



House of Commons  
Public Administration  
and Constitutional Affairs  
Committee

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# Appointment of the Chair of the UK Statistics Authority

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**Ninth Report of Session 2016–17**

*Report, together with formal minutes  
relating to the report*

*Ordered by the House of Commons to be printed  
24 January 2017*

## Public Administration and Constitutional Affairs

The Public Administration and Constitutional Affairs Committee is appointed by the House of Commons to examine the reports of the Parliamentary Commissioner for Administration and the Health Service Commissioner for England, which are laid before this House, and matters in connection therewith; to consider matters relating to the quality and standards of administration provided by civil service departments, and other matters relating to the civil service; and to consider constitutional affairs.

### Current membership

[Mr Bernard Jenkin MP](#) (*Conservative, Harwich and North Essex*) (Chair)

[Ronnie Cowan MP](#) (*Scottish National Party, Inverclyde*)

[Paul Flynn MP](#) (*Labour, Newport West*)

[Marcus Fysh MP](#) (*Conservative, Yeovil*)

[Mrs Cheryl Gillan MP](#) (*Conservative, Chesham and Amersham*)

[Kate Hoey MP](#) (*Labour, Vauxhall*)

[Kelvin Hopkins MP](#) (*Labour, Luton North*)

[Gerald Jones MP](#) (*Labour, Merthyr Tydfil and Rhymney*)

[Dr Dan Poulter MP](#) (*Conservative, Central Suffolk and North Ipswich*)

[John Stevenson MP](#) (*Conservative, Carlisle*)

[Mr Andrew Turner MP](#) (*Conservative, Isle of Wight*)

The following members were also members of the committee during the Parliament: [Oliver Dowden MP](#) (*Conservative, Hertsmere*), [Adam Holloway MP](#) (*Conservative, Gravesham*), [Mr David Jones MP](#) (*Conservative, Clwyd West*) and [Tom Tugendhat MP](#) (*Conservative, Tonbridge and Malling*).

### Powers

The Committee is one of the departmental select committees, the powers of which are set out in House of Commons Standing Orders, principally in SO No. 146. These are available on the internet via [www.parliament.uk](http://www.parliament.uk).

### Publication

Committee reports are published on the Committee's website at [www.parliament.uk/pacac](http://www.parliament.uk/pacac) and in print by Order of the House.

Evidence relating to this report is published on the [inquiry publications page](#) of the Committee's website.

### Committee staff

The current staff of the Committee are: Dr Rebecca Davies (Clerk), Ms Rhiannon Hollis (Clerk), Dr Sean Bex (Second Clerk), Jonathan Bayliss (Committee Specialist), Ms Penny McLean (Committee Specialist), Rebecca Usden (Committee Specialist), Mr Alex Prior (PhD Scholar), Ana Ferreira (Senior Committee Assistant), Iwona Hankin (Committee Assistant), and Alex Paterson (Media Officer).

### Contacts

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# 1 Introduction

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## The UK Statistics Authority

1. The UK Statistics Authority presides over the UK statistics system. It is a non-ministerial department and reports directly to the UK Parliament, the Scottish Parliament, the National Assembly for Wales and the Northern Ireland Assembly. It has two main responsibilities:

- Oversight of the work of the National Statistician; and
- Monitoring of the production and publication of official statistics.<sup>1</sup>

2. UKSA was established under the Statistics and Registration Service Act 2007, taking over the responsibilities of:

- the Office for National Statistics, which became the Authority's executive office;
- the Statistics Commission, an independent public body with a similar remit to UKSA; and
- the statistical functions of the Registrar General of England and Wales, including preparation and publication of the decennial population census.

3. The 2007 legislation was intended to provide clearly defined roles, responsibilities and accountabilities; greater transparency, flexibility and value for money, and greater independence from Ministers for the UK statistics system.

4. The Chair of UKSA is responsible for reinforcing the independence, integrity and quality of official statistics produced in government. According to the job description, which has been annexed to this report, they should ensure the official statistics system is one in which the public, Parliament and all users of official statistics can have confidence. The Chair is responsible for building on the reforms brought about by the 2007 Act and for considering whether any further changes to the official statistics system are required (and successfully implementing change where necessary).

