

Post	Recommendation/Appointment	Chairman/Clerk *current	No. questions asked	Appropriate questions	Leading questions	Irrelevant questions	Aggressive questions	Politicised questions	Division	Comments	Media coverage <ul style="list-style-type: none"> Minimal = less than 3 Moderate= 3 -5 Significant= more than 6 as well as mainstream media coverage <p>*based on the first four pages of Google search results</p>
Chair, Care Quality Commission: Dame Jo Williams September 2010 Appointing Minister: Andrew Lansley (Secretary of State for Health)	Positive/Made	Stephen Dorrell (Chair) Nadine Dorries Fiona Mactaggart Grahame M Morris Chris Skidmore David Tredinnick Valerie Vaz *Dr Sarah Wollaston (now Chair)	47	47	0	0	0	0	None	<ul style="list-style-type: none"> This was an uncontroversial hearing. The candidate was questioned about her achievements in her first term of chairing the CQC, weaknesses in the CQC, priorities for the CQC, budgeting, the maintenance of care quality following Mid-Staffordshire, the effect of and problems with the Mental Health Act 2007, and how the CQC will adapt to a recent White Paper. In a few questions, the Committee made suggestions for future conduct. This facilitated constructive dialogue between the candidate and the committee. E.g. Q23, Dr Wollaston: "Is that [psychiatrists being regulated but unable to comply with the Mental Health Act] something that you will raise with the Department of Health, as well as the issue with community provisions?"; Q28, Chair: "[That] is not an issue that you've considered as a board—that there is potentially a conflict between being the regulator of an institution and being the court of appeal against the decisions taken by that institution?"; Q31, Fiona Mactaggart: "But are you thinking about what information people need?"; Q36, Fiona Mactaggart: "If you are a national organisation picking up this informal information, unless you have structured the information that you require from these people, I don't think it's going to deliver what you need." The Committee invited Dame Jo to re-appear before it in 2011. 	Minimal; specialist journals only. http://www.pharmatimes.com/article/10-09-16/Health Committee backs Dame Jo Williams as CQC Chair.aspx http://www.healthpolicyinsight.com/?q=node/644
Chair of the NHS Commissioning Board: Professor Malcolm Grant (Health) October 2011 Appointing Minister: Andrew Lansley (Secretary of State for Health)	Positive/Made	Stephen Dorrell *Dr Sarah Wollaston <u>Clerk</u> David Lloyd Sara Howe *Huw Yardley *Sharon Maddix	70	61	3	1	5	0	4:3 *Chair Stephen Dorrell (Con) Andrew George (Lib) Dr Daniel Poulter (Con) Dr Sarah Wollaston (Con) Rosie Cooper (Lab) Grahame M Morris (Lab) Virendra Sharma (Lab)	<ul style="list-style-type: none"> The dissenting members did not feel that Grant had adequately expressed his passion for the NHS nor were they convinced that he would provide robust counterbalance to the NHS Commissioning board. They felt he demonstrated lack of effective communication. The split appears to be political; Virendra Sharma asked just the one question in the hearing, concerning the salary for the post which was answered adequately, yet dissented. Nonetheless Grant's performance was very poor and he ought to have been held to the same level of scrutiny as Professor Ebdon. 	Significant http://www.ft.com/cms/s/0/d050ae4e-f686-11e0-9381-00144feab49a.html#axzz465PTc4vE http://www.mirror.co.uk/news/uk-news/new-tory-appointed-national-health-service-88621 http://www.theguardian.com/healthcare-network/2011/oct/14/andrew-lansley-nominates-malcolm-grant-nhs-commissioning-board

Chair, Care Quality Commission: David Prior December 2012 Appointing Minister: Jeremy Hunt (Secretary of State for Health)	Positive/ Made	Stephen Dorrell (Chair) Andrew George Grahame M Morris *Andrew Percy Virendra Sharma Chris Skidmore David Tredinnick	54	48	2 (Q14, also 'politicised', and Q51).	0	0	5 (Q5 and Q6 from Andrew George, on whether Prior's political background would be a help or a hindrance and whether he was still a member of the Conservative Party; Q12, Q13, and Q14 from David Tredinnick over Prior's standing in an election, whether the candidate is a 'centrist', and on the need for political 'balance').	None	<ul style="list-style-type: none"> This was an uncontroversial hearing. Questions concerned the candidate's reasons for application, relevant past experiences, challenges facing the CQC and proposed solutions, appropriate priorities for the CQC, and the candidate's views on forming relationships with other regulators such as Monitor. 5 questions focused on whether the candidate's political background would hinder his work. Questions were not hostile. The candidate was asked one question about the application process (Q2). 	Moderate given Prior's close ties with the Conservative Party (former deputy chairman). http://www.theguardian.com/social-care-network/2012/dec/04/care-quality-commission-david-prior http://www.itv.com/news/anglia/update/2012-12-13/norfolks-david-prior-to-be-head-of-cqc/ http://www.themj.co.uk/New-chair-of-Care-Quality-Commission-appointed/191769
Chair, National Institute for Health and Care Excellence: Professor David Haslam December 2012 Appointing Minister: Jeremy Hunt (Secretary of State for Health)	Positive/ Made	Stephen Dorrell (Chair) Barbara Keeley Grahame M Morris *Andrew Percy Virendra Sharma Chris Skidmore David Tredinnick Valerie Vaz *Dr Sarah Wollaston (now Chair)	50	50	1 (also appropriate) Q3 (Chair)	0	0	1 (also appropriate) (Q48 about the candidate's position on the Health and Social Care Act).	None	<ul style="list-style-type: none"> This was an uncontroversial hearing. The candidate was asked about the priorities for NICE, the challenges facing NICE and his proposed solutions, and his past experiences and the transferability of the skills gained from these to the present role. Most questions were challenging in substance but not hostile. There was good debate on policy issues between the candidate and the Committee. A small number of questions 'put words into the mouth' of the candidate, making the question seem easier (e.g. Q44: "please tell us how important you think it is that NICE takes account of the views of patients in all its processes? We had a comment from Laura Weir of Patients Involved in NICE that she felt there was no clear role for patient groups"). However, this did not compromise the quality of the answer given by the candidate, who made a clear case backed with arguments and past experiences. 	None.
Chair, Monitor: Dominic Dodd (Health) October 2013 Appointing Minister: Jeremy Hunt (Secretary of State for Health)	Negative/ Withdrew	Stephen Dorrell *Dr Sarah Wollaston Clerk David Lyod Martyn Atkins *Huw Yardley *Sharon Maddix	82	47	15	8	12	0	3:2 Barbara Keeley (Lab) Grahame M. Morris (Lab) Valerie Vaz (Lab) Andrew George (Lib) Dr Sarah Wollaston (Con)	<ul style="list-style-type: none"> The majority of the Committee were not convinced Mr Dodd was sufficiently robust to hold the existing and rather influential Chair/Chief Executive Dr Bennett to account. Nonetheless, their initial draft report endorsed his appointment and proposed a performance review in 6 months. Barbara Keeley then put forward a motion to withhold the committee's endorsement which was supported by fellow Labour committee members. This was mainly motivated by her view that Mr Dodd's previous private sector career at Marakon Associates, a management consultancy firm he left ten years prior and which at the time of the hearing had private healthcare clients, caused a potential conflict of interest. 	Significant http://www.bbc.co.uk/news/uk-politics-24655482 http://www.hsj.co.uk/organisations/monitor/governments-candidate-to-be-monitor-chair-withdraws-application/5064784.article

										<ul style="list-style-type: none"> Ms Keeley asked 19 questions, 15 of which were irrelevant, leading or aggressive. This appears to be a political split. 	
<p>Chair, Care Quality Commission: Peter Wyman (Health) December 2015 Appointing Minister: Jeremy Hunt (Secretary of State for Health)</p>	Positive/Made	<p>Dr Sarah Wollaston</p> <p><u>Clerk</u> David Lloyd Sara Howe</p> <p>*Huw Yardley *Sharon Maddix</p>	56	54	0	1	1	0	<p>4:1</p> <p>Dr James Davies (Con) Maggie Throup (Con) Helen Whately (Con) Dr Philippa Whitford (SNP)</p> <p>Paula Sherrif (Lab)</p>	<ul style="list-style-type: none"> Uncontroversial hearing. Paula Sherrif dissented. Although not obvious from the oral evidence or the official report, it is likely to have been for political reasons. In the course of the hearing it transpired Wyman was a member of the Conservative party. A family business company that he chaired donated to the Conservative party in the past. Ms Sherrif is likely to have felt he lacked the independence required for the post. 	<p>Significant</p> <p>http://www.independent.co.uk/news/business/news/care-quality-commission-pwc-veteran-peter-wyman-s-new-role-at-regulator-questioned-a6772036.html</p> <p>http://healthcaretimes.co.uk/tag/peter-wyman/</p> <p>http://www.nationalhealthexecutive.com/Health-Care-News/yeovil-hospital-boss-appointed-cqc-chair</p>
<p>Chair, Food Standards Agency: Heather Hancock January 2016 (joint hearing with Environment, Food and Rural Affairs Committee)</p> <p>Appointing Minister: Jeremy Hunt (Secretary of State for Health)</p>	Positive/Made	<p>Dr Sarah Wollaston</p> <p><u>Clerk</u> *Huw Yardley *Sharon Maddix</p>	110	110	12	0	0	4	<p>None</p> <p>Q15 and Q16, on whether the candidate has any connections to a political party.</p> <p>Q17 and Q18 on donations to political parties.</p> <p>Q35 (Neil Parish)</p> <p>Q37 (Chris Davies, expressing that there should be greater clarity in the division of responsibilities)</p> <p>Q49 and Q50 (Dr Whitford, on accountability to Dept of Health v Defra)</p> <p>Q51 and Q52 (Dr Whitford, on whether the Agency should be responsible for nutrition and labelling).</p> <p>Q54 (Dr Whitford, on whether the Agency should push to lead on</p>	<ul style="list-style-type: none"> Uncontroversial hearing. Most questions were about the role going forward, and the Committee had no apparent disagreement with what the candidate said. Where the Committee did object to what the candidate said, on further clarification it transpired that both were in agreement. The impression one gets is that the Committee was absorbing the candidate's views and quietly agreeing, and will have a good relationship with her going forward. The Committee suggested she return in 12 months. The report's comments are barely critical: "We would nevertheless like to see her accept the need for a bolder and more proactive stance towards effecting change where she considers it necessary, for example in sorting out the cluttered and confused lines of accountability for food safety and food authenticity. As Chair, we will expect her to identify and challenge the gaps in the system." <p>Turan:</p> <ul style="list-style-type: none"> This was a joint hearing held by both the Health Committee and the Environment Committee (though the report was published by the Health Committee only, taking into consideration the views of the Environment Committee). The Committees endorsed the candidate but expressed that it would like to see the candidate accept the need for a bolder stance where necessary (para. 5, page 3). The report provides an outline of the areas on which the candidate was questioned (para. 3, page 3). Questions concerned the candidate's reasons for applying for the post, the strategic challenges of the 	<p>Significant, but specialist journals only. A few highlighted that MPs urged Hancock to be 'bolder' in challenging government policy and that Committee members voiced concern over the FSA's lack of powers over labelling and nutrition in England.</p> <p>http://www.newfoodmagazine.com/23115/news/industry-news/heather-hancock-announced-new-chair-fsa/</p> <p>https://www.fginsight.com/news/mps-give-green-light-for-new-fsa-chair-but-demand-bolder-change-9085</p> <p>http://www.pig-world.co.uk/news/people/new-chair-designate-appointed-to-fsa.html</p> <p>http://meatmanagement.com/fsa-appoints-new-chair/</p> <p>http://www.ifst.org/food-safety/news/fsa-chair-appointment</p> <p>https://www.sustainweb.org/news/oct15_fsa_chair/</p> <p>http://www.foodanddrinktechnology.com/11043/news/fsa-appoints-new-deputy-chair/</p> <p>http://www.ehn-online.com/news/article.aspx?id=15092</p> <p>http://www.bmj.com/content/352/bmj.i87</p>

				<p>childhood obesity).</p> <p>Q55 (Dr Whitford, continuing on the Agency's role in nutrition, labelling, and education).</p> <p>Q58 (Dr Whitford, on whether the division of work affects the Agency's independence).</p> <p>Q65 and Q68 (Dr Monaghan, on when the programme of change would be implemented in response to budget cuts)</p> <p>Q72 (Dr Monaghan, on the safety risks of budget cuts)</p>					<p>role, how the candidate's past career prepared her for the role, how the candidate has demonstrated her awareness and understanding of the scientific issues in public health, the issue of antimicrobial resistance and how the candidate intends to tackle this (and whether it is a priority for the agency), how the candidate's approach would differ from that of the current chair, whether the candidate has any connections to political parties, the candidate's opinion on the agency's 'strategic priorities', how the agency could address shortcomings in the information that consumers have, whether the candidate would like to see further matters come under the responsibility of the Agency, what steps the candidate would take to ensure that she can work effectively with Ministers, whether the Agency should be accountable to Parliament through the SoS for Health rather than the SoS for Environment, whether BSE was handled well, whether the remit of the Agency should be expanded, whether the Agency should challenge where the Govt is getting things wrong, areas where the candidate might wish to challenge Govt policy, how to manage the implementation of spending cuts and its likely effects on the Agency, how the candidate envisaged the work of the Food Crime Unit developing under her chairmanship, how the work of the FSA interlinks with industry and animal welfare standards and potential gaps and improvements in this area, how the candidate would want to progress the recommendations of the Troop report for greater powers for the Agency, whether local authorities have the resources to deal with issues regulated by the Agency, whether food hygiene scores should be mandatory for display across the UK, and whether the candidate saw her role as being proactive or reactive.</p> <ul style="list-style-type: none"> • This was a challenging interview addressing a variety of different policy areas and also a number of technical issues such as the responses to certain bacterial outbreaks and food hygiene scores. The Committee was very specific in its questions – e.g. Q63 – Dr Monaghan asked precisely when the candidate intended to implement her programme of change for coping with budget cuts. • The candidate's answers were generally very full, well elaborated, and focused to the question. • There were 6 questions in total concerning potential conflicts of interest; 4 relating to political parties (Q15 – 18), one on the candidate's financial interests (Q19), and one on the candidate's directorship of her family company (Q20). • There was some disagreement between the candidate and the Committee on whether the Agency should be responsible for nutrition and labelling (Q24 onwards, revisited in Q51). There was also concern expressed about the lack of clarity on whether the Agency reports to Defra or to the Dept of Health, and whether it is logical for the Agency to 	
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										<p>report to the Dept of Health despite its work connecting more closely with the work of Defra (e.g. Q49). Committee members were open with their opinions on these two matters. It was clear that Committee members wanted the Agency to take more responsibility for a wider range of matters generally. This was constantly revisited throughout the hearing (e.g. even at the end, Q94), probably because there had been a lot of recent focus on the issue in the Troop report on the Efra Committee report on food contamination. The candidate seemed to be content with the Agency's current remit (see answer to Q54: "I have applied for a role with the remit as it stands. I do not think it is part of applying for that role then to lobby to grow the role").</p> <ul style="list-style-type: none"> Neil Parish made very clear in Q42 that there had to be accountability within the Agency. This was seen to be compromised by the fact that the Agency work was connected to Defra, but that the Agency is answerable to Health. The Chair asked only 14 questions in total. The most pressing questions were asked by Neil Parish, Dr Whitford, and Dr Monaghan. The latter two are both members of the SNP, though the line of questioning did not seem influenced by Scottish interests. 	
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<p>First Civil Service Commissioner and Commissioner for Public Appointments – Sir David Normington (PASC) November 2010 Appointing Minister: Francis Maude (Minister for the Cabinet Office and Paymaster General)</p>	<p>Positive/Made</p>	<p>Bernard Jenkin</p> <p>*PASC and Political and Constitutional Reform Committee now combined.</p> <p>*Bernard Jenkin remains the chair</p> <p><u>Clerk</u> Clive Porro Ben Williams</p> <p>* Dr Rebecca Davies * Rhiannon Hollis</p>	<p>131</p>	<p>129</p> <p>4 on appropriateness of pre-appointment scrutiny hearings.</p> <p>2 questions ruled out by Chair as inappropriate: Q121 and Q34 (both Walker)</p>	<p>13 (all appropriate)</p> <p>Q7 (Chair)</p> <p>Q18 (Paul Flynn)</p> <p>Q29 (Walker)</p> <p>Q35 (Chair)</p> <p>Q37 (Chair)</p> <p>Q47 (Greg Mulholland)</p> <p>Q49 (Chair)</p> <p>Q50 (Greg Mulholland)</p> <p>Q68 (Walker)</p> <p>Q84 (Nick de Bois)</p>	<p>5 (all appropriate)</p> <p>Q34 (Walker)</p> <p>Q103 (Paul Flynn)</p> <p>Q104 (Paul Flynn)</p> <p>Q105 (Paul Flynn)</p> <p>Q129 (Chair)</p>	<p>11 (all appropriate)</p> <p>Q17 (Paul Flynn)</p> <p>Q18 (Paul Flynn)</p> <p>Q19 (Paul Flynn)</p> <p>Q34 (Walker)</p> <p>Q69 (Walker)</p> <p>Q103 (Paul Flynn)</p> <p>Q104 (Paul Flynn)</p> <p>Q105 (Paul Flynn)</p> <p>Q107 (Paul Flynn)</p> <p>Q111 (Paul Flynn)</p>	<p>6 (all appropriate)</p> <p>Q7 (Chair)</p> <p>Q13 (Chair)</p> <p>Q18 (Paul Flynn)</p> <p>Q19 (Paul Flynn)</p> <p>Q20 (Paul Flynn)</p> <p>Q22 (Paul Flynn)</p> <p>All on independence from government.</p>	<p>2:1</p> <p>Greg Mulholland (Lib) Charles Walker (Con) Paul Flynn (Lab)</p>	<ul style="list-style-type: none"> It was clear from both the oral evidence and the report that while the Committee had faith in Sir David's abilities, they had serious concerns about whether Sir David, as an ex-civil servant, would be independent from the Cabinet Office in a dual role. A large proportion of the questions questioned the intentions of the Cabinet Office in merging the role and asked Sir David whether he would be able to maintain independence from the Cabinet Office. There were a total of 36 such questions. 18 of these came from the Chair. 12 came from Paul Flynn. 6 came from Greg Mulholland. There was clear concern amongst Committee members about the merging of the two roles. A number of questions focused on how the candidate would carry out both roles effectively. Paul Flynn asked the majority of hostile questions. He used phrases like: "is that the preposterous notion that is being put before us?" (Q111). Paul Flynn was also a potential interviewee for the role. The Chair ruled questions as being out of order on two occasions (both times, the questions were asked by Mr Walker): Q34 and Q121. 	<p>Moderate</p> <p>http://www.theguardian.com/summit/sir-david-normington</p> <p>http://www.dailymail.co.uk/news/article-1332460/Civil-servant-leaving-85k-year-pension-gets-new-Cabinet-job-85k-salary.html</p>
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					Q102 (Paul Flynn)		Q113 (Paul Flynn)				
					Q111 (Paul Flynn)						
					Q113 (Paul Flynn)						
Chair of the UK Statistics Authority – Dame Janet Finch (PASC) June 2011 Appointing Minister: Francis Maude (Minister for the Cabinet Office and Paymaster General)	Withdrew	Bernard Jenkin Clerk Martyn Atkins Charlotte Pochin * Dr Rebecca Davies * Rhiannon Hollis	130	79	16	22	13	1	None	<ul style="list-style-type: none"> In the final third of the interview, the panel began to answer questions that were difficult to answer given his position in the civil service at the time. The panel persisted despite realising that Sir David was uncomfortable with the questions (questions 91 – 99). Upon request of the panel, Sir David agreed to review the position in a year’s time. 	Significant http://www.theguardian.com/politics/2011/jul/07/chair-statistics-authority-candidate-withdraws http://www.ft.com/cms/s/0/e525ac1c-a874-11e0-8a97-00144feabdc0.html http://blogs.channel4.com/michael-crick-on-politics/ministers-failing-to-figure-out-new-stats-watchdog/438
Parliamentary and Health Service Ombudsman – Dame Julie Mellor July 2011 Appointing Minister: David Cameron (Prime Minister) ¹	Positive/ Made	Kelvin Hopkins (Chair) Alun Cairns Charlie Elphicke *Paul Flynn Robert Halfon David Heyes Greg Mulholland Lindsay Roy	49	43	3	0	3 (Questions 29 – 31, Robert Halfon)	0	None	<ul style="list-style-type: none"> This was an uncontroversial hearing. Questions focused on how the candidate would resolve substantive difficulties in the field. Leading questions were not hostile. If anything, they were intended to aid the candidate by prompting solutions to what was being asked. 3 questions had the format of identifying a feature of the Ombudsman service (e.g. its quasi-judicial role) and asking whether the candidate was comfortable with this. This provided the candidate with an opportunity to explain how her past experiences would help her with a particular mandate. There were 8 borderline leading questions that either put a statement to the candidate and asked her opinion on it, or asked whether the candidate was going to do something in particular in the role. 6 of these were premised on the expectation that the candidate would agree with the interviewer and provide explanations of why. E.g. “do you think there is a role for the Ombudsman in taking up the whole issue nationally, as it might well be an issue 	Minimal; not covered in the media.

¹ Recruitment was managed by the House of Commons Service and the selection panel was a mix of department

										that affects people throughout the whole of the land?" (question 36, Paul Flynn).	
										<ul style="list-style-type: none"> Paul Flynn and Robert Halfon were the most active interviewers. Other panel members had near-equal involvement. 	
Chair of the UK Statistics Authority – Andrew Dilnot (PASC) December 2011 Appointing Minister: Francis Maude (Minister for the Cabinet Office and Paymaster General)	Positive/ Made	Bernard Jenkin Clerk Martyn Atkins Charlotte Pochin * Dr Rebecca Davies * Rhiannon Hollis	62	43	6	13	0	0	None	<ul style="list-style-type: none"> The Chair asked 24 out of the 62 questions. In contrast with Ms Finch’s hearing, there were only two questions on pre-release. This was because Mr Dilnot felt, ideally, all pre-release should be removed i.e the position supported by the committee. There were five questions on the well-being index. Mr Dilnot felt the index was “a pile of nonsense” i.e the position of the committee. Overall, Mr Dilnot had a relatively easier hearing compared with Ms Finch principally because his views aligned with those of the Committee. This is interesting because Ms Finch’s hearing took place 28 June 2011. The transcript of the oral evidence would have been published shortly after. Mr Dilnot’s hearing took place 6 December 2011. He would have had the opportunity to review the hearing transcript, and certainly examining both hearings together it would appear much of his answers were designed to accommodate the views of the committee. 	Significant http://www.independent.co.uk/news/people/profiles/andrew-dilnot-a-man-to-restore-our-trust-in-statistics-7676029.html http://news.bbc.co.uk/democracylive/house_of_commons/newsid_9660000/9660425.stm
Chair, Charity Commission: William Shawcross September 2012 Appointing Minister: Francis Maude (Minister for the Cabinet Office and Paymaster General)	Positive/ Made	Bernard Jenkin Emily Commander Charlotte Pochin * Dr Rebecca Davies * Rhiannon Hollis	69	38	2	13	11	5	4:3 Alun Cairns (Con) Charlie Elphicke (Con) Robert Halfon (Con) Priti Patel (Con) Paul Flynn (Lab) David Heyes (Lab) Greg Mulholland (Lib)	<ul style="list-style-type: none"> Paul Flynn asked 21 questions, 18 of which were leading, irrelevant or politicised. The dissenting members objected to Shawcross’ appointment because they felt he was too controversial given his strong views on some of the more polarising topics in recent times; the Iraq War for example. The dissenting members also felt the appointment was political. They focused on Shawcross’ apparent endorsement of the Conservative Party via an article he wrote in the lead up to the 2010 election in which he is quoted as saying: “Only a vote for the Conservatives offers any hope of drawing back from the abyss”. They felt he was therefore not appropriate to lead an organisation that needs sensitivity and impartiality. This division appears to be political. 	Significant http://www.theguardian.com/society/2012/sep/07/william-shawcross-chairman-charity-commission

