



NED series: Part I

The appointments process for public sector NEDs demystified

SPEAKERS:

JANICE CRERAR, OFFICEHOLDER SERVICES, SCOTTISH PARLIAMENT

LOUISE GREENROD, DEPUTY DIRECTOR, PUBLIC APPOINTMENTS POLICY, CABINET OFFICE

LAUREN MURDOCH, HEAD OF PUBLIC APPOINTMENTS, SCOTTISH GOVERNMENT

ALISON RING, DIRECTOR, PUBLIC SECTOR, ICAEW



HM Government

UK Government Public Appointments

Louise Greenrod

Deputy Director, Public Appointments
Policy Team, Cabinet Office

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What is a public appointment?

What is a public appointment?

- A ministerial appointment to the board of a public body, advisory committee or independent office.
- Governance Code for Public Appointments sets out the process and principles that underpin all public appointments made by UK Government and Welsh Government ministers (public appointments are devolved in Scotland, Wales and Northern Ireland).

What is a public body?

- Public bodies are organisations set up to provide advice or carry out functions on behalf of government.
 - Operate at arms-length from government, with a sponsor department.
 - A broad variety of different types of organisation.
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Public appointments: a broad variety

900
appointments
a year

to
550
public
bodies

spending
£200^{bn}
annually

Business and trade

- Export Guarantees Advisory Council
- Central Arbitration Committee

Executive agencies

- National Savings & Investments
- Rural Payments Agency
- British Hallmarking Council

Cultural institutions

- National Museums Liverpool
- Royal Armouries
- Victoria and Albert Museum
- Imperial War Museum
- British Library
- National Lottery Community Fund

Regional flood and coastal committees

- Independent Monitoring Boards
- Parole Boards
- Regional Flood and Coastal committees

Independent commissions

- Forestry Commission
- Anti-Slavery Commission
- Social Mobility Commission

Regulators

- OFCOM
- Civil Aviation Authority
- Legal Services Board
- Security Industry Authority
- Human Fertilisation and Embryology Authority
- Office for Nuclear Regulation

Defence organisations

- Armed Forces Pay Review Body
- Veterans Advisory and Pensions committees

Health and social care bodies

- NHS Trusts
- Social Work England

Expert commissions and advisory bodies

- Commission on Human Medicines
- Sentencing Council
- Law Commission

Policing and Justice organisations

- Criminal Case Review Commission
- Office of the Public Guardian
- British Transport Police Authority



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What do public appointees do?

Main duties

- ensure good governance
- provide leadership and guidance
- set the strategy for a public body, agree business plans and recruit key staff
- hold senior staff to account
- represent the body to ministers, parliamentarians, stakeholders and the wider public

Time commitment and remuneration

- Variable, normally held for a period of three to five years.

Departmental Non-Executive Board Members (NEBMs) provide independent advice which informs central departments' decision making process.



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Why become a public appointee?

- Help shape our society and the decisions that affect our lives
- Develop new skills
- Widen your network
- Gain valuable board experience to help progress your career



Myth Busting

X Public appointments are not:

