

**APPENDIX E**

Extract from the independent PCC Governance  
Review relating to the appointment of a PCC  
Chairman

# Independence

## Continued

63. In these circumstances, it would be a matter for the funding body to seek to restore relations with the publisher. It should give every reasonable opportunity for payment to be restored. Should this not happen, the Commission should be informed of the position. Following consultation with the Commission, and only as a last resort, PressBof could then make clear to the publisher that defaulting on payment would mean it was no longer part of the system. The Commission would as a result formally decline to consider complaints about the relevant titles, or offer guidance to their editors.

64. **PressBof should also examine how it can encourage greater industry participation in the system, in a way that does not compromise the PCC's independence. For example, the industry could take on a more active role in working with the PCC to maintain or enhance professional standards. This might include greater engagement with the PCC in the training of journalists, and a more public recognition of issues affecting the industry and causing public concern. Editors across the industry should be encouraged to consider referring specific ethical issues to the PCC, and asking for its guidance.**

### Appointments

#### Chairman

65. The Chairman of the PCC is appointed by PressBof. While it is a feature of the self-regulatory system that an industry appointee heads the organisation, the independence of the position may already be open to question.

66. **To enhance independence, and the perception of it, the Governance Review recommends:**

- when a new appointment is being made, PressBof should consult with Commissioners at an early stage of the process, to take into consideration the Board's perspective on the needs of the PCC, and the likely skills and attributes of a future Chairman, as well as to receive suggestions as to possible candidates;
- the specifics of the contract should be shared with the Board of the PCC, as required by the Companies Act (2006);
- PressBof should consult Commissioners prior to appointing or otherwise the Chairman for a second term.

67. An effective working relationship between the Chairman and the Director of the PCC is crucial. **When a new Chairman is appointed, PressBof should ensure there is an opportunity at the earliest stage for the Chairman and Director to discuss their respective roles.**

#### Lay Commissioners

68. The process of appointment for lay members of the PCC has, in the past, not been sufficiently clear, and has not been previously codified to a proper extent. For the last round of appointments of lay members, the following procedure was followed:

- the post was openly advertised, free of charge, by various titles (national, regional and specialist) across the industry;
- the Director of the PCC made an initial judgement about the merits of candidates and submitted a long list;
- lay Commissioners each examined the applications of around 30 candidates, and put forward those they felt appropriate;
- these candidates were interviewed by a panel consisting of the PCC Chairman, a member of the Appointments Commission, and the PCC Director;
- this panel made recommendations to the Appointments Commission, which then made the appointment.

69. The Appointments Commission is a body of five individuals: the PCC Chairman; the Chairman of PressBof (the only industry member); and three public figures. It is self-selecting, with its Chairman and the Chairman of PressBof nominating new members when vacancies occur.

70. Lay Commissioners are given three-year terms, which can be extended, and indeed have been extended for several years. There is no formal process to monitor this.

71. **The Governance Review recommends that this process be tightened and made more accountable.** In our view, the current system relying on the Appointments Commission is not sustainable. The effect of it has been to disconnect the system of appointments from the needs of the Commission itself. This has meant that due diligence about the merits of each appointment has been harder to achieve.