Chair, Committee on Standards in Public Life: Lord Paul Bew July 2013 Appointing Minister: David Cameron (Prime Minister)	Positive/ Made	*Kelvin Hopkins (replaced the Chair for this meeting) Alun Cairns Charlie Elphicke Robert Halfon Steve Reed	26	23	2	0	0	1 (borderline only)	None	<ul style="list-style-type: none"> The hearing was uncontroversial. There were 2 questions where the interviewer identified a problem, proposed his/her own solution, and asked the candidate to agree with his/her suggestion. During question 14, the Chair hinted that he felt the hearing was becoming politicised and directed the panel towards focusing on how the candidate would deal with an issue rather than on his view on the issue. This followed a marginally politicised line of questioning by Robert Halfon. 	Moderate http://www.bbc.co.uk/news/uk-northern-ireland-23311433 http://www.dailymail.co.uk/news/article-2361300/QUENTIN-LETTIS-Meet-public-service-poohbah-Lord-Bew-Lord-Who-No-Bew.html
Chair, Advisory Council on Business Appointments: Baroness Angela Browning (PASC) December 2014 Appointing Minister: David Cameron (Prime Minister)	Positive/ Made	Bernard Jenkin Clerk Catherine Tyack and Sian Woodward * Dr Rebecca Davies * Rhiannon Hollis	50	35	5	7	3	0	4:1 Nigel Evans (Con) Cheryl Gillan (Con) Kelvin Hopkins (Lab) Andrew Turner (Con) Paul Flynn (Lab)	<ul style="list-style-type: none"> The committee were not satisfied with the ACOBA rules as they stood and expressed their disappointment in the government's decision not to accept their recommendations. Paul Flynn dissented and felt that ACOBA was a "watchdog without teeth". Greg Mulholland was not able to vote having left the hearing partway. He was aggressive in his questioning ["if you want me to recommend your appointment...If you are going to be like that I will not, frankly, give you my approval"] and expressed an objection to the current rules; he preferred ACOBA to be parliament rather than government-driven. Mulholland later stated on twitter that had he been able to vote he would have voted no. 	Moderate http://www.theguardian.com/politics/2014/dec/30/david-cameron-criticised-lobbying-watchdog-angela-browning http://www.civilserviceworld.com/articles/news/mulholland-votes-no-baroness-browning-new-acoba-chair
Commissioner for Public Appointments: Peter Riddell March 2016 Appointing Minister: Matthew Hancock (Minister for the Cabinet Office and Paymaster General)	Positive (but qualified)/ Made	*Bernard Jenkin (Chair) *Ronnie Cowan *Kelvin Hopkins *David Jones	52	52	0	0	0	2 (also appropriate) Q41 (Chair): "How do you think you can satisfy the hunger for Conservative Ministers to appoint more Conservatives when so few people who are members of the Conservative Party, and are prepared to profess that, actually apply for these roles?" Q42 (Chair): "So do you not see it as the objective to increase the number of Conservatives who are appointed?"	None	<ul style="list-style-type: none"> The Committee expressed concern in its report that "the changes proposed by Grimstone, as interpreted by the government, alongside other changes such as the introduction of Enlarged Ministerial Offices, may be leading to an increasing politicisation of senior public appointments". The Committee said that it would report on its inquiry into Grimstone after publication of the Code of Practice for Public Appointments and the new Order-in-Council. The Committee was also critical of the timeframe it was given by the government to endorse a candidate. It said that "delays to the Grimstone review left it with "no opportunity, by the time of Mr Riddell's appearance before the Committee on 21 March" to consider the impact of the planned changes (para 10, report). The Committee endorsed the candidate but expressed concerns that he lacked experience of managing a large organisation or of making appointments. It said that it would be "closely monitoring how he works with Ministers to implement the Grimstone review's recommendations and how he responds to the 	Significant given the context of Grimstone. http://www.bbc.co.uk/news/uk-politics-36043337 http://www.independent.co.uk/voices/public-appointments-are-finally-made-on-talent-not-connections-but-we-must-fight-to-keep-it-that-way-a6938676.html http://www.bbc.co.uk/news/uk-politics-36024720 http://www.bbc.co.uk/news/uk-politics-36043337 http://www.ft.com/cms/s/0/06b7e0de-022f-11e6-99cb-83242733f755.html#axzz4GTy6vxMu http://newsthive.com/post/mps-question-appointment-of-peter-riddell-as-commissioner-for-public-appointments-bbc-news_543927/

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										<ul style="list-style-type: none"> The Committee was open to the candidate about its concerns. E.g. Q43 (Kelvin Hopkins): "I am still concerned about your relatively relaxed view of the comments of Sir David Normington on Grimstone", going on to express concerns that appointing individuals to improve diversity could result in fewer merits-based appointments. There seemed to be a mutual understanding that it was appropriate for this particular Committee to be actively involved in the candidate's performance of the role. For example, see Q45 on the role of the candidate in alerting the Committee to issues of public interest. The Chair was particularly active in this hearing, asking 32 of 52 questions. 	
Chief Investigator, Healthcare Safety Investigation Branch: Keith Conradi June 2016 Appointing Minister: Jeremy Hunt (Secretary of State for Health)	Positive/ Made	*Bernard Jenkin (Chair) *Paul Flynn *Kelvin Hopkins *David Jones *Gerald Jones *Andrew Turner	75	75	0	0	0	1 (also appropriate) Q49, Chair: "It is at the moment the Government's policy that HSIB should be domiciled with NHSI. What are we to make of this disagreement between you and the Government?"	None	<ul style="list-style-type: none"> This was a hearing for a new body set up by Jeremy Hunt to support NHS providers in the conduct of investigations and to conduct investigations of its own. The body is controversial as the HSIB has not been given full statutory independence from the government: see http://www.bbc.co.uk/news/health-36428478 In June 2016, the Committee published a damning report condemning the Government's refusal to grant the body full legislative independence: http://www.parliament.uk/business/committees/committees-a-z/commons-select/public-administration-and-constitutional-affairs-committee/news-parliament-2015/quality-of-nhs-complaints-report-published-16-17/ The report reflects these concerns. In para. 19, the Committee highlighted that it felt that it was "of paramount importance" to the HSIB's success for it to be independent and represent a credible "safe space". It is clear from para. 20 that this was the primary criterion against which the suitability of the candidate was assessed. The Committee used the rest of the report to reiterate concerns about establishment of the HSIC without primary legislation (see the 'Conclusions and Recommendations' section of the report, page 9). The candidate was questioned about the transferability of his past experiences, the candidate's experiences of setting up a new organisation and team, the candidate's reasons for applying for the job, how the candidate would apply his skills to a clinical investigation, the safe space principle and its justification, how to balance the need to be open with affected families and the demands of a safe space principle, the importance of publicising the organisation's no-blame approach, the importance of training employees to deal with patients sympathetically, the objectivity of the candidate in light of his personal experience of the inadequacy of an investigation into a death in the health service, how to reform the system in light of opposition from powerful lobbying bodies, how to engage organisations such as the BMA 	<p>Significant given the high-profile debate concerning the independence of the body from the government.</p> <p>http://www.bbc.co.uk/news/health-36447297</p> <p>http://www.bbc.co.uk/news/health-36428478</p> <p>https://www.avma.org.uk/policy-campaigns/the-avma-blog/the-healthcare-safety-investigation-branch-glass-half-full-or-half-empty/</p> <p>https://improvement.nhs.uk/news-alerts/independent-provider-bulletin-june-2016/</p> <p>http://emahsn.org.uk/emahsn-blog/hsib</p> <p>http://www.shponline.co.uk/former-air-crash-investigator-to-head-new-health-safety-body/</p> <p>https://www.kingsleynapley.co.uk/news-and-events/blogs/clinical-negligence-law-blog/new-body-to-conduct-patient-safety-investigations</p> <p>http://healthcaretimes.co.uk/air-accidents-chief-executive-mooted-for-nhs-role/</p> <p>https://reportuk.org/2016/06/03/pilot-to-head-new-health-safety-body/</p> <p>https://www.hsj.co.uk/topics/policy-and-regulation/exclusive-air-accident-investigation-chief-set-for-top-nhs-role/7005295.article</p>

										<p>without being influenced by them, how to adequately address both large and small-scale disasters, how to secure the independence of the body, how to decide what the body will do with its limited capacity, how to build relationships with related institutions and regulators, how to define the investigation principles determining which cases to investigate, the dangers of blame culture and how to change the defensiveness of the NHS, and how to measure the success of the organisation.</p> <ul style="list-style-type: none"> • There three 3 questions concerning the independence of the body: Q42, Q47, Q48. • The candidate agreed with the Committee that legislation was required for the setting up of the body (see Q42 and Q50). • Overall, this was quite a challenging hearing where the candidate and the Committee together tried to scope out how best to run the new body. Interviewers were quite persistent on each issue. Questioning was not hostile by cooperative. • The Chair asked 27 of 75 questions. 	
<p>First Civil Service Commissioner: Ian Watmore September 2016</p>	<p>Positive/ Made</p>	<p>*Bernard Jenkin (Chair) *Ronnie Cowan *Cheryl Gillan Tom Tugendhat *Andrew Turner</p>	<p>64</p>	<p>64</p>	<p>2 Q11, Chair Q12, Chair</p>	<p>0</p>	<p>0</p>	<p>0</p>	<ul style="list-style-type: none"> • The hearing followed a very long appointment process that began in December 2015. • In its reasons for approving Watmore, the Committee highlighted that Watmore “made clear his enthusiasm for working with the Committee and taking account of its priorities”. It is somewhat questionable that this should have played such a significant part in the Committee’s decision given that it did not feature as part of the job description. • The candidate was questioned on the role of the civil service, the role of the Commissioner, his views of the leadership capability of the senior civil service and potential improvements that could be made, how to promote trust within the civil service to create space for learning from failure, what should be taught in leadership academies, whether the candidate felt it was to his advantage to focus on one role (rather than splitting the role as his predecessor Sir David Normington did), the candidate’s views on governmental compliance with the civil service code, whether the candidate would have enough time for the role, why the candidate’s previous jobs were for short terms of under five years, the candidate’s ambitions for his term, the candidate’s IT skillset, the most important factor in dealing with complaints, how external appointments can be made compatible with the Northcote-Trevelyan settlement, the effect of the concessions made by the candidate’s predecessor on giving the PM a choice of permanent secretaries on appointment on merit, the candidate’s opinion on enlarged ministerial offices, how important it is for the senior leadership of the civil service to understand the history of the civil service, to what 	<p>Moderate; specialist journals only.</p> <p>https://www.civilserviceworld.com/articles/news/mps-back-independent-minded-ian-watmore-new-first-civil-service-commissioner</p> <p>https://www.civilserviceworld.com/articles/news/ian-watmore-line-whitehall-return-first-civil-service-commissioner</p> <p>http://civilservicecommission.independent.gov.uk/news/ian-watmore-appointed-first-civil-service-commissioner-16-september-2016/</p> <p>http://central-government.governmentcomputing.com/news/ian-watmore-named-as-first-civil-service-commissioner-5008565</p> <p>http://central-government.governmentcomputing.com/news/watmore-set-for-return-to-whitehall-4995958</p>	

										<p>extent the departmental structure of Whitehall is the best structure for Whitehall, the candidate's views on the Workforce Plan, how to address the issue of tenures, whether appointment of the candidate would be controversial, and the candidate's biggest failure in a civil service role.</p> <ul style="list-style-type: none"> The majority of the hearing centred on policy issues. Most questions focused on what the candidate would do to improve certain problems within the civil service (e.g. leadership). Committee members, in particular the Chair, challenged the candidate for very precise answers. This often seemed unreasonable given that the candidate did not have specific data before him (e.g. Q29, on governmental compliance with the Civil Service Code). The Chair's questions seemed to require the candidate to lay down a very concrete plan before even entering office. Other members of the Committee focused more on competency issues. The Chair asked 45 of the 64 questions. 		
Chair, BBC Trust 2011: Lord Patten March 2011 Appointing Minister: Jeremy Hunt (Secretary of State for Culture, Olympics, Media and Sport) ²	Positive/ Made	John Whittingdale * Jesse Norman <u>Clerk</u> Emily Commande Andrew Griffiths ** Elizabeth Flood *Katy Reid	120	63	5	36	16	0	4:1 David Cairns (Lab) Dr Thérèse Coffey (Con) Damian Collins (Con) Tom Watson (Lab) Philip Davies (Con)	<ul style="list-style-type: none"> Philip Davies dissented. Although not set out in the report, it is apparent from the oral evidence that he appeared to have objected the appointment of Lord Patten because the latter: <ul style="list-style-type: none"> a) had political baggage – conservative party 'stooge'; b) did not agree with Davies' view that the BBC's reporting was bias – 'institutional left-wing', pro-Palestine, pro-EU; and c) would be a cheerleader for the BBC. 	Significant http://www.theguardian.com/media/2011/feb/25/lord-patten-bbc-trust http://www.telegraph.co.uk/culture/tv-and-radio/bbc/8333916/Chris-Patten-to-be-new-BBC-chairman.html	
Chair, S4C Authority (joint hearing with Welsh Affairs): Huw Jones May 2011 Appointing Minister: Jeremy Hunt (Secretary of State for Culture, Olympics, Media and Sport)	Positive/ Made	*David T.C. Davies (Chair – Welsh Affairs) Culture, Media and Sport: John Whittingdale Louise Bagshawe *Damian Collins *Paul Farrelly Adrian Sanders Tom Watson Welsh Affairs: Stuart Andrew Guto Bebb Alun Cairns Geraint Davies Jonathan Edwards Susan Elan Jones Jessica Morden	55	53	0	0	0	2	None	<ul style="list-style-type: none"> There were 14 questions (12 explicit, one implicit, and one 'suggestion': Q27) on the candidate's intended relationship with the BBC in light of the BBC's funding of S4C. This is likely to be in light of Mr Jones' outspokenness on the need to retain independence from the BBC (see, for example, http://www.walesonline.co.uk/news/local-news/s4c-must-keep-independence-bbc-1835641). There seemed to be mixed views from the panel on the appropriate degree of independence. John Whittingdale seemed to suggest that the BBC's funding of S4C 'entitled' the BBC to some oversight (Q6). Alun Cairns was concerned about the refusal of some members of the Authority to cooperate with the BBC (Q16). The Chair commented that there was 'surely' a way of reconciling BBC oversight with editorial independence (Q27) but later implicitly expressed concern about BBC domination by implicitly suggesting how to avoid this (for example, in Q38, the Chair asked whether 	Moderate, as it was the first time a candidate for this post underwent a pre-appointment hearing http://www.bbc.co.uk/news/uk-wales-politics-13524339 http://www.bbc.co.uk/news/mobile/uk-wales-13557092 http://www.theguardian.com/media/2011/may/09/s4c-chairman-huw-jones http://www.digitalspy.com/media/news/a323399/huw-jones-confirmed-as-s4c-chairman/ http://www.insidermedia.com/insider/wales/52118-former-s4c-chief-executive-line-chair	

² Parliament's report is not explicit about this and merely states that "the Government announced" the preferred candidate (<http://www.publications.parliament.uk/pa/cm201011/cmselect/cmcomeds/864/864.pdf>)

		*Mark Williams								<p>there was any way for S4C to grow its income – presumably to limit the effects of financial control by the BBC).</p> <ul style="list-style-type: none"> The hearing was otherwise uncontroversial. The candidate was questioned on how he would resolve the problems facing S4C, including poor relations with the government; his reasons for applying for the role; the skills required by the role; practicalities including the time he was prepared to devote to the job; the candidate’s views on separation between the Authority and management; his plans for ensuring high-quality programming; and the candidate’s views on the role of the Welsh Assembly in scrutinising S4C. The panel avoided mentioning the candidate’s previous close association with S4C, which raised eyebrows: http://www.theguardian.com/media/2011/may/09/s4c-chairman-huw-jones. This is something of a surprise considering that the candidate was asked about his involvement with Sain. The hearing fits into the pattern of providing opportunities for the panel to make suggestions for how the role should be carried out (for example, in question 25, Mark Williams encouraged the continuance of S4C’s community work. See also question 27 above). This presumes recommendation by the Committee. In line with other hearings, the Committee asked how the candidate came across the vacancy (specifically, whether he was headhunted: Q8). 	http://welshicons.org/huw-jones-appointment-as-chairman-of-s4c-authority/
Chairman, Ofcom: Dame Patricia Hodgson December 2013 Appointing Minister: Maria Miller (Secretary of State for Culture, Media and Sport)	Positive/ Made	John Whittingdale * Jesse Norman Clerk Elizabeth Flood Grahame Danby * Elizabeth Flood * Katy Reid	118	64	15	24	15	0	7:1 Ben Bradshaw (Lab) Angie Bray (Con) Conor Burns (Con) Tracey Crouch (Con) Paul Farrelly (Lab) Steve Rotheram (Lab) Jim Sheridan (Lab) Philip Davies (Con)	<ul style="list-style-type: none"> The committee focused heavily on Hodgson’s experience at the BBC and her pension. Philip Davies dissented and was aggressive in his questioning. He focused on Hodgson’s BBC pension unnecessarily. 	Significant http://www.theguardian.com/media/2013/dec/04/dame-patricia-hodgson-favourite-chair-ofcom-bbc http://www.ft.com/cms/s/0/9eb8c876-5cfa-11e3-81bd-00144feabdc0.html
Chair, BBC Trust: Rona Fairhead September 2014 Appointing Minister: Sajid Javid (Secretary of State for	Positive/ Made	John Whittingdale (Chair) Ben Bradshaw Angie Bray Conor Burns Tracey Crouch Philip Davies *Paul Farrelly John Leech	115	107 (including some leading/ hostile/ politicised questions categorised on the right).	4 Q4 (Chair) – asked whether candidate was approached to apply, but clearly	5 Q36 (Ben Bradshaw) – “Given your workload and the life you have described, how do you	8 Q5 (Philip Davies) – slightly sarcastic comments about Fairhead’s ‘speech’	1 Q35 (Chair) – asked whether the candidate has had any involvement in politics or supported a political party financially.	None	<ul style="list-style-type: none"> The Committee helpfully included a list of the issues on which the candidate was questioned in its report (page 8). Questions concerned the candidate’s reasons for applying (particularly given the candidate’s private sector career), whether the BBC is impartial, whether Lord Patten had done a good job of chairing the Trust, the application process, whether the candidate had asked for assurances about the 	Very significant given four factors: a) the Committee’s fierce criticism of the BBC and its oversight following a number of scandals, b) controversy over whether Mrs Fairhead should be permitted to continue in her non-executive board roles at HSBC and Pepsi, c) the fact that if chosen, Mrs Fairhead would be the first woman to chair Ofcom, and d) Mrs Fairhead’s low political profile (i.e. lack of

Culture, Media and Sport)		Steve Rotherham			<p>already knew the answer.</p> <p>Q18 (Conor Burns) – asking the candidate about her ‘good social terms’ with the Chancellor – “So you had no conversations with George Osborne at all on this? None whatsoever?”</p> <p>Q56 (Philip Davies): “Would you not see that it is a clear conflict of interest? Do you see that if you are the Chairman of the BBC Trust and the BBC has a commercial relationship with Pearson, it is unsustainable for you to try to ride both of those horses?”</p> <p>Q82 (Angie Bray): “The BBC can still be rather secretive, can it not, about the way it does things?”</p>	<p>remain so fit and healthy?”</p> <p>Q39 (Ben Bradshaw): “How do you consume (television)? Do you sit with just your family and watch, or do you download stuff and watch it on your many flights?”</p> <p>Q40 (Chair): “Did you watch W1A?”</p> <p>Q41 (Chair): “Did you think it was a comedy or a documentary?”</p> <p>(I suspect the above three questions were posed to see whether the candidate was being disingenuous with her claims of spending many hours watching television).</p> <p>Q43 (John Leech): “Do you think there are other people from the private sector who might have been interested in this job,</p>	<p>about how wonderful the BBC is.</p> <p>Q7 (Philip Davies) – insisting on a direct answer to a question concerning the BBC’s impartiality.</p> <p>Q9 (Philip Davies) – slightly hostile comments about the BBC’s lack of impartiality and the candidate’s failure to pick up on this.</p> <p>Q13 (Philip Davies) – pushed the candidate to answer his question about whether Lord Patten had done a good job after she said it would be ‘inappropriate’.</p> <p>Q18 (Conor Burns) – “May I congratulate you on your first direct criticism on the accuracy of the BBC?”</p> <p>Q23 (Paul Farrelly) – interrupting the candidate, “I am not asking you to tell us what the SoS said, but on the top of your list of</p>		<p>future of the Trust in her interview with the government, whether the candidate would be able to balance the role with her other responsibilities, why the candidate wanted to chair a ‘creative’ organisation after a career of ‘number-crunching’, whether the candidate herself has time to consume broadcasting given her busy lifestyle, the BBC’s strengths and weaknesses, the candidate’s own television interests, the candidate’s remuneration for her other positions (presumably to determine whether or not she would prioritise the role as Chair of the Trust), the candidate’s views on executive payoffs, whether it is an advantage to come to the job as an ‘outsider’, the candidate’s view of public service broadcasting and how she sees it evolving over the next 10 years, whether the BBC should cover more live football, whether the candidate’s £1.1 million payoff from Pearson when she left could compromise her position if she is trying to crack down on excessive payoffs at the BBC, whether the candidate would sell any shares in Pearson given the BBC’s commercial relationship with the company, the candidate’s reasons for leaving Pearson, the candidate’s involvement in ‘tax avoidance schemes’ at Pearson, how the candidate considers she performed her role at HSBC during a Senate investigation, the candidate’s opinion on the government of the BBC and its structure, whether the SoS spoke to the candidate about the fact that she “might have to help him abolish [her] job”, the length of the appointment, what the candidate meant when she said she saw herself as a champion for the licence fee payer, the need for transparency in the BBC, the candidate’s views on subscriptions and opt-in systems, whether it is a benefit for the candidate to bring experience from a different (FTSE) environment, how the BBC can be more diverse, whether the candidate’s lack of public responsibility in the role worries her, why the candidate has not met the Director-General since becoming the government’s preferred candidate, how to diversify backgrounds at entrance points to the BBC, whether there is clarity in operational decisions and the direction of the BBC, whether the Director-General should be the chair and chief executive of his own board, whether things should be discussed with the Trust before an announcement is made, whether the candidate saw it as part of her role to listen to complaints from the private sector, whether the BBC has a contingency plan for the potential breakup of the UK (referring to the Scottish referendum), and whether the candidate supports or opposes the decriminalisation of the licence fee for non-payment.</p> <ul style="list-style-type: none"> Overall, this was a marginally hostile interview. The style of questioning was sarcastic at times: e.g. Q18 (Conor Burns) – “May I congratulate you on your first direct criticism on the accuracy of the BBC?” The Committee also interrupted the candidate where they felt she was not answering the question: e.g. Q23 (Paul Farrelly): “I am not asking 	<p>previous association with the government).</p> <p>http://www.theguardian.com/media/2014/sep/01/bbc-trust-rona-fairhead-mps</p> <p>http://www.theguardian.com/media/live/2014/sep/09/bbc-trust-chair-rona-fairhead-commons-select-committee-live</p> <p>http://www.theguardian.com/media/2014/aug/31/rona-fairhead-new-chair-bbc-trust</p> <p>http://www.theguardian.com/media/2014/aug/31/rona-fairhead-bbc-trust-chair</p> <p>http://www.theguardian.com/media/2014/aug/31/rona-fairhead-confirmed-chair-bbc-trust</p> <p>http://www.theguardian.com/media/2014/aug/31/rona-fairhead-bbc-trust-chair-ft</p> <p>http://www.bbc.co.uk/news/entertainment-arts-29001401</p> <p>http://www.bbc.co.uk/news/entertainment-arts-29126496</p> <p>http://www.independent.co.uk/news/people/former-financial-times-group-chief-executive-odds-on-to-be-named-bbc-trust-chairwoman-9701796.html</p> <p>http://www.independent.co.uk/news/media/tv-radio/new-bbc-trust-chair-rona-fairhead-will-keep-working-for-hsbc-and-pepsi-9721614.html</p> <p>http://www.dailymail.co.uk/wires/pa/article-2738702/Fairhead-line-chair-BBC-Trust.html</p> <p>http://www.belfasttelegraph.co.uk/news/uk/fairhead-in-line-to-chair-bbc-trust-30549703.html</p> <p>http://www.dailyecho.co.uk/news/national/11442846.Fairhead_in_line_to_chair_BBC_Trust/?ref=var_0</p> <p>http://www.campaignlive.co.uk/article/1310096/former-ft-chief-executive-rona-fairhead-hired-bbc-trust-chairman</p> <p>http://blogs.lse.ac.uk/media-policy-planner/2014/09/02/rona-fairhead-poised-to-be-bbc-trust-chairwoman/</p>
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						<p>but would have been put off by the salary?"</p> <p>priorities, what was your biggest question?"</p> <p>Q51 (John Leech): "That was not the question. I asked whether you had seen the report that suggested that was the case".</p> <p>Q57 (Philip Davies): "Is that what we can expect – an establishment figure who is going to come in and not rock the boat at all?"</p>			<p>you to tell us what the SoS said, but on the top of your list of priorities, what was your biggest burning question?"</p> <ul style="list-style-type: none"> • There were clear concerns about: <ul style="list-style-type: none"> ○ The BBC's past and whether mistakes would be made again. The Committee was openly critical of certain aspects of the BBC. The candidate's personal reluctance to openly criticise her predecessor only seemed to aggravate the Committee (though one Committee member later agreed that this was the right approach for the candidate to take). ○ The candidate's motivations for applying given her private sector background. ○ The transparency of the recruitment procedure. The Committee highlighted that the Prime Minister was keen to have a woman head the Trust and that the candidate was on 'good social terms' with the Chancellor. ○ The candidate's willingness to accept huge payoffs in the private sector. ○ The candidate's involvement in 'tax avoidance schemes' at Pearson. • The interview was quite 'jumpy'; Committee members moved back and forth between topics: e.g. the candidate was asked about the erosion of trust in Q80. The conversation moved to subscriptions in Q85. The candidate was then brought back to the Savile trust issue in Q86. This tended to happen where a new Committee member began questioning and wanted further information on a point made in response to a question from another Committee member, or wanted to address the original question from a different angle. In this example, the original questioner was Angie Bray. Tracey Crouch asked the 'recall' question. • There were a total of 6 questions on the recruitment process (Q10, Q16, Q17, Q18, Q19, Q20, Q21, Q22). The questioning was detailed, covering issues such as the length of the interview (Q21, Paul Farrelly) and whether the candidate felt that she was being favoured as a result of her gender following media speculation (Q10, Philip Davies). • There were 6 questions (Q28 – 33) on whether the candidate would be able to competently carry out the role alongside her other responsibilities. • The candidate was evasive at times. The Committee was quick to point out where she hadn't answered a question and pressed for an answer. The candidate was particularly careful not to criticise the BBC. This seemed to annoy the Committee. Where the candidate was prepared to highlight problems, she did this vaguely. Committee members responded with clarificatory questions intended to force the candidate to be more specific. 	
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										<p>E.g. Q80, candidate "Some things have happened in the recent past that have led to public trust being dented – there is no doubt of that". Q81 (Angie Bray): "You are talking about Savile?"</p> <ul style="list-style-type: none"> The Chair asked only 19 of 115 questions. Paul Farrelly asked the most questions (30 of 115). 	
<p>Information Commissioner: Elizabeth Denham April 2016 Appointing Minister: John Whittingdale (Secretary of State for Culture, Media and Sport)</p>	<p>Positive/ Made</p>	<p>*Jesse Norman (Chair) *Nigel Adams *Andrew Bingham *Damian Collins *Paul Farrelly *Nigel Huddleston *Ian C Lucas *John Nicolson</p>	86	84	<p>1 (also appropriate) Q27 (John Nicolson): "So the directors themselves you think should pay a financial penalty?"</p>	2	0	<p>2 (also appropriate) Q22 and 23 (Chair) on independence from Government and Parliament.</p>	None	<ul style="list-style-type: none"> Unlike in other pre-appointment hearings, the Committee was given an 'effective' veto over this appointment as part of wider measures to strengthen the independence of the role (see para. 2 of report). The report contained reasonably detailed information about the recruitment process, including numbers of applicants (para. 4, page 4, report). There was a delay in obtaining the Queen's consent for the candidate's appointment, leaving the post vacant for one month: http://www.computerweekly.com/news/45029957/5/The-strange-case-of-the-UKs-missing-information-commissioner The candidate was asked for a comparison between the UK and her experiences in Canada (given that all of her work had previously been in Canada), whether there is any overlap between running a small team and a much larger one, her views on the incoming EU legislation, her attitude towards enforcement issues, the candidate's motivations for applying, the candidate's 'Access Denied' report, her attitude towards deletion of government e-mails, what the candidate's relationship with Government and Parliament should be, whether the candidate welcomed the new regulations that would result in fines imposed on companies for data protection breaches, whether medium should be relevant to whether a communication is preserved as a government record, whether there should be a 'traffic light code' reflecting the data protection standard according to which a company operates, what the candidate's views were on potential gaps in her knowledge and how she intended to address these, the role of the ICO in contributing to debates on the development of data protection policy, the candidate's views on commercial confidentiality/cost as a reason for turning down FOI requests, the body's past weaknesses, the ICO's funding basis, whether the legal requirements bulk data collection imposed by DRIPA could pose a new hacking threat, press behaviour in British Columbia and the candidate's response to bad behaviour, how the candidate would react to being underestimated, the current state of trapping of information by Google and Facebook, whether FOI requests should apply to private organisations that are being used to deliver public services under contract, whether the candidate sees herself as working for Parliament or for Government, whether the ICO's power of non- 	<p>Significant given a) the candidate's role in launching a high-profile investigation against Facebook and b) the importance of the role in light of changes in data protection laws (specifically in light of the incoming EU General Data Protection Regulation). Mostly specialist journals and the websites of law firms whose practice includes data protection law.</p> <p>https://www.theguardian.com/media/2016/apr/28/canadian-facebook-uk-information-commissioner-elizabeth-denham</p> <p>http://www.computerweekly.com/news/450300401/Elizabeth-Denham-to-start-as-UK-information-commissioner-on-18-July-2016</p> <p>https://www.privacylaws.com/Publications/news/UK-E-news/Dates/2016/4/Elizabeth-Denham-confirmed-as-the-UKs-next-Information-Commissioner/</p> <p>http://www.itpro.co.uk/strategy/26949/elizabeth-denham-appointed-ico-boss</p> <p>http://www.nabarro.com/insight/blogs/2016/august/appointment-of-new-information-commissioner/</p> <p>http://panopticonblog.com/2016/03/23/new-information-commissioner-announced/</p> <p>http://www.computing.co.uk/ctg/news/2465188/new-information-commissioner-elizabeth-denham-begins-at-ico</p> <p>http://www.canadiancybersecuritylaw.com/2016/05/bc-privacy-commissioner-elizabeth-denham-confirmed-as-new-uk-information-commissioner/</p> <p>https://www.huntonprivacyblog.com/2016/03/22/uk-government-proposes-elizabeth-denham-as-new-information-commissioner/</p> <p>http://www.wiggin.co.uk/press-events/publications/her-majesty-the-queen-approves-appointment-of-</p>

