

BBSRC

APPOINTMENTS BOARD

APPOINTMENT GUIDELINES

Council Secretariat
November 2012

BACKGROUND

1. In December 2003, Council approved the establishment of a BBSRC Appointments Board. The main role of the Board was to oversee the appointment of members to BBSRC committees and to ensure an open and transparent selection and appointment process.
2. Two factors influenced this decision:
 - BBSRC Council recognised that a more open and transparent appointment process for these groups was needed
 - Recommendation from Government (Nolan) to adopt appointment procedures which widened the range of suitable candidates, including advertising.
3. The Terms of Reference for the Appointments Board is at **Annex 1**.
4. The bulk of appointments each year are appointments to BBSRC Strategy Panels¹ and Committees. Procedures relating to appointments to non-standing or specialist committees are dealt with later in the paper.

APPOINTMENTS TO BBSRC STRATEGY PANELS AND COMMITTEES

Membership turnover

5. For the Committees core membership should turnover by one third each year and reappointments should be proposed for specific reasons only. With regard to Strategy Panels, where meetings are less frequent and where it is possible that a member may attend only six meetings during a three year appointment, the turnover can be less than one third. However, in these cases specific reasons and justification must be provided to the Board. Succession planning should also be considered to ensure continuity on Panels and Committees and therefore memberships should be staggered so no more than one third of members are leaving at the same time.

Annual advertisement

6. Each year, usually around April-May, an advertisement will be placed on the BBSRC website seeking expressions of interest for appointment to the following Strategy Panels:
 - Bioscience for Society
 - Bioscience for Industry
 - Bioscience Skills and Careers
7. In the case of the following Strategy Advisory Panels the advertisement will be placed every Autumn:
 - Basic Bioscience Underpinning Health
 - Industrial Biotechnology and Bioenergy
 - Exploiting New Ways of Working
 - Food Security
8. However, applications are invited throughout the year for membership of the Pool of Experts: Peer Review. The criteria for an appointment to these bodies are at **Annex 2**.

¹ The term Strategy Panel also includes Strategy Advisory Panels unless otherwise stated.

Expressions of interest

9. All Academic applicants must complete an Expression of Interest form. In the case of Industrial applicants, a detailed CV will be acceptable, but in all cases there must be confirmed agreement by the applicant of a willingness to be considered for an appointment.

Encouraged expressions of interest

10. There will be occasions where specialist knowledge or expertise will be needed, and in these circumstances the BBSRC Office will approach suitable candidates to encourage an application. This is normal and acceptable practice, but in doing so it must be understood that all applications will be considered in competition and the selection of candidates for appointments will be the decision of the Appointments Board.

Time and commitment

11. By submitting an Expression of Interest, applicants are confirming that they are willing and able to commit the necessary time and attention to an appointment, if selected, and that the application has the full support of their employer and organisation.

Duration of appointment

12. Appointments will be for one year in the first instance with the expectation that this will be extended for a further two years, i.e. three years in total. The Appointments Board will not be involved in the extension providing the BBSRC Office and the member both wish to see the appointment continue for the full three years. Chairs of Panels and Committees will be involved in recommending the continuation of members after the first initial year. Continuation should not be automatic and attendance and commitment will be a consideration. In some circumstances members may be invited to serve for a second term, again the Chair of the Panel or Committee will be consulted, and this will be for consideration and approval by the Appointments Board. The normal and expected appointment is three years, i.e. reappointments should not be the norm, and should not continue for longer than six years.
13. For the Pool of Experts the appointment shall be for one year in the first instance. Any reappointments extending beyond three years will be approved by the Appointments Board. As for core members, appointments should not continue for longer than six years, however, if a Pool member is subsequently appointed as a core member the time spent in the Pool is not accounted for i.e. they would be appointed for one year in the first instance with the expectation that this will be extended for a further two years - three years in total.

Membership templates

14. Each [Strategy Panel](#) and [Committee](#) has a template showing the areas and skills and expertise needed to carry out the business of their individual remits. The templates which are approved by the Appointments Board are the basis on which candidates are selected for appointment. One candidate or an existing member may cover more than one area of expertise, but in selecting candidates the Board will ensure that the remit of the Strategy Panel or Committee is fully covered.
15. It is expected that each Research Committee will comprise of between 20-30 core members with a further approximately 150 available in the Pool of Experts: Peer Review

Diversity

16. In selecting members for their expertise the Appointments Board will also take into account the diversity of the membership. Gender balance, appropriate representation of industry, academia, location and institution will all be taken into account. However, in the selection of all appointments, the excellence of the candidate will be the overriding criterion.

