



Ministry  
of Justice



We are looking for an outstanding individual for the post of

**One Lay Member of the Legal Services Board**

**Reference number: PAT160007**

**(please use the above reference in all correspondence)**

**Location:** The role is based in central London

**Term of appointment:** 4 years

**Time commitment:** 30 days per year

**Remuneration:** £15,000 per annum

**Closing date for applications is noon on 21<sup>st</sup> August 2020**

Applications should be submitted to the Ministry of Justice Public Appointments Team via [PublicAppointmentsTeam@justice.gov.uk](mailto:PublicAppointmentsTeam@justice.gov.uk).

Alternative format versions of this candidate information pack are available on request from the Public Appointments Team, contact details as above.

 [Twitter](#) Follow us to keep up to date with public appointments vacancies.

All public appointments are advertised on the Cabinet Office's Public Appointments website (<http://publicappointments.cabinetoffice.gov.uk/>) and the Public Appointments Twitter feed (@publicappts).



## 1. Introduction

Dear Candidate,

Thank you for your interest in becoming a member of the Legal Services Board.

We are the independent body that oversees the regulation of the legal profession in England and Wales. This large, complex and critical sector employs around 146,600 solicitors, 16,600 barristers, 7,600 chartered legal executives and 6,000 other legal professionals, and we are reforming and modernising the market-place by putting the interests of consumers at the heart of the system.

This is an exciting and crucial time to consider joining our Board. We are in the process of developing a new strategy for legal services regulation, through which we will deliver our commitment to reshaping of legal services to better meet the needs of consumers and benefit everyone in society.

We know that too many people do not know their legal rights and responsibilities when faced with a legal problem, and do not know where to turn for support and advice. That needs to change. We also know that there are issues to address in relation to diversity. We need a legal services sector that represents everybody.

We are ambitious but cannot achieve this on our own. So, our strategy we will identify the partners and stakeholders that must play their part in creating a fairer and more equal system of justice. All led by a Board that values and champions diversity, isn't afraid to think big, and is committed to making a difference.

Do you have the skills, energy and determination needed to ensure we achieve our vision?

We are looking for one lay Board member who can combine their experience with a real passion for both the consumer and public interest. It is essential that the Board reflects the diverse range of individuals and groups whose lives are touched by legal services. To improve our success in this area, we are constantly seeking to introduce a cross section of experience and expertise to the LSB's work. We particularly welcome applications from underrepresented sectors and sections of society.

I took up the post of Chair of the LSB in June 2018. I have been struck by the wealth of knowledge and experience within my fellow Board members and executive colleagues, as well as their deep commitment to the vital task at hand. If appointed, you will be joining an effective and highly-regarded team, from a range of professional backgrounds, linked by a determination to positively shape the future of legal services regulation in England and Wales in support of the regulatory objectives set out in the Legal Services Act 2007.

If you can draw on the experiences of your day job to help identify concrete steps that produce better outcomes for consumers through effective, independent oversight regulation, then I very much look forward to hearing from you.

Dr Helen Phillips  
**Chair, Legal Services Board**

## 2. About the Legal Services Board

The LSB is the independent body responsible for overseeing the regulation of lawyers in England and Wales. The LSB came into being on 1 January 2009 and took on the majority of its statutory powers on 1 January 2010. Its goal is to reform and modernise the legal services market place by putting the interests of consumers at the heart of the system.

Independent of Government and of the legal profession, the LSB oversees eleven separate bodies, the [approved regulators](#), which between them directly regulate and represent approximately 177,000 lawyers practising throughout the jurisdiction. The Board also has a number of responsibilities towards the Office for Legal Complaints (OLC), which administers the Legal Ombudsman scheme – a scheme to resolve complaints about lawyers' service.

The Board's work is guided by its eight regulatory objectives, set out prominently in the Act. These are:

- protecting and promoting the public interest;
- supporting the constitutional principle of the rule of law;
- improving access to justice;
- protecting and promoting the interests of consumers;
- promoting competition in the provision of services in the legal sector;
- encouraging an independent, strong, diverse and effective legal profession;
- increasing public understanding of citizens legal rights and duties;
- promoting and maintaining adherence to the professional principles of independence and integrity; proper standards of work; observing the best interests of the client and the duty to the court; and maintaining client confidentiality.