										<p>consensual audit ought to be expanded in scope, and whether Hillsborough should spark a broader re-think about the right of access to information.</p> <ul style="list-style-type: none"> The first 12 questions were quite stilted; the Chair kept jumping from one topic to another without probing the candidate much on each. As the questions became more substantive (question 12 onwards – e.g. on the deletion of government records [the Chair, Q15], new fines imposed on companies for data protection breaches [John Nicolson, Q25]), there was more dialogue between the candidate and the interviewer. The interviewers adopted a persistent style of questioning after Q12. John Nicolson continuously challenged the candidate’s answers. He asked 9 questions (Q25 – Q33) on whether financial penalties effectively deter companies from committing data protection breaches, repeatedly putting his own views to the candidate and finding loopholes in her answers. It was clear that he had concerns about cold calling that he felt needed to be addressed by the candidate. He did not propose any particular solutions to the issue. Damian Collins argued against the candidate on the issue of whether medium should be relevant to whether a communication is preserved as a government record (Q38 – 46). This was not done in a hostile way; the aim seemed to be to raise all relevant arguments to help the candidate think about how these may be addressed. The interviewers did not challenge the candidate as much after Q46. It was surprising that the candidate was not pressed on her failure to comment on the Investigatory Powers Bill (which she “had not studied” – Q53) considering the sweeping changes proposed by the Bill. Aside from this, the questions continued to be quite challenging even though the candidate was not pressed as fiercely. Interviewers followed up on each other’s points. See, for example, Q57 (Chair), referring back to the issue of commercial confidentiality. The candidate was unable to answer 10 questions – Q4, Q25, Q28, Q31, Q32, Q58, Q71, Q72, Q79, and Q85. These were very specific questions on issues such as particular case studies. Where appropriate, the Committee tried to explain the UK state of affairs to the candidate. E.g. Q79 on whether parliamentary committees should have greater access than simply through FOI to Government information: the candidate said that she was not aware of what access committees currently have. The Chair briefly explained the current powers of committees and asked for the candidate’s view in light of this information. The Chair asked 44 of 86 questions. 	<p>elizabeth-denham-as-uks-information-commissioner/</p> <p>https://infolawcentre.blogs.sas.ac.uk/2016/04/28/news-cms-committee-approves-elizabeth-denhams-appointment-as-information-commissioner/</p> <p>https://www.publictechnology.net/articles/news/elizabeth-denham-start-information-commissioner-next-week</p> <p>http://www.techuk.org/insights/news/item/8394-elizabeth-denham-approved-as-new-information-commissioner-by-select-committee</p> <p>http://www.decisionmarketing.co.uk/news/denham-gets-green-light-to-be-new-uk-privacy-chief</p> <p>http://www.corderycompliance.com/new-information-commissioner-assumes-office/</p> <p>http://www.v3.co.uk/v3-uk/news/2465157/new-ico-chief-elizabeth-denham-begins-role</p> <p>http://www.vwv.co.uk/what-s-happening/publications-updates/islb-new-information-commissioner-appointed</p> <p>https://www.dpnetwork.org.uk/opinion/new-information-commissioner-what-should-we-expect/</p> <p>https://www.societyofeditors.org/soe-news/28-april-2016/elizabeth-denham-appointed-as-information-commissioner</p> <p>http://www.foi.directory/featured/confirmed-uks-new-information-commissioner-is-elizabeth-denham/</p> <p>http://www.infosecurity-magazine.com/news/elizabeth-denham-approved-as-next/</p> <p>http://www.wablegal.com/News-and-Blog/May-2016/New-UK-Data-Protection-Regulator-appointed</p> <p>http://www.tltsolicitors.com/news-and-insights/insight/new-uk-information-commissioner/</p> <p>https://www.research-live.com/article/news/elizabeth-denham-appointed-as-new-information-commissioner/id/5006282</p>
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											http://www.infosecurity-magazine.com/news/canadian-new-role-uks-information/ https://www.lw.com/thoughtLeadership/GDPR-ready-update-privacy-policy
<p>HM Chief Inspector of Constabulary: Tom Winsor June 2012 Appointing Minister: Theresa May (Secretary of State for the Home Department)</p>	Positive/Made	<p>*Keith Vaz (Chair) Nicola Blackwood James Clappison Michael Ellis Lorraine Fullbrook Julian Huppert Alun Michael Bridget Phillipson Mark Reckless *David Winnick</p>	82	54	<p>28 Of these, intended to challenge/mislead: 7</p> <p>Not intended to mislead (i.e. served a clarificatory purpose): 21</p>	0	0	0	<p>9:1</p> <p>Keith Vaz (Lab) Nicola Blackwood (Con) James Clappison (Con) Michael Ellis (Con) Lorraine Fullbrook (Con) Julian Huppert (Lib Dem) Alun Michael (Lab & Co-op) Bridget Phillipson (Lab) Mark Reckless (Con)</p> <p>David Winnick (Lab)</p>	<ul style="list-style-type: none"> The panel were aware of the controversy surrounding Tom Winsor's potential appointment in light of his non-policing background. 11 questions focused on Winsor's ability to do the job given his lack of policing experience. Questions were not hostile; they were clearly intended to provide Winsor with an opportunity to explain how he would compensate for his lack of policing experience in the role. The report notably recommended that the candidate "reach out to forces" (para. 23). The majority of the leading questions documented were not hostile but aimed at clarifying the intentions of the candidate. The majority of questions centred on the perceived difficulties of modern-day policing and how the candidate would go about resolving these. The panel seemed to have done its research. Members had a detailed knowledge of the candidate's previous experience and asked appropriate questions on how this would help or hinder his success as Chief Inspector. <p>Comments on the pre-appointment scrutiny procedure:</p> <ul style="list-style-type: none"> The Committee bemoaned the lack of information provided on the selection process and recommended the provision of information about other candidates (report, para. 8). <p>Other:</p> <ul style="list-style-type: none"> Nick Herbert (Minister of State for Police and Criminal Justice) was interviewed about the appointment process as a witness. He was asked to explain the reasoning behind certain decisions – such as the decision to look for candidates who had not been in the police (Q3, Chair) and the reason why 'independence' was not part of the person specification (Q36). A number of questions also concerned the media attention the candidate had received (there was a widespread media campaign against the candidate's appointment involving both the public and police officers). 	<p>Significant, as Winsor was the first person not to come from a policing background in the 156-year history of the constabulary.</p> <p>http://www.telegraph.co.uk/news/uknews/law-and-order/9320262/MPs-likely-to-try-to-block-Tom-Winsors-appointment-as-police-watchdog.html</p> <p>http://www.theguardian.com/uk/2012/jun/27/tom-winsor-chief-inspector-constabulary</p>

<p>HM Chief Inspector of Prisons: Nicholas Hardwick March 2010 Appointing Minister: Jack Straw (Secretary of State for Justice)</p>	<p>Positive/ Made</p>	<p>Alan Beith (Chair) Rosie Cooper David Heath Douglas Hogg Sian C James Jessica Morden Julie Morgan Andrew Turner Alan Whitehead</p>	<p>30</p>	<p>30</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>None</p>	<ul style="list-style-type: none"> The panel used this as an opportunity to review the functions of the Inspector. The Committee interviewed Dame Anne Owers, the current Inspector, for her views on issues such as the independence and accountability of the role (see pages 9 – 10 of report for summary). The report makes clear that there was an ongoing dialogue between the Committee and Dame Anne. In particular, see para. 21, point (h), where the Committee notes that Dame Anne had expressed reservations on the Committee’s recommendation that the Chief Inspector take on the inspection of the quality of prison officer training. The Committee asked Mr Hardwick for his opinion on the role. For example, he was asked whether the Inspectorate needed to be fully independent and expressed views about how this independence could be balanced with the need to remain effective in securing change where necessary (see paras. 25 – 27 of report for summary). He was also asked about resources and the role of prison and the inspectorate. Once again, the Committee took the opportunity to express its own opinion about the issues, stating that “the performance of the occupants of such independent posts is better assessed by feedback from stakeholders and periodic peer review than by a quasi-management process” (para. 27) and voicing its agreement with Mr Hardwick on the need for rehabilitation within the system (para. 30 of report). The need for regular and consistent dialogue was re-emphasised in para. 33 of the report, where the Committee expressed that it was looking forward to “a continuing dialogue – at least once a year – on progress in HM Inspectorate of Prison’s monitoring, assessment, and driving of the take up of best practice...” The content of the interview concerned the transition from managing a complaints machinery to a prison inspectorate role (i.e. transferability of previous experiences), lessons from police custody complaints, independence, the Inspectorate’s relationship with Parliament, public opinion on the role of prisons, and resources. It was a rigorous interview. All questions were relevant. The Committee was clearly keen to gauge future relations with the candidate. E.g. Alun Michael, Q47: “As you seem to accept the value of our contribution in that report [on the role of the prison officer], I wonder how that might inform the way you would approach your role as Inspector”. It consistently provided its own opinion on the issues raised. E.g. Mr Hogg, Q67: “I think it is desperately important for the Prisons Inspectorate to be separate and distinct from any other inspectorate simply for the reason you have mentioned, somebody has to shine a light into prisons, and it must not be captured by other lesser functions.” 	<p>None</p>
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Chair, Judicial Appointments Commission: Christopher Stephens January 2011 Appointing Minister: Kenneth Clarke (Secretary of State for Justice)	Positive/ Made	Alan Beith (Chair) Robert Buckland Elfyn Llwyd Claire Perry Elizabeth Truss	22	22	0	0	0	0	0	None	<ul style="list-style-type: none"> The panel was clearly impressed with the responses of the candidate and commented that he had given "thoughtful and measured answers" to the questions (report, para. 13). This was an uncontroversial interview. The candidate was asked why he felt he was well suited to the job, how he would balance the position with his other jobs, how he would ensure diversity within the judiciary and how his previous experiences may assist him with this, how costs could be reduced within the system, and pay levels. A number of questions focused on the candidate's experience of the commercial sector, and similarities and differences between the commercial and public sectors. The Committee noted in its report that the candidate's experience in the commercial sector was "particularly relevant to ensuring that the JAC is an efficient organisation". The Chair asked almost half of the questions (10 of 22). Participation was otherwise evenly spread between the panel members. 	None, except on the JAC website: https://jac.judiciary.gov.uk/news/judicial-appointments-commission-chairman-appointed
HM Chief Inspector of Probation: Diana Fulbrook May 2011 Appointing Minister: Kenneth Clarke (Secretary of State for Justice)	Negative/ Not made	Alan Beith (Chair) *Robert Neill <u>Clerk</u> Tom Goldsmith * Nick Walker * Jonathan Whiffing	32	32	0	0	0	0	0	None	<ul style="list-style-type: none"> There did not appear to be a political or personal reason as to why Ms Fulbrook was not endorsed. The hearing was conducted in a balanced manner. Ultimately, it came down to the committee's view that they did not detect a sufficient conviction from Ms Fulbrook that a recognition of the importance of reducing reoffending would be at the heart of the Inspectorate's work. They also had some concerns about Ms Fulbrook's enthusiasm for being an active driver for change within the probation system and felt that an external candidate was better suited. 	Minimal
Prisons and Probation Ombudsman for England and Wales: Nigel Newcomen May 2011 Appointing Minister: Kenneth Clarke	Positive/ Made	Alan Beith (Chair) Jeremy Corbyn Christopher Evans Helen Grant Ben Gummer Claire Perry Elizabeth Truss Karl Turner	21	21	0	0	0	0	0	None	<ul style="list-style-type: none"> This was a short and uncontroversial interview. It was nonetheless challenging. The questions focused on how the candidate would deal with existing problems in the Ombudsman's office, problems with the criminal justice system as a whole, complainants' satisfaction levels, the changing role of the Ombudsman in light of changes to the Probation Service, the qualities the candidate could bring to the Service having worked for chief inspectors who have come in from outside the Service, likely future funding levels, the candidate's 	Minimal http://www.mynewsdesk.com/uk/pressreleases/nigel-newcomen-to-be-prisons-and-probation-ombudsman-678006 http://www.crimebarristerdirect.co.uk/in-dustry-news/nigel-newcomen-to-be-prisons-and-probation-ombudsman http://www.4ni.co.uk/uk-national-news/125270/other-uk-news-in-brief

(Secretary of State for Justice)										<p>experience of handling the media, and the candidate's views on possible administrative independence of the Ombudsman from the MoJ. All questions were relevant to the role.</p> <ul style="list-style-type: none"> The Committee notably expressed an opinion that the Ombudsman should be placed on a statutory basis "at an early opportunity" (report, para. 9). Ben Gummer asked whether the candidate "[had] been given a brief beyond the job advertisement from the MoJ which is in any way different or more extensive" (Q7). When the candidate said he had not, Mr Gummer made a sarcastic comment that "They are being consistent at least in that" (Q8). The Chair asked only 4 questions. 	https://www.gov.uk/government/news/prisons-and-probation-ombudsman-named
<p>HM Chief Inspector of Probation: Paul McDowell October 2013 Appointing Minister: Chris Grayling (Secretary of State for Justice)</p>	Positive/Made	<p>Alan Beith (Chair) Jeremy Corbyn Nick de Bois Gareth Johnson Elfyn Llwyd Andy McDonald Yasmin Qureshi Graham Stringer</p>	29	29	1 Q16	0	0	2	None	<ul style="list-style-type: none"> Questions concerned the candidate's experiences as prison governor, the candidate's experiences of the inspection process, the role of probation, organisational constraints within the candidate's current organisation (Nacro), the candidate's opinion on the commissioning of probation services, the role of the inspectorate in reducing reoffending rates, the main implications of changes to probation services for the inspectorate, how to build good working relationships with clients, the financial resources of the inspectorate, how to improve the performance of the inspectorate, the appropriateness of planned inspection regimes, whether the inspection regimes for prisons and probation should be combined, how public criticisms between inspectorates should be, independence, public understanding of the probation service, past experience of dealing with the media. In line with other interviews conducted by the Justice Committee, questions were mostly substantive and aimed at highlighting existing difficulties within the system and questioning the candidate for his proposed approach for tackling these. Considering the short length of the interview, an impressive amount of ground was covered. Few competency-based questions were asked. The Chair asked only 5 questions. All other panel members were quite evenly involved in the interview (though Jeremy Corbyn asked a few more questions than other Committee members). 	<p>Minimal</p> https://www.questia.com/magazine/1P3-3240141971/watchdog-watch
<p>Chair, Office for Legal Complaints: Stephen Green December 2013 Appointing Minister: Chris Grayling</p>	Positive/Made	<p>Alan Beith (Chair) Jeremy Corbyn Elfyn Llwyd Andy McDonald John McDonnell</p>	28	26	2 Q16 from Alan Beith: "Would you apply the same logic to claims management"	0	0	0	None	<ul style="list-style-type: none"> In line with other pre-appointment hearing reports published by the Justice Committee, this report was more extensive in the reasons it gave for endorsing the candidate than the reports published by most other committees (paras. 8 – 12, report). 	<p>Minimal; specialist journals only.</p> http://www.legalfutures.co.uk/latest-news/mps-endorse-green-next-chair-office-legal-complaints http://www.legalfutures.co.uk/latest-news/mps-probe-olc-chair-in-waiting-cmc-complaints-impasse-finally-broken

(Secretary of State for Justice) ³					t companies... then? Technically they are -" Q17 from John McDonnell: "You are a 'glass half full' man, Mr Green, are you not?"") Neither question was hostile.					<ul style="list-style-type: none"> • Questions concerned the relevance of the candidate's previous experiences, whether the existence of multiple regulatory bodies was confusing, the candidate's view of whether his role should serve an educational function, the areas of strength and weakness in the handling of complaints by the legal ombudsman and the candidate's ideas for tackling the latter, operational performance, the candidate's assessment of the trends in numbers and types of cases, the candidate's view on the growth of McKenzie friends, care quality, the client's priorities for the Office for Legal Complaints in the next few years, and the client's past experiences with the media. • The focus of the interview was on substantive problems with the current regulatory system and the candidate's proposed solutions. Only four questions were explicitly CV-based. The client's past experiences were generally only relevant insofar as they may have affected the candidate's views on a substantive dilemma. • There were a few follow-up questions challenging the candidate on his views. This contrasted with previous Justice Committee hearings, in which panel members did not persist in their line of questioning. 	http://www.lawgazette.co.uk/practice/fi-at-complaint-figures-could-signal-better-client-care/5039167.fullarticle http://www.legalservicesboard.org.uk/news_publications/press_releases/2013/2013_12_02_olc_new_chair_final.pdf
Chief Inspector of the CPS: Kevin McGinty March 2015 Appointing Minister: Jeremy Wright (Attorney General)	Positive/ Made	Alan Beith (Chair) *John Howell *Andy McDonald John McDonnell	39	37	2	0	0	0	None	<ul style="list-style-type: none"> • The first 10 questions focused on Kevin McGinty's role in the application process for this position. As deputy legal secretary in the Attorney General's Office, McGinty started off the competition for the position. He was responsible for providing candidates with information about the post. When no candidate was selected, he applied for the position himself. The Chair highlighted that the documentation sent to the Committee had McGinty's name on it and expressed that there could be external concerns about the independence of the selection procedure. However, the questions were not asked in a hostile way and the Chair did not persist in the matter. Para. 13 of the report confirms that the Committee was satisfied that McGinty had had no influence in the first round of recruitment and only applied for the post following the conclusion of this process. • The hearing was otherwise uncontroversial. The Committee, in its report, stated that McGinty had given "considered and knowledgeable responses" and "showed a good understanding of the role" (para. 12, report). 	Moderate One mainstream newspaper called into question the independence of the decision to appoint McGinty given his 20-year acquaintance with the DPP, Alison Saunders (of which no declaration was made prior to appointment). http://www.telegraph.co.uk/news/uknews/law-and-order/11486832/New-Crown-Prosecution-Service-watchdogs-impartiality-called-into-question-over-20-year-friendship-with-DPP.html Otherwise, there was no media coverage except in the following specialist journal: https://www.civilserviceworld.com/articles/news/mcginty-preferred-candidate-lead-cps-inspectorate
HM Chief Inspector of Prisons: Peter Clarke	Positive/ Made	*Robert Neill (Chair) *Alex Chalk *Alberto Costa	63	49	2	0	1	11	None	<ul style="list-style-type: none"> • This was the first time there was a joint recruitment process for the HM Chief Inspector of Prisons and the HM Chief Inspector of Probation. This was due 	Significant. Some mainstream coverage but mainly specialist journals. Significant attention paid to Gove phoning candidates to encourage them to apply.