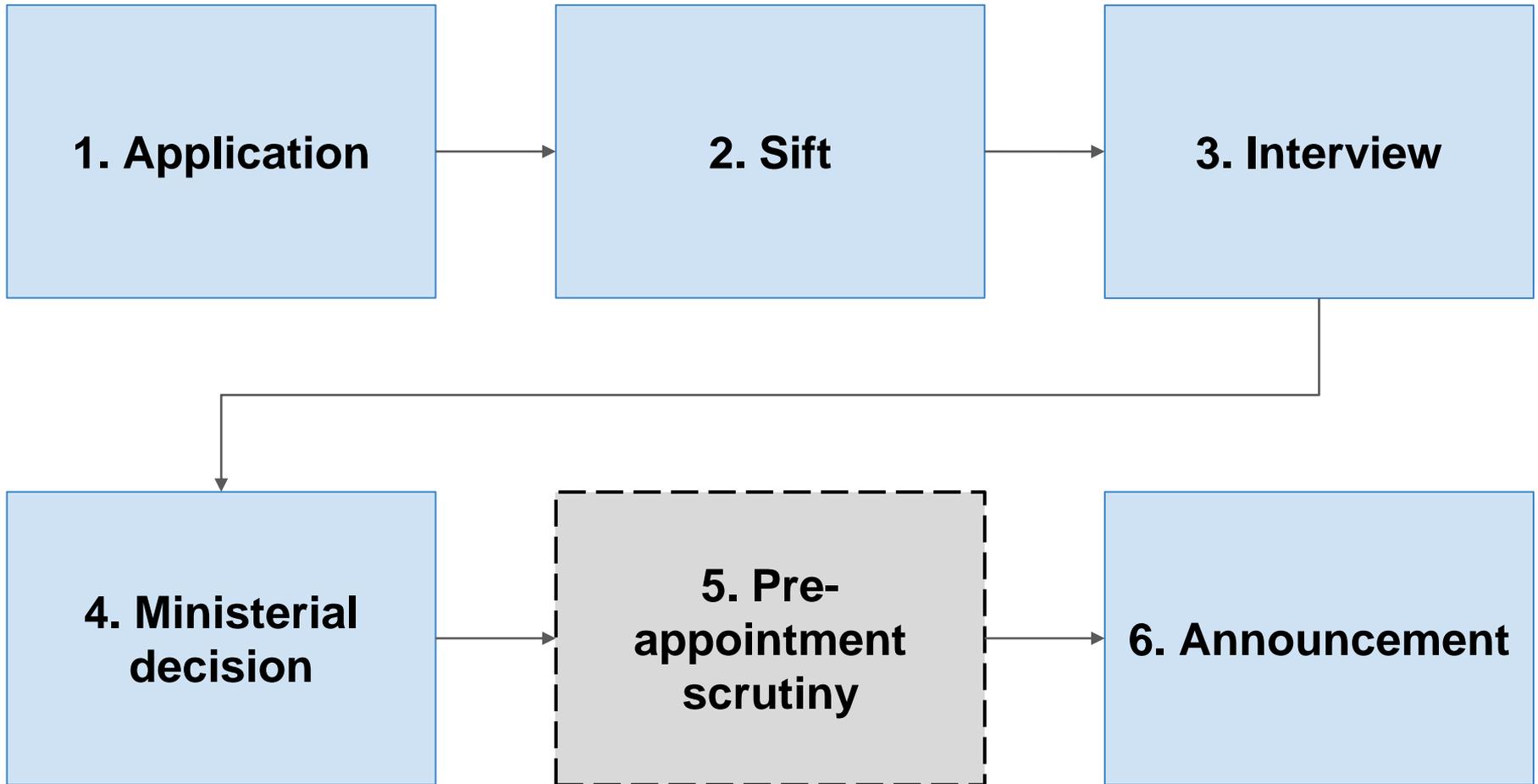
- Limited to London and the South East
- Open only to ex-public servants and subject-matter experts
- Only open to elites and 'known' people
- Party political
- Opaque and hard to navigate

✓ Public appointments are:

- Open to talented people across the UK
- Open to and in need of diverse skills and experiences from the private, public and voluntary sectors
- Open to all, no matter what your background:
- Not helped or hindered by political affiliation; 91% declared no affiliation
- Made through open and transparent processes, with a clear governance code and independent regulator



Application Process





Public Appointments: Government action on diversity



"We will commission a review of the barriers preventing disabled people taking up public appointments to report in Summer 2018"

Public Appointments Diversity Action Plan

Dec 2017

The government accepted the principles of all Lord Holmes' recommendations and they underpin the commitments in the revised Diversity Action Plan

Refreshed Public Appointments Diversity Action Plan and government response to Lord Holmes Review

June 2019



Lord Holmes Review: opening up public appointments to disabled people

Dec 2018

Delivering and reviewing the Public Appointments Diversity Action Plan a year on

March 2020

"The government has published and is implementing the Public Appointments Diversity Action Plan,... I will keep this plan under review and the next update will reflect the Government's levelling up agenda, including regional diversity, and diversity of thought."



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Four ways to find out more



@PublicAppts

LinkedIn HM Government Public Appointments

@ PublicAppointments@cabinetoffice.gov.uk

 [https:// publicappointments.cabinetoffice.gov.uk](https://publicappointments.cabinetoffice.gov.uk)

Lauren Murdoch

Head of Public Appointments
Scottish Government

appointedforscotland.org



Scottish Government
Riaghaltas na h-Alba
gov.scot

APPLYING: where are opportunities advertised?

Mainly:

- Relevant government's public appointments website – for Scotland: appointedforscotland.org
- Social media, especially Twitter [@scotpublicappts](https://twitter.com/scotpublicappts)
- Public body websites
- Changing the Chemistry; Women on Boards

APPLYING: why you?