The Board agreed its [Strategic Objectives for 2018-21](#) in April 2018.

The LSB's 2020/21 Business Plan can be found [here](#).

### Size and composition of the Board

The Board currently comprises nine members including the LSB's new Chief Executive, Matthew Hill. Members of the Board are listed below and biographical information for each Board Member can be found on the LSB's website [http://www.legalservicesboard.org.uk/about\\_us/our\\_board/index.htm](http://www.legalservicesboard.org.uk/about_us/our_board/index.htm):

- Dr Helen Phillips (Chair, lay)
- Catharine Brown (Member, lay)
- Marina Gibbs (Member, lay)
- Ian Hamer OBE (Member, lay)
- Catharine Seddon (Member, lay)
- Jemima Coleman (Member, non-lay)
- Michael Smyth (Member, non-lay)
- Stephen Gowland (Member, non-lay)
- Flora Page (Member, non-lay)
- Matthew Hill, (Chief Executive, lay)

The Legal Services Act stipulates that lay majorities at LSB Board and Committee meetings are required in order to be quorate, and as such, the Board normally consists of six lay and four non-lay members as a minimum.

The LSB has around 32 members of staff and an agreed budget for 2019/20 of circa £3.8million. Further information on the LSB and its activities, including its most recent annual report can be found on the LSB's website: [www.legalservicesboard.org.uk](http://www.legalservicesboard.org.uk)

### 3. The role of a Board Member

As a member of the LSB you will be accountable to the Chair. Key responsibilities will include:

- Providing strategic input into decisions around the policy and operational remit, organisational design, internal policies and procedures of the LSB.
- Working with the Chair and other ordinary Board members to give the LSB strategic direction, ensuring that it has the necessary resources and that these resources are suitably allocated.
- Ensuring that the LSB adheres to the principles of better regulation and continues to fulfil its statutory duties. This will include:
  - **Approval and recognition** – The LSB is responsible for considering a range of applications from both existing approved regulators and those seeking to regulate a reserved legal activity, either as an approved regulator or as a licensing authority;
  - **Monitoring and enforcement** – The LSB monitors approved regulators' compliance with their regulatory requirements, the Legal Ombudsman's performance and the wider market places for trends, gaps and competition issues;
  - **Compliance with regulatory requirements** – Should it be necessary, the LSB has powers to ensure that approved regulators meet their requirements.
- Working effectively with the Chief Executive to provide strong leadership to the LSB to ensure that it adheres to the principles of good corporate governance.
- Ensuring accounts are properly monitored and maintained.
- Engaging constructively with the approved regulators and establishing and maintaining good working relationships with all key stakeholders.
- Ensuring that there is a constructive working relationship with the Ministry of Justice as the LSB's sponsoring department.
- Ensuring compliance with the general guidelines laid down by government relating to members of public bodies and ensuring that the LSB fulfils all statutory and administrative requirements relating to financial accountability.
- Representing the LSB externally at conferences, on committees and with other organisations as required.

#### Eligibility

This appointment is open to British or Commonwealth citizens, British Dependent Territories citizens, British Nationals (Overseas) citizens, British protected persons, citizens of the Republic of Ireland, European Economic Area (EEA) nationals or to those of other member states, and to certain non-EEA family members. Applicants must be resident in the UK.

In addition to the eligibility criteria for lay candidates, please note that it is important that you declare any connections that you may have with any of the bodies that the Legal Services Board oversees listed below (approved regulators and independent regulatory body) e.g. membership of the Board or sub committees of any of these organisations. This is so that conflicts of interest can be managed.

Reference should be made to any connections on your declarations of interest form, and if shortlisted, the interview panel will explore the matter further with you.