³ Appointed by Legal Services Board and subject to approval by Secretary of State

<p>(Joint hearing with HM Chief Inspector of Probation: Glenys Stacey) November 2015 Appointing Minister: Michael Gove (Secretary of State for Justice)</p>		<p>*Philip Davies *David Hanson *John Howell *Dr Rupa Huq *Marie Rimmer</p>			<p>bluntly, you wanted dangerous people to be behind bars. That is where they should be, isn't it?"</p> <p>Q41 (Alex Chalk) – "Is it likely that prisoners will feel confident that you believe in the capacity of individuals to change and improve in circumstances where you are a counter-terrorism officer who played an important role in putting them behind bars?"</p>		<p>sudden are you so embarrassed at the prospect that dangerous people should be in prison?"</p>	<p>independence from the government. These were asked by a variety of panel members).</p> <p>Q9 (Chair) – "Are you going to sort out with them the thought that you might be Michael Gove's man – the man he sends in?"</p> <p>Q21 (Chair) – "...having spent a lot of your career putting people inside prison, how objective can you possibly be as chief inspector?"</p> <p>Q22 (Marie Rimmer) – "Do you understand that there is a degree of scepticism about a career police officer going in to be the advocate of prisoners and places where they are detained?"</p> <p>Q27 (Marie Rimmer) – "Could you be objective, and independent of politicians?"</p> <p>Q29 (Marie Rimmer) – "But you are sure that you could be absolutely impartial".</p> <p>Q31 (Chair) – "The problem is that you are seen as being a former officer who is also favoured by the Secretary of State. How will you get around that baggage?"</p> <p>Q36 (Alberto Costa) – "...what confidence do we have that you are taking into account political considerations and that there is no conflict?...Can you give specific case examples where you</p>		<p>to a unique set of circumstances (paras. 1 – 7 of report):</p> <ol style="list-style-type: none"> 1) The Secretary of State for Justice Chris Grayling was initially unwilling to put forward the name of the sole appointable candidate for the position of Chief Inspector of Prisons despite the fact that the Commissioner for Public Appointments, Sir David Normington, had described that person as 'excellent'. The Committee notes in its report that two members of the selection panel had been active members of the same political party as Grayling. 2) Paul McDowell (the HM Chief Inspector of Probation at the time) resigned due to a conflict of interest resulting from his wife's position in a company providing rehabilitative services which had been declared by McDowell but not passed on to the Justice Committee at the time of the selection process. 3) The candidates for the two positions had been called by the Secretary of State, Michael Gove, in advance of the recruitment advertisements. <ul style="list-style-type: none"> • The Committee was clearly displeased with the situation and made a number of scathing comments in its report. It considered it "unwise of the Secretary of State" to ring prospective candidates to encourage them to apply for posts, emphasising the need for independence. The Committee recommended that Parliament, not Ministers, should recommend names for appointment to these two posts. It also advised that an existing 'desirable' criterion be made 'essential'. Finally, the Committee expressed concern that the three-year tenure for appointments may be too short and advised extension to five years (see paras. 8 – 11 of report). • In its report, the Committee interestingly described its role as being "not to assess whether the preferred candidate is the best person for the job, but whether he or she is appointable" (para. 22 and para. 32). In relation to both candidates, the Committee then expressed concerns about their lack of experience in the fields and recommended the putting in place of handover procedures to bring them up to speed. It is clear that the Committee saw itself as having a dual role of watchdog and facilitator (i.e. both checking that the selection process was undertaken in the most appropriate way and ensuring that the role is fulfilled to an adequate quality) - e.g. in para. 32, it expressed its desire to hold an evidence session with Glenys Stacey following production of a strategy to discuss its implementation. • The interview started on a positive note, with the Chair praising the candidate's work with Crimestoppers. The Chair declared that he knew the candidate from the Metropolitan Police Authority. 	<p>http://www.theguardian.com/politics/2015/nov/24/michael-gove-approached-prisons-probation-inspectors-before-roles-advertised-mps-told</p> <p>http://www.theguardian.com/politics/2015/nov/27/michael-gove-rebuked-phoning-prospective-prison-inspectors</p> <p>http://www.civilserviceworld.com/articles/news/michael-gove-brings-senior-education-figures-lead-prison-and-probation-watchdogs</p> <p>https://www.artsincriminaljustice.org.uk/new-hm-chief-inspector-prisons-and-hm-chief-inspector-probation-announced</p> <p>http://www.russellwebster.com/gove-recommends-outsiders-as-chief-prisonprobation-inspectors/</p> <p>https://prisonwatchuk.com/2016/01/14/new-chief-inspectorate-of-prisons-announced/</p> <p>http://www.largsandmillportnews.com/news/14091797.Michael-Gove-picks-for-mer-counter-terror-chief-for-prisons-watchdog-role/</p> <p>http://www.localschoolsnetwork.org.uk/2015/11/justice-select-committee-rebuked-gove-for-phoning-potential-hm-chief-inspectors-to-encourage-them-to-apply</p> <p>http://www.policeprofessional.com/news.aspx?id=24857</p> <p>http://www.civilsociety.co.uk/governance/news/content/20822/peter-clarke-steps-down-from-charity-commission-board-for-role-as-chief-inspector-of-prisons</p> <p>http://www.thirdsector.co.uk/charity-commission-board-member-peter-clarke-stand-down/governance/article/1373878</p> <p>http://www.thirdsector.co.uk/charity-commission-board-member-headhunted-michael-gove/policy-and-politics/article/1374269</p> <p>http://home.bt.com/news/uk-news/michael-gove-picks-former-counter-terror-chief-for-prisons-watchdog-role-11364017572706</p> <p>http://www.eastbourneindependent.co.uk/news/14091797.display/</p>
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								<p>have had political pressure applied and have dealt with that robustly and professionally?"</p> <p>Q50 (Dr Huq) – "...We all want reassurances that you would be able to stand up to the Home Office, the Justice Ministry and so on".</p> <p>Q52 (David Hanson; indirect) – "What is your view about your relationship with the Home Office, given your long experience of working with it?"</p> <p>Q55 (David Hanson) – "It goes back to Mr Costa's earlier point about, ultimately, how political you get, in terms of putting pressure on recommendations you feel strongly about and the Government reject".</p> <p>Q57 (Chair; indirect) – "...Why do we assume that you are not there to make sure that you do not argue as much as Mr Hardwick did? What should the relationship be between you and the Secretary of State?"</p>		<ul style="list-style-type: none"> A number of the questions related to Mr Clarke's lack of experience in the field. They were aimed at gauging how much knowledge he had of the issues. E.g. Q10, on how many prisons the candidate had ever visited. However, these were not framed in hostile terms; it seems they were intended to identify the gaps in the candidate's knowledge and push him to think about how these might be filled. The panel asked the candidate a number of difficult substantive questions requiring a good working knowledge of the prison service. E.g. Q15, asking the candidate to provide an example of endemic bad practice in prison; Q17 on areas where thematic inspections could take place; Q18 asking for examples of good practice by governments to tackle the issue of drugs in prison; Q25 on how to rehabilitate prisoners. There was a consistent concern throughout the interview that the candidate would be biased in his decisions by his previous experiences as a police officer and that his appointment would negatively affect individuals' perceptions of the post. The candidate seemed to dodge questions where he had little knowledge of the substantive issues. E.g. in Q18, he was asked for three examples of good practice by the government to tackle the issue of drugs in prison. Peter Clarke responded with examples of good practice in other areas. In Q28, he was asked for the five value statements that inform the work of the inspectorate. Mr Clarke responded: "I have read them, absolutely. Please don't ask me to recite them, but I have read them." In Q34, Mr Clarke was asked if he was familiar with prisoners' rights to legal correspondence and relevant cases. He responded that he had "read some of what has happened" but did not elaborate. Surprisingly, the panel did not persist with questioning where this occurred. On the issue of impartiality, a number of interviewers persisted with their line of questioning. E.g. Marie Rimmer asked three questions (Q22, 27, and 29) within a short period on the issue of impartiality. Directly afterwards, the Chair joined in with this. The Chair asked 18 questions in total. 	http://www.theargus.co.uk/news/national/news/14091797.Michael_Gove_picks_former_counter_terror_chief_for_prisons_watchdog_role/
<p>HM Chief Inspector of Probation: Glenys Stacey</p> <p>(Joint hearing with HM Chief Inspector of Prisons: Peter Clarke)</p>	Positive/Made	<p>*Robert Neill (Chair)</p> <p>*Alex Chalk</p> <p>*Alberto Costa</p> <p>*Philip Davies</p> <p>*David Hanson</p> <p>*John Howell</p> <p>*Dr Rupa Huq</p> <p>*Marie Rimmer</p>	63	21	8	0	18	34	None	<ul style="list-style-type: none"> See above for context of appointment. This was a joined interview with Peter Clarke. The interview covered two main issues: <ol style="list-style-type: none"> Whether the candidate could maintain independence from the government in light of the fact that Michael Gove had called her in advance to tell her about the role. The Chair, Alberto Costa, and Alex Chalk were particularly 	<p>Moderate. Mostly specialist journals.</p> <p>http://www.theguardian.com/politics/2015/nov/24/michael-gove-approached-prisons-probation-inspectors-before-roles-advertised-mps-told</p> <p>http://www.civilserviceworld.com/articles/news/michael-gove-brings-senior-education-figures-lead-prison-and-probation-watchdogs</p>

<p>November 2015 Appointing Minister: Michael Gove (Secretary of State for Justice)</p>				<p>Q70 (Chair; also politicised)</p> <p>Q78 (Alex Chalk) - "That is reviewing and investigating suspected miscarriages of justice, isn't it?"</p> <p>Q79 (Alex Chalk) - "So it's not really related to probation, is it?"</p> <p>Q81 (Alex Chalk) - "In other words, convicting the guilty and acquitting the innocent. It is not really related to probation, is it?"</p> <p>Q82 (Alex Chalk) - "In fact, your exposure to the world of probation, as distinct from the criminal justice system overall, is pretty narrow. Would you accept that?"</p> <p>Q88 (Chair) - "When did you last speak to a member of probation staff?"</p>		<p>Q70 (Chair; also politicised and leading)</p> <p>Q78 (Alex Chalk; also leading)</p> <p>Q79 (Alex Chalk; also leading)</p> <p>Q81 (Alex Chalk; also leading)</p> <p>Q82 (Alex Chalk; also leading)</p> <p>Q89 (Alberto Costa; also politicised)</p> <p>Q90 (Alberto Costa; also politicised)</p> <p>Q91 (Alberto Costa; also politicised)</p> <p>Q93 (Alberto Costa; also politicised)</p> <p>Q95 (Alberto Costa; also politicised)</p> <p>Q97 (Alberto Costa; also politicised)</p> <p>Q99 (Alberto Costa; also politicised)</p> <p>Q100 (Alberto Costa; also politicised)</p> <p>Q107 (Alex Chalk) - "You made a decision to go for probation rather than prisons on that basis" (candidate</p>	<p>Q67 (Chair) - "But thereafter you had worked with him professionally".</p> <p>Q68 (Chair) - "He [Michael Gove] rings up and says, 'I am sorry that you are finishing this one. Do you want to apply for this next one?'"</p> <p>Q69 (Chair) - "What was it, then?" (referring to the conversation with Michael Gove)</p> <p>Q70 (Chair) - "This was one of a raft, was it; that he put an offer to you?"</p> <p>Q71 (Chair) - "You see, we are concerned with genuine independence here".</p> <p>Q89 (Alberto Costa) - "...You have just answered the Chair that you cannot remember the last time you spoke to a member of probation staff. Why on earth did the Secretary of State call you for this job?"</p> <p>Q90 (Alberto Costa) - "Is it a case of friends in high places, perhaps?"</p> <p>Q91 (Alberto Costa) - "It is not every day that people get calls from Secretaries of State, with all due respect?"</p> <p>Q92 (Alberto Costa) - "Do you know whether he called another person in this instance?"</p>		<p>persistent (and at times, hostile) in this line of questioning.</p> <p>2) The candidate's lack of experience in the field.</p> <ul style="list-style-type: none"> The interview was hostile overall (and notably more hostile than the interview with Peter Clarke). Certain panel members (mostly the Chair, Alex Chalk, and Alberto Costa) were more hostile than others. At times, panel members took over from each other in continuing a line of hostile and politicised questioning. 	<p>http://www.russellwebster.com/gove-recommends-outsiders-as-chief-prisonprobation-inspectors/</p> <p>https://www.artsincriminaljustice.org.uk/new-hm-chief-inspector-prisons-and-hm-chief-inspector-probation-announced</p>
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					(Expecting a negative answer)	<p>had said that she chose probation because prison is “predominantly a man’s world”). Sarcasm.</p> <p>Q111 (Alberto Costa) – “What was the purpose of the call? I am still not clear on this. Come on, be clear. What was the purpose of his call?”</p> <p>Q114 (Alberto Costa) – “...It is not a credible position for someone of your professional background not to have asked the SoS the purpose of his call – or not at least to infer the reason for his call”.</p>	<p>Q93 (Alberto Costa) – “You do not know” (sarcastic)</p> <p>Q94 (Alberto Costa) – “How can you assure this Committee that you can maintain independence from the Secretary of State, given that he called?”</p> <p>Q95 (Alberto Costa) – “Could you?” (give examples of the ‘difficult exchanges’ he has had with the SoS in the past – sarcastic)</p> <p>Q96 (Alberto Costa) – “You must have had a good relationship with him if you did that – if you set out your concerns in a letter to Michael Gove”.</p> <p>Q97 (Alberto Costa) – “You have just admitted that it is not usual for a regulator to have done that, so you must have had a relationship to have given you the confidence to write to the then SoS”.</p> <p>Q99 (Alberto Costa) – “Yet it [what the candidate described as a ‘working relationship’ with Chris Grayling] led to a personal call from the SoS”.</p> <p>Q100 (Albert Costa) – “You have not asked him [i.e. the candidate has not asked Michael Gove why he called her].”</p> <p>Q102 – 110 (Alex Chalk) – continued questioning about whether the individual would have considered applying</p>		
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								for the role had the SoS not called her, and the way in which he influenced her. Q111 – 114 (Alberto Costa) – on the purpose of the phonecall from Michael Gove. Q124 – 126 (Chair) – clarifying with Peter Clarke whether he was also called by the SoS.			
Chair, Judicial Appointments Commission: Lord Ajay Kakkar July 2016 Appointing Minister: Michael Gove (Secretary of State for Justice)	Positive/ Made	*Robert Neill (Chair) *Richard Arkless *Alex Chalk *Philip Davies *Chris Elmore *David Hanson *John Howard *Victoria Prentis	54	54	0	0	0	1 (also appropriate) Q6 (Chair) – whether the candidate’s previous involvement with the GMC and relevant Bills could create any difficulties for the candidate insofar as these may concern matters that impinge on the judiciary.	None	<ul style="list-style-type: none"> The Committee requested a further evidence session with the candidate “to hear his first impressions of the JAC and any challenges it is likely to face” (para. 11, report). The candidate criticised the candidate record form generated by the company Korn Ferry responsible for the recruitment process on the basis that the form did not distinguish between degrees earned by examination and those conferred upon individuals (Q2). He also criticised the inclusion of experiences that were irrelevant to the position. The candidate revealed that he had been approached for the position (Q4). He was later asked by whom, and whether he knew how many other people had been approached (Q7, Chair). This information clearly had not been given to the Committee. The candidate was asked why he applied for the position, previous experience of the judicial system, how much time the candidate intended to dedicate to the job, what skills he had that were transferable to the role, the candidate’s experience of chairing and negotiating, the current effectiveness of the JAC, where further budget cuts could be made, the candidate’s priorities for the JAC, how the candidate fits the description of ‘exceptional strategic skills’, the candidate’s views on diversity in judicial appointments, the triennial review, the kinds of questions that should be asked in interviews for more senior appointments, and the candidate’s intended relationship with the Committee. The Committee had some concerns about the candidate’s ability to dedicate sufficient time to the role, but these were resolved through extensive questioning. Interestingly, the candidate seemed to proceed from the starting point that he “was not the chairman yet” when answering questions (see, for example, Q34 from Philip Davies), and so wished to consult others before providing a definite answer 	Minimal. http://diversityuk.org/lord-kakkar-appointed-as-chairman-of-the-house-of-lords-appointments-commission/ http://articles.economictimes.indiatimes.com/2013-07-23/news/40749466_1_lords-appointments-commission-commission-selects-new-role

										<p>on certain issues. The Committee started from the opposite assumption that he would be the chairman and directed questioning to the candidate's intentions and practicalities.</p> <ul style="list-style-type: none"> The candidate was challenged on the issue of diversity for a number of questions (Q28 – Q43). The panel seemed concerned about the candidate's purely meritocratic approach. It is understandable that this was a focus of the interview considering that diversity is a hotly debated issue in contemporary judicial affairs. The candidate expressed that he would like to see a close relationship with the Committee. He said he "would hope to be able to return on a regular basis to talk to the Committee about the work of the JAC, to inform the Committee about any concerns or anxieties that we have in the commission and to seek guidance and advice by way of the recommendations and reports that [the Committee] write[s] that could and will form an important basis of the work that the commission takes forward". This is a good example of a hearing being used to facilitate dialogue between a committee and a candidate. The Committee brought to the candidate's attention their concerns, particularly on the issue of diversity (e.g. Q31, Philip Davies: "Will you give me an assurance that, under your chairmanship, the equal merit provision will not be used as a Trojan horse for positive discrimination, which some of us fear is happening?"; Q32: "What about having some more working-class people among the judiciary? Would that not do a bit more to enhance the diversity of the judiciary?"). 	
Chair, Social Security Advisory Committee: Deep Sagar (Work and Pensions Committee) March 2011 Appointing Minister: Iain Duncan Smith (Secretary of State for Work and Pensions) ⁴	Positive/ Made		41	41	0	0	0	0	None	Uncontroversial hearing. Balanced questioning.	Minimal; no articles in the media.
Chair, Social Security Advisory Committee: Paul Gray June 2012	Positive/ Made	Oliver Heald (acted as Chair in absence of Chair) Debbie Abrahams Karen Bradley Sheila Gilmore Glenda Jackson	31	31	0	0	0	2 (both appropriate) Q3 (Chair): on how the candidate maintains objectivity given his previous	None	<ul style="list-style-type: none"> The Committee highlighted that Deep Sagar's resignation had reflected their concerns about his lack of direct experience in social security policy (page 3, para. 4, report). They were also pleased that this recruitment process had been more efficient than the last (page 3, para. 5, report). This made 	Minimal; one specialist journal only. http://yesminister.org.uk/2012/06/22/appointment-of-chair-of-social-security-advisory-committee-ssac/

⁴ The report states "The Minister for Welfare Reform [who was Lord Freud] informed us on 23 March 2011 that Mr Deep Sagar was the Secretary of State's preferred candidate for the post."

Appointing Minister: Iain Duncan Smith (Secretary of State for Work and Pensions)								role as a senior official at the DWP. Q5 (Glenda Jackson): "How independent are you? Do you belong to any political party?"		clear that the Committee intended to keep track of recruitment processes and flag up any problems. <ul style="list-style-type: none"> The Committee provided reasons for its approval of the candidate in para. 15 of the report. It also said that it would be monitoring his contribution to the SSAC's work (para. 16). This showed that the Committee viewed its main function as the provision of constructive feedback. This was an uncontroversial interview. The candidate was asked about his experiences as interim Chair, the challenges faced, how he maintains objectivity, how to improve the relationship between SSAC and the Department, party-political affiliations, the candidate's vision for SSAC, resourcing, what the candidate learned from the circumstances that led to his resignation from the HMRC, data protection, the candidate's other activities, how the candidate has gained the trust of stakeholders, the role of SSAC in scrutinising draft regulations, the elements the committee must have for the effective evaluation of welfare provision, whether it is correct for the SSAC to have the status of non-departmental public body, how to manage tensions with the DWP, and leadership style. The candidate was asked if there were any particular ways the Committee could work with him (Q31, Chair). The candidate expressed that it would be useful to have a 'regular dialogue'. 	
Pensions Ombudsman and Pension Protection Fund Ombudsman: Anthony Arter February 2015 Appointing Minister: Iain Duncan Smith (Secretary of State for Work and Pensions)	Positive/Made	Dame Anne Begg (Chair) Graham Evans Sheila Gilmore Kwasi Kwarteng Anne Marie Morris Nigel Mills Michael Thornton	46	46	1 (also appropriate)	0	0	2 (also appropriate) Q11 (Anne Marie Morris): "Is there anything that you are aware of that you think would ever...give you a conflict of interest? I do not know whether you have had any political involvement". Q13 (Anne Marie Morris): "Do you have any political views with regard to pensions legislation, because inevitably different parties have very different views?"	None	<ul style="list-style-type: none"> In line with previous reports by this Committee, this report provided reasons for endorsement on page 6, para. 12. The candidate was asked for his views on the appointment process (Q2, Chair), and on which interview he felt was more difficult – the one with the panel or the one with the Minister (Q3, Chair). The questions were appropriate and uncontroversial. In the first 10 questions, the candidate was asked how his particular experiences would be useful for the role. Questions 11 – 15 focused on potential conflicts of interest. Questions after this point focused on the role of the Ombudsman. Questions 19 and 20 were intended to ensure that there were no previous 'scandals' that could be brought up against the candidate. The questions after concerned substantive policy issues. For example, the candidate was asked what he would do in certain hypothetical scenarios (e.g. whether he would raise concerns with a Minister if he saw that an area of law was unfair in application – Q29, Chair), the impact of changes in pension policy, how to incorporate technological changes into pensions issues, and how to reduce waiting periods. 	Significant, though mainly specialist journals. http://www.ftadviser.com/2015/02/18/pensions/new-ombudsman-vows-to-simplify-complaint-procedure-grD3u3CnoiXJvzwEWWFbGJ/article.html http://www.professionalpensions.com/professional-pensions/interview/2424915/anthony-arter-shaking-up-the-pensions-ombudsman http://www.professionalpensions.com/professional-pensions/news/2394068/dwp-names-eversheds-arter-preferred-candidate-for-pensions-ombudsman http://www.pensionsage.com/pa/Government-announces-new-pensions-ombudsman.php%20.php http://www.wired-gov.net/wg/news.nsf/articles/Preferred+candidate+for+new+Pensions+Ombudsman+named+06022015152508?open http://www.taen.org.uk/esf/news/view/1542

										<ul style="list-style-type: none"> The Committee was keen to hear the candidate's views on pensions policy issues given his longstanding expertise in the area. The Chair asked only 10 questions. 	http://www.ipe.com/news/people/friday-people-roundup/10006665.fullarticle https://www.highbeam.com/doc/1G1-401423228.html http://www.financialplanneronline.co.uk/articles/item/4337-new-pensions-ombudsman-set-to-take-the-reins#.V3lhSludLzI
HM Chief Inspector, Ofsted: Sir Michael Wilshaw November 2011 Appointing Minister: Michael Gove (Secretary of State for Education)	Positive/ Made	Graham Stuart *Neil Carmichael (now Chair) Pat Glass Damian Hinds *Ian Mearns	52	50	0	0	0	2 (Both from Damian Hinds; also appropriate)	None	<ul style="list-style-type: none"> Questions were based primarily on the candidate's competences and his proposed approach to current difficulties in the education system. The politicised questions were about: a) whether the shift in government education policy from Labour to the coalition would pose challenges, and b) whether the candidate's vision of education was more aligned with the views of Michael Gove (who, the panel noted, had been very complimentary of Wilshaw), or with those of Tony Blair. There were 5 questions on the recruitment process (Ian Mearns) – specifically, on whether the candidate had decided to apply for the post following a meeting with the Secretary of State and headhunting. Mearns seemed to suggest that the candidate's close relationship with Gove could have influenced his decision, though he did not allege any unfairness in the selection procedure. 	Significant Positive media attention: http://www.theguardian.com/education/2011/oct/14/michael-wilshaw-new-ofsted-chief Suggestions of close links with Gove ("He was then asked personally in the summer by Mr Gove whether he would apply...He suggested he knew the education secretary quite well...): http://www.bbc.co.uk/news/education-15537037
Chief Regulator of Qualifications and Examinations: Glenys Stacey February 2012 Appointing Minister: Michael Gove (Secretary of State for Education)	Positive/ Made	Graham Stuart (Chair) *Neil Carmichael (ex-Chair) Alex Cunningham Damian Hinds *Ian Mearns Tessa Munt	44	42	0	0	0	2 (from Tessa Munt, on whether the candidate would stand up to Ministers if she disagreed on their long-term vision for education – but this was appropriate given the independence of the role.)	None	<ul style="list-style-type: none"> Questions were uncontroversial. The candidate was asked about the challenges facing Ofqual and her visions for the organisation, how her previous experiences as a civil servant would help or hinder her in a role as an independent regulator, and how the Education Act has affected her work. Questions were difficult but not hostile. 	None
Chair, Mobility and Child Poverty Commission: Alan Milburn July 2012 Appointing Minister: Nicky Morgan (Secretary of State for Education)	Positive/ Made	Graham Stuart (Chair) Alex Cunningham Damian Hinds *Ian Mearns David Ward Craig Whittaker	68	63	1	0	0	4 (2 from the Chair, 1 from Ian Mearns, and 1 from Alex Cunningham on whether the candidate agreed with the government line. All were appropriate given the independence of the role.)	None	<ul style="list-style-type: none"> This was a rigorous interview without being hostile. Questions tested the candidate's knowledge of existing strategies on social mobility and ability to reason about these, his priorities for the organisation, and his past experiences. Where the candidate 'avoided' a question, the panel pressed him for an appropriate answer. The interview seemed more like a discussion than an interview at points, with a number of questions being statements of opinion with which the candidate then agreed or disagreed, with reasons. At times, panel members challenged the candidate's views. This did not affect the quality of the interview 	None

