022/03/2022-03-02-Investigation-in-to-Charity-Commission-Final-1.pdf>

One breach was identified in the course of compiling this report. The Cabinet Office consulted the Commissioner on a proposed Senior Independent Panel Member in November 2021. Based on the information provided by the Cabinet Office on the proposed SIPM's experience and qualifications, the Commissioner was content. However, the Cabinet Office did not disclose to OCPA the Significant Political Activity of the proposed SIPM when consulting the Commissioner. Unfortunately, this was not picked up by OCPA's checks either, which the Commissioner greatly regrets. The SIPM's activity was subsequently published in the advertisement for the role. Para 6.1 of the Code is clear that SIPMs must not be currently politically active.<sup>20</sup> Para 9.2 further states that Significant Political Activity in the previous five years rules a person ineligible to be a SIPM.<sup>21</sup> Donations to political parties of a reportable size in the 18 months prior to being considered as a SIPM meet the Code's definition of current political activity. The Commissioner has therefore determined this is a breach by Cabinet Office of paragraphs 6.1 and 9.2 of the Code. His office have made changes to their due diligence process and raised this incident of non-compliance with the Cabinet Office. He notes that the competition has received parliamentary scrutiny and is not aware of any other concerns regarding the conduct of the competition. He has called for the panel report from the competition.

In compliance visits, the Commissioner determined a breach by the Welsh Government, where a reappointment had been made, but there was no record of whether a performance appraisal, as per paragraph 3.5 of the Code, was carried out. The Commissioner welcomed the Welsh Government's steps to carry out an appraisal of the appointee immediately to rectify the error.

The remaining four breaches identified at audit related to the assessment of merit of candidates. Three were a breaches of the Fairness principle of the Code and paragraph 5.5 of the Code, which states, 'In undertaking their assessment of candidates the role of the panel is to decide, objectively, who meets the published selection criteria for the role' (emphasis added).

In a Department for Transport competition, additional and unpublished criteria were used to assess candidates and progress them to the next stage of the competition, by headhunters at a pre-sift, and again by the panel at the main sift.

In a competition undertaken by the Department for International Trade, the assessment of candidates at the pre-sift stage was undertaken by headhunters on behalf of the panel. This sift was based on candidates' biographies, with no evidence of headhunters using the essential criteria to assess individuals. The Commissioner considers the assessment of candidates on their skills and abilities - rather than previous experience - is crucial to opening up appointments to a wider range of people from different backgrounds and sectors.

In a competition run by HMT, the panel didn't use the published criteria consistently, turning an ability-based criteria as published in the candidate pack, to a very specific, sector-based experience criteria

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<sup>20</sup> Paragraph 6.1: 'A SIPM is an individual who is familiar with senior recruitment, the Public Appointments Principles and this Governance Code. SIPMs should be independent of the department and of the body concerned and should not be currently politically active.'

<sup>21</sup> Paragraph 6.1: 'A SIPM is an individual who is familiar with senior recruitment, the Public Appointments Principles and this Governance Code. SIPMs should be independent of the department and of the body concerned and should not be currently politically active.'

when assessing candidates. It wasn't clear to candidates what criteria were being used at which stage of the recruitment process.

Lastly, the Commissioner found a competition run by the Foreign, Commonwealth and Development Office was seriously flawed, breaching the Code in various respects and undertaken with a closed mindset. The Commissioner considered this competition to have breached the Code's principles of Openness, Ministerial Accountability, Merit and Fairness, and specific elements of the Code were not followed in paras 5.3, 5.5, 8.2 and bullet 5 of 3.1:

- The application window was closed to the general public whilst applications were still solicited from those known to FDCO officials and the panel Chair, via personal approaches and through headhunters.
- Ministers were not consulted, as they should be under paragraph 3.1 bullet 5, to reopen the application window properly to encourage further applications. The decision to solicit further applications was based on the application field at that stage not containing a specific skill, but that skill has not been listed in the essential criteria.
- The panel longlisted two applicants who had not made an application, after the public application window had closed, and were only known to the panel through personal connection.

All of these breaches concerned the process of sifting applications, with attempts to change the criteria for a role *after* it was published. Some of these competitions also had a large number of criteria for the role, making it difficult for the panel to assess candidates against them. In these cases, officials created different 'competency frameworks' or 'matrixes' to try to simplify the marking process, but in doing so, left applicants unaware that the goalposts were moving.

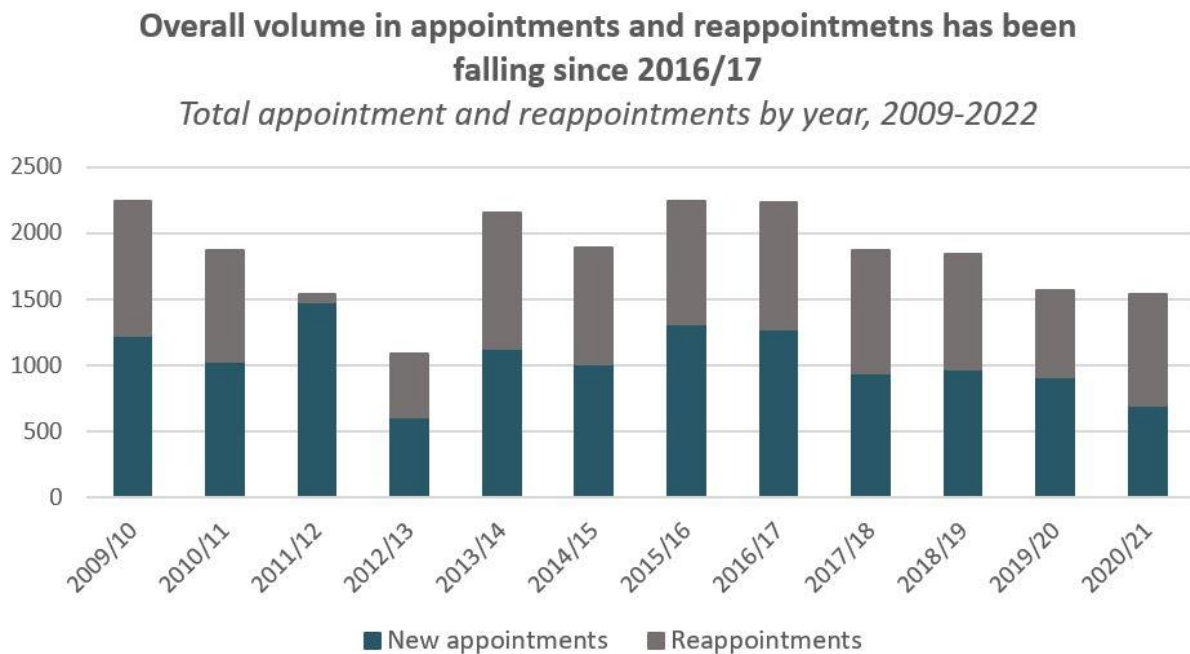
Headhunters too were a feature of these breaches. The Commissioner urges all departments to set out clear instructions for anyone assessing candidates for appointment (including headhunters) that this must be undertaken using the published criteria for the role. The Commissioner's previous advice to departments to construct workable, succinct criteria with ministers' agreement, and then stick to it, remains as important this year as it was when it was first offered five years ago when the Code was first introduced. The Commissioner does not call into question the appointments from these competitions, and ministers' right to decide who to appoint are not in doubt. However, these breaches show how easy the principles of the public appointments system can go astray without proper attention by all parties on getting the criteria right for the role and staying focussed on them.



## The volume of appointments and reappointments in 2021-22

Despite an easing in the disruption caused by the COVID-19 pandemic, the number of appointees is 10 percent lower this year than last year, more than 20 per cent lower than in 2018-19, and the second lowest volume on record.<sup>22</sup> Last year there were 1,258 appointments and reappointments, whilst this number was 1,538 last year.

Figure 1



The data submitted to OCPA for 2021-22 shows there were 640 appointments, when last year this figure was 693, and in 2019-20, 972.<sup>23</sup> In 2019-20, the Commissioner noted the disruption from the pre-election period and the subsequent ministerial reshuffles resulted in fewer appointments compared to the previous four years when new appointments averaged over 1000 per year. The COVID-19 pandemic saw this disruption continue into 2020-21, and now in 2021-22, with appointments numbers now falling two years in a row.

Similarly, the number of applications, and the number of shortlisted applications has also fallen. Overall, since 2018-19, there has been a 22.2 percent drop in applications, 25.6 percent drop in shortlisted applications, a 34.2 percent drop in appointees.

Whilst the number of appointments has fallen since last year, the number of successful competitions has increased (304 this year, compared to 278 in 2020-21). Therefore, the fall in appointments is more due to the number of appointments made per competition, rather than a lack of competitions per se.

<sup>22</sup> Table 2

<sup>23</sup> Table 2

The average number of people appointed from a competition in 2021-22 was 2.1, falling from 2.5 last year and 2.4 in 2019-20. The number of reappointments decisions have fallen from last year, as well as the average number of reappointments per decision (4.1 last year, 3.5 in 2021), contributing to the fall in reappointments numbers overall.<sup>24</sup>

Of the new appointments in the 2021-22 year, 56 were chairs, and 584 members (last year these figures were 67 and 626 respectively).<sup>25</sup> 92.2 percent of the appointees made diversity declarations, an increase over last year (this includes those stating Prefer Not to Say - PNS).<sup>26</sup>

There were 613 reappointments - 29 chairs and 584 members.<sup>27</sup> 76.5 percent of the reappointees declared their diversity data; this includes those stating Prefer Not to Say, and is also higher declaration rate than last year.<sup>28</sup> OCPA welcomes these increases in declaration rates, which gives us a stronger basis to comment on the figures provided by candidates, and suggests more applicants have the confidence to declare.

HM Government ministers made 588 appointments and 602 reappointments - 1,190 in total. Last year this figure was 1,439 in total, a fall of 17.3 per cent. Welsh ministers made 52 appointments this year (up from only 27 last year) and 11 reappointments (collapsing from 72 last year) making only 63 appointments made by Welsh ministers in total. Last year this figure was 99, a decrease of 36.4 percent.<sup>29</sup>

## Diversity in Public Appointments

Boards of public bodies are hugely influential, taking decisions that affect the public with long-lasting impact. Research on improving governance finds diversity on boards - people from different backgrounds and with different perspectives and experiences - is correlated with better performance.<sup>30</sup> Both HM and Welsh governments have committed to improving board diversity through respective action plans. The Commissioner's role is to be an advocate for diversity, and to publish data showing the inflow of public appointees and their declared diversity data – collected by departments, collated by the Cabinet Office and reported to OCPA once a year. This data complements the 'stock' data which the Cabinet Office publishes on the appointees in post as at 31 March each year.<sup>31</sup>

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<sup>24</sup> Table 3

<sup>25</sup> Table 2

<sup>26</sup> Table 4

<sup>27</sup> Table 2

<sup>28</sup> Table 4

<sup>29</sup> Table 4

<sup>30</sup> Vivian Hunt, Dennis Layton, and Sara Prince (2015). *Why Diversity Matters*. McKinsey and Company. <https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/why-diversity-matters>

<sup>31</sup> The latest publication of this stock data was in October 2021 and covers appointees in post as at 31 March 2021. See Cabinet Office (2021). *Public Appointments Data Report 2020/21 Policy Paper*. <https://www.gov.uk/government/publications/public-appointments-data-report-202021>

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 more detailed Diversity Information section starting on page 62.

Better reporting from candidates is a key plank of both the HM and Welsh governments' diversity strategies. OCPA is pleased to report this year that declaration and reporting rates have increased this year for most questions. This reflects an increased effort by both governments to promote the diversity monitoring form, and a growing confidence in the decisions to declare. Higher rates of declarations and reporting allow the Commissioner and government to focus on interventions, led by the data, making better use of resources and time.

## **The diversity of new appointees and reappointees by declared characteristics**

### Overall findings

This year the Commissioner is pleased to report that there has been a bounce back in the figures for appointments made to those declaring as female and from minority ethnic backgrounds. Overall, the total proportion of appointees and reappointees declaring as female in 2020-21 was 48.6 percent, up from last year and the second-highest rate recorded. 13.4 percent of appointees and reappointees declared themselves to be from a minority ethnic background, again the second-highest rate recorded. After dips last year, the data shows that both HM and Welsh government ambitions to improve the diversity of their appointees are on their way to being achieved. However, this is tempered by the continued stagnation in appointments being made to people declaring disabilities, and younger people. Despite ambitions for levelling up and increased remote working, appointments by HM Government made to people living in London and the South East increased this year. The Commissioner urges departments to step up their outreach to underrepresented communities throughout the UK.

### Ethnicity

83 percent of appointees reported their ethnicity, increasing from 78.5 percent last year, whilst reporting rates for reappointees also increased slightly from 64.4 percent to 69 percent.<sup>32</sup> The Commissioner welcomes this modest increase and ongoing efforts by the government to encourage declarations.

The proportion of appointments made to those from minority ethnic backgrounds bounced back this year, climbing from 11.2 percent to 16.7 percent this year, the highest figure recorded since OCPA

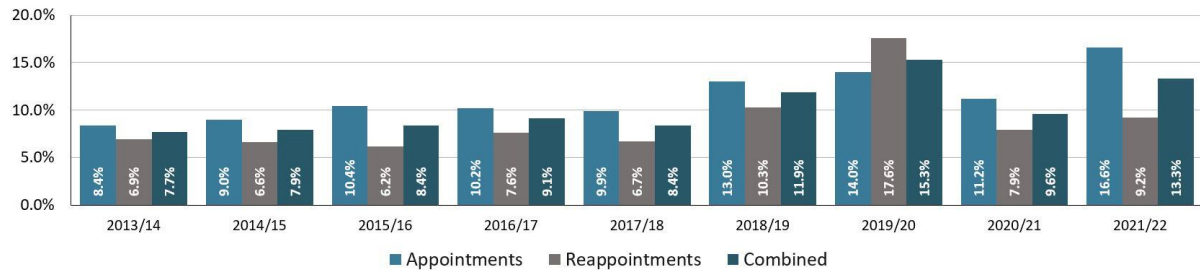
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<sup>32</sup> Table 10

records began in 2013-14.<sup>33</sup> Reappointments made to those from minority ethnic backgrounds also bounced back, climbing to 9.2 percent.<sup>34</sup> Together, this has resulted in 13.3 percent of appointees and reappointees being from a minority ethnic background (Figure 2).