Office for Legal Complaints / Legal Ombudsman

Solicitors Disciplinary Tribunal

The Law Society / Solicitors Regulation Authority

Bar Council / Bar Standards Board

Chartered Institute of Legal Executives / CILEx Regulation

Council for Licensed Conveyancers

Chartered Institute for Patent Attorneys / Chartered Institute of Trade Mark Attorneys / Intellectual Property Regulation Board

Association of Costs Lawyers / Costs Lawyers Standards Board

Master of the Faculties

Institute of Chartered Accountants in England and Wales

Institute of Chartered Certified Accountants

Institute of Chartered Accountants of Scotland

We welcome applications from all those who are eligible.

As the Legal Services Board was established to carry out an independent function at arm's length from the Government, we are mindful that appointing someone who is employed by a government department might compromise that independence - or perception of independence - as well as diminishing the confidence of stakeholders and the general public.

If you are in receipt of a salary from a government department and wish to apply, you should expect that - if selected for interview - the Advisory Assessment Panel will explore whether any perceived or real conflicts of interest might exist if you were to be appointed and, if so, how this might be managed or mitigated. The latter might include an undertaking to resign from government employment, if appointed, and - if considered appropriate - for there to be an interval between resignation and taking up appointment to the Legal Services Board.

### **Essential criteria**

Candidates will be able to demonstrate the following:

- experience of working with diverse communities and a clear understanding and appreciation of diversity and equality in all its forms;
- an understanding of corporate governance, risk and assurance, in the public sector or a regulatory environment;
- a strong aptitude for strategy and challenge gained through operating at a senior level;
- sound judgement as well as high levels of probity and integrity that inspire confidence, trust and respect;
- strong communication and relationship building skills;
- the ability to provide constructive challenge and support to the Board;
- a demonstrable commitment to equality and diversity;

experience or skills in at least one of the following areas:

1. legal education and legal training (including, ideally, Public Legal Education)
2. the maintenance of the professional standards of persons who provide legal services (including, ideally, ongoing competence);
3. the maintenance of standards in professions other than the legal profession (including, ideally, ongoing competence);
4. commercial affairs;
5. non-commercial legal services;
6. the differing needs of consumers (including, ideally, issues facing vulnerable consumers of legal services)

In addition, we are interested to hear from candidates with experience or skills in the use of technology.

#### 4. Other important appointment information

**Tenure:** Public appointments are offered on a fixed term basis. We do this to ensure that the leadership of our public bodies is regularly refreshed and the Legal Services Board can benefit from new perspectives and ideas. The appointment will run for four years with the possibility of reappointment for a further term subject to satisfactory appraisal and at the discretion of Ministers. In line with the Governance Code for Public Appointments, there is a strong presumption that no individual should serve more than two terms or serve in any one post for more than ten years.

#### Remuneration, allowances and abatement

- Members receive a non-pensionable remuneration of £15,000 p.a. for a commitment of at least 30 days a year. Reimbursable standard travel and subsistence expenses will be limited to those actually and necessarily incurred in the course of official business.
- An individual receiving remuneration from the public sector is not entitled to receive payment from their employer and the LSB for the same period of time. Those working for a public-sector employer part-time may receive payment providing there is no direct overlap between their paid employment and time spent on Board duties.
- Remuneration is taxable and subject to Class 1 National Insurance contributions. The role is not pensionable and in some circumstances your remuneration may be abated if you receive a public service pension – you will need to seek advice from your pension provider on this. Reasonable standard travel expenses will be payable.

**Performance Appraisal:** You will be assessed annually on performance by the Chair or the LSB.

**Standards in Public Life:** Public appointees are required to uphold the Committee on Standards in Public Life's Seven Principles of Public Life (see Appendix 1). You are also expected to adhere to the [Code of Conduct for board members of public bodies](#).

The [Commissioner for Public Appointments](#) ensures that appointments are made in accordance with the Governance Code and the principles of public appointments. All appointments follow a recruitment process set out in the [Governance Code for Public Appointments](#).

## 5. Advisory Assessment Panel membership

### The Panel will be:

- Annabel Burns (Panel Chair), Director, Judicial Policy Directorate, MoJ;
- Dr Helen Phillips, LSB Chair;
- Mr Justice Fancourt, The Lord Chief Justices' representative
- Lambert Allman, Independent Panel Member

The Advisory Assessment Panel Chair will report to Ministers on the outcome of the interviews. Ministers are responsible for making the appointment.