										<p>process; if anything, it allowed for assessment of whether the candidate was able to engage in in-depth debate on the subject matter.</p> <ul style="list-style-type: none"> There was a hint that the candidate was well-acquainted with Ian Mearns during question 24, when the candidate joked that “familiarity is in danger of breeding some contempt”. 	
<p>Children’s Commissioner England: Anne Longfield OBE November 2014 Appointing Minister: Nicky Morgan (Secretary of State for Education)</p>	<p>Positive/ Made</p>	<p>Graham Stuart (Chair) *Neil Carmichael Bill Esterson Pat Glass Siobhain McDonagh David Ward</p>	57	57	0	0	0	2 (also appropriate) Q5 and Q6 on the independence of the role.	None	<ul style="list-style-type: none"> No particular reasons were given for the Committee’s endorsement of the candidate (para 13, report). For the only time in these hearings, the Committee used Twitter to ask people to make suggestions for questioning (see Q1, Chair). These were used as the basis of only the first question and so did not feature particularly prominently. Questions concerned the Commissioner’s responsibilities, what success would look like, the independence of the role, the issues to address in the role, the achievements of the candidate’s predecessors, how to ensure a balance between education and children matters in priorities, whether the candidate would want to continue any of her existing proposals/projects in the role, the candidate’s opinion on how the government of the day were doing and what she would do about it, how to ensure that enough is done to safeguard the rights of children who live away from home, how to change public attitudes to exploited children, how to change the outcomes for children taken into care, whether there should be a ban on using B&B accommodation for children, whether power of entry powers are proportionate, what the candidate would do if her staff uncovered serious wrongdoing as part of an interview, the candidate’s perception of the reasons for the UK’s low standing in international league tables, how to ensure that the government responds to the child rights impact assessment on legal aid, how the investigations into child sexual abuse and the government’s own July 2014 Home Office inquiry will be similar/different, how to tackle failures in agency co-operation, how to bring about an immediate improvement in children’s life chances, how to close the gap in the proper and actual treatment of children, the appropriate aspect of children’s rights to consider in current inquiries, whether enough work is being done with the most vulnerable children, whether the candidate’s relationship with the media will help to bring forward people who work with children, how to ensure value for money, and whether pay for the position is excessive. The Chair was open about his disagreement with the government over a) the decision to include in its inquiry all institutions and decades and b) a short-term inquiry looking at the lessons from Rotherham (Q40 – 42). 	<p>Significant, but mainly specialist journals.</p> <p>https://www.theguardian.com/society/2015/mar/22/nation-children-life-chances</p> <p>http://www.nurseryworld.co.uk/nursery-world/news/1148114/anne-longfield-appointed-children-commissioner</p> <p>http://www.4children.org.uk/News/Detail/Anne-Longfield-OBE-appointed-as-next-Childrens-Commissioner-for-England</p> <p>http://diversityuk.org/new-childrens-commissioner-appointed/</p> <p>http://www.crae.org.uk/news/new-children%E2%80%99s-commissioner-for-england-announced/</p> <p>http://www.marilynstowe.co.uk/2014/11/17/new-childrens-commissioner-formally-appointed/</p> <p>http://www.locumtoday.co.uk/article.php?s=2014-11-07-anne-longfield-preferred-candidate-for-childrens-commissioner#.V5ofTjbmQk</p> <p>http://www.naht.org.uk/welcome/advice/advice-home/parents-and-pupils-advice/naht-welcomes-the-appointment-of-anne-longfield-obe-as-childrens-commissioner/</p> <p>http://www.cypnow.co.uk/cyp/news/1148088/longfield-asserts-suitability-childrens-commissioner-post</p> <p>http://www.communitycare.co.uk/2014/11/14/former-government-adviser-take-childrens-commissioner-post/</p> <p>https://www.tes.com/news/school-news/breaking-news/anne-longfield-named-new-childrens-commissioner-england</p> <p>http://www.daynurseries.co.uk/news/article.cfm/id/1565866/independence-childrens-commissioner</p>

										<ul style="list-style-type: none"> • Overall, this was a challenging interview which focused on substantive reform options. It was clear that the Committee had faith in the candidate's expertise in this area. • The candidate was asked surprisingly little about her independence from government (Q5 and Q6). The media reported concerns given the candidate's work with 4Children and the organisation's role as strategic partner for the department of education (e.g. http://www.nurseryworld.co.uk/nursery-world/news/1148114/anne-longfield-appointed-children-commissioner) • The Committee interestingly asked the candidate what she would do if the Committee were to recommend against her (Q56 - in light of the fact that the Committee did not endorse a candidate in the last selection round). The candidate dodged the question and merely said that she would "hope" for a recommendation. She also said that it was "really important" that she had the Committee's backing. • The Chair asked 21 questions. Bill Esterson was the next most involved, asking 19 questions. 	http://www.daynurseries.co.uk/news/article.cfm/id/1565791/anne-longfield-strongest-candidate
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<p>Chief Inspector of Qualifications and Examinations: Sally Collier March 2016 Appointing Minister: Nicky Morgan (Secretary of State for Education)</p>	<p>Positive/ Made</p>	<p>*Neil Carmichael (Chair) *Lucy Allan *Michelle Donelan *Lucy Frazer *Catherine McKinell *Ilan Mearns *Stephen Timms *William Wragg</p>	<p>44</p>	<p>44</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>None</p>	<ul style="list-style-type: none"> The report included a useful summary of the selection procedure, including details about the number of candidates (page 4). The report included a brief summary of the areas explored during the hearing (page 6). The Committee did not seem overjoyed at the prospect of appointing the candidate given her lack of expertise in the area. The Committee stated in its report that the candidate's "knowledge of the current reforms to GCSEs and A-levels was somewhat lacking, and she was unable to answer questions on subject comparability. She declined to give her judgement on several areas of the reforms and accepted that she would be on a 'steep learning curve'" (para. 11, report). The candidate's example of a time when she had asserted her personal independence was also considered to be weak, and the Committee criticised the candidate's failure to give sufficient voice to the weight of responsibility borne by a Chief Regulator (para. 12, report). Considering the extensive criticism, it is somewhat surprising that the Committee did not make the candidate's appointment subject to a further hearing – and that she was recommended at all. The Committee did recommend that Ms Collier "takes steps to rapidly acquire the specific professional competence in terms of qualifications and assessment" and hinted at "further hearings", but did not impose any concrete requirements for this. The candidate was asked what attracted her to the role, what she would bring to the role, how the candidate's past experiences prepare her for the role, how to ensure sufficient expertise in the area, whether Ofqual's status as a non-ministerial department can guarantee its independence from government (and raise confidence in this independence amongst schools), how to respond to the debate about changing the exam system, whether there were lessons to learn from her predecessor, how to deal with not being able to control the agenda, how to build bridges between different kinds of educational establishments, the challenges in changes to GCSEs and A-levels, the candidate's role over the past 5 years, how to improve the comparability of grades, the appropriate pace of reforms, how to improve Ofqual's reputation of communication, whether it is appropriate to have three revenue-driven exam boards, the financial state of the exam boards, the role that should be played by Ofqual in any reformulation for exam systems, whether the candidate is satisfied with the scope and range of tools to do the job, whether there should be continued leadership for the organisation beyond 5 years, and the pros and cons of the new proposed grading system for GCSEs. She was clearly comfortable with answering competence-based questions based on her past experiences but 	<p>Significant, but only specialist journals.</p> <p>https://www.tes.com/news/school-news/breaking-news/mps-approve-new-ofqual-chief-note-her-lack-exams-knowledge</p> <p>http://schoolsweek.co.uk/preferred-candidate-for-ofquals-chief-regulator-revealed/</p> <p>http://schoolsweek.co.uk/new-ofqual-chief-admits-needing-months-to-grasp-qualifications/</p> <p>http://www.computerweekly.com/news/4500278265/Government-purchasing-chief-Sally-Collier-set-to-leave-Crown-Commercial-Service</p> <p>http://central-government.governmentcomputing.com/news/ofqual-targets-ccs-chief-exec-sally-collier-for-regulator-role-4834429</p> <p>https://www.publictechnology.net/articles/news/crown-commercial-service-chief-sally-collier-set-move</p> <p>http://diversityuk.org/sally-collier-ofqual-chief-regulator-role/</p> <p>https://www.nahtedge.org.uk/Helpandadvice/Employment/Employmentadvice/Startingmyjob/TabId/614/PgrID/1510/PagelD/6/ArtMID/1508/ArticleID/2021/Default.aspx</p> <p>http://www.edexec.co.uk/education-executive/articles/mps-approve-new-ofqual-chief-but-note-her-lack-of-exams-knowledge</p> <p>http://spendmatters.com/uk/sally-collier-leave-ccs-non-procurement-top-role-education/</p> <p>http://schoolsimprovement.net/mps-approve-new-ofqual-chief-note-lack-exams-knowledge/</p> <p>http://www.theschoolbus.net/Content/NewsSummary.aspx?news=11811</p> <p>https://www.nahtedge.org.uk/Newsandviews/Newslisting/Newsarticles/TabId/565/ArtMID/1325/ArticleID/2021/New-Ofqual-Chief's-knowledge-of-exam-reforms-is-</p> <p>http://feweek.co.uk/2016/03/08/preferr ed-candidate-for-new-chief-regulator-unveiled/</p>
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										<p>struggled significantly with substantive questions about the examinations system.</p> <ul style="list-style-type: none"> The candidate's answers were weak and quite generic on the whole. For example, when asked what attracted her to the role, she replied that she wanted a CEO role, something in the public sector, and something interesting. None of this told the Committee why she was interested in this particular education role (Q1). Disappointingly, the Committee did not raise this. Likewise, on other similar occasions, the Committee did not press the candidate for an answer to the question – they simply moved on to another question. Where the candidate did answer the question, she was often quite vague. For example, in Q4, Stephen Timms asked how the candidate would manage Ofqual's technical judgments given that she does not have a background in education. After talking about her enthusiasm for the 'complex stuff', she simply said she will 'take some time to get up to speed...and you have to rely on the experts around you.' She did not explain how precisely she would 'get up to speed'. Similarly, when asked how she would ensure that there is enough expertise in the organisation (Q5), the candidate said she would simply "look where there are any gaps and...convince other people that this will be a fantastic place to be". This was vague and unconvincing. The candidate did not properly address the question on 13 occasions (questions 1, 4, 7, 8, 13, 18, 20, 21, 23, 30, 33, 37, 43). This statistic does not include questions to which the candidate gave a weak answer, albeit one that at least attempted to address the issue. The Committee followed up on a question where the candidate did not properly answer (i.e. asked for clarification/ a better answer) on only one occasion (Q11, Lucy Allan). Despite the follow-up, the candidate still failed to give a specific answer. The candidate was particularly weak of specific policy questions – e.g. Q20 (asking for the candidate's view on improving the comparability of grades). The Chair asked 13 of 44 questions. Participation was fairly equal amongst other Committee members. 	<p>https://www.civilserviceworld.com/articles/news/crown-commercial-chief-sally-collier-her-move-ofqual-i-dont-always-say-yes-minister</p> <p>http://schoolsImprovement.net/nicky-morgan-names-preferred-new-head-of-ofqual/</p>
HM Chief Inspector, Office for Standards in Education (Ofsted): Amanda Spielman June 2016 Appointing Minister: Nicky Morgan (Secretary of State for Education)	Negative/ Made	*Neil Carmichael (Chair) *Lucy Allan *Ian Austin *Michelle Donelan *Marion Fellows *Suella Fernandes *Lucy Frazer *Catherine McKinnell *Ian Mearns *Stephen Timms *William Wragg	97	97	2 (also appropriate) Q5 (Ian Austin): "This isn't really the chief executive role though, is it?" Q37 (Stephen	0	0	8 (also appropriate) Q6 and Q7 (Catherine McKinnell), concerning independence from the government in the role. Q8 (Catherine McKinnell), on whether the candidate was approached by a member of the	Check for split.	<ul style="list-style-type: none"> The report included information about the number of applications, diversity amongst applicants, and the selection process (page 3). It also provided a brief list of the issues explored during the hearing (page 6). Headhunters were used during the process, but the post was also publicly advertised (pages 18 and 19, report). The Committee provided detailed reasons for its decision not to endorse the candidate (pages 7 and 8, report). The following reasons were given (pages 7 and 8, report): 	<p>Significant. Widespread coverage in both mainstream media and specialist education journals. Serious concern was expressed by most sources of media about the candidate's lack of teaching experience.</p> <p>http://www.bbc.co.uk/news/education-36723828</p> <p>http://www.bbc.co.uk/news/education-36500257</p> <p>https://www.theguardian.com/education/2016/jun/10/amanda-spielman-next-</p>

					Timms): "So that means you will carry on doing that [producing monthly commentaries like her predecessor], does it?"			<p>government for the job.</p> <p>Q10 (Chair), on independence from the department.</p> <p>Q29 (Ian Austin), on whether the candidate would be prepared to challenge the establishment.</p> <p>Q35 (Stephen Timms), on whether the candidate is willing to be as outspoken as her predecessor.</p> <p>Q64 (Stephen Timms), on whether the candidate has ever been a member of a political party.</p> <p>Q65 (Stephen Timms), on the candidate's political activity in her early 20s.</p>		<ul style="list-style-type: none"> ○ The candidate's lack of passion for raising standards and improving the lives of children and young people. ○ The candidate's lack of understanding of other aspects of the role. ○ The candidate's inability to recognise the importance of building bridges with the professions inspected by Ofsted. ○ The candidate's failure to acknowledge that Ofsted should be held to account when it fails to stop systematic failure. ○ No clear sense of how the candidate would go beyond Ofsted's mission statement. <ul style="list-style-type: none"> • The Committee wrote to the Secretary of State inviting her to reconsider the nomination. • The Committee also made broader recommendations concerning the Ofsted role, namely that a permanent Deputy Chief Inspector be appointed to oversee the inspection of children's services, that the Chief Inspector be appointed with a specific remit to reform 1) education and skills and 2) children's services, and that the DoE bring forward legislation to consider the new Chief Inspector's tenure (para. 13, report). • The letter from Nicky Morgan following correspondence from the Committee and the hearing simply reaffirmed the Minister's decision to appoint the candidate. The letter did not properly address the Committee's concerns – it simply reinstated that the candidate had experience in education and understood the role without backing this up with concrete evidence from the candidate's past experiences. • The candidate was asked her reasons for applying, the qualities she would bring to the role, whether the candidate would be happy in a high-profile role, past experiences of running a large organisation, experience of school improvement, independence from the government (including a question on whether the candidate was approached by the government during recruitment), whether it is problematic to have only a small pool of potential regulators, whether the candidate feels that she will be able to maintain independence from the Department, whether the view the candidate has gained from ARK is narrow rather than providing an understanding of a complete cross-section of the education system, whether it is healthy to have had so many high figures within Ofsted drawn from ARK schools, whether it would be odd to have a chief inspector with no classroom experience, how to win over members of the teaching profession currently opposed to the candidate's appointment, the candidate's experience of social care issues, how to fill gaps in the candidate's knowledge of these issues, how Ofsted should work with the new independent national body that will oversee the reviews replacing serious case reviews, how to address radicalisation, her leadership vision, whether the secondary school 	<p>ofsted-chief-inspector-ark-academies-ofqual</p> <p>https://www.theguardian.com/education/2016/jul/07/mps-reject-ofsted-head-lack-passion-leadership-amanda-spielman</p> <p>https://www.theguardian.com/commentisfree/2016/jul/07/the-guardian-view-on-ofsted-new-chief-put-to-the-wrong-test</p> <p>http://www.thetimes.co.uk/article/mps-oppose-new-ofsted-chief-spielman-due-to-lack-of-passion-b7ism0d0t</p> <p>http://www.ft.com/cms/s/0/5f6ea704-2f29-11e6-a18d-a96ab29e3c95.html#axzz4J000HDnk</p> <p>http://www.independent.co.uk/news/uk/home-news/mps-reject-amanda-spielman-as-head-of-ofsted-after-deeply-troubling-responses-a7124946.html</p> <p>http://www.telegraph.co.uk/education/2016/07/06/mps-reject-preferred-candidate-for-chief-of-schools-role/</p> <p>http://www.telegraph.co.uk/education/2016/06/10/no-teaching-experience-required-ofsted-names-the-next-chief-insp/</p> <p>http://www.telegraph.co.uk/education/2016/07/07/nicky-morgan-overrules-committee-of-mps-to-appoint-new-ofsted-ch/</p> <p>http://www.dailymail.co.uk/news/article-3677936/Morgan-humiliated-MPs-snob-choice-Ofsted-chief-Committee-say-Education-Secretary-s-candidate-lacked-vision-passion.html</p> <p>http://www.mirror.co.uk/news/uk-news/recommended-department-education-chief-school-8163161</p> <p>http://talkradio.co.uk/highlights/she-did-not-convince-us-she-had-vision-ofsted-says-education-select-committee-chair-new</p> <p>http://feweek.co.uk/2016/07/19/its-official-amanda-spielman-confirmed-as-next-ofsted-chief-inspector/</p> <p>http://schoolsweek.co.uk/amanda-spielman-approved-as-ofsted-chief-inspector/</p>
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											<p>leadership vision), Q34 (on whether the school system is poor in secondary), Q36 (on whether the candidate intended to produce monthly commentaries), Q38 (on whether the debate focuses too much on structures – Stephen Timms had to repeat the question in Q39), Q50 (on whether the best schools should be exempt from routine inspections), Q51 (on ‘coasting’ schools), Q54 (on whether the role of the national schools commissioner will become more significant than the candidate’s role), Q55 (on how to manage the relationship with the national schools commissioner), Q56 (on whether we need both Ofsted and regional schools commissioners), Q74 and 75 (on the quality of FE), Q80 (on the key issues to be considered in Ofsted’s review of early years inspection), Q81 (on whether early years should have its own directorate at Ofsted), Q90 (on improving child protection), and Q94 (on whether education and children’s services should be separated). The questions did not seem unreasonable; the candidate was clearly just unprepared. She often suggested that she did not have the requisite information for answering the question. As was on occasion highlighted by the Committee (e.g. Q76), this did not prevent her from giving the Committee an indication of her general opinion.</p> <ul style="list-style-type: none"> • Committee members openly expressed concerns (or reiterated the concerns of teachers) about the candidate’s answers to the 13 following questions: Q16, Q17, Q18, Q19, Q22, Q32, Q33, Q41, Q42, Q46, Q47, Q60, Q76 (see the Chair’s comments in Q77 about the candidate’s refusal to answer without ‘access to data’). The candidate often failed to address the concerns and simply reiterated why she would get the job done regardless (in particular, see Q16 – 19 and Q32 - 33 on how to build bridges with the teaching profession, where the candidate did not really acknowledge the importance of having good ties with teachers and simply said that she “[does] not see [her lack of teaching experience] as a real impediment to doing the job”). • The Chair asked 31 of 97 questions. All other members of the Committee were actively involved in the hearing. • Note Nicky Morgan’s response to the Committee: https://dfemedia.blog.gov.uk/2016/07/07/nicky-morgans-response-to-education-select-committees-report-on-amanda-spielman/ 	<p>http://www.nurseryworld.co.uk/nursery-world/news/1158310/ofsted-chief-appointment-confirmed</p> <p>http://schoolsImprovement.net/amanda-spielman-confirmed-next-ofsted-inspector/</p> <p>https://www.pacey.org.uk/news-and-views/news/amanda-spielman-appointed-as-next-ofsted-chief-ins/</p> <p>http://www.publicfinance.co.uk/news/2016/06/choice-next-ofsted-chief-slammed-due-no-teaching-track-record</p> <p>http://www.ttp.co.uk/news/amanda-spielman-confirmed-ofsteds-next-chief-inspector/</p> <p>https://thehub.walthamforest.gov.uk/news/news-story-amanda-spielman-confirmed-next-ofsted-chief-inspector</p> <p>http://www.thestaffroom.com/amanda-spielman-confirmed-next-chief-inspector-ofsted/</p> <p>https://twitter.com/tes/status/755382092985499648</p> <p>http://www.govwire.co.uk/news/department-for-education/amanda-spielman-confirmed-as-next-ofsted-chief-inspector-5237</p> <p>http://www.theschoolbus.net/Content/NewsSummary.aspx?news=11930</p> <p>http://www.ltegroup.co.uk/news/mps-oppose-amanda-spielman-s-appointment-ofsted-head</p> <p>http://unibox.uea.ac.uk/news/-/asset_publisher/mAHmAYJmwEBE/blog/amanda-spielman-to-become-new-ofsted-head-amid-complaints-she-has-no-teaching-experience-?inheritRedirect=false</p> <p>http://www.ascl.org.uk/news-and-views/news_news-detail.ascl-supports-appointment-of-amanda-spielman.html</p> <p>http://www.education-magazine.co.uk/Amanda_Spielman_confirmed_as_next_Ofsted_Chief_Inspector-a-3982.html</p> <p>http://www.cypnow.co.uk/cyp/news/1157762/amanda-spielman-put-forward-as-new-ofsted-chief-inspector</p>
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Chair, Homes and Communities Agency Regulation Committee: Julian Ashby October 2011 Appointing Minister: Eric Pickles (Secretary of State for Communities and Local Government)	Positive/ Made	*Clive Betts (Chair) Heidi Alexander *Bob Blackman Simon Danczuk Stephen Gilbert David Heyes George Hollingbery James Morris Mark Pawsey Steve Rotherham Heather Wheeler	49	46	1	0	2	0	0	None	Uncontroversial hearing. Balanced questioning.	Minimal; not covered in media.
Chair, Audit Commission: Jeremy Newman September 2012 Appointing Minister: Eric Pickles (Secretary of State for Communities and Local Government)	Positive/ Made	*Clive Betts (Chair) *Bob Blackman Simon Danczuk Bill Esterson David Heyes George Hollingbery James Morris Mark Pawsey Heather Wheeler	40	37	1	0	0	0	0	None	<ul style="list-style-type: none"> The Chair began by asking about how Mr Newman found the vacancy. This seems to be a common feature of the hearings. Questions concerned Mr Newman's views on the proposed abolition of the Audit Commission and the skills required for this, his past experiences of winding down a department, the transferability of his skills in the private sector to the public sector, how he would deal with potential conflicts, the risks involved in closing down the Commission, how to ensure the independence of auditors, and the role of the Audit Commission in delivering localism. Questions were both substantive and competence-based. All were appropriate. Questioning was balanced and not hostile. 	Moderate; specialist journals only: http://m.financialdirector.co.uk/aa/news/2201373/jeremy-newman-lined-up-for-audit-commission-chair http://www.publicfinance.co.uk/news/2012/08/former-bdo-chief-chosen-wind-down-audit-commission http://www.localgovernmentexecutive.co.uk/news/jeremy-newman-appointed-chairman-close-down-audit-commission http://www.themj.co.uk/Newman-appointed-as-Audit-Commissions-final-chairman/190399 http://www.internationalaccountingbulletin.com/news/jeremy-newman-to-oversee-audit-commission-closure