**Figure 2**

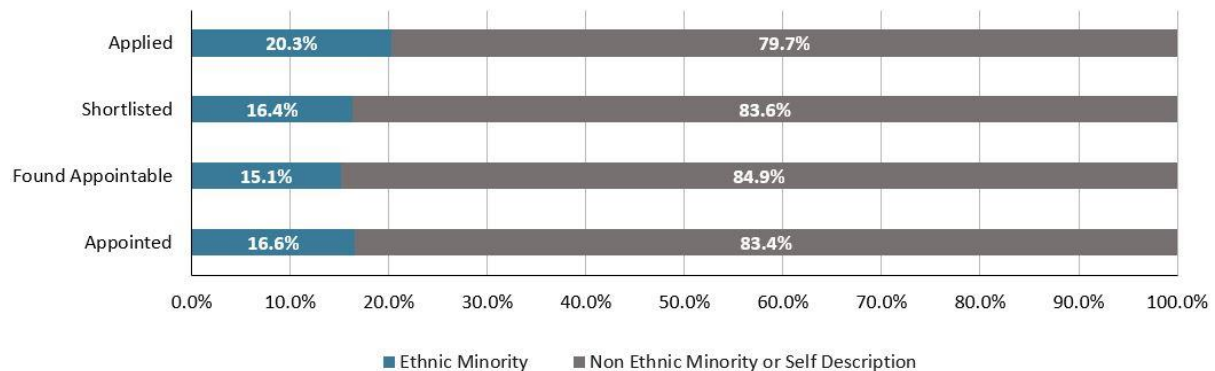
Proportion of appointments and reappointments made to those from an ethnic minority background has increased since last year  
*Appointments and reappointments made to ethnic minority candidates, 2013-22*



Over 20 percent of applicants to all roles declared themselves to be from a minority ethnic background.<sup>35</sup> This has grown steadily over time, from 13.6 percent in 2017-18 to 19.4 percent in 2020-21. The proportion of shortlisted candidates from ethnic minority backgrounds was 16.4 percent, and of appointees, 16.6 percent, both increased from last year.<sup>36</sup>

**Figure 3**

Ethnic minority candidates progress disproportionately through competitions  
*Ethnicity breakdown where declared, by stage of competition 2021-22*



Looking at only those competitions where data was collected at all stages (260 of 304 competitions in 2021-22), we can trace the average success of candidates across competition 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

<sup>33</sup> Table 11

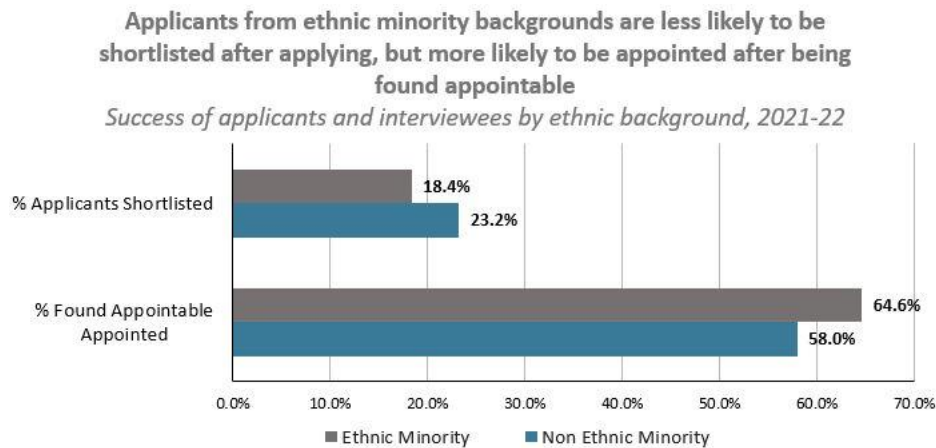
<sup>34</sup> Table 12

<sup>35</sup> Table 24

<sup>36</sup> Table 24

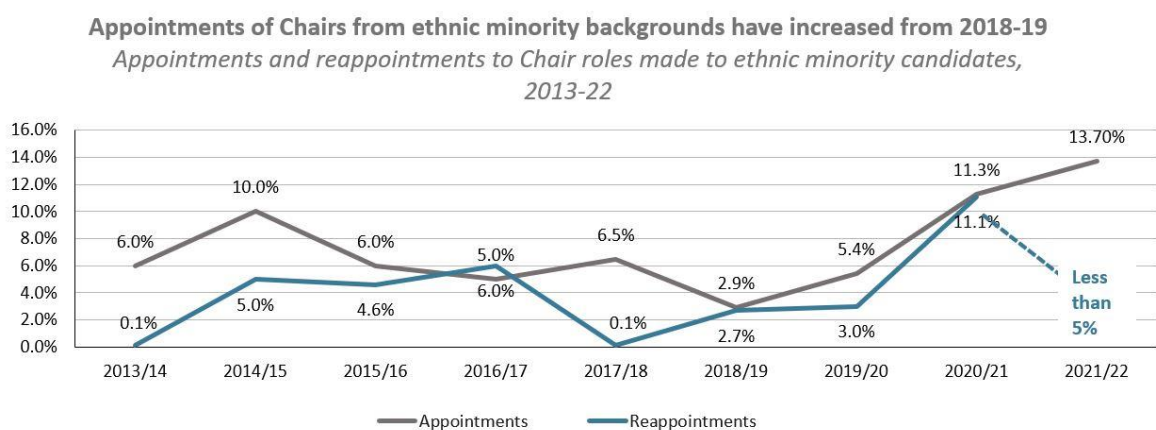
candidates (a success rate of 18.4 percent versus 23.2 percent),<sup>37</sup> but this has narrowed compared to last year. Candidates from ethnic minority backgrounds were less likely to be found appointable at interview, but more likely to be subsequently appointed if they made it to that final stage (Figure 4).<sup>38</sup>

**Figure 4**



Looking at chair competitions only, 13.7 percent of all chair appointments were made to those declaring an ethnic minority background in 2020-21,<sup>39</sup> a steady rise from less than 5 percent in 2018-19, 5.4 percent in 2019-20, and 11.3 percent in 2020-21. However, fewer than 5 percent of chairs who were reappointed in 2021-22 declared themselves to be from an ethnic minority background (Figure 5).<sup>40</sup> Overall, 9.1 percent of appointed and reappointed chairs are from a minority ethnic background, down from 11.2 percent last year.<sup>41</sup>

**Figure 5**



Returning to looking at candidates at each stage of a competition only, for chair competitions, much like with all roles, those from ethnic minority backgrounds are less likely to be shortlisted or found appointable, but more likely to be subsequently appointed (Figure 6). Overall, 5 percent of ethnic

<sup>37</sup> Table 25

<sup>38</sup> Table 25

<sup>39</sup> Table 11

<sup>40</sup> Table 12

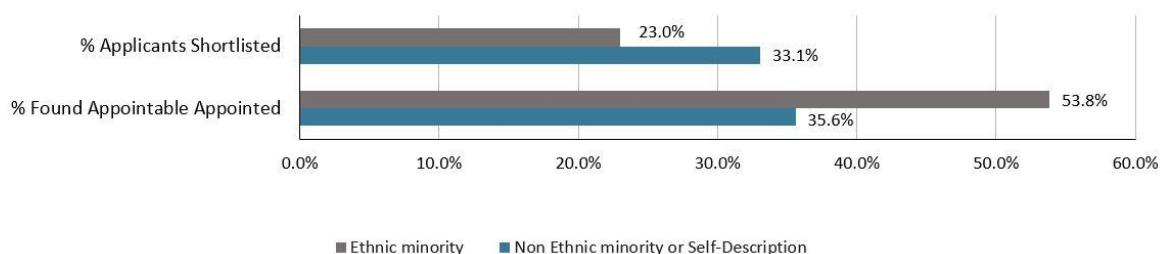
<sup>41</sup> Table 13

minority applicants to chair roles are appointed, compared to 6.7 percent of non-ethnic minority candidates.<sup>42</sup> This has narrowed since last year, where the differential was 3.5 percent and 6.1 percent.

**Figure 6**

**Applicants for Chair roles from ethnic minority backgrounds are less likely to be shortlisted after applying, but more likely to be appointed after being found appointable**

*Success of applicants and those found appointable for Chair roles, by ethnic background, 2021-22*



Within Wales, with a different demographic profile than England and Wales combined, the proportion of appointees and reappointees from ethnic minority backgrounds has increased significantly from last year. In 2021-22, this was 12.7 percent, up from less than 5 percent in 2020- 21, and 8.1 percent in 2019-20.<sup>43</sup>

## Disability

From January 2020, departments began asking applicants a different question to ascertain disability from previous years. This new, ‘two-stage’ question is based on best practice by the Office for National Statistics (ONS), designed to reference the legal definition in the Equality Act.<sup>44</sup> 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). The old and new question are reproduced below:

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<sup>42</sup> Table 27

<sup>43</sup> Table 68

<sup>44</sup> Office for National Statistics (2019). *Measuring Disability: Comparing Approaches*. <https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/disability/articles/measuringdisabilitycomparingapproaches/2019-08-06>. Accessed 8 July 2022

### Single-stage question:

*“Do you consider yourself to be disabled?”*

An answer of ‘yes’ means we count this person as having a disability

### Two-stage question:

*“Do you have any physical or mental health conditions or illnesses lasting or expected to last 12 months or more?”*

*“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?”*

An answer of ‘yes’ to the first question AND ‘yes, a little’ or ‘yes, a lot’ to the second question means we count this person as having a disability

From the point the new two-stage question was introduced there has been a period where departments have used both the ‘old’ single-stage question and the ‘new’ two-stage question across competitions. In 2020-21, 80 percent of applicants were asked the single-stage question, with the remaining 20 percent asked the two-stage question. This year, as new competitions have launched and departments have worked harder to embed the new questions more consistently, this has reversed with the proportion of applicants asked the multi stage question increasing to 77.8 percent.

The single and two-stage describe and measure disability differently, and the two measures should not be added together or averaged to make a neater figure. Therefore, OCPA’s analysis of disability shows the data gathered using the single-stage question and the two-stage question separately, as we did last year. This means that longer term comparison with the past is more difficult. OCPA has tried to show the two measurements in the clearest way possible, 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. There has been an increase in reporting rates for those answering the single stage question on disability over previous years, with reporting rates from the multi-stage question similar to last year.<sup>45</sup>

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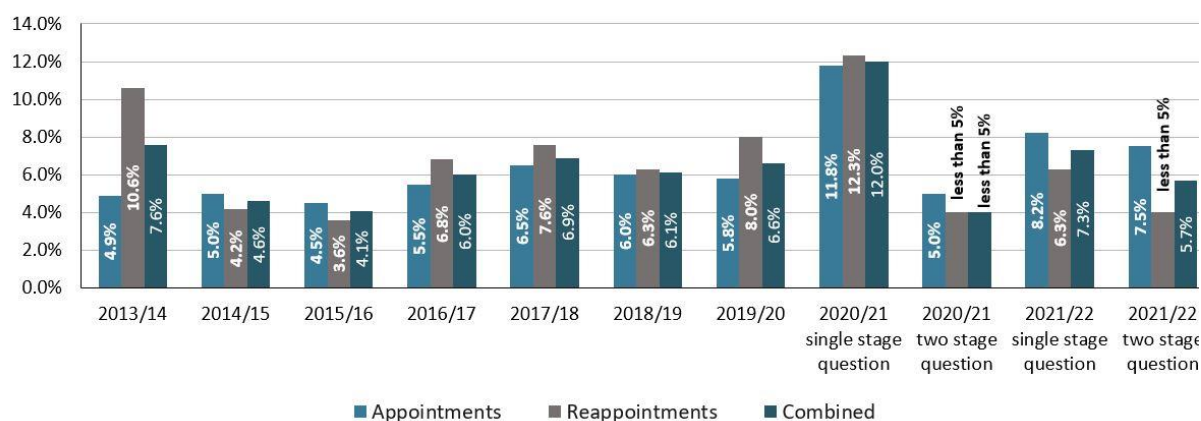
<sup>45</sup> Table 15

Figure 7 shows that the difference in reported rates of disability between the two questions asked has narrowed this year. However, progress in getting more people with disabilities into public appointments continues to be slow,<sup>46</sup> unlike with gender and ethnic background.

**Figure 7**

**Appointments and reappointments of people with disabilities vary across the single-stage and two-stage questions**

*Appointments and reappointments made to candidates with disabilities  
2013-22*



The single-stage question found that 8.2 percent of appointments were made to people with a disability. This is lower than last year but higher than rates seen in 2019-20 and before. Where appointees were asked the two-stage question, 7.5 per cent declared a disability,<sup>47</sup> also lower than seen last year (Figure 7).

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 has increased this year, to over 18 percent.<sup>48</sup>

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 7 percent. Those declaring disabilities then made up 7.4 percent of shortlisted candidates, 7.8 percent of those found appointable, and then and then 8.2 percent of appointees.<sup>49</sup> Of candidates asked the two-stage question, the proportion of those with disabilities rose across the course of competitions, from less than 5 percent of total applicants, to 5.8 percent of interviewees, to 7.2 per cent of those found appointable and to 7.5 percent of appointees.<sup>50</sup> This is a similar pattern to that of last year.

<sup>46</sup> Table 19

<sup>47</sup> Table 16

<sup>48</sup> Table 66

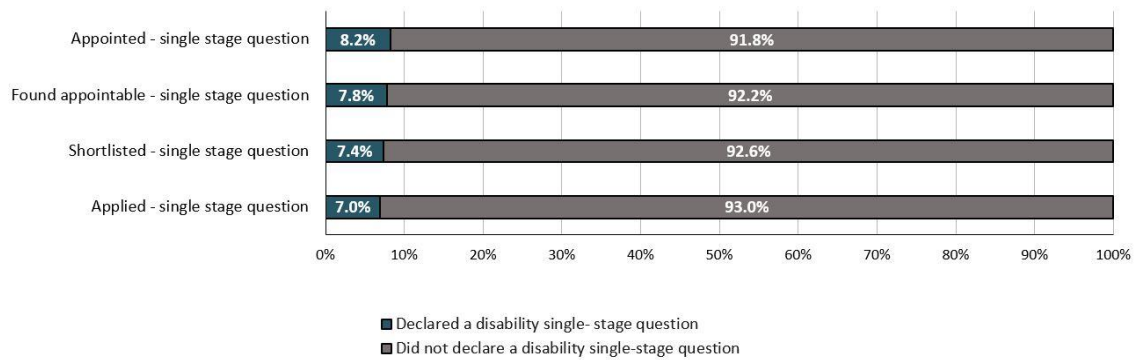
<sup>49</sup> Table 28

<sup>50</sup> Table 28



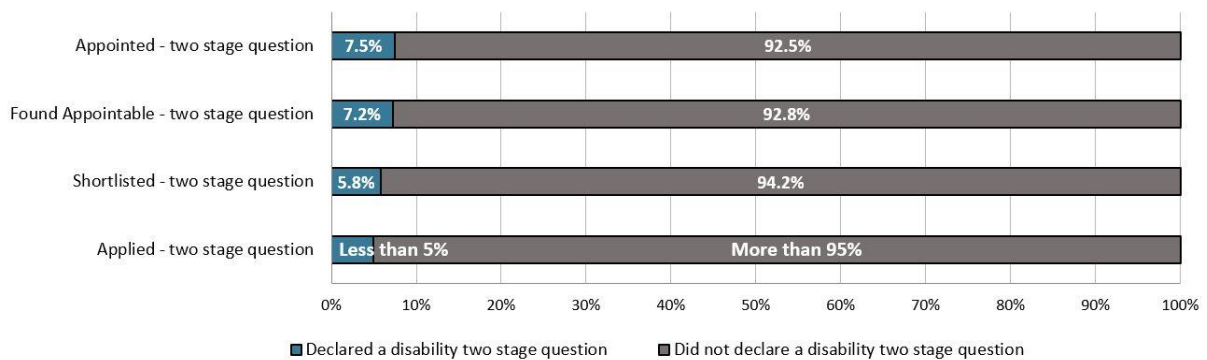
**Figure 8**

Using the single stage question, candidates declaring a disability are slightly over-represented in appointments compared to applicants  
*Disability status of candidates by competition stage, 2021/22*