5. From 2008 onwards, this Committee's predecessor, the Public Administration Select Committee (PASC), carried out a programme of work to scrutinise statistics and their use in government. Reports published as part of this series include those on statistics and open data, crime statistics and the census. It stated that its aim was to "maintain pressure on both the UK Statistics Authority (UKSA) and the Government to improve the quality of a broad range of statistics and to hold them to account on issues of significant national importance." PASC found that UKSA tended only to focus on challenging the misuse of statistics rather than on challenging government departments that were not "managing their statistical work sufficiently in the public interest." We share our predecessor Committee's view that "there should be a clear separation between the officials who regulate the quality of national statistics and those who produce the data."<sup>2</sup>

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1 For clarity's sake, the UK Statistics Authority will be referred to as UKSA.

2 Public Administration Select Committee, Seventh Report of Session 2014–15, [Our work in the 2010–2015 Parliament](#), HC 1152, March 2015.

6. PASC identified the need for very significant work to boost the quality of output in a wide range of areas, including migration, crime and the economy, and key economic statistics, including GDP, inflation and earnings. To achieve this, it said that there would need to be “robust leadership from UKSA to deliver the necessary gains.” It expressed the hope too that UKSA would take steps to increase transparency and openness in its organisation information, such as its annual reports, and its statistical work. It stated that “[g]ood quality statistics are essential to the scrutiny of the Government’s work and performance,” and we share this view. There was a further challenge to improve the quality of the Office for National Statistics (ONS) website to help users find data more easily.

7. UKSA is currently midway through its five-year strategy - “Better Statistics Better Decisions” - which sets out UKSA’s aims, priorities, mission and values.<sup>3</sup> It also has a Business Plan for April 2016 to March 2020 which incorporates UKSA’s initial response to some of the recommendations of recent reviews of the statistics landscape in the UK.<sup>4</sup> These reviews included the Review of Economic Statistics by Sir Charles Bean (the Bean Review).<sup>5</sup> Published in March 2016, the Bean Review assessed the UK’s future economic statistics needs, the effectiveness of the ONS and the current governance framework. It found that in order to fully capture all the activity in the economy, economic statistics need to be transformed. The report called for a separate body within UKSA, to monitor the quality of statistics, subsuming the existing UKSA regulatory function. The Office for Statistics Regulation was established in November 2016 to perform this role. A number of the report’s recommendations also focused on the need for culture change within the ONS.

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3 [‘UK Statistics Authority, Better Statistics, Better Decisions, Strategy for UK Statistics, 2015 to 2020’](#), HM Treasury and Cabinet Office, March 2016.

4 [‘UK Statistics Authority Business Plan, April 2016 to March 2020’](#), UK Statistics Authority, April 2016.

5 [‘Independent review of UK economic statistics’](#), Parliamentary and Health Service Ombudsman, November 2016, p. 6.

## 2 Appointing a new Chair

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### Recruitment

8. The term of appointment of the current Chair of the UK Statistics Authority, Sir Andrew Dilnot, comes to an end on 31 March 2017. Sir Andrew decided not to seek reappointment when his term ends and we thank him for his service and assistance to our Committee and predecessor committee during his period in office.

9. The post was openly advertised by the Cabinet Office, and applications from 14 candidates (three female and eleven male) were received and considered. The selection panel consisted of Sir Peter Spencer (Chair and Public Appointments Assessor), Sir Jeremy Heywood (Cabinet Secretary), Dame Colette Bowe (Non-executive director of UKSA), Bernard Jenkin MP (Chair of this Committee), and Sir Nigel Shadbolt (Oxford University and Chair and co-founder of the Open Data Institute).<sup>6</sup>

10. A single stage sift was undertaken by the panel and a shortlist of 3 was agreed. According to the Government memorandum (see Appendix 3), these candidates presented strong evidence against the full range of selection criteria and were invited for interview. The panel agreed that prior to interview, the shortlisted candidates would undergo media testing and be given the opportunity to meet the National Statistician. Final interviews were held in November 2016.

11. A full description of the selection process is appended to this report as Appendix 2 and the full job and person specification are included in Appendix 3.

### The candidate

12. The Minister for the Cabinet Office, Rt Hon Ben Gummer MP, wrote to the Chair of PACAC on 11 January, noting that the preferred candidate for the post of Chair of the UK Statistics Authority was Sir David Norgrove. The letter is included as Appendix 1.

13. Sir David has significant understanding of the role of a Chair, having previously been Chair of both the Low Pay Commission and the Pensions Regulator and being current Deputy Chair of the Family Justice Board. He also chaired a government review of the family justice system in 2010–11 and has been a trustee and Deputy Chairman of the British Museum. Prior to this, his career has spanned a number of posts across the private and public sectors. Sir David's CV full is attached as Appendix 4.