<p>Housing Ombudsman: Denise Fowler December 2014 Appointing Minister: Eric Pickles (Secretary of State for Communities and Local Government)</p>	<p>Positive/ Made</p>	<p>*Clive Betts (Chair) Simon Danczuk Mary Glendon Mark Pawsey John Stevenson</p>	<p>50</p>	<p>47</p>	<p>0</p>	<p>3 Q48, 49 and 50 (Mark Pawsey), on the candidate's motivations for leaving a firm of solicitors.</p>	<p>0</p>	<p>8 (also appropriate) Q4 - 11 on independence from the government in light of the candidate's position as a civil servant. The issue was revisited in questions 17 –21 from the perspective of tenants.</p>	<p>None</p>	<ul style="list-style-type: none"> The Committee endorsed the candidate but recommended that she should resign from the Civil Service before taking up her post in order to maintain independence (page 3, report). The wording in the report interestingly said that endorsement was "subject" to the resignation (para. 17). As in the Education Committee hearing with Anne Longfield, the Communities and Local Government Committee advertised the hearing using Twitter. However, instead of asking for questions, the Committee invited members of the public to suggest priorities for the Ombudsman (page 5, report). The Committee began the interview by enquiring about the recruitment process and asking the candidate's opinion on its appropriateness (Q1, Chair). It is noteworthy that the post was first advertised on the Civil Service website. The Committee expressed explicit concerns about the candidate's position as a civil servant. The candidate did not seem to think that there would be a conflict of interest, and there was quite a lot of strong disagreement between the Committee and the candidate on the issue. The Committee dropped the issue before it could reach any agreement with the candidate but later addressed the issue in its report. However, it revisited it in questions 17 – 21 from the perspective of tenants. The rest of the interview concerned the candidate's skills, how to balance collaborativism and adversarialism, what the candidate considered to be the primary role of the Ombudsman, to whom the role answers, how the Ombudsman role is different now to what it was in 2002, the difference between a body corporate and a corporation sole, who the candidate would select to be on a panel of advisers, the findings of the Committee's inquiries into the Local Government Ombudsman (in particular, the length of time taken to resolve complaints), whether to publish precedents, the candidate's experience of financial management, the candidate's assessment of the Ombudsman's accounts, the candidate's experience of managing staff, the biggest challenge facing the Ombudsman over the next two years, whether there should be a unified ombudsman's service for England, how to measure success in the role, and the candidate's motivations for leaving a firm of solicitors. This was quite a testing interview and the Committee pressed the candidate on a number of points. Most questions were policy-based, though there were a few concerning the candidate's skillset. The Chair asked 12 of 50 questions. Mark Pawsey was the most involved, asking 19 questions. He was the most insistent of the Committee in his questioning. 	<p>Moderate; mostly specialist journals.</p> <p>http://www.ukpol.org.uk/2015/02/27/denise-fowler-appointed-the-new-housing-ombudsman/</p> <p>http://www.uk-housing.co.uk/HMD/ARCHIVE/15/03/2581/</p> <p>http://www.insidehousing.co.uk/housing-ombudsman-candidate-backed-by-clg-committee/7007471.article</p> <p>http://www.propertyreporter.co.uk/business/new-housing-ombudsman-announced.html</p> <p>http://article.wn.com/view/2015/02/27/Denise_Fowler_appointed_new_Housing_Ombudsman_DCLG_UK_Depart/</p>
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<p>Chair, Homes and Communities Agency: Sir Edward Lister June 2016 Appointing Minister: Greg Clark (Secretary of State for Communities and Local Government)</p>	<p>Positive/ Made</p>	<p>*Clive Betts (Chair) *Helen Hayes *Julian Knight *David Mackintosh *Jim McMahon *Mark Prisk *Alison Thewliss</p>	<p>31</p>	<p>31</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>3 (also appropriate)</p> <p>Q3 (Chair): on the candidate's ability to challenge Conservative Ministers given his involvement high up in Conservative politics.</p> <p>Q26 (Helen Hayes): on how the candidate will ensure that both he and the HCA maintain independence when tasked with delivering a key priority for the Government.</p> <p>Q27 (Helen Hayes): on how to ensure that the HCA's regulatory role is not overshadowed by the imperative to meet government targets.</p>	<p>None</p>	<ul style="list-style-type: none"> The report gives a detailed account of the recruitment process, which was stalled and restarted by the government after some difficulty in finding a suitable candidate (see pages 4-5 of report). The department seemed to have kept the Committee updated about the progress of the recruitment process (see para. 5, page 5 of report). The candidate was subtly asked whether he had been encouraged to apply for the position following two unsuccessful rounds of recruitment (Q2, Chair). Questions concerned the recruitment process, the candidate's political impartiality, whether the candidate would publicly criticise a policy, the candidate's key achievements, the candidate's experiences of delivering regulatory functions, whether there could be conflicts of interest between the candidate's role at City Hall and chairmanship of the HCA, the candidate's priorities for the role, whether there is a conflict within the HCA as being both regulator and deliverer, the candidate's experiences of managing organisational change, whether the HCA has the right skills in place to fulfil its changing role, the HCA's role in alleviating homelessness, whether the candidate would address the organisation's underspend (specifically, in relation to building new housing), whether the candidate should address the issue of financial forecasting or whether problems with this are inevitable, the candidate's views on the obligations placed on local authorities to deliver starter homes, the challenges facing the HCA and the candidate's proposed solutions, challenges with the planning system, the candidate's vision for what makes a successful community, how to maintain the independence of the role, and the effect on the private rented sector of buy to let tax changes. There was a good balance of competency and substantive questions. Within substantive questions, there was a broad coverage of a number of different policy issues. Committee members went into some depth during questioning. The candidate provided full answers that addressed questions well. 	<p>Significant given that housing has been in the limelight recently (particularly following the London mayoral elections), but specialist journals only.</p> <p>http://www.insidehousing.co.uk/edward-lister-to-be-appointed-hca-chair/7015578.article</p> <p>http://www.socialhousing.co.uk/sir-edward-lister-confirmed-as-hca-chair-amid-plans-for-agency-to-drive-up-housing/7015701.article</p> <p>http://www.socialhousing.co.uk/sir-edward-lister-confirmed-as-hca-chair-amid-plans-for-agency-to-drive-up-housing/7015701.article</p> <p>http://www.m3c.co.uk/archive/item/213-sir-edward-lister-appointed-as-homes-and-communities-agency-chair.html</p> <p>http://www.planningresource.co.uk/article/1398374/lister-line-appointed-hca-chair</p> <p>http://www.propertyweek.com/news/sir-edward-lister-set-for-homes-and-communities-agency-appointment/5082539.article</p> <p>http://www.24dash.com/news/housing/2016-06-09-Homes-and-Communities-Agency-close-in-on-new-chair</p> <p>http://www.housingmmonline.co.uk/news/edward-lister-appointed-new-chair-hca/</p> <p>https://www.architectsjournal.co.uk/news/former-deputy-mayor-of-london-edward-lister-to-chair-hca/10007806.fullarticle</p> <p>http://www.governmentbusiness.co.uk/news/23062016/new-chair-homes-and-communities-agency-appointed</p> <p>http://www.publicsectorexecutive.com/News/clg-committee-endorses-sir-edward-lister-as-hca-candidate</p> <p>https://www.lgcplus.com/politics-and-policy/workforce/former-london-borough-leader-appointed-hca-chair/7005829.fullarticle</p> <p>http://www.estatesgazette.com/lister-running-senior-whitehall-role/</p>
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Chair, Equality and Human Rights Commission: Baroness Onora O'Neill October 2012 Appointing Minister: Maria Miller (Secretary of State for Culture, Media and Sport)	Positive/Made	Dr Hywel Francis (Chair) Baroness Berridge Baroness Kennedy Baroness Lister Baroness O'Loan Virendra Sharma Richard Shepherd	23	23	0	0	0	0	None	<ul style="list-style-type: none"> This was an uncontroversial hearing. All questions were appropriate. The candidate was asked about her skills, weaknesses, experience, general views on substantive equality principles and realities, and vision for the EHRC. Questions were predominantly substantive and challenging. Potential concerns with O'Neill's appointment were put to her (e.g. Q18 – on those supporting the strengthening of social, economic, and cultural rights, which O'Neill distinguishes from liberty rights). This was not done in a hostile way. O'Neill was asked to comment on how she would allay these anxieties. In line with other hearings, the candidate was asked about how she came across the vacancy (Q10). In line with other hearings, a suggestion was made for once the candidate assumed her role: Q12 – "Can you assure us that there will be robust statistics to show what has happened within those groups?" 	Significant, as this was the first time the post was subject to a pre-appointment scrutiny hearing. http://www.theguardian.com/society/2012/oct/03/onora-oneill-trevor-phillips-ehrc http://www.theguardian.com/society/2012/oct/18/lady-oneill-equality-commission-chair http://www.independent.co.uk/news/uk/politics/baroness-onora-oneill-set-to-become-head-of-equality-and-human-rights-commission-8195796.html
Chair, Equality and Human Rights Commission: David Isaac April 2016 Appointing Minister: Nicky Morgan (Secretary of State for Education) (Joint hearing with the Women and Equalities Committee)	Neutral/Made (however, concerns were expressed in letter)	*Harriet Harman (Chair) *Karen Buck *Amanda Solloway Baroness Buscombe *Baroness Prosser *Lord Woolf	21	21	0	0	0	8 (also appropriate) Q12 (Maria Miller), on how credible it is for a senior partner of a law firm to 'row with the government' when government business is given to his company. Q13 – Q19 on independence from the government. There multiple parts to each question, so questioning on the issue was more extensive than the figures would suggest.	N/A because there was a 'neutral' outcome.	<ul style="list-style-type: none"> The report provides detailed statistics concerning advertisement of the position, the number of candidates, the diversity of applicants, and the shortlisting process (report, pages 24 – 26). The Committee had requested information from the panel assessor who will have considered potential conflicts of interest but was refused this information. The Committee was thus unable to scrutinise the quality of ministerial decision-making: a listed function of the Committee set out by the Liaison Committee terms of reference (para. 19, report). The Committee followed this up by seeking further evidence on potential conflicts of interest both during the appointment process and relating to the candidate himself (para. 20). The Committee then wrote to the Minister for Women and Equalities to express that Mr Isaac's appointment would "constitute a serious potential conflict of interest" given his position as a senior equity partner of a law firm which conducts a significant amount of business with the government and also practices in other areas potentially affected by EHRC decisions (page 9, report). There was also contact on the issue between the Committee and Mr Isaac. Mr Isaac responded to the concerns by putting 	Significant. The media expressed concerns that the chosen candidate was a high-earning partner at a City firm and that his decisions would thus be guided by firm interests. https://www.theguardian.com/society/2016/apr/01/nicky-morgan-under-fire-for-choosing-city-lawyer-to-head-equality-body https://www.theguardian.com/uk-news/2016/may/08/human-rights-chief-challenged-over-managing-potential-conflicts-of-interest https://www.theguardian.com/society/2016/jul/06/david-isaac-head-ehrc-disabled-people-barriers-raise-profile https://www.theguardian.com/uk-news/2016/may/08/human-rights-chief-challenged-over-managing-potential-conflicts-of-interest http://www.telegraph.co.uk/news/religion/12198972/New-equalities-head-

										<p>into place arrangements prohibiting his remuneration from profits made by the firm from work for government departments, agencies, or arm's length bodies and his involvement in all aspects of government work (para. 25, report). The Minister then wrote to the Committee confirming her decision to appoint the candidate (para. 26, report).</p> <ul style="list-style-type: none"> This was the first time in the history of pre-appointment hearings that the Committee made a 'neutral' recommendation, not rejecting the candidate but not actively endorsing the candidate either. The committee recommended that the candidate address potential conflicts where private clients are affected by any EHRC investigation/enforcement action (para. 28, report). In its report, the Committee also clearly highlighted that the selection process had not highlighted the issues raised by the Committee, and that there were gaps in the Cabinet Office guidelines about the release of panel documents. The Committee made clear that it would continue to monitor the situation (specifically, with respect to the candidate's potential conflict of interest – para. 29, report). During the hearing, the candidate was asked about his past experiences, the EHRC's areas of responsibility and the priority for these areas, the breadth of the board, the correct focus of aims for the EHRC, whether the EHRC has been sufficiently consensual or challenging where needed, the candidate's top priorities for the role, whether the candidate will be prepared to 'have a row with the government' where he disagrees with something, how to turn around the organisation, the candidate's views on freedom of religion given his gay background, the appropriate institution for resolving tensions, how to measure success in the role, and how to address conflicts of interest given the candidate's partnership role at Pinsent Masons, and the Commission's work on disability. The second part of the interview focused on the candidate's independence from government. The Committee (in particular, the Chair) was persistent in its line of question on this issue. In particular, the Chair was keen to resolve how the candidate would address the issue that his income from the firm would dwarf his income from the EHRC, regardless of whether he is directly involved in business with the government (see Q14, Chair). Questioning demanded quite specific answers relating to, for example, the processes the candidate would go through within Pinsent Masons to avoid conflicts. The Committee was particularly concerned about public perception of the situation. The Committee was also keen to ensure that procedures were appropriately followed by the government during the selection process, asking whether the issue had been discussed with the Office of the Commissioner for Public Affairs (Q14, Maria Miller). 	<p>http://www.dailymail.co.uk/wires/pa/article-3550649/Committees-refuse-David-Isaacs-appointment-EHRC.html</p> <p>http://www.ft.com/cms/s/0/4eeb3c58-3e01-11e6-9f2c-36b487ebd80a.html#axzz4GU7b84bW</p> <p>http://www.disabledgo.com/blog/2016/05/isaac-takes-ehrc-chair-despite-concerns-over-dwp-outsourcing-work/</p> <p>http://www.disabilitynewsservice.com/conflict-of-interest-lawyer-to-chair-ehrc-as-minister-ignores-mps-concerns/</p> <p>http://www.pinknews.co.uk/2016/03/18/government-nominates-former-stonewall-chair-to-head-equality-commission/</p> <p>http://www.christianconcern.com/our-concerns/freedom-of-speech/new-ehrc-chief-appointed-despite-criticism-over-vested-interests</p> <p>http://www.edf.org.uk/blog/appointment-of-new-ehrc-chair-and-scotland-commissioner/</p> <p>http://www.tribunemagazine.org/2016/05/morgan-defies-mps-to-hire-millionaire-ehrc-chair/</p> <p>http://www.disabilitywales.org/cy/blog/conflict-of-interest-lawyer-to-chair-ehrc-as-minister-ignores-mps-concerns/</p> <p>http://www.disabilitywales.org/cy/blog/isaac-takes-ehrc-chair-despite-concerns-over-dwp-outsourcing-work/</p> <p>http://www.civilserviceworld.com/articles/news/city-lawyer-chair-equalities-watchdog-after-seeking-calm-conflict-interest-fears</p> <p>http://diversityuk.org/ehrc-appoints-new-chair-and-commissioner/</p> <p>http://www.belfasttelegraph.co.uk/business/news/equality-commissions-david-isaac-told-to-keep-an-eye-on-conflicts-of-interest-34697123.html</p> <p>http://home.bt.com/news/uk-news/equality-commissions-david-isaac-told-to-keep-an-eye-on-conflicts-of-interest-11364059818490</p>
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										<ul style="list-style-type: none"> • The Chair asked 4 of 21 questions. Once again, the Chair was more active than the figures would suggest as there were multiple parts to each question on independence from the government. Most of the questions on this issue were asked by the Chair. • Media attention focused on two issues: a) the candidate's potential conflict of interest; and b) the fact that this had been raised by the Committee and the appointment had gone ahead nonetheless (some sources of media incorrectly reported that the candidate had been rejected by the Committee. In fact, the Committee merely refused to actively endorse the candidate). A few specialist Christian journals raised concerns about potential bias against Christians given the candidate's LGBT background. 	http://www.christian.org.uk/news/govt-appoints-former-gay-rights-leader-to-ehrc/ http://guerillawire.org/politics/a-tainted-and-improper-appointment-by-nicky-morgan/ http://www.legalbusiness.co.uk/index.php/lb-blog-view/5825-pinsents-partner-under-fire-for-appointment-on-equality-committee http://www.christiantimes.com/article/christian-concern-says-new-british-equalities-chairman-would-be-biased-against-christians/53973.htm http://www.solicitorsinsevenoaks.org.uk/pinsents-partner-isaac-rejected-as-equality-commission-chair/ http://www.enei.org.uk/news.php/1015/new-ehrc-chair-appointed https://dwpexamination.wordpress.com/2016/05/13/david-isaac-takes-up-new-chair-of-equality-watchdog-despite-conflicts-of-interests/ http://www.workingmums.co.uk/parliamentary-committees-highlight-potential-conflicts-of-interest-in-ehrc-chairs-appointment/ http://www.legalweek.com/sites/jamesbooth/2016/04/20/pinsents-partner-rejected-by-mps-as-chair-of-equality-commission/?slreturn=20160722060621 https://enterparse.co.uk/2016/07/03/muscular-approach-on-equality-promised/ http://news.anoao.com/link/gb/2016070129977/www.theguardian.com/society/2016/jul/06/david-isaac-head-ehrc-disabled-people-barriers-raise-profile http://internet-us.com/news/225986/committees-refuse-to-back-david-isaac-s-appointment-at-ehrc http://www.journalonline.co.uk/News/1021660.aspx#.V7rPM1ecGi4 http://www.thefedonline.org.uk/fed-news/conflict-of-interest-lawyer-to-chair-ehrc-as-minister-ignores-mps-concerns
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Chair, Committee on Climate Change: Lord Deben September 2012 Appointing Minister: Ed Davey (Secretary of State for Energy and Climate Change)	Positive/ Made	Tim Yeo (Chair) Dan Byles Barry Gardiner Dr Phillip Lee Albert Owen Christopher Pincher John Robertson Laura Sandys Sir Robert Smith Dr Alan Whitehead Interests declared: Tim Yeo – interests in renewable energy companies and relevant shareholdings Gardiner – VP of Globe International Smith – shareholding in Shell	35	24	2	0	3 (Q28 - 30, Albert Owen – also ‘politicised’)	9 (Q14 from Barry Gardiner on the candidate’s reaction to a situation of political conflict, Q17 and Q18 from Laura Sandys on whether Lord Deben’s party political affiliation might make it a challenge to galvanise Government, and Q27 – 32 from Albert Owen about whether, as a Tory, Lord Deben would be ‘whipped’ on environmental issues).	None	<ul style="list-style-type: none"> On the whole, the hearing was fairly uncontroversial. The candidate was questioned about ways of improving the CCC, his aims for the CCC, the way he would interact with the devolved bodies, how he would rebut potential criticisms, and substantive issues such as budgeting. There were some concerns about potential conflicts between the requirements of the role and a) Lord Deben’s financial interests (2 questions), and b) his strong affiliation with the Conservative Party (9 questions), and other potential undeclared conflicts (4 questions). The panel persisted in questioning on the issue of political independence. Albert Owen became mildly hostile in questions 27 – 32, where he persisted in asking the same question on whether the candidate would ‘take the Whip’ on environmental issues. The candidate notably avoided giving a direct answer to all five questions). This line of questioning is likely to have been adopted in response to an underlying perception that the candidate was recommended to pursue a more government-friendly line (see http://www.businessgreen.com/bg/news/2204831/lord-deben-confirmed-as-climate-committee-chair). 	Minimal http://www.businessgreen.com/bg/news/2204831/lord-deben-confirmed-as-climate-committee-chair http://www.thecommentator.com/article/1642/yeogate-2-more-evidence-of-big-green-cronyism-in-tory-led-government
Chair, Gas and Electricity Markets Authority: David Gray (Energy and Climate Change) September 2013 Appointing Minister: Ed Davey (Secretary of State for Energy and Climate Change)	Positive/ Made	Tim Yeo * Angus Brendan MacNeil Sarah Hartwell-Naguib, Vinay Talwar	48	46	1	1	0	0	5:1 Ian Lavery (Lab) Peter Lilley (Con) Christopher Pincher (Con) John Robertson (Lab) Dr Alan Whitehead (Lab) Albert Owen (Lab)	<ul style="list-style-type: none"> Albert Owen dissented because he did not feel assured by Gray’s answers to the perceived conflict of interest arising from the latter’s chairmanship of a private energy company. He preferred that Gray stood down from the chairmanship. Gray insisted there was no conflict. He gave a guarantee that should one arise he would resign immediately. 	Specialist energy news coverage
Chair, Gangmasters Licensing Authority: Margaret McKinlay July 2011	Positive/ Made	Anne McIntosh (Chair) George Eustice Mary Glendon *Neil Parish	52	48	0	0	0	4 Q6 (Chair): “Did you meet any of the Ministers in connection with your	None	<ul style="list-style-type: none"> This was the first pre-appointment scrutiny hearing conducted by the Environment, Food and Rural Affairs Committee. The report provided very little detail about why the Committee considered Ms McKinlay a suitable 	Minimal; specialist journals only. http://www.fwi.co.uk/business/new-head-of-gla-confirmed-by-defra.htm

Appointing Minister: Caroline Spelman (Secretary of State for Environment, Food and Rural Affairs)								application for the post?"		candidate. However, it did outline three areas of questioning.	http://www.hortweek.com/margaret-mckinlay-chair-gangmasters-licensing-authority/article/1083071
								Q29 (Mary Glindon): "How could you convince us of your ability to resist political pressure?"		<ul style="list-style-type: none"> Considering that the candidate had no previous experience of agriculture and fishing, her career having been focused on energy, this was an uncontroversial hearing. Perhaps as a result of this, a large proportion of the questions asked were competence-based. There was very little discussion of substantive difficulties facing the licensing sector. This was a shame as this could have been an opportunity for the Committee to guide the candidate given her lack of expertise in the area. The candidate was asked how she found the selection process (Q5, Chair). The Committee noted that the selection panel did not include a Minister and asked whether the candidate had met any of the Ministers in connection with her application (Q6, Chair). In Q49 (Chair), the candidate was again asked whether there were "any changes that [she] would recommend or suggest to [the] selection process". The candidate was asked about the seasonal nature of gangmaster work would pose problems for regulation, the relevance of the candidate's previous experience, how the candidate intended to fill the gaps in her knowledge, the candidate's previous experiences dealing with the press, how to promote the welfare of workers, how to be a proactive organisation, how the candidate has demonstrated independence, experience of public scrutiny, how the candidate expected to be held accountable, the GLA's future priorities and challenges, measurements of success for the organisation, potential obstacles, whether the Board is too big, and whether the GLA has sufficient power, resources, and statutory functions. 	
Chair, Water Services Regulation Authority: Jonson Cox July 2012 Appointing Minister: David Cameron (The Prime Minister) ⁵	Positive/ Made	Anne McIntosh (Chair) Thomas Docherty George Eustice Barry Gardiner *Neil Parish *Margaret Ritchie Dan Rogerson Amber Rudd	55	50	0	0	2	3	None	<ul style="list-style-type: none"> The report provided information about the number of applications and long-listed and short-listed candidates, and areas of questioning. The candidate was asked about his suitability to the public sector, whether he intends to serve the full term of the appointment, his strategic vision of Ofwat, how the candidate intended to juggle his role with other commitments, how the candidate would reassure the public that he did not have an inbuilt bias in favour of the bodies he had to regulate, the candidate's opinion on the Water White Paper, previous examples of when the candidate has effectively handled politically sensitive issues, where change may be necessary in Ofwat, the candidate's experience of engagement with the government on policy issues, whether water companies have been risk-averse, how Ofcom could engage stakeholders, how to achieve transparency, and the relevance of 	Moderate. Specialist journals only. http://civilserviceworld.com/articles/analysis/arrivals-moves-departures-latest-appointments-civil-service-politics-and-public-4 http://www.investigate.co.uk/ArticlePrint.aspx?id=201307240700139929J http://www.edie.net/news/4/Ofwat-appoints-new-chairman/23273/ http://waterbriefing.org/home/people-and-places/item/5947-ex-anglian-water-ceo-jonson-cox-is-preferred-candidate-as-new-ofwat-chair
								Q47 (Barry Gardiner): "...you expressed some surprise at the question and pleaded ignorance about the way in which the regulatory asset value might be important in these matters".			
								Q12 (Barry Gardiner): "Have you ever held any post or undertaken any activity that might cast doubt on your political impartiality?"			
								Q13 (Barry Gardiner): "You can reassure us that you will be absolutely impartial in this role, should you be appointed to it?"			
								The interviewer was apologetic about these: "You			

⁵ Chosen by Caroline Spelman (Secretary of State for Environment, Food and Rural Affairs) then approved by PM

								Q48 (Barry Gardiner): "I was honestly amazed that you seemed oblivious to that".	appreciate that these are the sort of pro forma questions that have to be asked".		the candidate's previous experience in sustainable development.	
								Q54 (Chair): "Can you envisage any areas where delivery of your leadership vision for Ofwat could lead to political conflict?"			<ul style="list-style-type: none"> The tone of the interview was that the candidate had already been chosen. E.g. Q4 (Chair) asked when he intended to take up the role, Q6 (Chair) asked how long for, and Q7 (Neil Parish) asked where the candidate would be based. However, the candidate was challenged on his views on a number of topics. The panel provided recommendations at several points – both on how they felt the candidate should go about things procedurally, and on substantive issues. 	
Chair, Natural England: Andrew Sells December 2013 Appointing Minister: Owen Paterson (Secretary of State for Environment, Food and Rural Affairs)	Positive/ Made	Anne McIntosh (Chair) Kim Fitzpatrick Mary Glindon Emma Lewell-Buck *Neil Parish *Margaret Ritchie Mark Spencer	33	33	0	0	0	3 (also appropriate) Q7 (Jim Fitzpatrick): on whether the candidate was conscious that there might be political criticism that somebody with an association with the Conservative Party was being nominated (the candidate was a donor to the party, but said that he would cease funding upon appointment). Q8 (Jim Fitzpatrick): "Do you see any room for potential political conflict...?" Q18 (Margaret Ritchie): "Just to confirm, you will not be undertaking any further political activities during your role as Chair of Natural England".	None	<ul style="list-style-type: none"> The report included information on the recruitment process, detailing advertisement of the position in The Times and on a number of newspaper websites. Details were provided about the interview process (pages 5 – 6, report). The report also provided a brief summary of the line of sorts of issues addressed during questions (page 7, para. 16). This was an uncontroversial hearing. Questions related to the candidate's reasons for applying, his affiliations with the Conservative Party, public access to the footpaths surrounding the candidate's own land, the candidate's other activities, the candidate's vision for the future of Natural England, how the candidate's past experiences will help him with the role, the impact of HS2, and inefficiencies that the candidate would like to see addressed. Considering the amount of funding given by the candidate to the Conservative Party, there was relatively little questioning on the issue of political bipartisanship. Only two questions were posed on the issue and the candidate was not pressed. While the candidate was asked about blocks to public access to footways on his property (which were allegedly the subject of a complaint by the local Ramblers' Association – see http://www.grough.co.uk/magazine/2013/12/17/new-chair-of-government-outdoors-body-natural-england-blocked-footpath#), the panel did not persist on the issue. The Chair asked 9 questions in total. 	Significant. Particular media focus on Sells' affiliations with the Conservative Party and the blocking of paths on his own land. https://www.theguardian.com/environment/georgemonbiot/2013/dec/06/andrew-sells-natural-england https://www.theguardian.com/environment/2013/nov/28/tory-donor-chair-natural-england-andrew-sells http://resource.co/government/article/andrew-sells-appointed-chairman-natural-england http://www.grough.co.uk/magazine/2013/12/17/new-chair-of-government-outdoors-body-natural-england-blocked-footpath http://resource.co/government/article/andrew-sells-preferred-natural-england-chair http://www.oss.org.uk/natural-englands-new-chairman-jumps-to-reopen-public-paths-on-his-land/ http://www.endsreport.com/article/42189/new-chairman-appointed-for-natural-england http://www.cieem.net/news/155/announcement-of-preferred-candidate-for-role-of-natural-england-chairman http://www.stackyard.com/news/2014/01/environment/03_gov_natural_england.html	
Chair, Environment Agency: Philip Dilley July 2014 Appointing Minister:	Positive/ Made	Anne McIntosh (Chair) Kim Fitzpatrick Mary Glindon Iain McKenzie Sheryll Murray	58	58	0	0	0	1 (also appropriate) Q25 (Iain McKenzie): "Have you ever held any post or undertaken any activity that could put	None	<ul style="list-style-type: none"> It was interesting that the Committee noted in its report that "[p]re-appointment hearings, by necessity, are focused more on the personal qualities of the candidate and his or her suitability for the role proposed than on the policies, administration or spending of the organisation concerned. It would be unfair to expect a detailed knowledge of the 	Significant, though mainly specialist journals. Particular attention drawn to the candidate's support for fracking and past experiences in industrial matters.	