Non-selected applicants for Panel membership only

17. The Board will consider the non-selected applicants and confirm that those who meet the criteria and can be called upon throughout the coming year to assist BBSRC with reviews, initiatives etc.
18. Expressions of Interest from individuals showing an interest in Panel membership only, and who are not appointed to the Pool of Experts, will be be reconsidered during the process for the next two years, alongside new applications. If not selected in the third year, applicants should reapply if they wish to be considered in the next round.

Pre-board sift and assessment

19. To assist the Appointments Board, the BBSRC Office will carry out an initial assessment of the applications received. The purpose of the exercise is to identify applicants who have the required qualities for an appointment and to select possible candidates for the vacancies for consideration by the Appointments Board.
20. In the assessment of applicants, the BBSRC Office will as a starting point consider their overall suitability for an appointment irrespective of areas of expertise or vacancies. The Office will complete an assessment form (**Annex 3**) for each applicant. At this stage the Office will indicate where applicants are suitable for consideration for the appointments available and prepare a rank ordered list of between 2-3 suggestions for each vacancy. Each short-listed application will be accompanied by a brief statement of how the applicant meets the criteria for the vacancy and why they are suitable for the vacancy.
21. The Board will use the ranked recommendations as the basis of its considerations, although other applications can be included in the discussion if appropriate. **The final decisions on the candidates selected for appointments rests with the Appointments Board.**

Appointments to Panels and Committees outside the annual process

22. There will be occasions when appointments for replacements for resignations or co-opting for specific expertise will be required outside the annual process.
23. As part of the annual appointments process the Appointments Board will have confirmed a significant number of applicants as being of a suitable and appropriate standing to hold a BBSRC appointment. Applicants who have been approved by the Appointments Board should be the first call for any appointments to be made outside the usual annual exercise.
24. Appointments selected from already approved applicants can be confirmed, for a period of no longer than one year, by the relevant BBSRC Director, and brought to the Appointments Board for **note** at the next appropriate meeting.
25. Where there is a need to appoint specialist expertise to an existing Strategy Panel or Committee which is not available from already approved applicants, the BBSRC Office should take steps to identify a suitable candidate and to seek a completed Expression of Interest form.

26. In these circumstances appointments must be approved by the Appointments Board at the next meeting or, if time does not allow, by correspondence in line with the guidelines in paragraph 42 below.

APPOINTMENT OF CHAIRS TO BBSRC STRATEGY PANELS AND COMMITTEES

Criteria

27. The qualities needed for the appointment to the Chair will be similar for all Strategy Panels and Committees and should include:
- proven leadership skills at the senior level
 - knowledge and experience of BBSRC policies and BBSRC policy making procedures
 - recognition and respect within the BBSRC community.
28. In addition, they will require specific skills relating to the responsibilities of their respective areas e.g. knowledge of BBSRC peer review procedures or knowledge of BBSRC's policies on interactions with industry. Templates on the requirements for the position of Chair are at **Annex 4** and **Annex 5**.

Duration of appointment for a Chair

29. The duration of appointment for Chairs will be the same as that for members – one year in the first instance with an expectation that the appointment will extend for a further two years. Unlike members, where it is the exception to continue beyond a total of three years, Chairs by nature of the need for continuity or to see specific activities through to completion, may be asked to continue for a further period. The duration of the second term as Chair will depend on the total period of appointment to the Strategy Panel or Committee. The appointment as Chair should not normally exceed a total of six years, including any time spent as a member of the Panel or Committee, although in exceptional circumstances this may be extended beyond this period subject to the approval of the Appointments Board. However, a Chair of a core committee who has served six years (total length of appointment) can be selected to be a Chair of Committee E.

Re-appointment of an existing Chair

30. Where it would be desirable to see an existing Chair appointed for a further term, discussions on the Chair's continuation must commence (within BBSRC and with the Chair) at least 12 months before the completion of the current term. The Chair must give agreement at this stage to continuing for a second term. The recommendation for re-appointment together with a supporting case, within the limits of paragraph 29 above, should be submitted to the first available Appointments Board for consideration and agreement for onward submission to BBSRC Council for approval.

Eligibility of candidates

31. The qualities required for the position of Chair mean that it is essential that the Appointments Board and BBSRC have a working knowledge of the proposed candidates' abilities. The obvious way in which this can be achieved is for candidates to have had experience of being a member of the Strategy Panel or Committee. This could be from previous membership providing the duration of appointment is within the limits set out in paragraph 29 above. Candidates for the position of Chair should normally have served a minimum of six months as a member of the respective Strategy Panel or Committee.