- Your skills and experience are in demand
- Your skills and experience applied in a completely different context – think about your other interests
- Look at public body websites
- What do you offer? How does that match the role criteria?
- Different voices and different experiences are key on a board
- Don't automatically rule out yourself because you don't see a 100% fit! Let the selection panel decide...

APPLYING

- Study the application pack
- Follow instructions about the type of evidence to provide
- Follow instructions about the format – application form? Letter of interest? etc
- Think through when you have demonstrated the skill required and provide specific examples
- What you did and how you did it in a scenario that addresses the criterion
- Use “I” not “We”

ASSESSMENT PROCESSES

- Sift of applications

For those invited to the next stage...

- Simulation such as board paper or case study – in advance or on the day
- Interview, elements of which will likely be competency-based
- Assessment centre approach?

SITUATION

- What was the situation?
- What was the problem or issue?

TASK

- What needed to be done?
- What solution were you looking for?

ACTION

- What did you do?
- How did you do it?

RESULT

- What was the result?
- What happened because of this result?



Further information on public bodies, roles,
application processes:

appointedforscotland.org



Scottish Government
Riaghaltas na h-Alba
gov.scot



The Scottish Parliament
Pàrlamaid na h-Alba

Janice Crerar

Officeholder Services

Scottish Parliament



The Scottish Parliament
Pàrlamaid na h-Alba

The Scottish Parliament undertakes the recruitment of the following independent officeholders who are appointed by Her Majesty The Queen-

- The Auditor General for Scotland
- The Scottish Public Services Ombudsman
- The Scottish Information Commissioner
- The Commissioner for Children and Young People in Scotland
- The Chair of the Scottish Human Rights Commission



The Scottish Parliamentary Corporate Body (SPCB) undertakes the recruitment and appointment, with the agreement of the Scottish Parliament, of the following independent officeholders-

- The Commissioner for Ethical Standards in Public Life in Scotland; and
- The members of the Standards Commission for Scotland.

The SPCB also recruits and appoints the part-time members of the Scottish Human Rights Commission and the independent members of its AAB.

And finally, the Scottish Commission for Public Audit recruits and appoints the 3 non-executives of Audit Scotland.



The Scottish Parliament
Pàrlamaid na h-Alba

- The Scottish Parliament is not bound by the Code of Practice for Ministerial Appointments to Public Bodies in Scotland but we follow best practice.
- We mainly use competency based recruitment practices
- We provide information about the role and the skills and experience we are looking for
- We will not make any assumptions about an applicant's abilities through for example their job title.



The Scottish Parliament
Pàrlamaid na h-Alba

- Applying for one of the Parliament's appointments requires applicants to complete an application form – we appreciate this can be time consuming
- The selection panels are made up of Members of the Scottish Parliament (MSPs). There can be up to 7 MSPs sitting on a panel!
- Finally, cannot stress the importance of reading the pack of information provided and completing the application properly.



Questions?

Upcoming webinars



NED series - Part II: The role of a public sector NED from the perspective of a central govt chief executive and a NED

28 September 2020, 10:30 – 11:30

[Book here](#)

Protecting the public purse from procurement fraud

29 September 2020, 13:00 – 14:00

[Book here](#)

The Redmond Review – Sir Tony Redmond's perspective

30 September 2020, 15:00 – 16:00

[Book here](#)

NED series - Part III: The importance of the role of corporate governance in the public sector and the role a NED plays in this

NED series - Part IV: Tips from practising NEDs and interaction with governance in the public sector

[Register your interest for Part III and IV here](#)



If you have further questions, please visit:

ICAEW GLOBAL RECOVERY: WWW.ICAEW.COM/INSIGHTS/COVID-19-GLOBAL-RECOVERY

ICAEW CORONAVIRUS HUB: WWW.ICAEW.COM/CORONAVIRUS

DIRECT ENQUIRIES: WWW.ICAEW.COM/CONTACT-US/HELPLINES-AND-SUPPORT

FEEDBACK / INSIGHTS: [HTTPS://R1.DOTMAILER-SURVEYS.COM/BB41F58A-124MCD1D](https://R1.DOTMAILER-SURVEYS.COM/BB41F58A-124MCD1D)

CABA: WWW.CABA.ORG.UK



icaew.com