**Figure 9**

Using the two stage question, candidates declaring a disability are slightly over-represented in appointments compared to applicants  
*Disability status of candidates by competition stage, 2021/22*

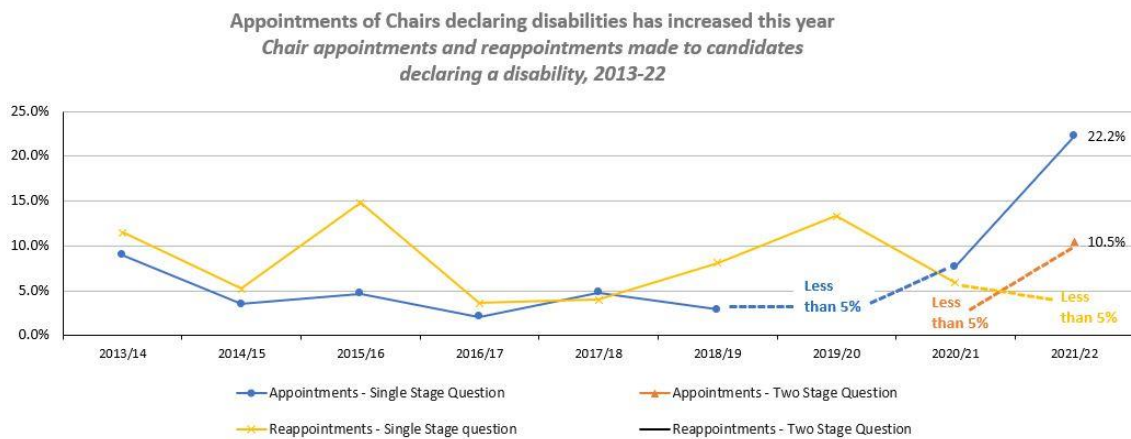


The number of newly appointed chairs declaring disabilities, using the single-stage question, has risen from last year, and now stands at over 20 percent. However, very few chairs were asked about disability using the single-stage question, and so this metric should be interpreted with caution. Chairs as measured by the two-stage question stood at 10.5 percent,<sup>51</sup> over double that recorded last year. Reappointments of chairs with disabilities fell to unreportable levels, as measured by both questions.<sup>52</sup> (Reappointment data for chairs, as measured by the two-stage question has been at unreportable levels for both 2020-21 and 2021-22 and so does not appear in Figure 10 below.)

<sup>51</sup> Table 16

<sup>52</sup> Table 17

**Figure 10**

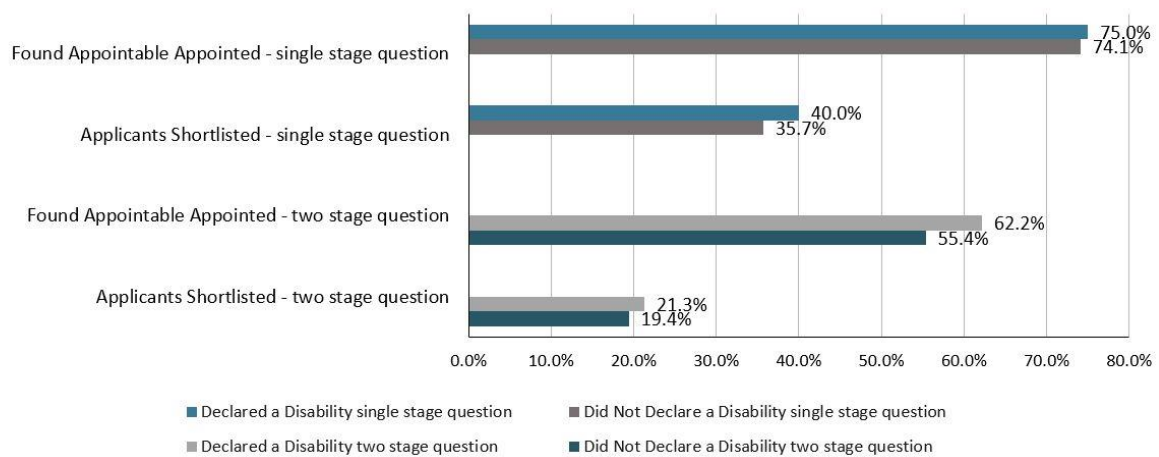


Using a subset of competitions where there is data for all stages of a competition (this is 260 competitions from the overall dataset of 304 competitions) we can trace the average success of candidates across competition stages, broken down by disability status.

Both the single-stage question and the two-stage question show that applicants with disability were more likely to be successful through a competition than non-disabled applicants.<sup>53</sup> At shortlisting stage, this may be being influenced by the Disability Confident Scheme, which gives disabled applicants a guaranteed interview if they meet the minimum criteria for the job.<sup>54</sup>

**Figure 11**

**Applicants declaring a disability are more likely to be shortlisted, and more likely to be appointed**  
*Success of applicants and those found appointable by disability status, 2021/22*



<sup>53</sup> Table 29

<sup>54</sup> Department for Work and Pensions (2014). *Disability Confident Employers Scheme*. <https://www.gov.uk/government/collections/disability-confident-campaign>. Accessed 10 November 2022

This suggests that applicants with disabilities were progressing well through competitions, and therefore the key to improving the overall representation of people with disabilities should focus on encouraging more applications, as well as supporting those candidates through the process.

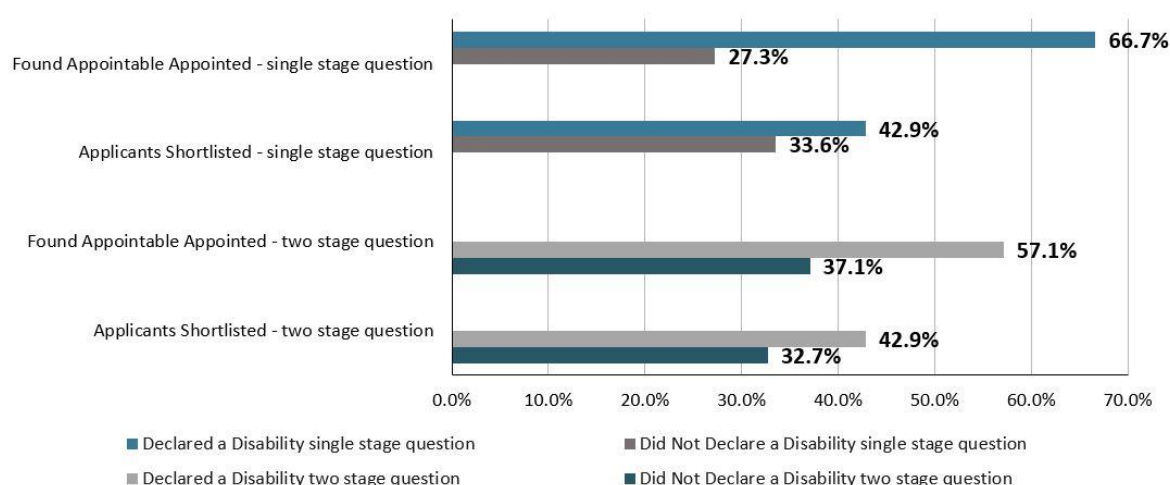
Turning now to chair roles only, the proportion of applicants for chair roles who declared disabilities was similar to that for all roles - 7.3 percent as measured by the single-stage question, and less than 5 percent as measured by the two stage questions.<sup>55</sup> As competitions progressed, those declaring disabilities made up a greater share of people at each stage.<sup>56</sup>

Looking at those competitions where there is data at each stage, those applicants declaring a disability had a 42.9 percent success rate in being shortlisted (as measured by both questions). Those found appointable had a 66.7 percent/57.1 percent success rate to being appointed.<sup>57</sup>

**Figure 12**

**Candidates applying for Chair roles had high success rates of moving to the next stage of a competition**

*Success of applicants and interviewees for Chair roles by disability status 2021/22*



## Gender

Reporting rates for appointees answering the question ‘What is your gender?’ have increased to 91.6 percent this year, up from 81.5 percent last year. Rates amongst reappointees have also increased from last year, but only to 76.3 percent.<sup>58</sup>

<sup>55</sup> Table 30

<sup>56</sup> Table 30

<sup>57</sup> Table 31

<sup>58</sup> Table 5

The proportion of appointees declaring as female has bounced back from last year. This year, 50.9 percent of new appointees declared as female, up from only 41.8 percent last year.<sup>59</sup> The proportion of female reappointees has fallen however, down to 45.7 percent compared to 48.3 percent last year.<sup>60</sup> Overall, the total proportion of appointees and reappointees declaring as female in 2020-21 was 48.6 percent, up from last year and the second-highest rate recorded.<sup>61</sup>

**Figure 13**

**Proportion of appointments made to females has increased but reappointments have fallen**  
*Appointments and reappointments made to those declaring female, 2014-22*



Within the Welsh Government’s appointments only, the proportion of new appointments to those declaring female has risen again this year, up from 55.6 percent in 2020-21 to 58.8 percent this year.<sup>62</sup> 45.5 percent of Welsh Government reappointees in 2021-22 declared as female, decreasing slightly on last year.<sup>63</sup> Overall, 56.5 percent of appointees and reappointees of the Welsh Government declared as female, the second-highest rate recorded.<sup>64</sup>

The recovery in rates of appointments made to those declaring female has been helped by increased numbers of females making applications. Last year, the Commissioner noted that with only 35.4 percent of applications coming from those declaring female, their success over the course of competitions was still not enough to overcome this deficit, which left appointments of those declaring female at the smallest levels for many years. This year, 41.2 percent of applications came from those declaring as female. The proportion of females increased across all stages - at shortlist, those found appointable and those appointed.<sup>65</sup>

Looking at the success rates of those declaring female across competitions (for which we have data at all stages), those applicants declaring female were more likely to move from application to shortlist

<sup>59</sup> Table 6

<sup>60</sup> Table 7

<sup>61</sup> Table 9

<sup>62</sup> Table 66

<sup>63</sup> Table 67

<sup>64</sup> Table 69

<sup>65</sup> Table 20

stage, and from found appointable to appointed stage, compared to those declaring as male or other/self-description.<sup>66</sup>

**Figure 14**

**Female applicants were more likely to be shortlisted and more likely to be subsequently appointed than male applicants**

*Success of applicants and interviewees, by male and female declarations only, 2021-22*

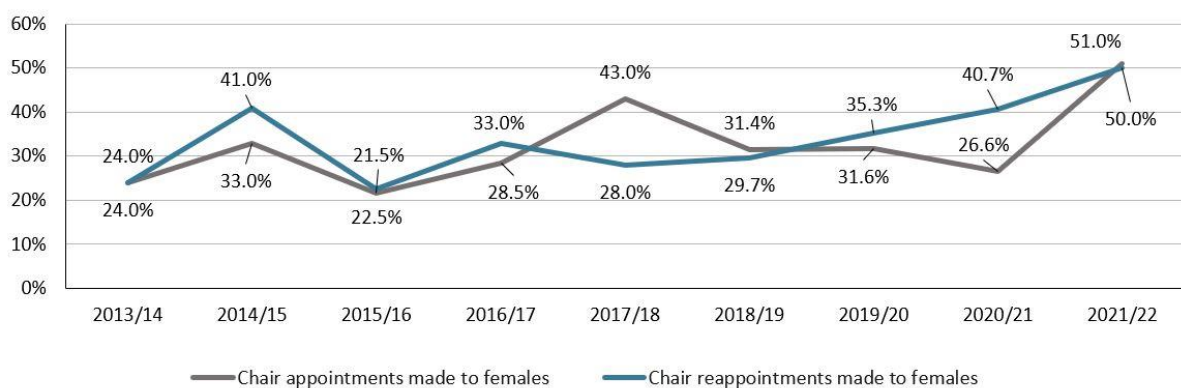


Appointments of those declaring female to chair positions has now more than equalled that of males, for the first time. 51.0 percent of chair appointments were made to those declaring female, and 50 percent of chair reappointees. Overall, chair appointments and reappointments made to those declaring female was 50.6 percent.<sup>67</sup>

**Figure 15**

**Chair appointment and reappointments to females are at their highest levels**

*Chair appointments and reappointments made to those declaring female, 2013-22*



As with appointments overall, the increase in chair appointments to females has been driven by more applications and greater success of females at each stage of the competition. This year, females made up 30.6 percent of applicants (up from 27 percent last year) and the proportion of females increased

<sup>66</sup> Table 21

<sup>67</sup> Table 8

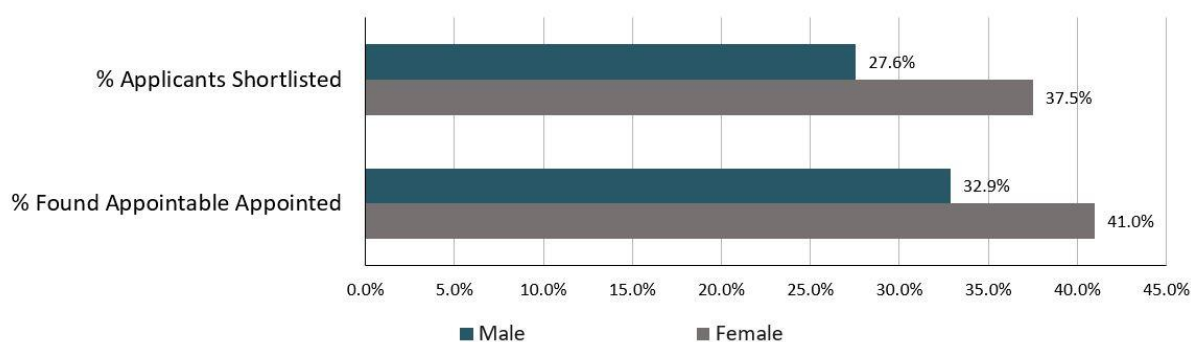
at shortlisted, found appointable and appointed stages. In contrast, those declaring as male or self-description made up 69.4 percent of chair applicants, but declined at each stage.<sup>68</sup>

Looking at the competitions where data was present at all stages, 37.5 percent of female applicants were shortlisted, 67.8 percent of shortlisted applicants were found appointable, 41.1 percent of those found appointable subsequently appointed. Overall, female applicants had a one in ten chance of being appointed, whilst for males this was one in twenty.<sup>69</sup>

**Figure 16**

**Female applicants for Chair roles were more likely to be shortlisted and subsequently appointed than male applicants**

*Success of applicants and interviewees for chair roles, by male and female declarations only, 2021-22*



## Area of principal residence

All applicants to regulated public appointments are asked to state in which region or nation their primary residence is (Scotland, Wales and Northern Ireland are not broken down further). Response rates to this question have increased dramatically this year, with 91.3 percent of HM government appointees declaring their area of residence, up from only 78.1 percent last year.<sup>70</sup> 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, HM Government bodies are appointing people who are living in England,<sup>71</sup> and for Welsh bodies, those living in Wales.<sup>72</sup>

Amongst HM Government appointees and reappointees only, 42.7 percent were based in London and the South East, which is up from 35.3 percent last year, and 34.9 percent in 2019-20. The next highest represented region in 2021-22 was the West Midlands (10.7 percent), South West (8.6 percent) and the East Midlands (8.3 percent).<sup>73</sup> Last year the other most represented regions were the North West, the East and Yorkshire. This shows that whilst patterns of representation outside of London are

<sup>68</sup> Table 22

<sup>69</sup> Table 23

<sup>70</sup> Table 32

<sup>71</sup> Table 33

<sup>72</sup> Table 70

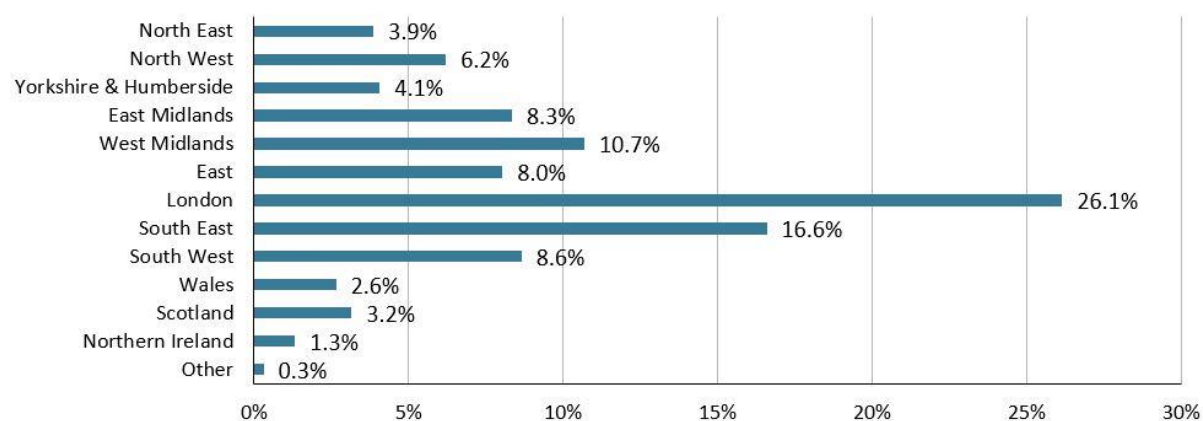
<sup>73</sup> Table 35

changing, the overall proportion of appointees and reappointees based inside London and the South East is becoming more concentrated.