Identification of a new Chair

32. Where an existing Chair is not eligible for re-appointment, the process for identifying suitable candidates must start at least 12 months prior to the completion of the current Chair's appointment. In discussion with the Chair, BBSRC should consider the suitability of existing members against the agreed Strategy Panel or Committee criteria (paragraphs 27, 28, 29 refer).
33. The selected candidate should be approached informally to seek agreement to their being put forward for consideration for the appointment of Chair and for confirmation that the candidate will be able to provide sufficient time to the duties of a Chair for the duration of the appointment. If agreement is given, the recommendation together with a supporting case for the appointment should be submitted to the first available Appointments Board for consideration and agreement for onward submission to Council for approval.

Deputy Chairs

34. Each Strategy Panel and Committee will have a Deputy Chair approved by the Appointments Board. The Deputy Chair should be able to deputise for the Chair when the Chair has to withdraw due to conflicts of interest or at meetings where the Chair is unavoidably absent. Deputy Chairs should meet the criteria set out in paragraphs 27, 28, 29.

Emergency replacement of Chair

35. If the Chair resigns at short notice the Deputy Chair will be Acting Chair in the first instance. Procedures for appointing a replacement Chair should immediately be put into effect and a recommendation submitted to the first available Appointments Board

Succession planning

36. For the above procedures to operate properly consideration of suitable candidates for the position of Chair must commence at an early stage. If there are no suitable candidates from existing members, application(s) must be sought from candidate(s) who would be suitable for consideration for the position of Chair. Candidates who have been encouraged to apply must meet all the criteria set out in paragraphs 27, 28 and 29 at the point at which they are put forward to the Appointments Board.
37. All appointments or reappointments to the Chairs are subject to approval by Council.

APPOINTMENTS TO OTHER BBSRC GROUPS

38. In addition to the Strategy Panels and Committees, BBSRC convenes a number of other groups and bodies covering a wide variety of duties and responsibilities across the remit and business of BBSRC.
39. In order to maintain the need for openness and transparency in the selection and appointment to these bodies, clear lines of responsibility and delegated authority have been established for each type of BBSRC committee or representation. Details are at **Annex 6**.

Approval of memberships of other groups

40. The following details will be provided to the Appointments Board when seeking approval of memberships of specially convened groups:

- Background to the initiative or activity e.g. terms of reference
 - Template of expertise to be covered by the membership
 - Proposed membership, showing name, institution, expertise and current or previous BBSRC experience. BBSRC grant and referee response rates for proposed academic members of Awarding Committees should be provided.
 - Expression of Interest form or detailed CV for each proposed member. Proposed members for Awarding Committees must complete an Expression of Interest form.
41. Proposed memberships will wherever possible be submitted to the Appointments Board meetings prior to the announcement of the activity.
42. Where timing does not allow for details to be considered at a meeting proposals may be circulated, with the agreement of the relevant BBSRC Director, to members of the Appointments Board for comment via Council Secretariat. This can be by email, but in all instances full details as indicated in paragraph 40 above must be provided. Members of the Appointments Board will be given five working days to respond before their comments are sent to the Chair of the Board for final approval. It is advised that you should allow at least two weeks before you receive approval of your group.
43. Proposed memberships and details, together with comments from members of the Appointments Board will then be sent to the Chair of Appointments Board for **approval**.

Generic issues in considering memberships for specially convened groups.

44. With all proposals for membership the overriding criterion must be the excellence of the candidate (paragraph 16 above)
45. The perception of others must be kept in mind when selecting potential members. The community that BBSRC serves must have confidence that members of BBSRC groups have the appropriate skills and knowledge to assess fairly and properly the quality of the work. This perception also extends to impartiality and the balance of memberships should be examined with a view to ensuring that the composition of the panel includes an element of independence such as a member of a non-eligible UK organisation or overseas establishment.
46. Putting together a balanced and informed group which meets the criteria for BBSRC appointments and avoids all conflicts of interest can be difficult. The quality and excellence of proposed members is paramount, but there may be occasions where a more flexible approach to memberships is required.
47. Providing any conflicts of interest are openly declared and recorded proposed memberships may include:
- Members who have previously applied to or received BBSRC funding from the standing committee or strategic scientific area under review.
 - Members who are employed by the same institution providing they were from different departments.
48. However, where a group is evaluating work funded under an initiative or particularly narrow or specialised area, membership should not include members who have received funding from that initiative or area.