### The pre-appointment hearing

14. The pre-appointment hearing with Sir David was conducted on 24 January. We questioned Sir David on the extent to which his experience chairing previous organisations was transferrable to the role of UKSA Chair. We also explored how Sir David would manage the tension, highlighted by our predecessor committee, between being the

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6 As Bernard Jenkin MP was on the selection panel, he chose not to take part in the pre-appointment hearing.

producer and regulator of statistics.<sup>7</sup> We further sought to establish the candidate's vision for the future of UKSA, in light of the work of this Committee's predecessor, PASC, and the recommendations of the Bean Review.

**15. We are satisfied that Sir David Norgrove has both the professional competences and personal independence necessary to fulfil this role. His experience in chairing the Low Pay Commission and the Pensions Regulator will stand him in good stead in driving through the changes needed in the UK Statistics Authority, particularly those coming out of the Bean Review. We are convinced that his professional background and skills will allow him to successfully balance the role of overseeing statistics production and the work of the ONS with that of regulating government statistics. As our predecessor Committee, PASC, stated, “[g]ood quality statistics are essential to the scrutiny of the Government’s work and performance,” and we expect Sir David to provide robust leadership to drive up the quality of UK statistical output. We wish him every success as the Chair of UKSA and look forward to engaging with him in the future.**

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<sup>7</sup> Public Administration Select Committee, Ninth Report of Session 2012–13, [Public trust in government statistics: a review of the operation of the Statistics and Registration Service Act 2007](#), HC 406, paragraphs 37–41.

# Appendix 1: Letter from the Minister for the Cabinet Office to Mr Bernard Jenkin MP, 11 January 2017

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## Chair of the UK Statistics Authority

As you will be aware, we have been working to identify and appoint a successor to Sir Andrew Dilnot as Chair of the UK Statistics Authority.

I am now pleased to put forward the Government's preferred candidate, Sir David Norgrove, for pre-appointment scrutiny following a fair and open competition that was conducted in line with the Commissioner for Public Appointments' Code of Practice.

As you will be aware, David was previously Chair of the Low Pay Commission and is currently Deputy Chair of the Family Justice Board. An experienced Chair, he has an excellent understanding of the role and a track record for facilitating successful change delivery. For these reasons, he was unanimously assessed by the panel to be strong all round against the selection criteria.

All candidates were informed prior to application that the position would be subject to scrutiny by the Public Administration and Constitutional Affairs Select Committee. Information relating to the recruitment process is set out in the attached Annex.

The Rt Hon Ben Gummer MP, Minister for the Cabinet Office and Paymaster General

## Annex to letter from Rt Hon Ben Gummer MP: Memorandum from Cabinet Office on the Competition for Chair of the UK Statistics Authority

The name of the Government's preferred candidate is Sir David Norgrove.

### *Role and background*

The UK Statistics Authority is an independent body operating at arm's length from government as a non-ministerial department, directly accountable to Parliament. It was established on 1 April 2008 by the Statistics and Regulation Service Act 2007. The Authority's statutory objective is to promote and safeguard the production and publication of official statistics that serve the public good.

The current chair is due to step at the end of March 2017. His replacement will be appointed by HM the Queen following fair and open competition – in line with the principles of the OCPA Code of Practice – and a pre-appointment hearing before a parliamentary select committee.

### *Recruitment process*

The post was advertised in the Sunday Times, The Times Online and on the Cabinet Office Public Appointments website. The appointment was offered for a fixed term of five years, starting on 1 April 2017 with fees of £71,250 per year and a time commitment of 2.5 days per week.

The panel members were:

- Sir Peter Spencer – Chair and Public Appointments Assessor
- Sir Jeremy Heywood – Cabinet Secretary
- Dame Colette Bowe – Non executive director of UKSA
- Bernard Jenkin MP – Chair of House of Commons Select Committee on Public Administration and Constitutional Affairs
- Sir Nigel Shadbolt – Oxford University and Chair and co-founder of the Open Data Institute

Candidates were asked to submit their CV and supporting letter setting out how they met the essential criteria which was set out in the role specification:

### *Essential Criteria*

The successful candidate will have:

- The ability to analyse strategic and complex issues and to think clearly.
- An understanding of the role and use of statistics both within and outside government at a senior level together with an understanding of, commitment to, and enthusiasm for the aims of statistical independence.
- The ability to scan the horizon for future issues; understand both policy issues and the concerns of the public; hold independence of view; and facilitate the resolution of complex debates.
- The ability to lead and manage a high profile organisation in a complex and dynamic environment and communicate a sense of purpose and direction to internal and external stakeholders.
- Drive, energy, resilience, a focus on targeted performance measurement, and a commitment to deliver concrete benefits to the Authority's customers and staff and to the broader public sector.
- The ability to develop and communicate a vision working with the National Statistician to communicate this with a wide range of audiences; and the ability to work under a high level of public interest and scrutiny.