## 6. The appointment process and time line

**Covid-19 pandemic:** Considering the current restrictions on gatherings, travel, and the recommended social distancing advice, we will review whether interviews will take place remotely or in person nearer the time, and whether they will still be held on the dates indicated below. We will write to candidates again with an update once the situation becomes clearer.

The figure below sets out the key stages and timings in the process.

Key stages and timings in the campaign process:

<b>APPLICATION</b> Personal Statement, CV and supporting documents must be sent by the closing date.	21 <sup>st</sup> August 2020
<b>SIFT</b> The Panel will meet to assess the applications. Candidates will be informed of the outcome by e-mail approximately 2wks prior to the interview date.	w/c 28 <sup>th</sup> September
<b>INTERVIEWS</b> Shortlisted candidates will be interviewed by the Panel. References will be taken before interview.	w/c 9 <sup>th</sup> November
<b>INTERVIEW RESULTS</b> Candidates will be informed of the outcome by e-mail approximately 4wks after interviews. <b>Candidates will be updated if there are any changes to this timetable.</b>	January 2021
<b>APPOINTMENT</b> Appointment letters sent to the successful candidate	February 2021
<b>ANNOUNCEMENT</b> Appointments are publicly announced and security checks started	March 2021

Please note that it is not possible to provide specific, individually tailored feedback following the sift stage but we will provide, on request, feedback to those who are interviewed.

If you accept an invitation to interview, we will take two references in advance of the interview. By providing the details of two referees you are consenting to us approaching them in this way.

If you cannot attend an interview on one of the dates shown, please advise us as soon as you can. It may be possible to arrange an alternative date at the discretion of the Advisory Assessment Panel.

**Please note that we do not pay travel expenses to attend interviews.**

The Secretary of State or another Minister may ask to meet each of the candidates before or after interview.

If called for interview the Advisory Assessment Panel will explore your experience and expertise to determine whether you meet the essential criteria for the role. You may be asked to start the interview with a short presentation. If required, this will be confirmed in your invitation to interview letter.

### **Security Clearance**

For successful candidates, confirmation of appointment will be subject to basic clearance checks, covering confirmation of identity and right to work in the UK plus a criminal record check. This will involve completion of several paper and electronic forms and can take up to **five weeks** to process following completion of the forms.

## **7. How to apply**

To make an application, please send:

- **A CV (maximum two sides of A4)** detailing your qualifications, employment history and any appointments or offices you hold. Please also provide your preferred contact number and email address.
- **A personal statement (maximum two sides of A4)** providing evidence against the role criteria and your suitability for the post. Please consider the role and criteria carefully in preparing your statements. Information from Advisory Assessment Panels indicates that applications which offer specific and tailored examples against the criteria, making clear the candidate's role in achieving an outcome are often the strongest. Structuring the statement around the criteria using relevant headings also aids clarity.
- **Guidance on how to write a successful application** is provided at **(Appendix 2)**.

### **Supporting Documents (attached separately on cabinet office website)**

Please also complete and return the following supporting documents:

- **potential conflicts of interest:** If you have any interests that might be relevant to the work of Legal Services Board, and which could lead to a real or perceived conflict of interest if you were to be appointed, please provide details in your supporting documents.
- Given the nature of public appointments, it is important that those appointed as members of public bodies maintain the confidence of Parliament and the public. If there are any issues in your personal or professional history that could, if you were appointed, be misconstrued, cause embarrassment, or cause public confidence in the appointment to be jeopardised, it is important that you bring them to the attention of the Assessment Panel and provide details of the issue/s in your supporting letter. In considering whether you wish to declare any issues, you should also reflect on any public statements you have made, including through social media. The Advisory Assessment Panel may explore any issues with you before they make a

recommendation on the appointment. Failure to disclose such information could result in an appointment either not being made or being terminated.