49. In all instances, the final decisions on appointments will rest with the Appointments Board.

CONFLICTS OF INTEREST

50. All members of groups involved in specific short term activities, such as Initiative or Evaluation Panels, will be required to declare, before and during the course of their appointment, all personal or business interests which may conflict with their responsibilities as a member.
51. It will be the responsibility of the BBSRC Office Secretariat running the group to ensure members complete a conflict of interest form, to take copies of the register to every meeting and to ask members to check that their details are correctly recorded. There will not be a need to publish the register on the BBSRC website, however, it should be kept with the paperwork for the group to be made available if required. In addition all conflicts and the resulting participation in the decision making process should be formally recorded.
52. All appointments to BBSRC Panels and Committees come within the conditions of the [BBSRC Handbook for Council, Board, Panel and Committee Members](#).

Council Secretariat
November 2012

BBSRC APPOINTMENTS BOARD: TERMS OF REFERENCE

The Appointments Board is responsible for ensuring that:

- there is an open and transparent selection process for the appointment of members to BBSRC Strategy Panels and Research Committees;
- all appointments are made on the basis of quality and suitability to carry out in full the responsibilities of the Panel or Committee to which the appointment is being made with due regard to the balance of expertise;
- there is appropriate representation of BBSRC's 'user' community on each Panel and Committee taking into account the needs and interests of those Panels and Committees;
- there is a balance of members in terms of location at both institutional and regional levels on each Panel or Committee;
- due consideration is given to diversity issues;

The Board will meet at least twice annually and reports to Council.

CRITERIA FOR APPLICATION

Criteria for Membership of Strategy Panels

Strategy Panels comprise members drawn from universities, research institutes, Government departments and industrial user organisations.

It would be helpful for applicants to have some knowledge of BBSRC and to be aware of the Council's priorities. However, it is more important to have a broad understanding of UK science funding, and the issues and opportunities relating to UK bioscience in an international context. In addition, applicants should have expertise in one or more of the major strategic areas covered by the Panel to which they are applying. Members will also be expected to be able to show proven ability and experience to exercise judgement across a broad spectrum of strategic and policy issues, and make difficult decisions on a number of competing perspectives.

In addition the Bioscience for Society Strategy Panel requires members to be able to advise on social and ethical issues surrounding the research BBSRC funds and to guide BBSRC's public engagement programme.

Applications are welcomed from non-UK-based candidates but in all cases applicants must have experience or knowledge of UK biosciences and be willing to commit the necessary time to the appointment if offered.

In addition, applications are also welcomed from members of the BBSRC industrial user community who may not necessarily meet these criteria, but who have strong interests in BBSRC and who would like to contribute in the delivery of science and its application. In some circumstances BBSRC would be prepared to consider a membership that takes into account the commitments of the employer.

Criteria for Membership of Committees/Pool of Experts

Committees comprise members with knowledge relevant to BBSRC's remit drawn from universities, research institutes, Government departments and industrial user organisations.

Applicants for membership of Committees/Pool of Experts will be expected to have a background or an active involvement in research relevant to the area to which they are applying. This can be demonstrated by successful BBSRC grant income, refereeing requests, BBSRC studentship and/or involvement with other BBSRC activities. Applicants should also be well informed of the priorities and scientific opportunities currently being addressed by BBSRC. Where appropriate, preference will be shown to applicants who have responded well to requests to referee research grant proposals.

Applications are welcomed from non-UK-based candidates but in all cases applicants must have experience or knowledge of the UK peer review system and be willing to commit the necessary time to the appointment if offered.

In addition, applications are also welcomed from members of the **BBSRC industrial user community** who may not necessarily meet these criteria, but who have strong interests in BBSRC and who would like to contribute in the delivery of its science. In some circumstances BBSRC would be prepared to consider a membership that takes into account the commitments of the employer.

IN CONFIDENCE



ASSESSMENT FORM

FOR MEMBERSHIP OF A BBSRC STRATEGY PANEL/POOL OF EXPERT

Name of Applicant:

Organisation:

Homepage:

Applicant's BBSRC grant history and referee record

*Please note this does **not** have to be taken into account when considering industrial or Strategy Panel applicants*

Application Success Rate as PI: Application Success Rate as Co-I: Referee Response Rate: (0 outstanding)

BBSRC Panel/Committee/Group Service History

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Applicant's Areas of Expertise

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Please complete the below questions for **EACH** Strategy Panel/Pool of Expert the applicant is applying to:

Is there a vacancy that matches the applicant's expertise on the **Pool of Experts**?