**Figure 17**

**42.7 percent of all appointees and reappointees are based in London and the South East**

*Region of principal residence for appointees and reappointees, HM Government only, 2021-22*



Amongst chairs only, this pattern emerges most strongly, with 54.4 percent of HM government appointees and reappointees being based in London and the South East.<sup>74</sup> This may reflect the time commitment required for chair roles and the locations of Arms-Length Bodies’ offices. However, previous research by OCPA into remuneration for public appointees published in 2021 found that ‘roles based in the regions do attract those from outside of those regions as well as those inside, suggesting that the location of a public bodies does not automatically lead to only appointing people from that region.’<sup>75</sup>

Looking at the Welsh Government, 82.5 percent of appointed and reappointed chairs and members declared their residence within Wales, with the remaining 17.5 percent based in England.<sup>76</sup>

## Age

Age reporting rates of appointees have increased from last year, to 88 percent from 78 percent, and almost 75 percent of reappointees reported their age.<sup>77</sup> The Commissioner notes that public appointment roles tend to 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

<sup>74</sup> Table 35

<sup>75</sup> Office of the Commissioner for Public Appointments (March 2021). *Thematic Review: Remuneration and Public Appointments*. <https://39h2q54dv7u74bwyae2bp396-wpengine.netdna-ssl.com/wpcontent/uploads/2021/03/OCPA-Thematic-Review-on-Remuneration-March-2021.pdf>

<sup>76</sup> Table 70

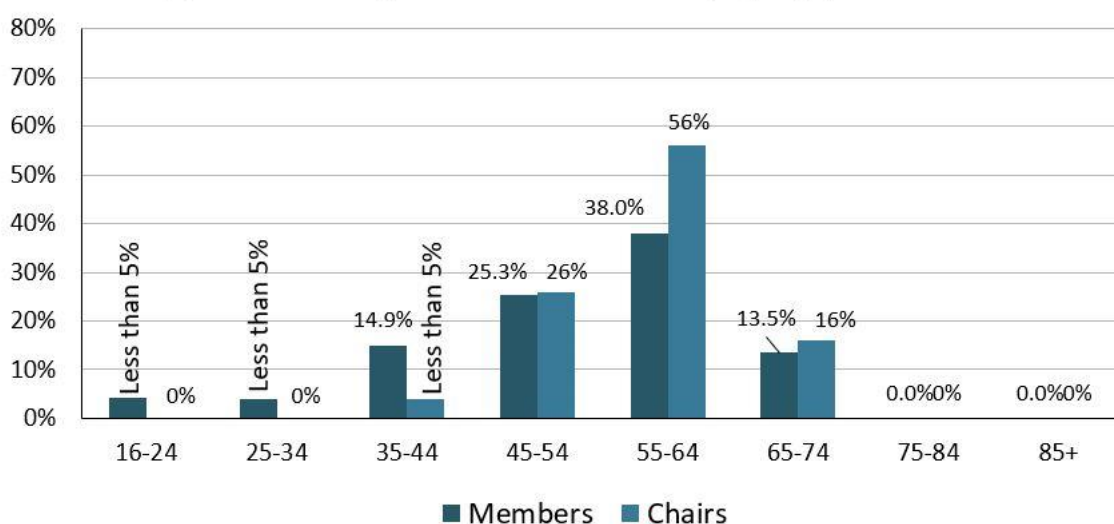
<sup>77</sup> Table 36

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.

Similarly to last year, fewer than half of members (48.5 percent) appointed were aged under 55. Chairs, understandably, have an older age profile than members - only 28 percent of chair appointees were under 55.<sup>78</sup> Most appointees were in the 55-64 age bracket (38.0 percent of all newly appointed members and 56.0 percent of newly appointed chairs). No appointees or appointees declared being aged over 74.<sup>79</sup>

**Figure 18**

**Fewer than half of members appointed were under 55**  
*Appointments of members and chairs, by age, 2021-22*



### Sexual Orientation

Reporting rates for sexual orientation have increased from last year, in the 80 percent range, up from last year. 72 per cent of reappointees reported their sexual orientation, up from less than 60 percent last year.<sup>80</sup>

6.6 percent of appointees and reappointees declared their sexuality as LGBT+, up from 5.0 percent in 2019-20 and 5.8 percent in 2020-21.

<sup>78</sup> Table 37

<sup>79</sup> Table 37

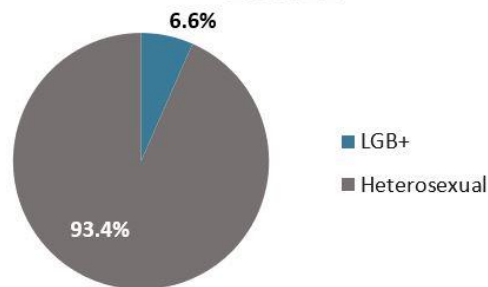
<sup>80</sup> Table 40



Figure 19

**6.6% of appointments and reappointments were made to people identifying as LGB+**

*Appointments and reappointments by sexual orientation, 2021-22*



### Additional appointments

Applicants are asked about any other public appointments they currently hold (not whether they have ever held one before). Response rates to this question have increased from last year, but were still lower than questions nearer the start of the diversity monitoring form. 68.3 percent of appointees gave responses, and only 40.9 percent of reappointees.<sup>81</sup>

Looking at chairs and members together, there was a further slight move towards appointing those with more current public appointments experience. This year, 64.3 percent of appointees were taking on their first public appointment,<sup>82</sup> whilst this figure was 65.2 percent last year, and 72.3 percent in 2019-20. Figure 18 below shows chairs and members separately, and shows how newly appointed chairs, understandably, were more likely to also be serving in a current public appointment role than appointed members.

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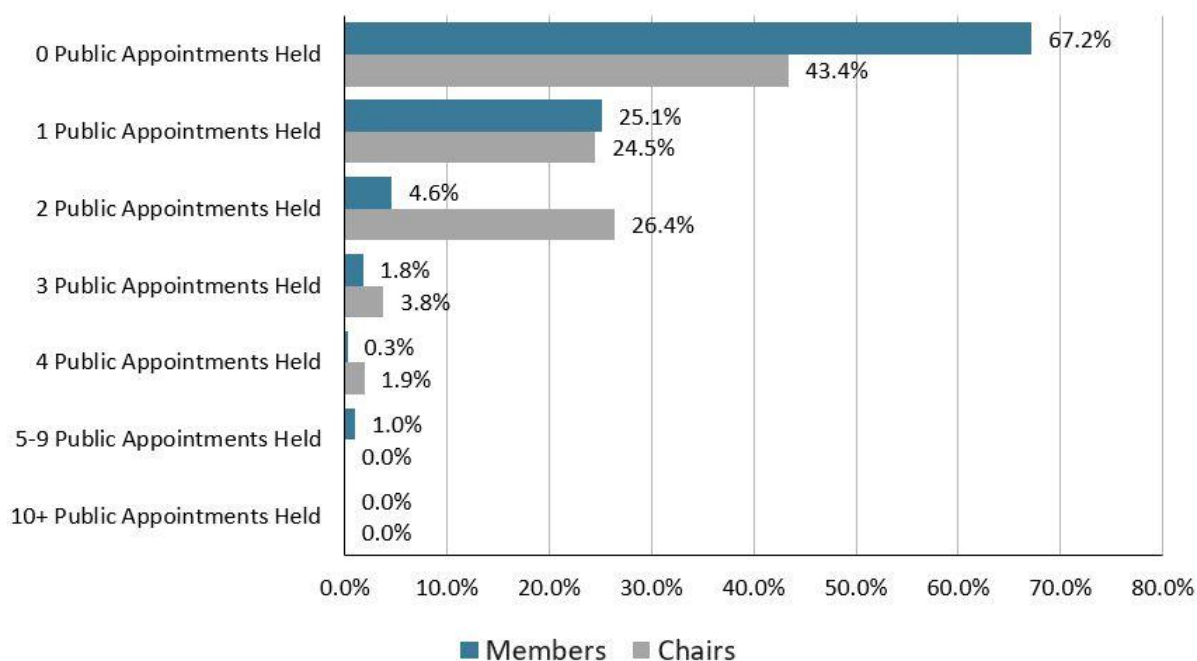
<sup>81</sup> Table 42

<sup>82</sup> Table 43

**Figure 20**

**Two thirds of new appointed members, and half of chairs, did not hold an additional appointment**

*Additional appointments held by appointees, by role, 2021-22*



Amongst the Welsh Government’s appointments, two thirds of appointees and reappointees held no other public appointments, and a further quarter 22.6 percent held only one other.<sup>83</sup>

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.

Looking at those applicants who were shortlisted, it was more likely for those applicants already holding public appointments to be shortlisted, but success rates moving from shortlisted to being found appointable were less differentiated, and when moving from Found Appointable to Appointed, those applicants holding no other public appointments were more likely as those holding one or two other appointments.<sup>84</sup>

For chair roles only, experience in other public appointments does confer some clear advantage. The most successful applicants to be shortlisted were those holding two other public appointments (65.5 percent of applicants holding two other public appointments were shortlisted), and overall, 21.9 percent of applicants for chair roles who held two other appointments were subsequently appointed, compared to only 4.2 percent of applicants who held no other appointment.<sup>85</sup>

<sup>83</sup> Table 73

<sup>84</sup> Table 46

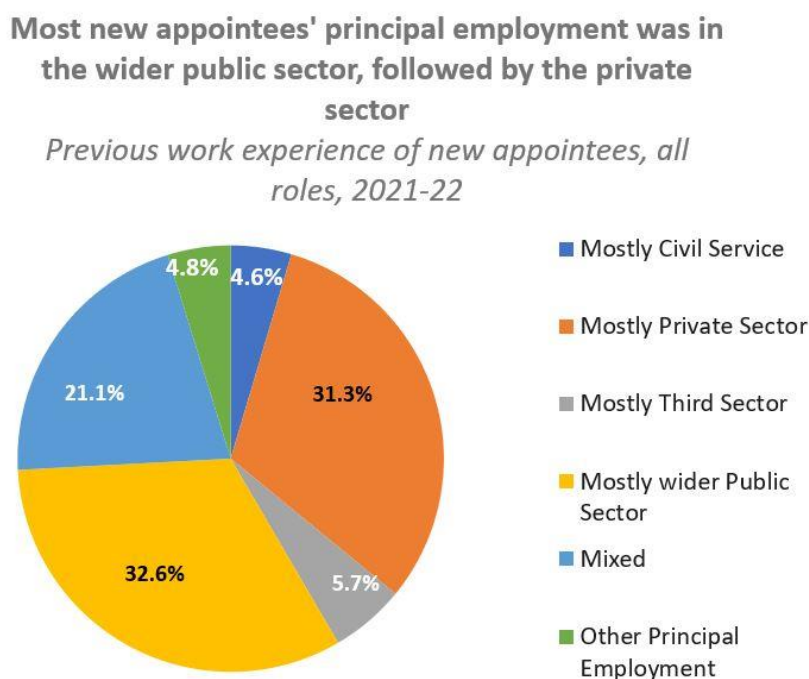
<sup>85</sup> Table 47

## Principal Employment

Applicants for public appointments are asked to state their previous employment background into one of six categories. Response rates are up from last year, with 88.3 percent of appointees reporting an employment background, and amongst reappointees, 76.3 percent.

Similar to last year, the most common employment background of newly appointed chairs was 'mixed' and 'wider public sector', at 36.7 percent and 32.7 percent of chairs, respectively. Members were most likely to come from the wider public sector (32.6 percent) and private sector (32.0 percent).<sup>86</sup> Figure 21 puts newly appointed chairs and members together.

**Figure 21**



Placing all appointed chairs and members together, the most common employment background was the private sector (33.0 percent), followed by the wider public sector at 31.5 percent.<sup>87</sup>

Within the Welsh Government's appointments alone, 35.3 percent of new appointees were from the wider public sector (compared to 42.3 percent last year), with a further 27.5 percent declaring a mixed employment background.<sup>88</sup>

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<sup>86</sup> Table 49

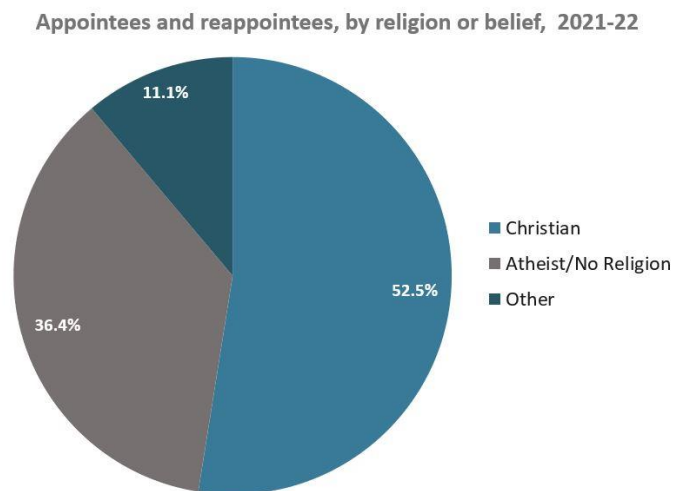
<sup>87</sup> Table 51

<sup>88</sup> Table 74

## Religion and belief

83.6 percent of appointees reported their religion or belief, and 71.1 percent of reappointees. 52.5 percent of appointees and reappointees reported Christian, 36.4 percent reported atheist/no religion, and 11.1 percent reported either Hindu, Buddhist, Muslim, Jewish, Sikh or Other religion (up from 7.2 percent last year). Reports made for these individual religions have been placed together to protect privacy.<sup>89</sup>

**Figure 22**



## Political activity

The Code mandates transparency around any appointees who undertake significant political activity. This is defined as activity on behalf of a political party, such as holding office, public speaking, making a recordable donation and candidature for election within the 5 years prior to application. Para 9.2 of the Code states that political activity should not affect any judgement of merit nor be a bar to appointment, but that it must be publicly disclosed if any appointee has undertaken significant political activity. In practice, this public disclosure is done via announcement notices for appointees.