- Team building and leadership skills, including an ability to maintain and develop a professional and effective Authority Board in which all members, executive and non-executive, are able to play their full part in the organisation's activities; absolute integrity and a strong personal reputation are also necessary.

There was also one desirable criterion – experience of leading a high profile organisation, either in the public or private sector.

### ***Sifting of applications***

In total 14 applications were received (three female and eleven male). A single stage sift was undertaken by the Panel and a short list of 3 was agreed – these candidates presented strong evidence against the full range of selection criteria and were invited for interview.

The panel agreed that prior to interview, the short-listed candidates would undergo media testing and be given the opportunity to meet the National Statistician.

### ***Final interviews***

Panel interviews were held in November 2016.

Taking account of performance at interview, together with all the other evidence that had been obtained, summaries of the panel's views on each of the candidates were submitted to the Minister for the Cabinet Office.

The Prime Minister is content with the recommendation. The Devolved Administrations were consulted and no comments were received.

## Appendix 2: Selection process information

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### Recruitment process

The post was advertised in the Sunday Times, The Times Online and on the Cabinet Office Public Appointments website with a deadline for submitting applications by 28 October. The appointment was offered for a fixed term of five years, starting on 1 April 2017 with fees of £71,250 per year and a time commitment of 2.5 days per week.

Candidates were asked to submit their CV and supporting letter setting out how they met the following essential criteria which was set out in the person specification included in Appendix 3.

The selection panel consisted of Sir Peter Spencer (Chair and Public Appointments Assessor), Sir Jeremy Heywood (Cabinet Secretary), Dame Colette Bowe (Non-executive director of UKSA), Bernard Jenkin MP (Chair of this Committee), and Sir Nigel Shadbolt (Oxford University and Chair and co-founder of the Open Data Institute).

In total 14 applications were received (three female and eleven male). A single stage sift was undertaken by the Panel and a short list of 3 was agreed – these candidates presented strong evidence against the full range of selection criteria and were invited for interview. The panel agreed that prior to interview, the short-listed candidates would undergo media testing and be given the opportunity to meet the National Statistician. Final interviews were held in November 2016.

Taking account of performance at interview, together with all the other evidence that had been obtained, summaries of the panel's views on each of the candidates were submitted to the Minister for the Cabinet Office.

### Recommended candidate

On 11 January, the Minister for the Cabinet Office, Rt Hon Ben Gummer MP wrote to the Chair of PACAC to inform the Committee that the Government's preferred candidate for the Chair of the UK Statistics Authority was Sir David Norgrove. (until recently Chair of the Low Pay Commission (May 2009 - December 2016) and Chair of the Pensions Regulator from its inception in January 2005 until December 2010). The selection panel was unanimous in its decision to recommend Sir David to the Minister for the Cabinet Office for the post of UKSA Chair. The panel's decision was made on the basis that Sir David had scored highly on all the key skills and attributes required for the post and was deemed to have an excellent understanding of the role and a track record for facilitating successful change delivery. See Appendix 4 for Sir David's CV.

## Appendix 3: Person Specification for the post

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### Background to the UK Statistics Authority

The UK Statistics Authority is an independent body operating at arm's length from government as a non-ministerial department, directly accountable to Parliament. It was established on 1 April 2008 by the Statistics and Registration Service Act 2007.

The Authority's statutory objective is to promote and safeguard the production and publication of official statistics that serve the public good. The Authority's functions relate to its statutory areas of responsibility:

- Oversight of the UK official statistics system, which includes around 30 central government departments and the devolved administrations, and the promotion, safeguarding and monitoring of quality, comprehensiveness and good practice in relation to all official statistics.
- Production of a Code of Practice for Statistics and assessment of official statistics against the Code.
- Governance of the Office for National Statistics (ONS), the UK's National Statistical Institute and largest producer of official statistics.