<p>Owen Paterson (Secretary of State for Environment, Food and Rural Affairs)</p>		<p>*Margaret Ritchie</p>						<p>in question your political impartiality?"</p>		<p>Environment Agency's current programmes and policies at this stage" (page 7, para. 18, report). Other committees have taken a different approach, using the hearing to test both competencies and substantive knowledge of policy issues.</p> <ul style="list-style-type: none"> The candidate was asked what drew him to the public sector, whether he could lever in private finance, his previous roles, how the candidate fits the requirements of the role, and the candidate's other activities. The only substantive issues covered were flooding, fracking, and the candidate's priorities for the organisation. There was surprisingly little questioning on fracking despite the candidate's declaration that he supported it (one would expect the panel to at least push for justification given the controversy of the measure). 	<p>https://www.theguardian.com/environment/2014/jul/22/environment-agency-chairman-fracking-links</p> <p>http://www.businessgreen.com/bg/news/2356745/new-environment-agency-chairman-has-fracking-links</p> <p>http://utilityweek.co.uk/news/mps-approve-appointment-of-new-environment-agency-chair/1033292#.V3mcfoudLzI</p> <p>http://www.businessgreen.com/bg/news/2348839/former-arup-chief-philip-dilley-to-take-up-role-as-environment-agency-chair</p> <p>http://www.ciwm-journal.co.uk/mps-approve-philip-dilley-as-new-environment-agency-chair/</p> <p>http://www.talkfracking.org/my-fracking-questions/our-democracy/</p> <p>http://www.newcivilengineer.com/ex-arup-chief-confirmed-for-environment-agency-chair/8665878.article</p> <p>http://www.greenenergyuk.com/Article.aspx?ARTICLE_ID=1145</p> <p>http://diversityuk.org/sir-philip-dilley-appointed-new-chairman-environment-agency/</p> <p>http://safelec.co.uk/environment-agency-announce-new-chairman/</p> <p>http://www.theconstructionindex.co.uk/news/view/former-arup-boss-to-head-environment-agency</p> <p>http://www.construction.co.uk/construction-news/181690/dilley-selected-as-preferred-candidate-for-environment-agency-chair</p> <p>http://www.navitron.org.uk/forum/index.php?topic=23079.0;wap2</p> <p>http://www.infrastructure-intelligence.com/article/jun-2014/former-arup-boss-philip-dilley-preferred-candidate-chair-environment-agency</p> <p>http://blueandgreentomorrow.com/2014/07/23/former-fracking-consultant-appointed-as-new-environment-agency-chief/</p>
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<p>Chair, Environment Agency: Emma Howard Boyd September 2016</p>	<p>Positive/Made</p>	<p>*Neil Parish (Chair) *Jim Fitzpatrick *Simon Hart *Dr Paul Monaghan *Angela Smith</p>	<p>54</p>	<p>54</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>Check</p>	<ul style="list-style-type: none"> Interestingly, the SoS chose not to meet the preferred candidate before announcing the Govt decision (para. 18, report). The decision was announced on 14th July but the hearing only took place two months afterwards in September 2016, presumably because of parliamentary recess. The Committee stated in its report that “pre-appointment hearings, by necessity, are focused more on the personal qualities of the candidate and his or her suitability for the role proposed than on the policies, administration or spending of the organisation concerned” and that under normal circumstances, it would have been “unfair to expect a detailed knowledge of the EA’s current programmes” (para. 25, report). This certainly accords with the Committee’s approach in past hearings. It is however interesting considering that a number of Committees did not see this as stopping them from enquiring into more detailed aspects of policy management. On this occasion, however, the Committee felt it was appropriate to ask questions on the candidate’s experiences at the EA given that she had already been in the position for 2 months (and was the acting Chair of the organisation in the 6 months preceding this after the resignation of Philip Dillely in January 2016 after it emerged that he was on holiday in Barbados when northern England was hit by severe floods). The hearing was certainly more pressing than other interviews conducted by this Committee but interestingly not much more difficult by hearings conducted by certain other Committees (in particular, Education and Justice). Overall, this was a challenging interview demanding specific answers. The Committee was very open with its views. Dr Monaghan in particular repeatedly challenged the candidate on Brexit and technology. The interview became more difficult as it went on, especially on the issue of Brexit, and the candidate was pressed to provide more complete answers where the Committee identified gaps in her responses, or where the candidate did not directly answer the question posed. E.g. Q18, Q32, Q42. There was a good balance of competency and policy questions. Questions concerned how the candidate would balance the role with her other responsibilities, why the candidate wants to take on the role permanently, whether the candidate had met with the SoS, the candidate’s views on the Welsh equivalent of the Agency and the arrangements between the EA and the Welsh equivalent, the candidate’s strategic vision for the organisation, what the candidate can bring to the post from the private sector, the candidate’s priorities for the role, what the candidate has learned from her period as acting chair, whether there is a greater opportunity for more interconnection with water companies, the candidate’s experience of steering complex organisations through significant programmes of change, the impact of the EU referendum vote on the Agency, whether the candidate would challenge the 	<p>Significant, but specialist journals only.</p> <p>http://www.businessgreen.com/bg/news/2471246/emma-howard-boyd-confirmed-as-new-environment-agency-chair</p> <p>http://resource.co/article/emma-howard-boyd-confirmed-new-environment-agency-chair-11388</p> <p>http://www.ciwm-journal.co.uk/emma-howard-boyd-preferred-choice-environment-agency-chair/</p> <p>https://environment-analyst.com/49768/emma-howard-boyd-appointed-chair-of-the-environment-agency</p> <p>http://utilityweek.co.uk/news/environment-agency-names-new-chair/1278472#.WCIDmBRakII</p> <p>http://www.letsrecycle.com/news/latest-news/environment-agency-names-permanent-chair/</p> <p>http://www.endsjobsearch.co.uk/article/howard-boyd-confirmed-as-chair-of-environment-agency/</p> <p>http://www.energylivenews.com/2016/09/20/environment-agency-appoints-new-chair/</p> <p>http://www.ukconstructionmedia.co.uk/news/new-chair-of-environment-agency-appointed/</p> <p>http://waterbriefing.org/home/people-and-places/item/12939-efra-committee-confirms-new-environment-agency-chair-appointment</p> <p>http://www.futurewaterassociation.com/news/efra-committee-confirms-new-environment-agency-chair-appointment</p> <p>https://app.croneri.co.uk/whats-new/new-environment-agency-chair-appointed?product=17/%3Futm_source%3Dtwitter%A%3D0</p> <p>http://www.farming.co.uk/news/article/12880</p> <p>http://www.theconstructionindex.co.uk/news/view/new-chair-for-environment-agency</p>
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										Government if she felt they were going in the wrong direction during Brexit negotiations, how technology could be used within the EA, lessons learned from the previous chair (specifically on how to deal with the media), how to integrate the Agency's work into the Defra group, the culture of the EA, the role of the EA, and the candidate's experience of negotiating a key commercial decision for a large public body.	https://british-utilities.co.uk/2016/environment-agency-appoints-new-chair/ http://www.civilserviceworld.com/articles/news/defra-names-new-deputy-environment-agency-board
Chair, Office of Budget Responsibility: Robert Chote September 2010 Appointing Minister: George Osborne (Chancellor of the Exchequer)	Positive/ Made	*Andrew Tyrrie (Chair) Michael Fallon *Mark Garnier Stewart Hosie Andrea Leadsom Andrew Love George Mudie David Rutley Chuka Umunna	49	49	0	0	0	16 (also appropriate)	None	<ul style="list-style-type: none"> The Chair asked 22 of the 54 questions. 	<p>Significant given the battered reputation of the OBR at the time. There were significant concerns about its independence. Chote was widely regarded as an independent figure who had often expressed criticism about the Treasury whilst head of the IFS.</p> <p>http://www.bbc.co.uk/news/uk-politics-11246225</p> <p>https://www.theguardian.com/uk/2010/sep/09/robert-chote-office-budget-responsibility</p> <p>http://www.thetimes.co.uk/tto/business/economics/article2720355.ece</p> <p>http://www.telegraph.co.uk/finance/8007499/Robert-Chote-tells-MPs-open-OBR-to-all-parties.html</p> <p>http://www.channel4.com/news/articles/business_money/robert+chote+appointed+obr+chief/3763382.html</p> <p>http://www.newstatesman.com/blogs/mehdi-hasan/2010/09/chote-obr-america-budget</p> <p>http://www.standard.co.uk/news/robert-chote-named-chief-of-office-for-budget-responsibility-6512030.html</p> <p>https://www.totalpolitics.com/articles/news/robert-chote-s-appointment-chair-obr-quotes</p> <p>http://www.dailymail.co.uk/news/article-1310493/Think-tank-boss-Robert-Chote-unveiled-head-spending-watchdog-OBR.html</p> <p>http://blogs.spectator.co.uk/2010/09/robert-chote-is-the-new-head-of-the-obr/</p> <p>http://www.mortgageintroducer.com/robert-chote-appointed-as-chair-of-the-obr/#.V3hEcludLzI</p>

								<p>Q25 (Andrew Love): "Is there...a structural solution to ensure that publicly, everyone can see that, while you are working tot hat Treasury remit, you will be independent of it?"</p> <p>Q26 (Andrew Love): "How would you respond to the idea that the Treasury Committee could ask you to undertake a piece of work on its behalf?"</p> <p>Q27 (George Mudie): "The public would be freer to assume that you are truly independent if you were working for this very important task with the Chancellor, but you were not dependent on him for supply...Would you have problems with that?"</p> <p>(Follow-up on this in Q28 – 34).</p>		<p>between the candidate's previous role and the proposed role, how the role would change the candidate's role in the media, how the candidate would resolve differences of opinion within the three-person committee he would chair, what skills the candidate is looking for in other team members, how the candidate would handle contentious matters, what the candidate had learned from his previous experiences, the relationship between the OBR and the Treasury, and the relationship with the Bank of England.</p> <ul style="list-style-type: none"> • Questions 35 – 49 concerned substantive policy issues. • The Chair asked only 6 questions. This was significantly less than in other hearings. 	<p>http://www.freshbusinessstinking.com/chancellor-announces-robert-chote-as-preferred-chair-of-the-office-for-budget-responsibility/</p> <p>http://www.thisismoney.co.uk/money/article-1312730/Choppy-times-ahead-warns-Robert-Chote-Britains-new-economic-watchdog.html</p>
<p>Governor of the Bank of England: Mark Carney February 2013 Appointing Minister: George Osborne (Chancellor of the Exchequer)</p>	<p>Positive/ Made</p>	<p>*Andrew Tyrie (Chair) Stewart Hosie Andrea Leadsom Andrew Love Pat McFadden *John Mann George Mudie Brooks Newmark Jesse Norman Teresa Pearce David Ruffley John Thurso</p>	<p>136</p>	<p>124</p>	<p>8</p> <p>Question numbers: 4, 9, 10, 12, 22, 32, 34, and 85.</p>	<p>0</p>	<p>2</p> <p>Question numbers: 10 (also leading), 32 (also leading),</p>	<p>4</p> <p>(Q81 and Q83, on whether the role will become more political. Q85, Q86, and Q87 from the Chair persisted on the same issue. Q85 is also leading).</p>	<p>None</p>	<ul style="list-style-type: none"> • This is one of the longest pre-appointment hearings in the period we are researching. There were 136 questions. Questioning took over 3.5 hours. • The Chair was very involved (approximately 1/3 of questions) but there was also widespread involvement from the rest of the panel. Where a question was not properly answered, the Chair would often pick up the line of questioning at a later stage to obtain a concrete answer. • The Committee prepared an extensive 30-page report detailing Mark Carney's responses to questions on individual substantive areas such as 'liquidity' and 'recovery'. The report expressed regrets that no statutory duty was placed on the Bank to respond to reasonable requests by the Committee for information during the passage of the Financial Services Act 2012 but strongly hinted that it would expect such accountability from Mark Carney in performance of his role (p. 10). The Committee seemed to use both the report and the interview as a vehicle for providing its opinion on individual reforms (e.g. para. 43 of report; Q45 – Q47 of interview from Chair on the need for a statutory accountability 	<p>Significant given three factors: a) controversies within the financial sector at the time, b) significant financial reform in response, in particular passage of the Financial Services Act 2012, and c) this was unprecedented; no Governor of the Bank of England had previously given evidence to Parliament in advance of taking office (see page 2 of report).</p> <p>http://www.bbc.co.uk/news/business-20501990</p> <p>https://www.theguardian.com/business/2012/nov/26/mark-carney-bank-of-england-governor-reaction</p> <p>http://www.dailymail.co.uk/news/article-2238713/Canadian-boss-Bank-England-City-stunned-Osborne-snubs-tainted-British-candidates-hire-foreign-governor.html</p> <p>http://www.independent.co.uk/news/uk/politics/george-osborne-gets-his-man-</p>

										<p>procedure, Q50 from the Chair recommending that courts be able to review the merits of reviews). The interview also served the purpose of clarifying the candidate's intentions for the future. There was constructive dialogue from both sides throughout the interview. The panel challenged the views of the candidate where appropriate.</p> <ul style="list-style-type: none"> The Chair began by asking Carney why he changed his mind about the job. There was some questioning on the fact that Carney applied a month after the application deadline (Q4) and essentially received 'special treatment' (Q9). Some of this was accusatory in tone. There was a total of 9 questions from the Chair on the issue. Carney was also asked about his future pay. Teresa Pearce in particular persisted on the issue in questions 10 – 14, with the chair joining in during Q14. Overall, this was a challenging interview. It was largely an opportunity for the panel to quiz the candidate on his extensive written evidence and policy issues. Amongst the issues discussed were management style, quantitative easing, where the responsibility should lie for failures within the banking system, proposed checks and balances, problems with UK monetary policy, the Bank of England's transparency, inflation targeting, the remit of the Monetary Policy Committee, the Eurozone crisis, how to address interest rates, the new responsibilities of the Bank under recent legislation, accounting standards, and the LIBOR scandal. The panel asked a number of questions about the Canadian banking system given the candidate's Canadian origins and experience of the Canadian banking system. Questioning was primarily substantive. The candidate was asked very little about his skills, bar a persistent line a questioning about the candidate's 'leadership style' (which he dodged). It was presumed that the candidate would be appointed and the committee instead focused on influencing certain substantive decisions. The leading questions documented often began with "Did it (not) occur to you that...?" 	<p>http://www.telegraph.co.uk/finance/economics/9703302/Canadian-central-bank-chief-Mark-Carney-named-as-new-Bank-of-England-Governor.html</p> <p>http://news.sky.com/story/1016641/mark-carney-named-as-bank-of-england-governor</p> <p>http://www.britishchambers.org.uk/press-office/press-releases/bcc-comments-on-appointment-of-mark-carney-as-future-bank-of-england-governor.html</p>
<p>Chief Executive Officer, Financial Conduct Authority: Andrew Bailey July 2016 Appointing Minister: George Osborne (Chancellor of the Exchequer)</p>	Positive/ Made	<p>*Andrew Tyrie (Chair)</p> <p>*Steve Baker</p> <p>*Helen Goodman</p> <p>*George Kerevan</p> <p>*John Mann</p> <p>*Chris Philp</p> <p>*Jacob Rees-Mogg</p> <p>*Rachel Reeves</p>	87	87	1 (also appropriate)	1 (also appropriate)	5 (also appropriate)	8 (also appropriate)	None	<ul style="list-style-type: none"> The candidate had already assumed the post almost a month before the hearing took place. This seems to be an exception; most hearings took place before the candidate's term began. This was clearly for logistical reasons following the resignation of one of the candidate's predecessors in 2015, and assumption of the post by two temporary candidates (see the candidate's answer to Q16 on this). The candidate was appointed to the position without having applied (and was questioned on this by Helen Goodman and the Chair). The timing of the hearing was unfortunate given that the recent Treasury move granting the Committee a veto on candidates for Treasury positions (see 	<p>Significant.</p> <p>http://www.ft.com/cms/s/0/dddcf946-0b9e-11e6-9456-444ab5211a2f.html#axzz4JZ4qvYSF</p> <p>The FT reported that John Mann had labelled the interview process "a waste of taxpayers' money".</p> <p>http://www.ft.com/cms/s/0/5c501f1e-c410-11e5-808f-8231cd71622e.html#axzz4JZ4qvYSF</p>

						<p>Q19 (Helen Goodman), on independence from the Chancellor of the Exchequer (also politicised).</p> <p>Q20 (Helen Goodman), continuing from Q19.</p> <p>Q41 (John Mann), on the candidate being 'in the dark' about sackings in a previous position.</p>	<p>Q23 (all Goodman), Q24 (Chair), and Q25 (Chair) continuing from this.</p>		<p>http://www.ftadviser.com/2016/04/20/regulation/regulators/treasury-select-committee-wins-veto-over-fca-chief-UqTB043kgiZuC5CwPTY10H/article.html and http://www.centralbanking.com/central-banking/news/2455495/parliament-gains-influence-in-fca-chief-appointment-process). For the debates on the issue, see: https://www.parliament.uk/business/committees/committees-a-z/commons-select/treasury-committee/news-parliament-2015/scrutiny-of-appointments-report-published-15-16/</p> <ul style="list-style-type: none"> The first 13 questions of the hearing concerned the position of the FCA following Brexit. The Committee clearly respected the candidate's expert opinion and was keen to make use of his knowledge to gain a better understanding of what was at stake following Brexit. The hearing thus took the form of a cooperative discussion. The Committee was keen to ensure that its own approach was coherent with that of the candidate (e.g. Q8 (Chair): "It might be helpful also if you set out for us on a piece of paper the main elements of what you think an optimal deal would look like if we had a great deal of negotiating leverage, which we might—who can say? —so we can take a look at what it is one should be trying to work towards, with the main constituent components set out in as much detail as you can." The Chair was very active in highlighting issues that both the Committee and the candidate would have to think about in the forthcoming months. The candidate was very full in all of his answers on Brexit. The remainder of the questions focused on the candidate's vision for the FCA, policy issues, and the candidate's past experiences. The Committee seemed readier to challenge the candidate on his views after the Brexit part of the interview and repeatedly expressed its intention to continuously scrutinise the candidate for the period of his appointment (see, for example, Q49 from the Chair: "It is another big issue we are keeping a close eye on in this committee", on GRG). The Committee had already written to the candidate on a few issues (e.g. see Q59, Chris Philp, on crowdfunding) and at times requested further information (e.g. Q77, Chair: "Perhaps in the autumn you could commit to sending us a letter setting out how you are going to do that"). During the hearing itself, Committee members were very forward with their own views on policy issues affecting the FCA. Helen Goodman was particularly hostile in her questioning on the candidate's independence from governmental influence. The Chair continued the line of questioning about the candidate's independence but was a lot less hostile. This was a challenging hearing overall, largely because the candidate had already begun his appointment and was being held to account for his first month in the role. The candidate was challenged on his views concerning the appropriate priorities for the role (e.g. Q37), pressed on his leadership of two 	<p>http://www.telegraph.co.uk/finance/newsbysector/banksandfinance/12121782/Andrew-Bailey-named-surprise-choice-to-run-Financial-Conduct-Authority.html</p> <p>https://www.theguardian.com/business/2016/jan/26/george-osborne-appoints-andrew-bailey-fca-chief</p> <p>http://www.bbc.co.uk/news/business-35408302</p> <p>http://www.thetimes.co.uk/tto/business/industries/banking/article4674760.ece</p> <p>http://www.independent.co.uk/news/business/news/andrew-bailey-appointed-as-new-boss-of-financial-conduct-authority-a6834311.html</p> <p>http://www.ftadviser.com/2016/02/19/ifa-industry/fca-makes-andrew-bailey-chief-exec-N2NieVZtIROEGzimilcBcl/article.html</p> <p>http://news.sky.com/story/andrew-bailey-to-lead-city-regulator-fca-10144597</p> <p>http://www.itv.com/news/update/2016-01-26/andrew-bailey-appointed-new-head-of-fca/</p> <p>http://www.standard.co.uk/business/james-moore-andrew-bailey-as-fca-chief-is-a-masterstroke-from-george-osborne-a3165336.html</p> <p>http://www.dailymail.co.uk/wires/reuters/article-3417051/BRIEF-Bank-Of-England-says-Andrew-Bailey-appointed-CEO-FCA.html</p> <p>http://www.mirror.co.uk/money/andrew-bailey-appointed-new-financial-7247885</p> <p>http://www.centralbanking.com/central-banking/news/2456109/fca-chairman-defends-selection-process-for-new-chief</p> <p>http://youtalk-insurance.com/broker-news/andrew-bailey-appointed-as-new-chief-executive-of-the-fca</p> <p>http://www.welcom.co.uk/2016/01/andrew-bailey-appointed-as-new-chief-executive-of-the-fca/</p> <p>http://www.huntswood.com/insights/culture-from-andrew-baileys-perspective</p> <p>http://www.thisismoney.co.uk/money/news/article-3546335/Andrew-Bailey-</p>
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Chief Commissioner, Independent Commission for Aid Impact: Graham Ward October 2010 Appointing Minister: Andrew Mitchell (Secretary of State for International Development)	Positive/ Made	Malcolm Bruce (Chair) Russell Brown Richard Burden James Clappison *Jeremy Lefroy *Pauline Latham Anas Sarwar Chris White	64	62	0	0	0	2 (Q13 and Q14 from Anas Sarwar on whether Mr Ward had any affiliations with political parties or NGOs that could compromise the independence of the role).	None	<ul style="list-style-type: none"> This was the first hearing of its kind before this committee. The chair asked 23/64 questions. The Chair began by questioning the candidate about the selection process; specifically, about whether the candidate had had any previous dealings with the Secretary of State and Permanent Secretary, by whom he was interviewed in the short-listing process (Q2 – Q5). Interestingly, the Chair also inquired about what the candidate was asked by these figures, stating that the Committee was “interested in what they were looking for in [the candidate] as the head of the department” (Q6). This was an otherwise uncontroversial hearing. The candidate was asked about practicalities (e.g. number of staff he would need and whether three days a month was enough for the job), his past experience of international development (given that most of his 	Minimal. http://reliefweb.int/report/world/uk-new-independent-commission-unveiled

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<p>Chief Commissioner, Independent Commission for Aid Impact: Dr Alison Evans December 2014 Appointing Minister: Justine Greening (Secretary of State for International Development)</p>	Positive/ Made	<p>Malcolm Bruce (Chair)</p> <p>*Fiona Bruce *Pauline Latham *Jeremy Lefroy Michael McCann Fiona O'Donnell Chris White</p>	43	37	0	0	0	6	None	<ul style="list-style-type: none"> The Committee was very vocal in its report. It recommended three things: <ul style="list-style-type: none"> i) That the number of remunerated days for the role be increased to 90 days (page 5). ii) That at least one of the existing Commissioners be reappointed to ensure continuity and that one of the Commissioners be an audit professional (page 6 of report). iii) Finally the Committee was openly critical of the selection process used, which resulted in an unranked list of four 'appointable' candidates being presented to the Secretary of State. This was said to put too much power in the hands of the Secretary of State for an independent scrutiny post. The Committee recommended that the Committee itself should be invited to rank candidates or advise the Secretary of State. In the longer term, the Committee advised that it should be able to choose the Chief Commissioner from the list of candidates (page 7 of report). <p>This contrasts starkly with the neutral stance of the Committee in the previous hearing with Graham Ward.</p> <ul style="list-style-type: none"> Only around 1/3 of the interview related to the candidate's experiences and visions for the ICAI. The remainder concerned independence (including a number of questions on the ICAI's relationship with DFID), the appropriateness of current characteristics of the role, and the candidate's views on working closely with the Committee. For example, the candidate was asked whether she thought there should be future restrictions after the candidate's time with the ICAI of the kind of work she could carry out (Q7 and Q8). She was also asked whether she thought that 65 days a year was adequate for the job (Q27 and Q28). Finally, she was asked whether she thought that commissioners should be able to be reappointed (Q43). The substantive questions asked concerned why the candidate applied for the job, her views on value for money, her past experiences, how to ensure continuity of reporting, Michael Moore's Bill, how to ensure professionalism, ICAI's greatest successes, and ICAI's three priority areas for improvement. 	<p>Moderate. Coverage in mainstream media in part because the Committee made a number of proposals during the hearing for ICAI's structure and recruitment process.</p> <p>http://www.theguardian.com/global-development/2014/dec/11/dr-alison-evans-icai-head-britain-independent-commission-aid-impact-watchdog</p> <p>http://article.wn.com/view/2014/12/11/Dr_Alison_Evans_to_head_Britains_independent_aid_watchdog/</p>