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. 91.3 percent of appointees declared political activity status, and 72.8 percent of those reappointed.

Amongst the new appointees who did report their status, 8.6 percent of them declared some significant political activity over the last five years.<sup>90</sup> This is more than the 7.4 percent reported last year, and 6.9 percent the year before, but less than the 9.9 percent reported 2018-19.

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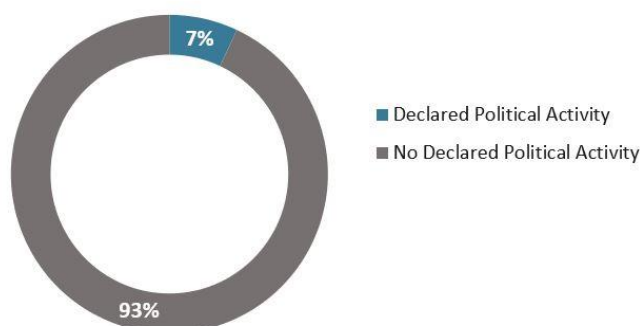
<sup>89</sup> Table 53

<sup>90</sup> Table 55

Amongst reappointees, 4.9 percent reported significant political activity,<sup>91</sup> giving a total rate of 7.0 percent – 72 individuals - amongst both reappointees and appointees.<sup>92</sup> This is the highest rate of significant political activity since 2018-19 where the rate was 8.6 percent.<sup>93</sup>

**Figure 23**

**Significant political activity is rare amongst appointees and reappointees**  
*Declarations of significant political activity by appointees and reappointees, 2021-22*



The rate within the Welsh Government appointments and reappointments in 2021-22 was 27.0 percent (17 individuals),<sup>94</sup> a large increase from 8.0 percent recorded in 2020-21 and 6.2 percent in 2019-20. Looking at HM government alone, 5.7 percent of new appointees and reappointees declared political activity in 2021-22.<sup>95</sup>

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 72 appointees and reappointees declaring significant political activity, there were 65 declarations of activity on behalf of different political parties. OCPA notes that six individuals who declared significant political activity did not state which party this activity was on behalf of – it is hoped the new online application system will ensure applicants understand and complete this question correctly.

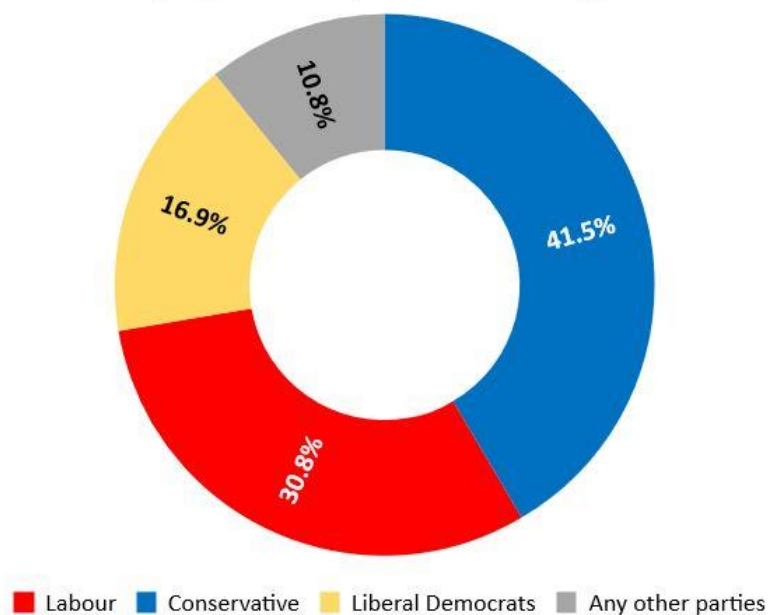
Where political activity has been declared by appointees and reappointees for all HM and the Welsh Government appointments, the pattern from last year has been continued, with most declarations made on behalf of the Conservative Party, but the proportions to each party changing. This year, 41.5 percent of declarations were made for activity on behalf of the Conservative Party (compared to 47.1 percent last year), followed by 30.8 percent for Labour (compared to 23.5 percent last year) and 16.9 percent for the Liberal Democrats (compared to 19.1 percent last year).<sup>96</sup>

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<sup>91</sup> Table 56  
<sup>92</sup> Table 57  
<sup>93</sup> Table 58  
<sup>94</sup> Table 76  
<sup>95</sup> Table 57  
<sup>96</sup> Table 59

Figure 24

Political party affiliation of those appointees and reappointees declaring significant political activity, 2021-22



Looking at the HM and Welsh Government separately, appointees and reappointees of the Welsh Government declaring activity were relatively evenly spread across the Conservative Party (18.8 percent), Labour Party (31.3 percent), Liberal Democrat Party (25.0 percent) and others include Plaid Cymru (25 percent). Among appointees and reappointees of HM government only, over half of the declared activity was on behalf of the Conservative Party.<sup>97</sup>

By tracking applicants who declare Significant Political Activity through the competitions with data at each stage (260 competitions out of a total of 304), it shows that those applicants who declare activity were more likely to be shortlisted than those who didn't. But, amongst those found appointable, they were less likely to be appointed than those who didn't declare activity. Overall, 10.7 percent of applicants who declared political activity were eventually appointed, whilst this figure was 7.8 percent amongst those who declared no activity.<sup>98</sup> Those applicants undertaking political activity on behalf of Labour Party and the Liberal Democrats were more likely to be eventually appointed than those declaring activity on behalf of the Conservatives.<sup>99</sup>

We can also track the success of applicants declaring political activity in particular, by the party for which they declared their activity. Looking at those competitions where there is data at each stage of

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<sup>97</sup> Table 59

<sup>98</sup> Table 64

<sup>99</sup> Table 64

a competition (260 competitions out of a total of 304), 41.5 percent of the 448 party declarations were for the Conservative party, and they made up 43.5 percent of appointees. Similarly, 28.1 percent of activity was declared for Labour amongst applicants, and they made up 28.3 percent of appointees.<sup>100</sup>

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<sup>100</sup> Table 60

## Regulated bodies

### In 2020-21 the Commissioner for Public Appointments regulated appointments to 335 Public Bodies\*

The Commissioner for Public Appointments regulates appointments to the boards of over 300 public bodies of 21 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 regulated by OCPA and this is detailed in list below.

\*Since the publication of the OIC in 2019, appointments to four bodies - the Trade Remedies Authority, Digital Health and Care Wales, the Office of Environmental Protection, and the Independent Patient Safety Commissioner - are made under paragraph 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. These 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  
Horseshoe 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 Intranational Trade**

Trade Remedies Authority\*

**Department for International Development and Foreign and Commonwealth Office (now known as Foreign, Commonwealth and Development Office)**

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

BPDTS 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

Independent Patient Safety Commissioner\*

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 (now known as the Department for Levelling Up, 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 is made in accordance with the principles of the Code. OCPA will continue to press both HM Government and Welsh Government to refresh this list.

\*Those Significant Appointments to bodies not on the Order in Council 2019 but are regulated by the Commissioner under 2(4) of the Order in Council 2019 (see page 23) are also listed below.

### 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

*All members of the following DCMS bodies are Significant Appointments - chairs of these bodies are chosen by members:*

British Museum  
Imperial War Museum  
National Gallery  
National Portrait Gallery  
Natural History Museum

Royal Museums Greenwich  
Tate  
Wallace Collection

#### **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  
Independent Patient Safety  
Commissioner\*  
NHS Commissioning Board  
(NHS England)  
NHS Improvement  
National Institute for Health  
and Care Excellence

#### **Department for Transport**

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

#### **Foreign, Commonwealth and Development Office**

Independent Commission for  
Aid Impact

#### **Home Office**

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

#### **HM Treasury**

Court of Directors of the Bank  
of England  
Crown Estate Commissioners  
Financial Conduct Authority

#### **Department for Levelling Up, Communities and Local Government**

Homes England  
Regulator of Social Housing  
Local Commissioners for  
Administration in England  
(Local Government and  
Social Care Ombudsman)

#### **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

#### **Welsh Government**

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

## Information on diversity in Public Appointments and Reappointments, April 2021 - March 2022

The collection and publication of diversity data of applicants, interviewees, and appointees, both new and reappointed, is a complex process that has undergone revision this year.

Departments of HM Government have been submitting 2021-22 data on a quarterly basis to the Cabinet Office Public Appointments Systems Team (PAS). This has been collated by the PAS who ascertain the validity of the data and check for anomalies to form a single dataset. Data from the Welsh Government was collected at the end of the financial year, and also checked before being added into the dataset. This was shared with OCPA for the Commissioner’s independent reporting.

These manual returns are an interim data collection method as the new online application system for HM Government public appointments run by Cabinet Office launched in beta form on 1 June. Once fully functional, the site will allow applicants to input their data with their application, rather than sending separate forms with their data into departments, reducing the risks of error and allowing applicants to see and revise their data if they choose to do so. The Cabinet Office will continue to collect and store this data, and share with OCPA, to allow us to fulfil our statutory duty to report on new appointees and reappointees. With the launch of the new site half way through the 2022-23 year, some of next year’s diversity data will come via applicants directly from the new site, and some still from Departments’ manual returns (including all of the data from Welsh Government). By the 2023-24 year, collection should take place entirely via the online application system. The Commissioner welcomes the investment by HM Government in this new data collection system, which will give applicants more ownership over their data, streamline its collection and reduce time consuming processes and the risk of human error. He encourages the Welsh Government to implement a similar system to gain the same benefits.

‘Number at stage’ refers to the number of persons at each stage of the competition. ‘Declaration rate’ is the proportions of those persons who have engaged with the Diversity Monitoring Form with a giving substantive answers or stating they Prefer Not to Say. ‘Reporting rate’ is the proportion of persons who have answered the questions substantively. When OCPA is reporting on particular characteristics, it is those who have ‘reported’ that are being measured.

**Table 1: New appointments and Reappointments by role and body type**

Body Type	Chair	%	Non-Chair/Member	%	Total Number of new Appointments
<b>Appointments</b>					
MOJ Independent Monitoring Boards	No data	0%	144	24.7%	144
NHSI Bodies	8	14.3%	59	10.1%	67
Other	48	85.7%	381	65.2%	429
<b>Total</b>	<b>56</b>	<b>100%</b>	<b>584</b>	<b>100%</b>	<b>640</b>
<b>Reappointments</b>					
MOJ Independent Monitoring Boards	No data	0%	319	54.6%	319
NHSI Bodies	9	31%	46	7.9%	55

Other	20	69%	219	37.5%	239
<b>Total</b>	<b>29</b>	<b>100%</b>	<b>584</b>	<b>100%</b>	<b>613</b>
<b>All appointments and reappointments</b>					
MOJ Independent Monitoring Boards	No data	0%	463	39.6%	463
NHSI Bodies	17	20%	105	9%	122
Other	68	80%	600	51.4%	668
<b>Total</b>	<b>85</b>	<b>100%</b>	<b>1168</b>	<b>100%</b>	<b>1253</b>

**Table 2: 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
2021/22	56	584	640	29	584	613	1253

**Table 3: Competitions, reappointment decisions and appointees, HM and Welsh Governments, 2020-21 and 2021-22**

	2021-22	2020-21
<b>Appointments</b>		
Number of public appointment competitions	304	278
Average number of applications per competition	25.9	31.5
Number of appointees	640	694
Average number of appointees from each competition	2.1	2.5
Proportion of appointees appointed by Welsh Government only	8.1%	3.9%
<b>Reappointments</b>		
Number of Reappointment decisions	177	202
Number of reappointees	613	845



Average number of reappointees from each reappointment decisions	3.5	4.2
Proportion of reappointees appointed by Welsh Government only	1.8%	8.5%

**Table 4: Volume of appointments and reappointments 2021-22, by government**

Government	2021-22 appointments and reappointments	Appointments	Declaration rate	Reappointments	Declaration rate
UK Government	1190	588	91.5%	602	76.1%
Welsh Government	63	52	100.0%	11	100.0%
<b>total</b>	1253	640	92.2%	613	76.5%

## 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	7886	7543	95.7%	7432	94.2%
Shortlisted	1782	1703	94.7%	1687	94.7%
Appointed	640	591	91.6%	587	91.6%
Reappointed	613	469	76.5%	468	76.3%

**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	No data			56	57	0	0	49.6%
NHSI bodies	26	25	0	34	22	0	5	59.4%
Other			0	182	184	0		49.9%
<b>Total</b>	26	25	0	272	263	0	5	50.9%
<b>%</b>	51%	49%	0%	50.8%	49.2%	0%		

**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	No data			101	103	0	1	49.5%

<b>NHSI bodies</b>	13	5	0	23	23	0	1	49.1%
<b>Other</b>		8	0	77	115	0		41.1%
<b>Total</b>	13	13	0	201	241	0		45.7%
<b>%</b>	50%	50%	0%	45.5%	54.5%	0%		

**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		
<b>MOJ Independent Monitoring Boards</b>	No data			157	160	0	0	49.5%
<b>NHSI bodies</b>	8	9	0	57	45	0	6	54.6%
<b>Other</b>	31	29	0	259	299	0		46.9%
<b>Total</b>	39	38	0	473	504	0	6	48.6%
<b>%</b>	50.6%	49.4	0%	48.4%	51.6%	0%		

**Table 9: Appointments and reappointments made to females by year**

Year	Total appointments and reappointments made to females (where gender known)
<b>2009/10</b>	34.7%
<b>2010/11</b>	36.4%
<b>2011/12</b>	33.9%
<b>2012/13</b>	35.6%
<b>2013/14</b>	39.1%
<b>2014/15</b>	45.2%
<b>2015/16</b>	45.4%
<b>2016/17</b>	45.5%
<b>2017/18</b>	47.7%
<b>2018/19</b>	44.9%
<b>2019/20</b>	49.9%
<b>2020/21</b>	45.1%
<b>2021/22</b>	48.6%

## 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)

<b>Applied</b>	7886	7536	95.6%	7163	90.8%
<b>Shortlisted</b>	1782	1703	95.6%	1590	89.2%
<b>Appointed</b>	640	590	92.2%	531	83.0%
<b>Reappointed</b>	613	468	76.3%	423	69.0%

**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		
<b>MOJ Independent Monitoring Boards</b>	No data	No data	16	56	53	6.7%
<b>NHSI bodies</b>	7	7		44	6	20.3%
<b>Other</b>		37	65	299		17.6%
<b>Total</b>	7	44	81	399	59	<b>16.6%</b>
<b>%</b>	13.7%	86.3%	16.9%	83.1%		

**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		
<b>MOJ Independent Monitoring Boards</b>	No data		8	156	40	<5%
<b>NHSI bodies</b>	<5	>25	10	35	5	18.5%
<b>Other</b>			21	167		10.2%
<b>Total</b>					39	358
<b>%</b>	<5%	> 95%	9.8%	90.2%		

**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		
<b>MOJ Independent Monitoring Boards</b>	No data		12	212	93	5.4%
<b>NHSI bodies</b>	<10	16	22	79	11	19.5%
<b>Other</b>		54	86	466		15.2%
<b>Total</b>			70	120	757	104
<b>%</b>	9.1%	90.9%	13.7%	86.3%		

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

Year	Total appointments and reappointments made to those from ethnic minority background (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	15.3%
2020/21	9.6%
2021/22	13.3%

## 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 Welsh Government, have continued to use the single-stage question to ask applicants about whether they consider themselves to have a disability. The two measurements are different, so we have presented them separately. To avoid the risk of identification, we have not split the data into categories of bodies, and presented them as appointees overall.