### Governance and organisation

The Board of the Authority is composed of a majority of non-executive directors, appointed through open competition. The Chair of the Board, currently Sir Andrew Dilnot CBE, is appointed by The Queen following open competition and a pre-appointment hearing before a parliamentary Select Committee. One of the non-executive members of the Authority is appointed as a Deputy Chair, currently Professor Sir Adrian Smith.

Three executive members also currently sit on the Board: the National Statistician, the Director General of Regulation, and (on a rotating basis) one of the three Deputy National Statisticians of the ONS.

Pursuit of the Authority's aims requires a separation of functions. Those involved in the production of statistics are not involved in the assessment of those statistics against the Authority's Code of Practice.

### Location

Authority Board meetings take place in London and periodically at other sites in Newport, Titchfield, and across the UK.

For more information about the work of the UK Statistics Authority please visit their website at <http://www.statisticsauthority.gov.uk/>

## Role of Chair

We are seeking to appoint a new non-executive Chair of the UK Statistics Authority.

### *About the role*

The Chair of the UK Statistics Authority (Statistics Board in legislation, Statistics and Registration Service Act 2007) is responsible for reinforcing the independence, integrity and quality of official statistics produced in Government. They ensure the official statistics system brought about by the Statistics and Registration Service Act 2007 is one in which the public, Parliament and all users of official statistics can have confidence.

The Chair is responsible for building on the reforms brought about by the Act and to consider whether any further changes to the official statistics system are required and successfully implementing change where necessary.

The Chair is responsible for providing support, oversight and guidance to the National Statistician, in their role as the Chief Executive of the Authority. The National Statistician is the Chief Executive of the Authority Board, Permanent Secretary of the Department, head of the Office for National Statistics and the leader of the wider Government Statistical Service. The UK Statistics Authority Board defends the public interest in statistics and holds the National Statistician to account.

This is a very high profile post, which will attract a great deal of Parliamentary and public attention.

### *Role description*

The Chair has the following key responsibilities:

- To ensure the independence of the UK Statistics Authority, operating openly and transparently.
- To provide strategic leadership. This will include setting the vision for the official statistics system across the UK; ensuring that the UK statistical system is trustworthy; scrutiny of the National Statistician's leadership of the Authority and generating enthusiasm within it; and supporting and challenging the Government Statistical Service throughout the UK.
- To be an effective advocate and influential ambassador, working with the National Statistician, with key stakeholders within government, the wider statistics community (including overseas), and the media and across the UK public arena to ensure that the use of data and statistics is in accordance with best practice. This will include the Authority's external relations and managing key relationships with Parliament, with the Devolved Administrations and within the UK Government.
- To ensure there is strong leadership and management of the Office for National Statistics (Executive Office of the Authority), especially in the face of an ongoing and challenging change programme, which includes oversight of the implementation of the Independent Review of UK economic statistics;

development of a new digital strategy, new ways of thinking about data gathering techniques; the delivery of the 2021 census; development of Census alternatives; and implementation of Spending Review 2015 targets.

- To provide support, oversight and guidance to the National Statistician, in their role as the Chief Executive of the Authority. In particular the Chair will work with the Chief Executive to ensure that the internal organisation is effective.
- To provide support, oversight and guidance to the Director General for Regulation in their role, including work in light of the Independent Review of UK Economic Statistics and to ensure that the necessary separation of functions is maintained and strengthened.
- To ensure that the Authority Board has regard to the advice of the Chief Executive, as the Authority's principal adviser on:
  - The quality of official statistics;
  - Good practice in relation to official statistics; and
  - The comprehensiveness of official statistics.

and to the advice of the Director General for Regulation, as the Authority's principal adviser on the Authority's regulatory functions.

- To provide leadership to the Authority Board itself:
  - Ensure that the Authority Board has the right mix of skills and experience;
  - Provide effective leadership in meetings of the Authority;
  - Represent the Authority in dealings with Ministers, with key external stakeholders, and with the media and the public;
  - Ensure the Chief Executive is held to account; and
  - Ensure the Director General for Regulation is held to account.
- To advise Parliament as necessary on how the reforms introduced by the Statistics and Registration Service Act 2007 have worked in practice and oversee effectively the implementation of any changes to the system.
- To work with the Chief Executive to develop the role of official statistics in supporting policy making, wider civil society, and open and transparent public services.
- To support the Chief Executive in promoting, developing and securing improved data sharing practices for statistical purposes to maximise the accessibility and use of official statistics for the public good.

It will be for the successful candidate to shape the job according to their understanding of the role and understanding of the expectations of stakeholders, users and governments and parliaments in the UK.