										<ul style="list-style-type: none"> The Committee made clear that it wanted more say in the work of the ICAI. In Q17 and Q18, Chris White asked whether the candidate saw the relationship between the ICAI and the Committee changing, and whether the candidate would be happy to “agree ICAI’s work plan with the Committee”. In a number of questions, the Committee put weighted statements to the candidate that clearly demanded a particular answer; for example, Q32: “Do you agree that that is the right approach, and that ICAI should not be commenting or reporting on policy? Given your background, how would you restrain yourself?” (Note the Chair’s later comment in Q33 that “this Committee thinks that is partly our province”). 	
<p>Director, Office for Fair Access: Professor Leslie Ebdon February 2012 Appointing Minister: Vince Cable (Secretary of State for Business, Innovation and Skills)</p>	Negative/Made	<p>Adrian Bailey *Iain Wright</p> <p>Clerk James Davies Neil Caulfield</p> <p>*Chris Shaw *Martin Adams</p>	62	48	3	2	9	0	<p>4:2</p> <p>Rebecca Harris (Con) Margot James (Con) Simon Kirby (Con) Nadhim Zahawi (Con)</p> <p>Katy Clark (Lab) Ann McKechin (Lab)</p>	<ul style="list-style-type: none"> Zahawi felt Professor Ebdon’s previous views on government policy on higher education – he made numerous television appearances opposing government views on, for example, the Browne Report and tuition fees– would open him to challenges and accusations of hypocrisy. Binley and Zahawi were aggressive in their questioning. The former, despite being very active in the hearing, did not vote. 	<p>Significant</p> <p>http://www.theguardian.com/education/2012/feb/20/les-ebdon-university-access-tsar</p> <p>http://www.telegraph.co.uk/education/universityeducation/9093269/Vince-Cable-defies-Tories-to-appoint-Professor-Les-Ebdon-as-university-access-tsar.html</p> <p>http://www.bbc.co.uk/news/education-16946484</p> <p>http://www.spectator.co.uk/2012/12/assault-on-the-ivory-tower/</p>
<p>Groceries Code Adjudicator: Christine Tacon February 2013 Appointing Minister: Vince Cable (Secretary of State for Business, Innovation and Skills)</p>	Positive/Made	<p>Adrian Bailey (Chair)</p> <p>*Paul Blomfield Mike Crockart Caroline Dinenage Julie Elliott Rebecca Harris Ann McKechin Robin Walker Nadhim Zahawi</p>	55	55	0	3 (but appropriate)	0	0	None	<ul style="list-style-type: none"> This was the first pre-appointment hearing for this position. It follows a number of recommendations made by the Committee itself to improve the Groceries Code Adjudicator Bill and enhance the role of the Adjudicator. The Committee gave no reasons for its endorsement in its report. Questions concerned how the candidate would be well suited to representing the interests of supermarkets and small-scale farming in light of her lack of experience in these areas; the candidate’s experience of mediation and arbitration; how the industry should deal with the horsemeat crisis and how the crisis may impact on the relationships between supermarkets and their suppliers; how the candidate would ensure that her previous work in farming does not influence her view of the supermarket industry (Q10); the timetable for publishing guidance on when and how investigations will proceed; with whom the consultation process about the Code would be; the importance of terms of payment; how to deal with complaints submitted before the guidance is finalised; how to manage arbitration alongside anonymity; whether the staffing levels given for the role would be sufficient; whether three days a week would be enough for the demands of the role; how the candidate would use the new fining power introduced by the Bill; how the complaints procedure for third parties and trade bodies would 	<p>Significant given controversy about the role of supermarkets.</p> <p>https://www.theguardian.com/business/2013/mar/31/supermarkets-watchdog-ready-sort-out-bullies</p> <p>http://www.bbc.co.uk/news/business-21117701</p> <p>http://www.mirror.co.uk/money/city-news/supermarket-tsar-christine-tacon-appointed-1548743</p> <p>http://www.newstatesman.com/business/2013/01/five-questions-answered-first-appointed-supermarket-ombudsma</p> <p>http://www.huffingtonpost.co.uk/2013/01/21/government-appoints-new-supermarket-watchdog_n_2519703.html</p> <p>http://www.shoosmiths.co.uk/client-resources/legal-updates/Christine-Tacon-appointed-Groceries-Code-Adjudicator-4698.aspx</p> <p>http://www.thelawyer.com/christine-tacon-appointed-first-groceries-code-adjudicator/</p>

										<p>work in practice; how to deal with suppliers who submit vexatious complaints; whether the Adjudicator should be more proactive or reactive; whether an overseas supplier can make a complaint; whether the BIS Department has set up a website to advertise the role; and the export potential of the Department.</p> <ul style="list-style-type: none"> • Most questions related to the candidate’s plans for the position (in particular, how she would carry out the new functions proposed by the Bill) rather than her personal abilities. • The Chair expressed concerns about the lack of anonymity for complainants (Q23). The candidate provided a satisfactory answer about how she would deal with this. • This was a good opportunity for the Committee to discuss with the candidate how she intended to implement changes introduced by the Bill (e.g. new fining power – Q34 and Q35; new complaints procedure for third parties and trade bodies – Q36). The Committee was open with its views. The candidate made a point of complimenting the Committee on its work on the Bill, which she said was “extremely well drawn up”. • The Chair expressed that the panel would potentially interview the candidate in future “just to see how things have moved” (Q55). • The Chair asked 17 of 55 questions. There was fairly equal participation amongst the other Committee members. 	<p>http://www.foodmanufacture.co.uk/People/Groceries-code-adjudicator-is-former-farming-boss</p> <p>https://www.premiernonexecutives.com/latest/news-feed/christine-tacon-appointed-groceries-code-adjudicator</p> <p>http://www.fwi.co.uk/business/tacon-named-groceries-code-adjudicator.htm</p> <p>http://www.thegrocer.co.uk/home/latest-news/tacon-named-as-groceries-code-adjudicator/235823.article</p> <p>http://www.kwm.com/en/uk/knowledge/insights/first-groceries-code-adjudicator-appointed-20130125</p> <p>http://www.theresearchcentre.co.uk/feestory/christine-tacon-appointed-groceries-code-adjudicator</p> <p>http://yorkshiretimes.co.uk/article/Groceries-Code-Adjudicator-Appointed</p> <p>http://www.cardiffld.org.uk/en/article/2013/0651870/appointment-of-grocery-code-adjudicator-is-a-major-victory-for-consumers-farmers-and-the-uk-as-a-whole-jenny-willott-mp</p> <p>http://yorklibdems.org.uk/en/article/2013/0651787/grocery-code-adjudicator-will-help-create-a-stronger-fairer-economy-swinson</p> <p>http://highpeaklibdems.org.uk/en/article/2013/0651852/grocery-code-adjudicator-a-boost-for-a-stronger-and-fairer-rural-economy-bill-newton-dunn-mep</p> <p>http://ilfordnorthlibdems.lib.dm/en/article/2013/0652007/grocery-code-adjudicator-will-help-create-a-stronger-fairer-economy</p> <p>http://www.thejournal.co.uk/business/business-news/christine-tacon-given-groceries-adjudicator-4398478</p> <p>http://consumerhub.eversheds.com/food-and-beverage/commercial-food-and-beverage/groceries-code-adjudicator-in-force-but-without-powers-for-now/</p> <p>http://www.freshplaza.com/article/111671/UK-Groceries-Code-Adjudicator-urges-fruit-growers-to-inform-of-unfair-demands-by-supermarkets</p>
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Chair, Technology Strategy Board: Phil Smith October 2011 Appointing Minister: Vince Cable (Secretary of State for Business, Innovation and Skills)	Positive/ Made	Andrew Miller (Chair) Stephen Mosley Pamela Nash Roger Williams	22	22	0	0	0	0	None	<ul style="list-style-type: none"> The Committee usefully provided brief reasons for its endorsement of the candidate in its report (page 5, paras. 11 – 12). This was an entirely uncontroversial interview. The candidate was asked about qualities he would bring to the role, how he would fit the role in, his vision for the Technology Strategy Board, the candidate's previous involvement with the TSB, the main challenges in the job, how the candidate would deal with politicians, how to manage competing priorities, how to persuade businesses to become partners in joint programmes, the TSB's biggest weakness, and the candidate's previous experiences of setting up 	Moderate; specialist journals only. http://www.itproportal.com/2011/11/23/cisco-uk-chief-chair-technology-strategy-board/ http://www.v3.co.uk/v3-uk/news/2126854/government-appoints-cisco-uk-chief-technology-strategy-board-chair http://www.techweekeurope.co.uk/workspace/cisco-uk-ceo-to-chair-technology-strategy-board-39797

										<p>new organisations. There was a good balance between competence-based and substantive/policy-based questioning.</p> <ul style="list-style-type: none"> The interview did not sound as much like a 'dialogue' as other interviews did. The format was that a question was put simply to the interviewee and he answered. There was very little follow-up on each question; the panel simply moved on to a new (though sometimes related) question. 	<p>http://www.computerweekly.com/microscope/news/2240157177/Cisco-boss-Phil-Smith-gets-government-nod</p>	
<p>Chair, Engineering and Physical Sciences Research Council: Dr Paul Golby March 2012 Appointing Minister: Vince Cable (Secretary of State for Business, Innovation and Skills)</p>	Positive/Made	<p>Andrew Miller (Chair)</p> <p>Gareth Johnson Stephen Metcalfe Stephen Mosley Pamela Nash *Graham Stringer Roger Williams</p>	24	24	0	0	0	0	0	None	<ul style="list-style-type: none"> The Committee report provided a useful summary of the issues covered during the interview (page 5, para. 11). There were also two helpful paragraphs containing the Committee's reasons for endorsing the candidate (page 5, paras. 12 and 13). Questions concerned whether projects have focused on a wide enough spectrum of schools, the role of research councils, the candidate's past experiences, how to convince different constituencies that they will receive equal treatment, whether the candidate would change consultation processes, whether the role is to lead or to coordinate, how to work with learned societies, the division of funding between near-market research and blue skies research, whether the candidate expects pressure from the government for certain outcomes, and how to minimise the effects of budget cuts. The focus of the interview was on substantive challenges rather than on the candidate's suitability for the role (there was a sense that the candidate's past work spoke for itself, with Committee members repeatedly complimenting the candidate for his impressive CV). There was some good dialogue between the Committee and the interviewee. See, for example, Q4, Q5, Q14, Q21, and Q24. 	<p>Moderate.</p> <p>https://www.timeshighereducation.com/news/dont-throw-stonesbuild-bridges-says-epsrc-chair/419335.article</p> <p>http://www.dpaonthenet.net/article/48433/Paul-Golby-is-the-government-s-preferred-candidate-for-EPSRC-chair.aspx</p> <p>https://www.highbeam.com/doc/1G1-285445158.html</p>
<p>Chair, Medical Research Council: Donald Brydon July 2012 Appointing Minister: Vince Cable (Secretary of State for Business, Innovation and Skills)</p>	Positive/Made	<p>Andrew Miller (Chair)</p> <p>Stephen Metcalfe Stephen Mosley Pamela Nash Sarah Newton Hywel Williams</p>	40	38	0	2	0	0	0	None	<ul style="list-style-type: none"> The Committee provided quite a detailed explanation of the reasons for its endorsement of the candidate (para. 10, report). The Committee was concerned about whether the candidate would be able to gain the confidence of the scientific and medical community given his lack of experience of medical research, but felt that the candidate had provided sufficient assurances for this not to be a problem. The interview began with the candidate being asked how he came to take an interest in the vacancy (specifically, whether he applied or was approached) (Q1, Chair). This was very brief. The candidate had seen the advert but also been in touch with a few people about the post. The candidate was asked what he found interesting about the MRC, which of his skills were transferable, differences between chairing a research council and a business-oriented organisation, how to handle disagreements, conflicts of interest, the challenges of the role, how to develop a strategy for the organisation, how to ensure that the MRC works effectively with its partners in its attempts to address 	<p>Minimal.</p> <p>http://www.bbc.co.uk/news/uk-politics-18729037</p> <p>http://www.pmlive.com/pharma_appointments/medical_research_council_selects_royal_mails_donald_brydon_as_new_chair_415935</p>

										<p>global problems, MRC's relationship with the devolved governments, how to strike balances in who to fund, how to negotiate with the government over resources (and past experiences in this), how to make back-office operations more effective, whether the MRC has been good at transferring technology to industry, how to ensure getting the right value for things transferred to industry, the implications for the MRC of a leading pharmaceutical company being fined for nefarious activities, whether resources should be concentrated in London, whether the NHS is an asset or a problem for the MRC, and what the candidate would like to have achieved as chairman.</p> <ul style="list-style-type: none"> The candidate was asked only direct 3 questions about his lack of medical experience, despite the fact that this was singled out as a cause for concern in the Committee report. Most questions were largely 'management' based. However, these seemed relevant to the job description and his answers may have indirectly reassured the Committee of the candidate's capabilities. Note Q34, in which Sarah Newton advised the candidate to invest some of the Council's money into regional research projects. 	
<p>Chair, Natural Environment Research Council: Sir Anthony Cleaver October 2013 Appointing Minister: Vince Cable (Secretary of State for Business, Innovation and Skills)</p>	Positive/ Made	<p>Andrew Miller (Chair)</p> <p>*Jim Dowd Stephen Metcalfe Pamela Nash Sarah Newton Roger Williams</p>	41	41	0	0	<p>1 (but also appropriate)</p> <p>Q14, Jim Dowd: "But if you are not outstanding you are not going to get the job, are you, because it says so on the person statement?"</p>	0	None	<ul style="list-style-type: none"> The Committee provided a reasonably long paragraph of reasons for their endorsement (para. 12, report). The candidate informed the Committee that he was approached for the position by a firm (Q3). Questions concerned the 'Bing Bang' in the sector; how the role would be different to the candidate's time at the Medical Research Council; how the candidate's experience as chair of the Atomic Energy Authority would help; the candidate's experiences of privatisation; how the candidate sees his relationship with the chief executive in the role; whether the charter should be published online by the NERC; the relevant criteria against which to measure whether charter obligations are being fulfilled; how the candidate stands up to the requirement for an 'outstanding' Chair; where and how the candidate would amass scientific/technical evidence; how to resolve differences in expert opinion; the main scientific and political challenges facing the NERC; how the candidate's experiences of working with the government would inform his opinion of how to do the job; whether the NERC should promote and not simply reflect research; how the candidate could see the body engaging with the government during the next spending review; whether the candidate would make it a priority to secure government funding; and whether the candidate's acquaintance with the chairs of other research councils would allow him to work together with such individuals to secure better value for public money. Around half of the interview focused on the candidate's past experiences and suitability for the 	<p>Minimal; specialist journals only.</p> <p>http://www.waterbriefing.org/home/people-and-places/item/8375-new-chair-of-natural-environment-research-council-appointed</p> <p>https://www.highbeam.com/doc/1G1-349194832.html</p> <p>https://ies-uk-dev.ccupstest.co.uk/news/uk-policy-update-november-2013</p>

										<p>role (Q1 – 24). The remainder centred on substantive issues (Q24 – 41).</p> <ul style="list-style-type: none"> The Chair asked only 7 questions of 41. 	
<p>Chair, Arts and Humanities Research Council: Sir Drummond Bone January 2014 Appointing Minister: Vince Cable (Secretary of State for Business, Innovation and Skills)</p>	Positive/ Made	<p>Andrew Miller (Chair)</p> <p>Stephen Metcalfe Stephen Mosley *Graham Stringer</p>	36	36	0	0	0	0	None	<ul style="list-style-type: none"> The Committee provided a paragraph of reasons for their endorsement of the candidate (para. 10, report). Interestingly, the Chair said in Q2: “Clearly, this is not an interview as such. This is us pursuing our right to look closely at the recommended appointment to this post”. This was an uncontroversial hearing with a good balance of competency and substantive questions. The first 14 questions focused on the candidate’s abilities and past experiences. Questions 15 – 36 mostly concerned substantive challenges facing the body and the candidate’s proposed responses. Questions concerned what interested the candidate in applying for the position, what makes him the best person for the job, whether there is sufficiently widespread knowledge of what AHRC does and how to improve this, whether the candidate would be using the council’s charter to define his relationship with the chief executive, the impact of the council in the economic sphere, the candidate’s business contacts, the candidate’s experience within the private sector, the role played by the candidate in turning around the Capital of Culture, how the AHRC has made the world a better place in the last 10 years, problems the Council has solved and may help to solve, why arts and humanities should have their own research council, funding arrangements, whether there are any departments with which the candidate would hope to cultivate a relationship, whether there should be a chief scientific adviser in DCMS, and whether the candidate would work in a collegiate manner with the other research council heads. The Chair asked 11 of 36 questions. Stephen Metcalfe was the most active participant, asking 15 questions. Stringer and Mosley each asked 5. 	<p>http://www.mediafhe.com/sir-drummond-bone-named-as-new-ahrc-chair</p> <p>http://www.saxbam.com/news-and-events/appointments/post/425-arts-and-humanities-research-council-appoints-chair</p> <p>http://diversityuk.org/sir-drummond-bone-new-chair-arts-humanities-research-council/</p> <p>http://www.creativeworkslondon.org.uk/cw-news/sir-drummond-bone-announced-as-new-chair-of-the-arts-and-humanities-research-council/</p>
<p>Chair, Biotechnology and Biological Sciences Research Council: Professor Sir Gordon Duff March 2015 Appointing Minister: Vince Cable (Secretary of State for Business, Innovation and Skills)</p>	Positive/ Made	<p>Andrew Miller (Chair)</p> <p>Dan Byles *Jim Dowd David Heath Stephen Metcalfe</p>	29	29	1 (also appropriate)	0	0	0	None	<ul style="list-style-type: none"> In line with previous hearings, the Science and Technology Committee provided a paragraph of reasons for their endorsement of the candidate. In his answer to Q1, the candidate said that he had been approached by a headhunter. The candidate was asked why he applied for the role, how the role may be different from the MHRA, how being the custodian of the council’s charter would distinguish the position from the chief executive, how to engage the public, whether there are any areas in which the organisation could better support the research community, whether the candidate’s own previous exchanges with the BBSRC had been positive, whether the candidate had enough time to 	<p>Minimal.</p> <p>http://www.pmlive.com/pharma_appointments/gordon_duff_to_chair_uks_mhra_422551</p>

										<p>devote to the role, the main scientific and political challenges, potential conflicts between the need to commercialise science and the need for blue-sky science thinking, whether the 'age of bioscience' strategic plan was up to dealing with challenges, which past experience would be most useful in contributing to BBSRC's strategy, the candidate's experiences of interacting with the government at a senior level, the candidate's expected involvement in negotiations with the government during the spending review, how to fight for maintaining research spending, the candidate's expected relationship with MPs, whether the candidate would behave differently in informing the public about GM foods, how the findings of the triennial review could affect the work of the BBSRC, whether the candidate had any concerns about the Nurse review coming so soon after the triennial review, whether the candidate had in mind an ideal outcome for the review, and whether there should be savings made from the Council's future budget.</p> <ul style="list-style-type: none"> The Committee was open with its concerns where appropriate. E.g. Q6 (Stephen Metcalfe): "That is one of the areas we have always had some concern around, not particularly about your role but about the fact that public engagement per se is not as good as it could be". The Committee clearly used the hearing to hear the candidate's plans for addressing these issues. 	
<p>Service Complaints Commissioner: Nicola Williams November 2014 Appointing Minister: Anna Soubry (Minister of State for Defence Personnel, Welfare and Veterans)⁶</p>	Positive/ Made	<p>Rory Stewart (Chair) *Richard Benyon Dai Havard *Julian Lewis *Madeleine Moon Sir Bob Russell</p>	54	54	0	0	0	2 (also appropriate) Q33 (Julian Lewis) and Q34 (Chair), verifying that the candidate has not engaged in any political activity.	None	<ul style="list-style-type: none"> There was information in the Committee's report about the number of applicants and the shortlisting process (page 7). The Committee report also provides a useful overview of the lines of questioning adopted during the hearing (page 8). The candidate was asked for her reasons for applying, the challenges faced by the candidate and her achievements in her previous role in the Cayman Islands, aspects of previous experience relevant to the present role, the candidate's role in the IPCC, the effectiveness of own motion investigations, whether the candidate improved the timeliness of complaint resolution, the candidate's previous experience of the armed forces, how the candidate hoped to familiarise herself with aspects of service life, how to maintain independence from the government in the role, potential difficulties in operating a power structure parallel to the military chain of command, the transition process from the candidate's old role at the IPCC to her new one, the relationship the ombudsman should have with the law and other agencies, how the candidate would ensure that she would not antagonise the military with legal proceedings, what drew the candidate to the Bar, the candidate's political impartiality, how to ensure 	<p>Moderate; mainly specialist journals.</p> <p>http://www.independent.co.uk/news/uk/home-news/nicola-williams-meet-the-civilian-general-putting-the-armed-forces-on-their-guard-10488211.html</p> <p>http://www.theioi.org/ioi-news/current-news/complaints-commissioner-resigns-to-accept-top-uk-appointment</p> <p>http://www.baff.org.uk/mod-announces-preferred-candidate-to-succeed-service-complaints-commissioner</p> <p>http://www.arrse.co.uk/community/thre-ads/news-story-preferred-candidate-for-service-complaints-commissioner-announced.222351/</p> <p>http://www.arrse.co.uk/community/thre-ads/news-story-service-complaints-commissioner-takes-up-post.225926/</p>

⁶ Secretary of State for Defence, Michael Fallon, was not mentioned or stated to have made the appointment, in the House of Commons report or [GOV.UK announcement](#)

										<p>confidence that the complaints system is independent, which cultural changes are needed in the organisation, how to balance keeping the confidence of the chain of command, Parliament, the public, and ordinary members of the armed forces, how to approach foot-dragging by institutions, how the candidate would approach her relationship with the media, and how the candidate would measure the effectiveness of what she does.</p> <ul style="list-style-type: none"> • As well as ensuring that the candidate would be independent of the government in the role, Julian Lewis was also keen to ensure that the candidate was not too antagonistic either (Q28- 32). Richard Benyon later also addressed concerns about vexatious complaints (Q39). • This seemed to be quite an easy and comfortable interview. The Committee clearly respected the candidate, who got to the point when answering questions. • In Q53, the Chair encouraged the candidate “if you do find yourself in a position as an ombudsman where you are in any way frustrated by the Ministry of Defence, to consider this Committee as something you can come to and work with in that way”. This suggests that the Chair saw the committee’s relationship with the candidate as a continuous check on governmental action. • In Q54, the Chair also made clear that it was prepared to provide support and ideas to the candidate. • The Chair asked only 8 of 54 questions. 		
Chair, House of Lords Appointments Commission: Lord Ajay Kakkar July 2013	Positive/ Made	Graham Allen (Chair) Christopher Chope *Paul Flynn Sheila Gilmore *Andrew Turner	27	27	0	0	0	0	0	Check	<ul style="list-style-type: none"> • The Committee report provides only two very brief sentences reasoning the Committee’s endorsement of Lord Kakkar (para. 9 – “professional competence and personal independence”). • This was the first pre-appointment hearing carried out for this role. • The hearing was friendly and unchallenging. The candidate was rarely pressed on his answers. • The candidate was asked why he applied for the role, his experiences in the House of Lords, whether the candidate is an ‘expert’ or a ‘generalist’, the candidate’s priorities for the role, why it is important to increase the diversity of the Lords, the candidate’s familiarity with the internal workings of the House, the candidate’s experiences as a cross-bencher and how this might help in his future work, whether the candidate saw himself as having a role in improving standards of conduct in the Lords, the candidate’s experience of being in the media spotlight, whether the candidate would have enough time to devote to the role, the candidate’s views on concerns that people are appointed by political parties following significant donations, the candidate’s views on having 	<p>Moderate.</p> <p>http://diversityuk.org/lord-kakkar-appointed-as-chairman-of-the-house-of-lords-appointments-commission/</p> <p>http://www.business-standard.com/article/pti-stories/indian-origin-peer-appointed-to-lords-post-113072300495_1.html</p> <p>http://economictimes.indiatimes.com/nri/nris-in-news/indian-origin-peer-ajay-kakkar-appointed-to-lords-post/articleshow/21273290.cms</p> <p>https://timesofindia.indiatimes.com/nri/other-news/Indian-origin-peer-appointed-to-Lords-post/articleshow/21277958.cms</p> <p>http://www.ibef.org/news/34806</p> <p>http://www.outlookindia.com/newswire/story/indian-origin-peer-appointed-to-lords-post/804735</p>

										<p>a statutory appointments commission, and whether the candidate was given an insight into whether there was a delay in the triennial review commissioned by the Government.</p> <ul style="list-style-type: none"> The Chair asked only 3 questions (the first two of which were introductory, and the last of which concluded the session). 	
Registrar of Consultant Lobbyists: Alison White September 2014 Appointing Minister: Tom Brake (Deputy Leader of the House of Commons) ⁷	Positive/ Made	Graham Allen MP * Bernard Jenkin <u>Clerk</u> Joanna Dodd * Dr Rebecca Davies * Rhiannon Hollis	68	49	8	7	4	0	<p>4:3 *Chair</p> <p>Graham Allen (Lab) Jeremy Browne (Lib) Christopher Chope (Con) Fabian Hamilton (Lab)</p> <p>Tracey Crouch (Con) Mark Durkan (SDLP) Paul Flynn (Lab)</p>	<ul style="list-style-type: none"> Dissenting members felt that the ambit of the register was too narrow and exceptions were too wide. They viewed the legislation establishing the post as having been written by lobbyists for lobbyists. 	<p>Moderate</p> <p>https://www.publicaffairsnews.com/articles/news/mps-concern-over-lobbying-tsar</p> <p>http://www.prweek.com/article/1311597/cabinet-office-names-alison-white-preferred-candidate-lobbying-registrar</p> <p>http://www.publicaffairsnetworking.com/news/pcr-committee-approves-appointment-of-alison-white</p> <p>http://www.thechamberlainfiles.com/to-ugh-cookie-alison-white-lands-lobbyist-registrar-job/</p> <p>https://www.psa.ac.uk/psa/news/political-and-constitutional-reform-committee-hold-pre-appointment-hearing-proposed</p> <p>http://www.publicaffairsnetworking.com/news/industry-reacts-to-government-nomination-of-alison-white</p>

⁷ This one is unclear. The report and GOV.UK do not mention any Secretary of State making the appointment, only that it must be made by 'the Minister'.