Please note: We have used the words 'Declared Disability' in these tables to help keep the tables legible. In regards to the two-stage question, 'declared disability' is a proxy term to cover the full spectrum of conditions applicants are asked to declare. The two-stage question asks applicants to declare 'any physical or mental health conditions or illnesses lasting or expected to last 12 months or more'.

**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	1777	1,644	92.5%	1,608	90.5%
Shortlisted	620	580	93.5%	568	91.6%

<b>Appointed</b>	272	241	88.6%	231	84.9%
<b>Reappointed</b>	364	226	62.1%	224	61.5%
<b>Two-stage question</b>					
<b>Applied</b>	5960	5,389	90.4%	5135	86.2%
<b>Shortlisted</b>	1119	1,041	93.0%	1000	89.4%
<b>Appointed</b>	337	320	95.0%	306	90.8%
<b>Reappointed</b>	226	208	92.0%	205	90.7%

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

<b>Single-stage question</b>						
	<b>Chair</b>		<b>Member</b>		PNS	% declared disabled where known
	Declared disability	No Declared disability	Declared disability	No Declared disability		
<b>Total</b>	<5	<10	17	205	10	8.2%
<b>%</b>	22.2%	77.8%	7.7%	92.3%		
<b>Two-stage question</b>						
	<b>Chair</b>		<b>Member</b>		PNS	% declared disabled where known
	Declared disability	No Declared disability	Declared disability	No Declared disability		
<b>Total</b>	<5	34	19	249	10	7.5%
<b>%</b>	10.5%	89.5%	7.1%	92.9%		

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

<b>Single-stage question</b>						
	<b>Chair</b>		<b>Member</b>		PNS	% declared disabled where known
	Declared disability	No Declared disability	Declared disability	No Declared disability		
<b>Total</b>	<5	<5	14	209	11	6.3%
<b>%</b>	<5%	>95%	6.3%	93.7%		
<b>Two-stage question</b>						
	<b>Chair</b>		<b>Member</b>		PNS	% declared disabled where known
	Declared disability	No Declared disability	Declared disability	No Declared disability		
<b>Total</b>	<5	20	<10	179	<5	<5%
<b>%</b>	<5%	>95%	<5%	>95%		

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

<b>Single-stage question</b>						
<b>Body Type</b>	<b>Chair</b>		<b>Member</b>		PNS	% declared disabled where known
	Declared disability	No Declared disability	Declared disability	No Declared disability		
<b>Total</b>	<5	<10	31	414		7.3%
<b>%</b>	20.0%	80.0%	7.0%	93.0%		
<b>Two-stage question</b>						

	Chair		Member		PNS	% declared disabled where known
	Declared disability	No Declared disability	Declared disability	No Declared disability		
<b>Total</b>	<5	54	25	428	13	5.7%
<b>%</b>	6.9%	93.1%	5.5%	94.5%		

**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%	
	single stage question*	two stage question*
2020/21	12.0%	<5%
<b>2021/22</b>	7.3%	5.7%

## 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, found appointable and appointed stages of competitions. This is 260 competitions in total in the 2021- 22 year (from the entire sample of 304 successful competitions in 2022-22, or 85.5%).

### Gender

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

Stage	Female	Male	Other/self-description	Total (where known)
<b>Applied</b>	41.2%		58.8%	7432
<b>Shortlisted</b>	46.5%		53.5%	1687
<b>Found Appointable</b>	48.9%		51.1%	947
<b>Appointed</b>	50.9%	49.1%	0.0%	586

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

All roles	Female	Male	Other/SD
<b>% Applicants Shortlisted</b>	25.6%	20.6%	12.5%
<b>% Shortlisted Found Appointable</b>	59.1%	56.1%	33.3%
<b>% Found Appointable Appointed</b>	62.4%	56.9%	0.0%
<b>% Applicants Appointed</b>	9.4%	6.6%	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 % Found Appointable Appointed refers to the percentage of those who were Found Appointable who were then appointed by ministers.

\*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	30.6%		69.4%	784
Shortlisted	37.7%		62.3%	239
Found Appointable	45.2%		54.8%	135
Appointed	51.0%	49.0%	0.0%	49

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

Chair appointments	Female	Male	Other/SD
% Applicants Shortlisted	37.5%	27.6%	14.3%
% Shortlisted Found Appointable	67.8%	49.3%	100.0%
% Found Appointable Appointed	41.0%	32.9%	0.0%
% Applicants Appointed	10.4%	4.5%	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 % Found Appointable Appointed refers to the percentage of those who were Found Appointable who were then appointed by ministers.

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

## Ethnicity

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

Stage	Ethnic Minority	Non-EM or Self-description	Total (where known)
Applied	20.3%	79.7%	7,163
Shortlisted	16.4%	83.6%	1,590
Found Appointable	15.1%	84.9%	880
Appointed	16.6%	83.4%	531

**Table 25: Success by ethnicity at each competition stage, all roles, no PNS\***

All roles	Ethnic minority	Non-EM or Self-description
% Applicants Shortlisted	18.4%	23.2%
% Shortlisted Found Appointable	49.1%	56.5%
% Found Appointable Appointed	64.6%	58.0%

<b>% Applicants Appointed</b>	5.8%	7.6%
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\*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 % Found Appointable Appointed refers to the percentage of those who were Found Appointable who were then appointed by ministers.

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

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

Stage	Ethnic Minority	Non-EM or Self-description	Total (where known)
<b>Applied</b>	18.2%	81.8%	765
<b>Shortlisted</b>	13.4%	86.6%	239
<b>Found Appointable</b>	9.9%	90.1%	131
<b>Appointed</b>	14.3%	85.7%	49

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

Chair appointments	Ethnic minority	Non-EM or Self-description
<b>% Applicants Shortlisted</b>	23.0%	33.1%
<b>% Shortlisted Found Appointable</b>	40.6%	57.0%
<b>% Found Appointable Appointed</b>	53.8%	35.6%
<b>% Applicants Appointed</b>	5.0%	6.7%

\*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 % Found Appointable Appointed refers to the percentage of those who were Found Appointable who were then appointed by ministers.

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

## 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 Welsh Government, have continued to use the single-stage question to ask applicants about whether they consider themselves to have a disability. The two measurements are different, so we have presented them separately.

Please note: We have used the words 'Declared Disability' in these tables to help keep the tables legible. In regards to the two-stage question, 'declared disability' is a proxy term, as the two-stage question asks applicants to declare 'any physical or mental health conditions or illnesses lasting or expected to last 12 months or more'.



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

<b>Single-stage question</b>			
<b>Stage</b>	<b>Declared a disability</b>	<b>Did not declare a disability</b>	<b>Total</b>
<b>Applied</b>	7.0%	93.0%	1608
<b>Shortlisted</b>	7.4%	92.6%	568
<b>Found Appointable</b>	7.8%	92.2%	308
<b>Appointed</b>	8.2%	91.8%	231
<b>Two-stage question</b>			
<b>Stage</b>	<b>Declared a disability*</b>	<b>Did not declare a disability</b>	<b>Total</b>
<b>Applied</b>	<5%	>95%	5861
<b>Shortlisted</b>	5.8%	94.2%	963
<b>Found Appointable</b>	7.2%	92.8%	513
<b>Appointed</b>	7.5%	92.5%	306

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

<b>Single-stage question</b>		
<b>All roles</b>	<b>Declared a disability</b>	<b>Did not declare a disability</b>
<b>% Applicants Shortlisted</b>	40.0%	35.7%
<b>% Shortlisted Found Appointable</b>	57.1%	54.2%
<b>% Found Appointable Appointed</b>	75.0%	74.1%
<b>% Applicants Appointed</b>	17.1%	14.3%
<b>Two-stage question</b>		
<b>All roles</b>	<b>Declared a disability</b>	<b>Did not declare a disability</b>
<b>% Applicants Shortlisted</b>	21.3%	19.4%
<b>% Shortlisted Found Appointable</b>	66.1%	53.3%
<b>% Found Appointable Appointed</b>	62.2%	55.4%
<b>% Applicants Appointed</b>	8.7%	5.7%

\*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 % Found Appointable Appointed refers to the percentage of those who were Found Appointable who were then appointed by ministers.

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

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

<b>Single-stage question</b>			
<b>Stage</b>	<b>Declared a disability</b>	<b>Did not declare a disability</b>	<b>Total</b>
<b>Applied</b>	7.3%	92.7%	150
<b>Shortlisted</b>	6.0%	94.0%	50
<b>Found Appointable</b>	12.0%	88.0%	25
<b>Appointed</b>	22.2%	77.8%	<10
<b>Two-stage question</b>			
<b>Stage</b>	<b>Declared a disability</b>	<b>Did not declare a disability</b>	<b>Total</b>

<b>Applied</b>	<5%	>95%	522
<b>Shortlisted</b>	5.2%	94.8%	173
<b>Found Appointable</b>	7.3%	92.7%	96
<b>Appointed</b>	10.5%	89.5%	38

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

Single-stage question		
Chair appointments only	Declared a disability	Did not declare a disability
% Applicants Shortlisted	42.9%	33.6%
% Shortlisted Found Appointable	100.0%	47.8%
% Found Appointable Appointed	66.7%	27.3%
% Applicants Appointed	28.6%	<5%
Two-stage question		
Chair appointments only	Declared a disability	Did not declare a disability
% Applicants Shortlisted	42.9%	32.7%
% Shortlisted Found Appointable	77.8%	20.1%
% Found Appointable Appointed	57.1%	37.1%
% Applicants Appointed	19.0%	6.6%

\*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 % Found Appointable Appointed refers to the percentage of those who were Found Appointable who were then appointed by ministers.

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

## Other Data

### Region of principal residence

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

Stage	Number at stage	Declarations (inc PNS)	Declaration Rate (inc PNS)	Known Responses (exc PNS)	Reporting Rate (Exc PNS)
<b>Applied</b>	7583	7084	93.4%	6852	90.4%
<b>Shortlisted</b>	1654	1569	94.9%	1543	93.3%
<b>Appointed</b>	588	537	91.3%	531	90.3%
<b>Reappointed</b>	602	457	75.9%	452	75.1%

**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	NI	Other	PNS
	Appointed chairs													
<b>Total</b>	0	3	4	1	3	3	14	12	1	1	1	1	1	1
<b>% of known</b>	0.0%	6.7%	8.9%	2.2%	6.7%	6.7%	31.1%	26.7%	2.2%	2.2%	2.2%	2.2%	2.2%	

	Appointed members														
<b>Total</b>	23	29	14	33	57	46	120	80	34	18	26	6	0	5	
<b>% of known</b>	4.7%	6.0%	2.9%	6.8%	11.7%	9.5%	24.7%	16.5%	7.0%	3.7%	5.3%	1.2%	0.0%		
<b>All appointed chairs and members</b>															
<b>Total</b>	23	32	18	34	60	49	134	92	35	19	27	7	1	6	
<b>% of known</b>	4.3%	6.0%	3.4%	6.4%	11.3%	9.2%	25.2%	17.3%	6.6%	3.6%	5.1%	1.3%	0.2%		

**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	NI	Other	PNS
	Reappointed chairs													
<b>Total</b>	0	1	0	0	4	2	6	5	4	1	0	0	0	0
<b>% of known</b>	0.0%	4.3%	0.0%	0.0%	17.4%	8.7%	26.1%	21.7%	17.4%	4.3%	0.0%	0.0%	0.0%	
Reappointed members														
<b>Total</b>	15	28	22	48	41	28	117	66	46	6	4	6	2	5
<b>% of known</b>	3.5%	6.5%	5.1%	11.2%	9.6%	6.5%	27.3%	15.4%	10.7%	1.4%	0.9%	1.4%	0.5%	1.2%
<b>All appointed chairs and members</b>														
<b>Total</b>	15	29	22	48	45	30	123	71	50	7	4	6	2	5
<b>% of known</b>	3.3%	6.4%	4.9%	10.6%	10.0%	6.6%	27.2%	15.7%	11.1%	1.5%	0.9%	1.3%	0.4%	

**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	NI	Other	PNS
	chairs													
<b>Total</b>	0	4	4	1	7	5	20	17	5	2	1	1	1	1
<b>% of known</b>	0.0%	5.9%	5.9%	1.5%	10.3%	7.4%	29.4%	25.0%	7.4%	2.9%	1.5%	1.5%	1.5%	
members														
<b>Total</b>	38	57	36	81	98	74	237	146	80	24	30	12	2	10
<b>% of known</b>	4.2%	6.2%	3.9%	8.9%	10.7%	8.1%	25.9%	16.0%	8.7%	2.6%	3.3%	1.3%	0.2%	
<b>All appointed and reappointed chairs and members</b>														
<b>Total</b>	38	61	40	82	105	79	257	163	85	26	31	13	3	11
<b>% of known</b>	3.9%	6.2%	4.1%	8.3%	10.7%	8.0%	26.1%	16.6%	8.6%	2.6%	3.2%	1.3%	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)
<b>Applied</b>	7886	7415	94.0%	7,021	89.0%
<b>Shortlisted</b>	1782	1696	95.2%	1,618	90.8%
<b>Appointed</b>	640	589	92.0%	568	88.8%
<b>Reappointed</b>	613	468	76.3%	458	74.7%

**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%	26.0%	56.0%	16.0%	0.0%	0.0%
% Appointed members (where known)	<5%	<5%	14.9%	25.3%	38.0%	13.5%	0.0%	0.0%
% All appointees (where known)	<5%	<5%	13.7%	25.4%	39.6%	13.7%	0.0%	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%	<5%	11.5%	42.3%	38.5%	0.0%	0.0%
% Appointed members (where known)	<5%	<5%	<5%	17.6%	38.0%	27.8%	<5%	0.2%
% All appointees (where known)	<5%	<5%	<5%	17.7%	39.1%	29.0%	<5%	0.2%

**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%	21.1%	51.3%	23.7%	0.0%	0.0%
% Appointed members (where known)	<5%	<5%	9.9%	21.3%	37.2%	19.7%	<5%	0.1%
% All appointees (where known)	<5%	<5%	9.6%	21.9%	39.4%	20.6%	<5%	0.1%

## Sexual Orientation

**Table 40: Sexual Orientation declaration and reporting rates by stage**

Stage	Number at stage	Declarations (inc PNS)	Declaration Rate (inc PNS)	Known Responses (exc PNS)	Reporting Rate (Exc PNS)
Applied	7886	7445	94.4%	6767	85.8%
Shortlisted	1782	1702	95.5%	1,540	86.4%
Appointed	640	590	92.2%	543	84.8%
Reappointed	613	468	76.3%	443	72.3%

**Table 41: New appointments and reappointments by known sexual orientation**

Appointees		Reappointees		All LGB+ where known
LGB+ and Self Description	Heterosexual	LGB+ and Self Description	Heterosexual	
7.6%	92.4%	5.6%	94.4%	6.6%

## 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	7886	7467	94.7%	6,790	86.1%
Shortlisted	1782	1733	97.3%	1,442	80.9%
Appointed	640	585	91.4%	437	68.3%
Reappointed	613	546	89.1%	251	40.9%

**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	43.4%	67.2%	64.3%
1	24.5%	25.1%	25.1%
2	26.4%	4.6%	7.2%
3	3.8%	1.8%	2.0%
4	1.9%	0.3%	0.5%
5-9	0.0%	1.0%	0.9%
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	27.0%	55.3%	52.1%
1	40.5%	29.7%	30.9%
2	16.2%	10.2%	10.9%
3	5.4%	3.8%	3.9%
4	8.1%	0.3%	1.2%
5-9	0.0%	0.7%	0.6%
10 or more	2.7%	0.0%	0.3%

**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	36.7%	62.1%	59.1%
1	31.1%	27.1%	27.6%
2	22.2%	7.0%	8.8%
3	4.4%	2.6%	2.8%
4	4.4%	0.3%	0.8%
5-9	0.0%	0.9%	0.8%
10 or more	1.1%	0.0%	0.1%

The following tables 46 and 47 only contain data for competitions where data was submitted at the applied, shortlist, found appointable and appointed stages of competitions. This is 260 competitions in total in the 2021-22 year (from the entire sample of 304 successful competitions in 2021-22).