## Person specification

### *Essential Criteria*

The successful candidate will have:

- The ability to analyse strategic and complex issues and to think clearly.
- An understanding of the role and use of statistics both within and outside government at a senior level together with an understanding of, commitment to, and enthusiasm for the aims of statistical independence.
- The ability to scan the horizon for future issues; understand both policy issues and the concerns of the public; hold independence of view; and facilitate the resolution of complex debates.
- The ability to lead and manage a high profile organisation in a complex and dynamic environment and communicate a sense of purpose and direction to internal and external stakeholders.
- Drive, energy, resilience, a focus on targeted performance measurement, and a commitment to deliver concrete benefits to the Authority's customers and staff and to the broader public sector.
- The ability to develop and communicate a vision working with the National Statistician to communicate this with a wide range of audiences; and the ability to work under a high level of public interest and scrutiny.
- Team building and leadership skills, including an ability to maintain and develop a professional and effective Authority Board in which all members, executive and non-executive, are able to play their full part in the organisation's activities; absolute integrity and a strong personal reputation are also necessary.

### *Desirable Criteria*

- Experience of leading a high profile organisation, either in the public or private sector.

## Terms and conditions of appointment

### *Time commitment*

The time commitment as Chair is 2.5 days per week, to include attendance at Authority meetings and other activities relevant to the Authority.

### *Timing of the appointment*

The successful candidate will take up the appointment on 1 April 2017.

### ***Location***

Authority Board meetings will take place in London and periodically at other sites in Newport, Titchfield, and across the UK.

### ***Remuneration***

This is a senior public appointment and the appointee will receive fees of £71,250 per year. The appointment is not pensionable.

### ***Period of appointment***

The appointment will be for a fixed term of 5 years.

### ***Standards in public life***

Members of the Authority will need to confirm that they understand the standards of probity required of public appointees outlined in the “Seven Principles of Public Life” drawn up by the Committee on Standards in Public Life (see Annex 1).

### ***Conflicts of interest***

The Authority advises on issues with wide implications across the economy and society, and candidates will need to be able to demonstrate that they do not have other interests that would be likely to conflict with their responsibilities as members of the Authority. Please declare any potential conflict of interest as early as possible in the selection process and also disclose information or personal connections that, if you were appointed, might be open to misperception. Candidates invited to interview will be questioned about any real or perceived conflicts of interest. These do not constitute an automatic bar to appointment, but they must be manageable.

### ***Political activity***

Due to the nature of the Authority it is not appropriate for members to occupy paid party political posts or hold sensitive, senior or prominent positions in any political organisation. Nomination for election to political office, for example, the House of Commons, Welsh Assembly, Northern Ireland Assembly, Scottish Parliament or European Parliament, is not compatible with this role.

### ***Pre-appointment scrutiny***

This post is subject to Parliamentary pre-appointment scrutiny. A hearing in front of the Public Administration and Constitutional Affairs Committee will follow shortly after the interviews have taken place, once a preferred candidate has been identified.

### ***Indicative timetable and how to apply***

Closing date: Noon, Friday 28 October 2016

Shortlisting: late October 2016

Interviews held: early November 2016

Appointment start date: 1 April 2017

In order for us to progress your application please submit the following completed documentation:

- (a) A Curriculum Vitae with your education, professional qualifications and full employment history;
- (b) An accompanying Supporting Letter (maximum 2 A4 pages) – setting out your suitability for the role and how you meet the essential and desirable skills set out in the person specification – please ensure your full name is clearly noted at the top of your letter;
- (c) Monitoring Forms.

### **How we will handle your application**

The process is one of fair and open competition, in keeping with the Commissioner for Public Appointments' Code of Practice for Ministerial Appointments to Public Bodies<sup>1</sup>.

We will deal with your application as quickly as possible and will keep you informed at key stages:

- After the closing date we will acknowledge receipt of your application (by email if you have provided this).
- Your application will be assessed against the candidate profile and your experience relevant to the post. Please ensure that your application includes a supporting letter (as set out above), providing evidence that demonstrates how you meet the criteria. Submitting a Curriculum Vitae alone will not be sufficient.
- At the shortlisting meeting the selection panel will decide which candidates will be invited for interview, taking account of the evidence provided by the candidates. You will be advised of the outcome of your application (by e-mail) as soon as possible. If successful, you will be invited to an interview in central London.
- The responsible Minister may wish to meet the candidates who are deemed appointable by the selection panel. You will be advised after the interview if this is the case and a mutually suitable time will be arranged as soon as possible.
- If your application is unsuccessful and you would like feedback, please write to the email or postal address to which you sent your application. We regret that we are only able to offer detailed feedback to candidates who have been unsuccessful at interview stage.
- If you have a complaint about the way your application has been handled at any stage of the process, please see the section on “How to complain” below.