- Conflicts might arise from a variety of sources such as financial interests or share ownership, membership of, or association with, particular bodies or the activities of relatives or partners. If you need further advice, please contact Christine Groves-Loader at [PublicAppointmentsTeam@justice.gov.uk](mailto:PublicAppointmentsTeam@justice.gov.uk)
- **note of public appointments** – please list any appointments currently held;
- **referee details** – please give names/contact details of two referees (who will be contacted if you are shortlisted for interview);
- **the political activity declaration form** – In line with the Governance Code for Public Appointments, details of any declared activity will be made public if you are appointed; and
- **the diversity monitoring form** – information is requested for monitoring purposes only and plays no part in the selection process. It will be kept confidential and will not be seen by the Advisory Assessment Panel. Please go to the “**how to apply**” section of the job advertisement and complete the diversity monitoring.

Please send your CV, personal statement and supporting documents to: [PublicAppointmentsTeam@justice.gov.uk](mailto:PublicAppointmentsTeam@justice.gov.uk) quoting reference PAT160007 in the subject line of your email. We will acknowledge receipt.

If you have any questions about any aspects of this post, you are welcome to contact Holly Perry by e-mail ([holly.perry@legalservicesboard.org.uk](mailto:holly.perry@legalservicesboard.org.uk)) or by phone on 020 7271 0079.

## 8. Diversity monitoring form

**We encourage applications from all candidates regardless of ethnicity, religion or belief, gender, sexual orientation, age, disability or gender identity. MoJ is a Disability Confident employer and is committed to inclusion and diversity. We particularly welcome applications from women, people with a disability or long-term health conditions and those from a black or ethnic minority background.**

We would also particularly welcome applications from those currently working in, or with experience of, the private sector, and those who have not previously held public appointments. We want to explore the widest possible pool of talent for this important position.

**Arrangements for candidates with a disability;** An offer of an interview would be given to candidates with disabilities who meet the minimum selection criteria for the role. (Please go to the “**how to apply**” section of the job advertisement and complete the diversity monitoring form.



### Reasonable Adjustments:

If you have a disability and require any arrangements or adjustments for any part of the recruitment or selection process, please state clearly on your form and contact Christine Groves-Loader on 07849 854547 (quote PAT160007 in any correspondence) or by e-mail to: [PublicAppointmentsTeam@justice.gov.uk](mailto:PublicAppointmentsTeam@justice.gov.uk)

Further information can be found via this link:

<https://publicappointments.cabinetoffice.gov.uk/recording-whether-or-not-you-have-a-disability/>

## 9. Complaints Process

If you have a complaint about any aspect of the way your application has been handled, we would like to hear from you. In the first instance please write to or e-mail the Public Appointments Team at the address or e-mail address given below quoting the appropriate reference number.

Maggie Garrett, Ministry of Justice, Head of the Public Appointments Team, ALB Division, 3.04, ALB Division, Ministry of Justice 10 South Colonnade, Canary Wharf, E14 4PU.

E-mail address: [PublicAppointmentsTeam@justice.gov.uk](mailto:PublicAppointmentsTeam@justice.gov.uk)

**Complaints must be received by the Public Appointments Team within 12 calendar months of the issue or the closure of the recruitment competition, whichever is the later.**

We will acknowledge your complaint within two working days of receipt and reply as quickly and clearly as possible; within 20 working days of receipt. We will tell you if we cannot meet this deadline for any reason and provide an expected reply date.

**Taking it further:** If you are still concerned after receiving your reply you can write to:

Commissioner for Public Appointments, Room G/8, Ground Floor, 1 Horse Guards Road, London, SW1A 2HQ.

The Commissioner for Public Appointments regulates and monitors appointments to public bodies to ensure procedures are fair. More information about the role of the Commissioner, the Governance Code for Public Appointments and the complaints process is available at <http://publicappointmentscommissioner.independent.gov.uk/>

Alternatively, please contact the Commissioner's office on 020 7271 6729, or 0207 271 3305 for a printed copy of the complaints process.

## 10. Checklist

Please refer to the table below to ensure you send us all the necessary information.