**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	17.1%	28.4%	25.9%	24.7%	23.1%	27.8%	0.0%
% Shortlisted Found Appointable	53.0%	56.3%	50.0%	47.8%	44.4%	80.0%	0.0%
% Found Appointable Appointed	61.9%	56.8%	43.2%	63.6%	25.0%	75.0%	0.0%
% Applicants Appointed	5.6%	9.1%	5.6%	7.5%	2.6%	16.7%	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	25.7%	43.2%	65.6%	29.2%	28.6%	0.0%	0.0%
% Shortlisted Found Appointable	25.7%	43.2%	65.6%	29.2%	28.6%	0.0%	0.0%
% Found Appointable Appointed	32.1%	37.1%	45.2%	50.0%	50.0%	0.0%	0.0%
% Applicants Appointed	4.2%	8.9%	21.9%	8.3%	14.3%	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 % Found Appointable Appointed refers to the percentage of those who were Found Appointable who were then appointed by ministers.

\*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	7886	7381	93.6%	7,007	88.9%
Shortlisted	1782	1697	95.2%	1,618	90.8%
Appointed	640	590	92.2%	565	88.3%
Reappointed	613	468	76.3%	444	72.4%

**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%	12.5%	50.0%	37.5%	0.0%
Other	2.4%	29.3%	0.0%	29.3%	36.6%	2.4%
<b>Total</b>	<b>2.0%</b>	<b>24.5%</b>	<b>2.0%</b>	<b>32.7%</b>	<b>36.7%</b>	<b>2.0%</b>
Member						
MOJ Independent Monitoring Boards	8.7%	32.0%	3.9%	34.0%	15.5%	5.8%
NHSI bodies	1.8%	23.6%	7.3%	34.5%	20.0%	12.7%
Other	4.2%	33.2%	6.4%	31.8%	20.7%	3.6%
<b>Total</b>	<b>4.8%</b>	<b>32.0%</b>	<b>6.0%</b>	<b>32.6%</b>	<b>19.6%</b>	<b>5.0%</b>
All appointed chairs and members						
%	<b>4.6%</b>	<b>31.3%</b>	<b>5.7%</b>	<b>32.6%</b>	<b>21.1%</b>	<b>4.8%</b>

**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	0.0%	33.3%	0.0%	44.4%	22.2%	0.0%
Other	5.9%	29.4%	0.0%	41.2%	23.5%	0.0%
<b>Total</b>	<b>3.8%</b>	<b>30.8%</b>	<b>0.0%</b>	<b>42.3%</b>	<b>23.1%</b>	<b>0.0%</b>
Member						
MOJ Independent Monitoring Boards	6.2%	39.5%	1.5%	27.7%	22.6%	2.6%
NHSI bodies	0.0%	15.2%	4.3%	52.2%	26.1%	2.2%
Other	5.6%	36.2%	6.2%	25.4%	22.6%	4.0%
<b>Total</b>	<b>5.3%</b>	<b>35.4%</b>	<b>3.8%</b>	<b>29.4%</b>	<b>23.0%</b>	<b>3.1%</b>
All reappointed chairs and members						
%	<b>5.2%</b>	<b>35.1%</b>	<b>3.6%</b>	<b>30.2%</b>	<b>23.0%</b>	<b>2.9%</b>

**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	No data	No data	No data	No data	No data	No data

<b>Monitoring Boards</b>						
<b>NHSI bodies</b>	0.0%	17.6%	5.9%	47.1%	29.4%	0.0%
<b>Other</b>	3.4%	29.3%	0.0%	32.8%	32.8%	1.7%
<b>Total</b>	2.7%	26.7%	1.3%	36.0%	32.0%	1.3%
<b>Member</b>						
<b>MOJ Independent Monitoring Boards</b>	7.0%	36.9%	2.3%	29.9%	20.1%	3.7%
<b>NHSI bodies</b>	1.0%	19.8%	5.9%	42.6%	22.8%	7.9%
<b>Other</b>	4.7%	34.2%	6.4%	29.7%	21.3%	3.7%
<b>Total</b>	5.0%	33.5%	5.0%	31.2%	21.1%	4.2%
<b>All appointed and reappointed chairs and members</b>						
<b>%</b>	<b>4.9%</b>	<b>33.0%</b>	<b>4.8%</b>	<b>31.5%</b>	<b>21.9%</b>	<b>4.0%</b>

## 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)
<b>Applied</b>	7886	7445	94.4%	6653	84.4%
<b>Shortlisted</b>	1782	1703	95.6%	1526	85.6%
<b>Appointed</b>	640	590	92.2%	535	83.6%
<b>Reappointed</b>	613	468	76.3%	436	71.1%

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

Religion or belief where known	Christian	Atheist / No Religion	Other	Total (no PNS)
<b>Total</b>	510	353	108	971
<b>%</b>	52.5%	36.4%	11.1%	

\*Other includes those declarations made for Buddhist, Hindu, Jewish, Muslim, Sikh and Other religion/belief.

## 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)
<b>Applied</b>	7886	7379	93.6%	7210	91.4%
<b>Shortlisted</b>	1782	1696	95.2%	1600	89.8%
<b>Appointed</b>	640	589	92.0%	584	91.3%
<b>Reappointed</b>	613	456	74.4%	446	72.8%



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

	<b>Chairs</b>		
<b>Body Type</b>	<b>Total Declarations (where known)</b>	<b>Declared significant political activity</b>	<b>%</b>
<b>MOJ Independent Monitoring Boards</b>	0	0	0.0%
<b>NHSI bodies</b>	8	2	25.0%
<b>Other</b>	42	7	16.7%
<b>Total</b>	50	9	18.0%
	<b>Members</b>		
<b>MOJ Independent Monitoring Boards</b>	113	0	0.0%
<b>NHSI bodies</b>	54	1	1.9%
<b>Other</b>	367	40	10.9%
<b>Total</b>	534	41	7.7%
	<b>All roles</b>		
	584	50	8.6%

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

	<b>Chairs</b>		
<b>Body Type</b>	<b>Total Declarations (where known)</b>	<b>Declared significant political activity</b>	<b>%</b>
<b>MOJ Independent Monitoring Boards</b>	0	0	0.0%
<b>NHSI bodies</b>	9	0	0.0%
<b>Other</b>	17	1	5.9%
<b>Total</b>	26	1	3.8%
	<b>Members</b>		
<b>MOJ Independent Monitoring Boards</b>	204	8	3.9%
<b>NHSI bodies</b>	45	2	4.4%
<b>Other</b>	171	11	6.4%
<b>Total</b>	420	21	5.0%
	<b>All roles</b>		
	446	22	4.9%

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

	<b>Chairs</b>		
<b>Body Type</b>	<b>Total Declarations (where known)</b>	<b>Declared significant political activity</b>	<b>%</b>
<b>MOJ Independent Monitoring Boards</b>	0	0	0.0%
<b>NHSI bodies</b>	17	2	11.8%
<b>Other</b>	59	8	13.6%
<b>Total</b>	76	10	13.2%
	<b>Members</b>		
<b>MOJ Independent Monitoring Boards</b>	317	8	2.5%
<b>NHSI bodies</b>	99	3	3.0%
<b>Other</b>	538	51	9.5%
<b>Total</b>	954	62	6.5%
	<b>All roles</b>		
	<b>1,030</b>	<b>72</b>	<b>7.0%</b>
<b>HM Government only</b>	967	55	5.7%

Welsh Government only	63	17	27.0%
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**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%
<b>2020/21</b>	1538 (1098 where known)	68	6.2%
<b>2021/22</b>	1253 (1030 where known)	72	7.0%

**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 may add to up more than the political activity declarations total.*

*^Other parties - includes SNP, DLUP, Plaid Cymru, Green, Sinn Fein, DUP and any other declarations*

Body Type	Declarations made	Conservative	Labour	Liberal Democrat	Other parties^
<b>Declarations from all members appointed and reappointed</b>					
MOJ Independent Monitoring Boards	8	12.5%	37.5%	50.0%	0.0%
NHSI bodies	3	33.3%	66.7%	0.0%	0.0%
Other	44	45.5%	22.7%	15.9%	15.9%
<b>Total member declarations</b>	55	40.0%	27.3%	20.0%	12.7%
<b>Declarations from all chairs appointed and reappointed</b>					
MOJ Independent Monitoring Boards	No data	No data	No data	No data	No data
NHSI bodies	2	0.0%	100.0%	0.0%	0.0%
Other	8	62.5%	37.5%	0.0%	0.0%
<b>Total chair declarations</b>	10	50.0%	50.0%	0.0%	0.0%
<b>Declarations from all chairs and members appointed and reappointed</b>					
<b>Total declarations,</b>	65	41.5%	30.8%	16.9%	0%

<b>both governments</b>					
<b>HM Government only</b>	49	49.0%	30.6%	14.3%	6.1%
<b>Welsh Government only</b>	16	18.8%	31.3%	25.0%	25.0%

\*Tables (60 and 62) look at the competitions where data was submitted at all stages. This is 260 competitions in total in the 2021- 21 year (from the entire sample of 304 successful competitions in 2021-21).

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

*^Other parties - includes SNP, DLUP, Sinn Fein and any other declarations*

Stage	Conservative	Labour	Liberal Democrats	Green	Plaid Cymru	Other parties^	total
<b>Applied</b>	202	126	37	5	19	59	448
%	45.1%	28.1%	8.3%	1.1%	4.2%	13.2%	
<b>Shortlisted</b>	57	41	15	2	10	12	137
%	41.6%	29.9%	10.9%	1.5%	7.3%	8.8%	
<b>Found appointable</b>	43	18	10	2	5	6	84
%	51.2%	21.4%	11.9%	2.4%	6.0%	7.1%	
<b>Appointed</b>	20	13	6	1	4	2	46
%	43.5%	28.3%	13.0%	2.2%	8.7%	4.3%	

**Table 61: Breakdown of Political Party activity affiliation, reappointments**

*^Other parties - includes SNP, DLUP, Plaid Cymru, Green, Sinn Fein, DUP and any other declarations*

Stage	Conservative	Labour	Liberal Democrats	Other parties^	Total
<b>Reappointed</b>	7	7	5	0	19
%	36.8%	36.8%	26.3%	0.0%	

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

*^Other parties - includes SNP, DLUP, Plaid Cymru, Green, Sinn Fein, DUP and any other declarations*

Stage	Conservative	Labour	Liberal Democrats	Other parties^	Total
<b>Applied</b>	60	17	3	26	106
%	56.6%	16.0%	2.8%	24.5%	
<b>Shortlisted</b>	21	10	1	3	35
%	60.0%	28.6%	2.9%	8.6%	
<b>Found appointable</b>	12	7	1	3	23
%	52.2%	30.4%	4.3%	13.0%	
<b>Appointed</b>	4	5	0	0	9
%	44.4%	55.6%	0.0%	0.0%	

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

*^Other parties - includes SNP, DLUP, Plaid Cymru, Green, Sinn Fein, DUP and any other declarations*

Stage	Conservative	Labour	Liberal Democrats	Other parties^	Total
Reappointed	1	0	0	0	1
%	100.0%	0.0%	0.0%	0.0%	

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

^Other parties - includes SNP, DLUP, Plaid Cymru, Green, Sinn Fein, DUP and any other declarations

Stage*	Declared significant political activity	Declared No significant political activity	Conservative	Labour	Liberal Democrats	Other parties^
% Applicants Shortlisted	34.6%	21.3%	28.2%	32.5%	40.5%	28.9%
% Shortlisted Found Appointable	63.1%	55.7%	75.4%	43.9%	66.7%	54.2%
% Found Appointable Appointed	48.9%	65.4%	46.5%	72.2%	60.0%	53.8%
% Applicants Appointed	10.7%	7.8%	9.9%	10.3%	16.2%	8.4%

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

\*The % of Shortlisted Found Appointable refers to the percentage of those who were shortlisted and interviewed from each category who were then Found Appointable

\*The % Found Appointable Appointed refers to the percentage of those who were Found Appointable who were then appointed by ministers.

\*The % of Applicants Appointed refers to the percentage of all those who applied to positions who were subsequently appointed by ministers.