### **Security Clearance**

The successful candidate will be required to undertake security checks in line with the Civil Service guidelines, which we envisage to be at baseline level.

## **Annex 1 - The Seven Principles of Public Life**

All candidates for public appointments are expected to demonstrate a commitment to, and an understanding of, the value and importance of the principles of public service. The seven principles of public life are:

### ***Selflessness***

Holders of public office should act solely in terms of the public interest.

### ***Integrity***

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

### ***Objectivity***

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

### ***Accountability***

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

### ***Openness***

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

### ***Honesty***

Holders of public office should be truthful.

### ***Leadership***

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

## Appendix 4: CV: Sir David Norgrove

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- 2016            Knighted for services to the low paid and to family justice
- 2014–           External member, Council of Oxford University
- 2011–           First Chair of the Family Justice Board, tasked with implementing the Family Justice Review. Deputy Chair from 2016.
- 2010–11        Chair of Government review of the family justice system: divorce, separation and the protection of children
- 2009–           Chair of the Low Pay Commission
- 2011–14        Chairman of Risk First, a company offering risk management solutions and analytics to pension schemes, banks and insurance companies in the UK and US.
- 2004–12        Trustee and then Deputy Chairman of the British Museum. Also Chair of the Audit Committee and of the Friends of the Museum. Member, Standing Committee. Chair of British Museum Company 2004 – 05.
- 2006–14        Chair Amnesty International Charitable Trust. Continuing as member Finance Committee of Amnesty International.
- 2005–2010     First Chair of The Pensions Regulator.
- 1998–2004     Chair of the Marks and Spencer pension scheme.
- 1988–2004    *Marks & Spencer***
- 2002–2004     Executive Director for clothing and international.
- 2000–2002     One of 5 Executive Directors planning, communicating and leading the turnaround of M&S. Directly responsible for strategy and international businesses.
- 1998–2000     Review of Marks & Spencer business strategy. Chairman of Marks and Spencer Ventures from September 1999.
- 1994–1998     Divisional Director, Menswear.
- 1991–1994     Divisional Director, Europe, responsible for M&S businesses in France, Spain, Holland and Belgium, and franchises in 22 countries.
- 1988–1991     Joined Marks & Spencer.
- 1972–1988    *Civil Service***
- 1985–1988     Private Secretary to the Prime Minister, Mrs Thatcher. Responsible for all domestic issues other than those arising from the Home Office.

1984	Carried out review of public expenditure accounting, which led to reshaping of Government accounts. Then responsibility for defence spending.
1981–1984	Principal in the Treasury’s three person Central Policy Unit.
1980	Travel in the US, Japan and India.
1978–1980	Unpaid leave from the Treasury to First National Bank of Chicago in Chicago. Ran team responsible for foreign exchange marketing to Fortune 500 companies and options exchanges.
1976–1978	Principal, international finance, including relations with IMF at the time of the IMF loan.
1974–1976	Responsibilities mainly in the area of domestic monetary policy.
1972–1974	Professional economist, HM Treasury. Development of industry forecasting methods, and economics of health and education.

### **Education**

Secondary school: Christ’s Hospital, Horsham.

BA Modern History, Oxford.

Diploma in Economics, Cambridge.

MSc in Economics, LSE.

Diploma in Accounting and Finance.

### **Other**

2012	Review of governance of Arts Council, England
2002–2004	Non-Executive Director, Strategic Rail Authority
2000–2004	Chair, Marks and Spencer Pension Trust (£3.7 billion assets)
1993–2002	Trustee Hanover Foundation
1995–2002	Trustee Media Trust
1998–2002	Trustee Mencap; Chair of Finance Committee and Trading Boards
1999	Cabinet Office Social Exclusion Unit Action Team
1997/98	Home Office Task Force on Youth Justice, and Chair of Group on Speed through the Justice System.
Various	DETR interview panel for Chair and Chief Executive of Strategic Rail Authority; Interview panels for First Civil Service Commissioner, Parliamentary panel for chair of the Electoral Commission and Chair of ACAS.

