



**The Commissioner for
Public Appointments**

William Shawcross CVO
Commissioner for Public Appointments
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Mark Isherwood MS
Chair, Public Accounts and Public Administration Committee
Senedd Cymru
Cardiff Bay,
Cardiff CF99 1SN

By email: SeneddPAPA@senedd.wales

Dear Mark,

[OCA Annual Report 2021-22](#)

I enclose a link to my first annual report for 2021-22 as Commissioner for Public Appointments. This report covers the last six months of the term of my predecessor Sir Peter Riddell, and the first six months of my tenure. The report covers not only the activity of my office this past year, but also my priorities for the next four years I will spend as Commissioner.

In my first year as Commissioner for Public Appointments, I have worked hard to understand the process by which departments and ministers attract, assess and appoint the most talented people to these most important roles. My respect for all those who support public appointments processes across the UK has grown immensely. This itself is a true service to the public.

I intend to devote my time as Commissioner to a better candidate experience, building on the work of my predecessor and publishing data which measures progress. Too few competitions meet the three month ambition outlined in the Governance Code, and I urge your government to do more to broaden and deepen the talent pool.

This report outlines the welcome progress in Welsh Government appointments made to women, those from ethnic minority backgrounds, and with disabilities, after a setback last year. More than two thirds of new members didn't hold another appointment. However, fewer than half of appointees were aged under 55.



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This shows how your government must be relentless in its commitment to diversity, as outlined in your Diversity Strategy published in early 2020. We must do more to explain that public appointments are for everyone. How these positions are worthwhile and accessible to those who have much to contribute but lack the confidence or connections to put themselves forward. Government must increase formal and informal outreach, across the whole country, using mentors within Departments to explain and promote the roles available.

The report also details the day to day work of OCPA, including where my predecessor and I have found it necessary to make assurances to parliamentary committees and the public about the operation of the Governance Code, to investigate issues brought by members of the public, MPs, and the findings from compliance visits to all Whitehall departments and Welsh Government making appointments.

I look forward to meeting with your Committee on 15 December to discuss appointments issues in Wales.

Yours sincerely,

William Shawcross
Commissioner for Public Appointments