## Welsh Government appointments and reappointments diversity information only

**Table 65: Reporting rates by stage**

Stage	Number at stage	Declarations (inc PNS)	Declaration Rate (inc PNS)	Known Responses (exc PNS)	Reporting Rate (Exc PNS)
Applied	303	303	100%	294	97.0%
Shortlisted	128	128	100%	127	99.2%
Appointed	52	52	100%	52	100.0%
Reappointed	11	11	100%	11	100.0%

**Table 66: Protected characteristic percentages by role, new appointments, not including PNS**

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	redacted	redacted	redacted

Non-Chair/Member	<60	56.5%	10.6%	17.8%
<b>Total</b>	52	58.8%	11.5%	18.0%

**Table 67: Protected characteristic percentage by role, reappointments, not including PNS**

Role	Reappointees	% Female (where known)	% Ethnic minority background (where known)	% Declared disability (where known)
Chair	<5	redacted	redacted	redacted
Non-Chair/Member	<10	37.5%	25.0%	<5%
<b>Total</b>	11	45.5%	18.2%	<5%

**Table 68: Protected characteristic percentages by role, appointments and reappointments, not including PNS**

Role	Appointees and Reappointees	% Female (where known)	% Ethnic minority background (where known)	% Declared disability (where known)
Chair	<10	redacted	redacted	redacted
Non-Chair/Member	54	53.7%	12.7%	17.8%
<b>Total</b>	63	56.5%	12.7%	18.0%

**Table 69: Annual comparison of protected characteristic percentages, appointments and reappointments, not including PNS**

Year	% 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%
2021/22	56.5%	12.7%	18.0%

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

	Wales	England	Scotland	NI	Total
<b>Chairs</b>	6	2	0	0	8
%	75.0%	25.0%	0.0%	0.0%	100.0%
<b>Members</b>	46	9	0	0	55
%	83.6%	16.4%	0.0%	0.0%	100.0%
<b>Total</b>	82.5%	17.5%	0.0%	0.0%	63

**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+

<b>Appointees and Reappointees %</b>	5.0%	<5%	10.0%	28.3%	41.7%	11.7%	0.0%	0.0%
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**Table 72: Sexual Orientation breakdown of appointments and reappointments, not including PNS**

Sexual Orientation	LGB+	Heterosexual
<b>Appointees and Reappointees %</b>	9.1%	90.9%

**Table 73: Appointments and reappointments made to people holding additional appointments, not including PNS**

Number of Additional Appointments Held	Appointees and Reappointees	%
0	43	69.4%
1	14	22.6%
2	3	4.8%
3	1	1.6%
4	1	1.6%
5-9	0	0.0%
10 or more	0	0.0%
<b>Total</b>	<b>62</b>	

**Table 74: New appointments and reappointments by principal employment and role, not including PNS**

	Appointees	%	Reappointees	%	Total
<b>Mostly Civil Service</b>	4	7.8%	0	0.0%	6.6%
<b>Mostly Private Sector</b>	6	11.8%	1	10.0%	11.5%
<b>Mostly Third Sector</b>	9	17.6%	0	0.0%	14.8%
<b>Mostly wider Public Sector</b>	18	35.3%	7	70.0%	41.0%
<b>Mixed</b>	14	27.5%	2	20.0%	26.2%
<b>Other Principal Employment</b>	0	0.0%	0	0.0%	0.0%
<b>Total declarations</b>	<b>51</b>		<b>10</b>		

**Table 75: New appointments and reappointments by known religion or belief, not including PNS**

Religion or belief where known %	Christian	Atheist / No Religion	Other*
	56.6%	32.1%	11.3%

\*Other includes those declarations made for Buddhist, Hindu, Jewish, Muslim, Sikh and Other religion/belief.

**Table 76: Appointments and reappointments made to people declaring significant political activity**

	Declared significant political activity	No significant political activity declared	Total
Number of appointees	16	36	52
Number of reappointees	1	10	11
<b>Total</b>	<b>17</b>	<b>46</b>	<b>63</b>
%	27.0%	73.0%	

**Table 77: Significant Political Party activity affiliation, appointments and reappointments, all roles, not including PNS**

*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. Candidates also had the option to declare significant political activity but not declare on which party it was behalf of.*

*^Other parties - includes SNP, DLUP, Plaid Cymru, Green, Sinn Fein, DUP and any other declarations*

<b>Appointees' and Reappointees' party declarations</b>	<b>Conservative</b>	<b>Labour</b>	<b>Liberal Democrats</b>	<b>Any other party^</b>
<b>16</b>	3	5	4	4
	18.8%	31.3%	25.0%	25.0%

## Annex 1 Consideration of Exceptions to the Code

**Table ii: List of appointments and extensions of interim appointments made without competition in 2021-22 (paragraph 3.3 of the Governance Code)**

Department	Body	Number	Term Length	Rationale
WG	Aneurin Bevan University Health Board	1, Chair	6 months	Following failed competition, for stability and continuity
WG	Aneurin Bevan University Health Board	1, member	12 months, extension	For stability and continuity
DCMS	British Tourism Authority	1, Chair	9 months	Following unexpected resignation
DCMS	British Tourist Authority	1, Chair	3 months, extension	To allow for delayed competition
DCMS	Charity Commission	1, Chair	6 months, extension	Following unexpected resignation
DFE	Child Safeguarding Practice Review Panel	1, member	1 year	To allow for competition
DFE	Child safeguarding practice review panel	2, members	2 years; 3 months	Following failed competition for specific skills
BEIS	Civil Nuclear Police Authority	1, Chair	9 months	To fill an unexpected vacancy
BEIS	Competitions and Markets Authority	1, Chair	12 months, extension	Following failed competition
WG	Cwm Taf Morgannwg UHB	1, Chair	18 months	Following failed competition
MOD	Defence Nuclear Safety Committee	1, Chair	1 year	To allow for competition, following a review
NHSI	East Midlands Ambulance NHS Trust	1, member	2 years	For specific representation
MOD	Eastern Veterans Advisory and Pensions Committee	2, chairs	6 months	Following unexpected resignation, to prevent a vacancy
BEIS	Economic and Social Research Council	1, Chair	6 months, extension	To allow for delayed competition
HMT	Financial Conduct Authority	1, Chair	6 months	To allow for competition
DHSC	Food Standards Agency	1, Chair	2 months, extension	To allow for notice period of the new person joining
DFE	Further Education Commission	1, member	12 months, extension	To allow for delays to the new person joining
DWP	Health and Safety Executive	1, member	9 months, extension	Following failed competition
WG	Higher Education Funding Council for Wales	1, Chair	18 months, extension	The body is being disestablished
DHSC	Independent Reconfiguration Panel	1, member	9 months	Following failed competition for specific skills
WG	Industry Wales	1, Chair	3 months, extension	To allow for delayed competition
MOJ	Judicial Pension Board	1, Chair	11 months	To allow for competition
MOJ	Legal Aid Agency Review Panel	2, members	1 year	For specific representation



WG	Life Sciences Hub Wales Ltd	1, member	2 years 3 months	To fill an unexpected vacancy
WG	Life Sciences Hub Wales Ltd	1, Chair	2 years 3 months	For stability and continuity
BEIS	Medical Research Council	1, Chair	6 months	To fill an unexpected vacancy
DCMS	National Gallery	1, member	4 years	To remove anomaly in governance
WG	National Library of Wales	1, Chair	9 months	To fill an unexpected vacancy
DCMS	National Lottery Community Fund	1, member	6 months	For stability and continuity
WG	Natural Resources Wales	3, members	12 months	Following failed competition, for specialist skills
DHSC	NHS Blood and Transplant	1, Chair	8 months	To fill an unexpected vacancy
DHSC	NHS Digital	1, Chair	12 months, extension	The body is being disestablished
DHSC	NHS England	2, members	2 years, extension and 12 months, extension	The body is being disestablished
NHSI	NHS England	1, member	4 months, extension	The body is being disestablished
NHSI	NHS England	1, member	1 year	The body is being disestablished
NHSI	NHS England	1, member	1 year and 5 months	The body is being disestablished
DHSC	NHS Improvement	1, member	2 years, extension	The body is being disestablished
DHSC	NHS Improvement	1, member	12 months	The body is being disestablished
DHSC	NHS Improvement	1, member	5 months	The body is being disestablished
NHSI	NHS Improvement	1, member	4 months, extension	The body is being disestablished
NHSI	NHS Improvement	1, member	4 months	The body is being disestablished
DHSC	NHS Improvement	1, Chair	6 months	The body is being disestablished
DHSC	NHS Resolution	1, Chair	3 months	To fill an unexpected vacancy
NHSI	Nottingham University Hospitals NHS Trust	1, Chair	12 months	For stability and continuity
DCMS	Ofcom	1, Chair	9 months, extension	Following failed competition
BEIS	Ordnance Survey	1, Chair	3 months, extension	To allow for delayed competition
MOJ	Parole Board	4, members	9 months, extension	For stability and continuity
Home Office	Police and National Crime Agency Remuneration Review Bodies	1, Chair	4 months	To fill an unexpected vacancy

WG	Public Health Wales; Welsh Ambulance Service NHS Trust; Velindre University NHS Trust	3, members	12 months	To synchronise governance with legislation
MHCLG	Regulator of Social Housing	1, Chair	10 months, extension	Following failed competition
DCMS	Theatres Trust	1, Chair	4 months	Following failed competition
DCMS	Theatres Trust	1, Chair	3 months	To allow for competition
Cabinet Office	UK Statistics Authority	1, Chair	3 months	To allow for competition
WG	Welsh Revenue Authority	2, members	3 months, extension	To allow for delayed competition due to pre- election period

**Table iii: List of notifications of reappointments beyond two terms or ten years of service in 2020-21, under paragraph 3.6 of the Governance Code**

Department	Body	Number of Appointees	Extension	Rationale
DHSC	British Pharmacopeia Society	1, Chair	12 months	Following failed competition
MOJ	Civil Justice Council	4, members	6 months	For stability and continuity
Home Office	Technical Advisory Board	2, members	3 years	For stability and continuity
Home Office	Technical Advisory Board	1, Chair	3 years	For stability and continuity
BEIS	Financial Reporting Council	2, members	2 years; 6 Months	To prevent a vacancy/keep board quorate
NHSI	Barking Havering and Redbridge University Hospitals NHS Trust	1, member	6 months	For stability and continuity
DWP	The Pensions Ombudsman	1, Chair	12 months	Following failed competition
DCMS	Advisory Council on National Records and Archives	2, members	3 years 7 months	For stability and continuity
DHSC	NHS Blood and Transplant	2, members	12 months	For stability and continuity
MOJ	Parole Board	31, members	3 years	For stability and continuity
DCMS	National Heritage Memorial Fund/National Lottery Heritage Fund	3, members	2 years	To synchronise or stagger appointments
WG	Violence Against Women, Domestic Abuse and Sexual Violence Advisors	1, Chair (job share)	9 months	To allow for delayed competition
WG	Arts Council for Wales	1, Chair	12 months	To synchronise or stagger appointments
MOJ	Prison Service Pay Review Board	1, member	12 months	For stability and continuity

DHSC	NHS Business Services Authority (NHSBSA)	1, Chair	4 months	Following failed competition
Home Office	Gangmasters and Labour Abuse Authority	1, Chair	3 months	To allow for delayed competition
MOD	Defence Nuclear Safety Committee	1, member	12 months	Following failed competition
DCMS	Horserace Betting Levy Board	1, member	4 years	For stability and continuity
BEIS	Nuclear Decommissioning Authority	3, members	1 year 6 months; 9 months	For stability and continuity
DCMS	Sport England	1, member	3 years	To synchronise governance with legislation
WG	Cardiff & Vale UHB	1, member	3 years 5 months	For stability and continuity
DHSC	Care Quality Commission	1, Chair	3 months	To allow for delayed competition
BEIS	Advisory Conciliation and Arbitration Service	1, member	3 years	For stability and continuity
Home Office	Migration Advisory Committee	1, member	3 years	For stability and continuity
BEIS	UK Research & Innovation	1, member	2 years	Specific representation required
BEIS	Low Pay Commission	1, member	6 months	To allow for delayed competition
WG	Betsi Cadwaladr University Health Board	3, members	2 years; 2 years; 4 years	For stability and continuity
DCMS	Sports Ground Safety Authority (SGSA)	3, members	12 months	For stability and continuity
WG	Higher Education Funding Council	1, member	18 months	The body is being disestablished
WG	Community Health Councils	6, members	2 years	For stability and continuity
NHSI	Barking Havering and Redbridge University Hospitals NHS Trust (BHRUT).	1, member	6 months	For stability and continuity
DFE	Further Education Commissioners	2, members	1 year and 9 months	Following failed competition
MOJ	Parole Board	2, members	12 months	For stability and continuity
DFE	Engineering Construction Industry Training Board	1, member	4 years	To synchronise or stagger appointments
WG	Community Health Councils	1, member	2 years	Following failed competition
WG	Aneurin Bevan University Health Board	1, member	12 months	For stability and continuity

## Annex 2: Senior Independent Panel Members

**Table ix: List of Senior Independent Panels Members (SIPMs) agreed by the Commissioner in 2021-22 and the competition they were the SIPM for**

Department	SIPM	Competition – for chair unless otherwise stated
Home Office	Colleen Harris	HM Chief Inspector of Constabulary and Chief Fire and Rescue Inspector for England
Cabinet Office	Dame Rachel De Souza	Social Mobility Commission
WG	Ruth Marks	Cwm Taf Morgannwg UHB
WG	Ruth Marks	Children's Commissioner for Wales (replaced midway through competition)
DHSC	Libby Watkins	Care Quality Commission
WG	Craig Stephenson	National Library of Wales
DCMS	Catherine Baxendale	Imperial War Museum
DWP	Mark Addison	Pensions Ombudsman
MHCLG	Debbie Gillatt	Regulator of Social Housing
DFE	Dr Rebecca Surender	Ofqual
DCMS	Elizabeth Buchanan	Royal Museums Greenwich
WG	Prof Tracy Myhill	Sport Wales
MOJ	Sir Peter Spencer	Prisons and Probation Ombudsman
DHSC	Janice Scanlan	Independent Patient Safety Commissioner
DCMS	Michael Prescott	Ofcom
DHSC	Sir Ron Kalifa	NHS England Chair
WG	Dr Arun Midha	Children's Commissioner for Wales (took over midway through competition)
BEIS	Dr Gerard Lyons	Competition and Markets Authority
Cabinet Office	Dame Jayne-Anne Gadhia	UK Statistics Authority
DCMS	Elizabeth Buchanan	Historic Royal Palaces
Home Office	Olivia Grant	Independent Anti-Slavery Commissioner
DFT	Robert Swannell	HS2
HMT	Alison Brittain	Financial Conduct Authority
HMT	Terry Miller	Bank of England, Court of Directors
WG	Craig Stephenson	National Adviser, Violence against Women, Domestic Abuse and Sexual Violence

Defra	Nick Smallwood	Environment Agency
BEIS	Michael Prescott	Post Office Ltd
WG	Moawia Bin-Sufyan	Powys Teaching Health Board

## Annex 3: Breaches of the Governance Code

**Table x: Eight breaches of the Governance Code identified 2020-21**

Department	Details of breach and Code reference
Home Office	Identified by OCPA. Commissioner not consulted ahead of announcement of extension to interim appointee (3.3)
DWP	Identified by OCPA during investigation of complaint. Applicant did not receive a good service (7.5)
Cabinet Office	Identified by OCPA. Senior Independent Panel Member declared political activity (6.1, 9.2)
Welsh Government	Identified during compliance visit. Appointee reappointed without performance appraisal (3.6)
DfT	Identified during compliance visit. Additional and unpublished criteria were used to assess candidates (Fairness, paragraph 5.5)
DIT	Identified during compliance visit. Sift not undertaken on criteria (Merit, paragraph 5.5)
HMT	Identified during compliance visit. Additional and unpublished criteria were used to assess candidates (Fairness, paragraph 5.5)
FCDO	Identified during compliance visit. Candidates sifted through without making applications; application window closed to some but not all, and without ministerial oversight; sift undertaken against unpublished criteria (Openness, Ministerial Accountability, Merit and Fairness, and paras 5.3, 5.5, 8.2 and bullet 5 of 3.1)

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**Published December 2022**