# Formal Minutes

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**Tuesday 24 January 2017**

Members present:

Ronnie Cowan

Dr Dan Poulter

Mr Paul Flynn

Mr Andrew Turner

Kelvin Hopkins

In the absence of the Chair, Kelvin Hopkins was called to the Chair.

Draft Report (*Appointment of the Chair of the UK Statistics Authority*), proposed by the Chair, brought up and read.

*Ordered*, That the draft Report be read a second time, paragraph by paragraph.

Paragraphs 1 to 15 read and agreed to.

Papers were appended to the Report as Appendices 1 to 4.

*Resolved*, That the Report be the Ninth Report of the Committee to the House.

*Ordered*, That the Chair make the Report to the House.

*Ordered*, That embargoed copies of the Report be made available, in accordance with the provisions of Standing Order No. 134.

[Adjourned till Tuesday 31 January at 9.15am.]

## Witness

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The following witness gave evidence. The transcript can be viewed on the [inquiry publications page](#) of the Committee's website.

**Tuesday 24 January 2017**

*Question number*

**Sir David Norgrove, Government's recommended candidate**

[Q1-43](#)

## List of Reports from the Committee during the current Parliament

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All publications from the Committee are available on the [publications page](#) of the Committee's website.

The reference number of the Government's response to each Report is printed in brackets after the HC printing number.

### Session 2015–16

First Report	Follow-up to PHSO Report: Dying without dignity	HC 432 (HC 770)
Second Report	Appointment of the UK's delegation to the Parliamentary Assembly of the Council of Europe	HC 658
Third Report	The 2015 charity fundraising controversy: lessons for trustees, the Charity Commission, and regulators	HC 431 (HC 980)
Fourth Report	The collapse of Kids Company: lessons for charity trustees, professional firms, the Charity Commission, and Whitehall	HC 433 (HC 963)
Fifth Report	The Future of the Union, part one: English Votes for English laws	HC 523 (HC 961)
Sixth Report	Follow up to PHSO Report of an investigation into a complaint about HS2 Ltd	HC 793 (HC 258)
Seventh Report	Appointment of the Commissioner for Public Appointments	HC 869
Eighth Report	The Strathclyde Review: Statutory Instruments and the power of the House of Lords	HC 752
Ninth Report	Democracy Denied: Appointment of the UK's delegation to the Parliamentary Assembly of the Council of Europe: Government Response to the Committee's Second Report of Session 2015–16	HC 962
First Special Report	Developing Civil Service Skills: a unified approach: Government Response to the Public Administration Select Committee's Fourth Report of Session 2014–15	HC 526
Second Special Report	Lessons for Civil Service impartiality for the Scottish independence referendum: Government Response to the Public Administration Select Committee's Fifth Report of Session 2014–15	HC 725
Third Special Report	Follow-up to PHSO Report: Dying without dignity: Government response to the Committee's First Report of Session 2015–16	HC 770

Fourth Special Report	The Future of the Union, part one: English Votes for English laws: Government response to the Committee's Fifth Report of Session 2015–16	HC 961
Fifth Special Report	The collapse of Kids Company: lessons for charity trustees, professional firms, the Charity Commission, and Whitehall: Government Response to the Committee's Fourth Report of Session 2015–16	HC 963
Sixth Special Report	The 2015 charity fundraising controversy: lessons for trustees, the Charity Commission, and regulators: Government response to the Committee's Third Report of Session 2015–16	HC 980

### Session 2016–17

First Report	PHSO review: Quality of NHS complaints investigations	HC 94 (HC 742)
Second Report	Appointment of the Chief Investigator of the Healthcare Safety Investigation Branch	HC 96
Third Report	Better Public Appointments?: The Grimstone Review on Public Appointments	HC 495
Fourth Report	Appointment of the First Civil Service Commissioner	HC 655
Fifth Report	Follow-up to PHSO report on unsafe discharge from hospital	HC 97
Sixth Report	The Future of the Union, part two: Inter-institutional relations in the UK	HC 839
Seventh Report	Follow-up to PHSO report 'Learning from Mistakes'	HC 743
Eighth Report	Appointment of the Parliamentary and Health Service Ombudsman	HC 810
First Special Report	Follow up to PHSO Report of an investigation into a complaint about HS2 Ltd: Government and HS2 Ltd responses to the Committee's Sixth Report of Session 2015–16	HC 258
Second Special Report	PHSO review: Quality of NHS complaints investigations: Government response to the Committee's First Report of Session 2016–17	HC 742