Documents to be completed and sent	Tick
Your CV	
Supporting Statement	
Completed Supporting Documents <ul style="list-style-type: none"><li>• potential conflicts of interest;</li><li>• referee details;</li><li>• the diversity monitoring form (Please go to the “<b>how to apply</b>” section of the job advertisement and complete the diversity monitoring)</li><li>• political activity declaration (section 3, diversity monitoring form); and</li></ul>	

<ul style="list-style-type: none"><li>• public appointments held (section 16, diversity monitoring form)</li></ul>	
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## 11. Your personal Information

In accordance with the Public Appointments Order in Council 2017 2(2), we will process your application in accordance with the EU General Data Protection Regulation (GDPR), the Data Protection Act 2018 and the Ministry of Justice's Information Charter, which can be found at <https://www.gov.uk/government/organisations/ministry-of-justice/about/personal-information-charter>.

Your data will be held securely and access will be restricted to those dealing with your application or involved in the recruitment process. The Commissioner for Public Appointments, may also request access as part of a complaint investigation or review of the recruitment process.

Your data will be stored for up to two years and processed for the purpose of the recruitment process, diversity monitoring and, if successful, your personal record. If appointed, your data will be stored for the duration of your tenure and may be shared with the organisation that you are appointed too, unless specifically requested otherwise.

## **Appendix 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 2 – Guidance for those applying for an MoJ Public Appointment

When applying for a public appointment, we require three pieces of documentation: **Your CV, 2. Supporting Statement, 3. Supporting Documents**

This guidance gives some helpful tips on how best to present yourself to the panel who will be reviewing your application. There is no official or ‘correct way’ to write your CV or supporting statement, this is simply a guide that you may wish to refer to or use as a template.

### 1. CV

Here are a few pointers to keep in mind whilst writing or updating your CV:

- **Please write your name at the top;**
- **Do not write more than 2 pages.** We appreciate this may be a challenge and your achievements could spread across several pages. However, please appreciate that the panel may have a large number of applications to assess so brevity would be appreciated.
- **Avoid spelling and grammatical errors;**
- **Tailor it to the position you’re applying for.** Make sure to draw attention to how you have met the essential and desirable criteria throughout your achievements in life. An opening paragraph at the top of the front page would be beneficial;
- **Use an updated CV.** Explain what you are currently doing or what you most recently have done that fits to the role you are applying for, including dates of the positions you have held;
- **Avoid big blocks of solid text.** Using bullet points will help those reading the CV;
- **Always explain what abbreviations stand for;**
- **Only include key information.** The panel do not need to know about your hobbies unless they specifically match the criteria of the role you are applying for. Personal details including name, address, phone number & email address should be included. There is no legal requirement for you to put your age, or any other protected characteristic (under the Equality Act 2010) on your CV.

### 2. Supporting Statement

Your supporting statement is an opportunity to prove to the panel your reasons for applying for the role as well as highlighting your skills and attributes.

- **Do not write more than 2 pages.**
- **Use models to help structure your paragraphs.** There are two models that you may find useful when writing your supporting statements:
  - **The WHO Model** – What was your personal role? How you did it? And what was the Outcome? placing emphasis on the successful outcome.
  - **The STAR approach** – Situation: briefly describe the context and your role, Task: the specific challenge, task or job that you faced, Action: what you did, how and why you did it and Result: what you achieved through your actions.
- **Use the essential criteria as headings.** The essential criteria for roles can be found on the advert on the Cabinet Office website and within the Candidate Information Pack. It is useful to the panel when assessing your application. For example;  
**Demonstrate intellectual capacity with the ability to make evidence-based decisions**  
You would write a paragraph using evidence from your current role or from recent examples of how you have demonstrated the ability to make evidence-based decisions whilst achieving goals. You would then link this work to the public body you are applying for and how your work directly benefits the ALB and how you can be a part of the it’s future with your skill-set.

### 3. Supporting Documents (attached separately on Cabinet Office website)

- Please fill in the conflict of interest declaration form honestly. If you are asked for an interview, due diligence checks will be performed by a member of the Public Appointments Team.
- Although completing the diversity monitoring form is voluntary, it would greatly help the MoJ to build a world class organisation and recruit public appointees who are as diverse as the society they represent.

**Appendix 3 – Supporting Documents (conflict of interest declaration form, reference form and diversity monitoring form) are attached separately on the cabinet office website**