Is there a vacancy that matches the applicant's expertise on the **Core**?

Is there a vacancy that matches the applicant's expertise on **BSI**?

Is there a vacancy that matches the applicant's expertise on **BSS**?

Is there a vacancy that matches the applicant's expertise on **BSC**?

Is there a vacancy that matches the applicant's expertise on **BUH**?

Is there a vacancy that matches the applicant's expertise on **IBB**?

Is there a vacancy that matches the applicant's expertise on **ENWW**?

Is there a vacancy that matches the applicant's expertise on **FS**?

If **Yes**, please give further details

1st Choice:

New Position/Replacing:

2nd Choice:

New Position/Replacing:

3rd Choice:

New Position/Replacing:

Pool (All or Strategy Only):

New Position/Replacing:

If **no suitable vacancy** is identified, please select a reason from the list below:

1	The application lacked sufficient detail	
2	The Board did not consider the applicant met the minimum appointment criteria	
3	The applicant's response rate to referee requests is inadequate	
4	The Board did not consider that the applicant demonstrated sufficient track record in securing grants	
5	The Board did not consider that the applicant demonstrated clear alignment to the BBSRC remit	
6	The applicant's expertise is suited to BBSRC remit but no suitable vacancy is currently available on the Pool of Experts	
7	The applicant's expertise is suited to BBSRC remit but no suitable vacancy is currently available on the Strategy Panel	
8	Institutional conflicts mean no suitable position is currently available; BBSRC would however like to retain the applicant's details for a further year to see if a suitable position becomes available.	

TEMPLATE FOR A CHAIR OF A BBSRC STRATEGY PANEL

Proven Leadership Skills

- Candidates must have proven leadership skills at a senior level.
- Candidates should ideally have some previous experience chairing a scientific grant assessment, policy or strategy meeting appropriate to the Strategy Panel's activities.
- Candidates will be expected to be able to show proven ability and experience to exercise judgement across a broad spectrum of scientific strategic and policy issues.

Knowledge and Experience

- Candidates must demonstrate a knowledge and experience of policies and policy-making procedures within the community relevant to Strategy Panel's remit. They should also be well informed of the priorities and scientific opportunities currently being addressed by BBSRC in this area.
- It may be advantageous but not essential if candidates have had previous experience serving on the respective Strategy Panel as a member. Where this has not occurred the candidate selected for the Chair should preferably have served a minimum of six months on the respective Strategy Panel.

Recognition and Respect

- Candidates should have recognition and respect within the BBSRC and wider community appropriate for the position to which they are under consideration.

Suitability

- Candidates will be expected to have an appropriate knowledge of BBSRC and be well informed of the policy and strategy issues currently being addressed by the Strategy Panel to which they are under consideration to Chair.
- Candidates should demonstrate a wider knowledge of important strategic issues effecting UK biosciences in areas related to the remit of the Strategy Panel of which they are under consideration to Chair.
- Candidates should be able to demonstrate a suitable awareness of the different user communities that interact with scientific areas under the Strategy Panel's remit (if appropriate).
- Candidates should be aware of other funding agencies that support research in areas under the Strategy Panel's remit, both other Research Councils, external agencies, and the relevant industrial sectors (if appropriate).
- As Chairs of Strategy Panels will automatically be appointed to Strategy Board consideration should be given to ensure that, in addition to meeting the criteria as a Panel Chair, they also meet the criteria for membership of this Board.

TEMPLATE FOR A CHAIR OF A BBSRC COMMITTEE

Proven Leadership Skills

- Candidates must have proven leadership skills at a senior level.
- Candidates should ideally have some previous experience chairing a grant assessment or scientific policy meeting.

Knowledge and Experience

- Candidates must demonstrate a knowledge and experience of BBSRC policies and BBSRC policymaking procedures. They should also be aware of the priorities and scientific opportunities currently being addressed by BBSRC.
- Ideally, at a minimum, candidates will currently be serving, or have previously served on the respective Research Committee as an ordinary member for at least six months.
- Where candidates have not been an active member of a Research Committee for more than one year they should be able to demonstrate a current understanding of any significant procedural changes to BBSRC Research Committee procedures that have occurred in the interim period.

Recognition and Respect

- Candidates should have recognition and respect within the BBSRC community appropriate to the position for which they are under consideration.

Suitability

- Candidates should be able to demonstrate a suitable awareness of the different scientific communities that apply for funding to the respective BBSRC Research Committees.
- Candidates should be aware of other funding agencies that interact with the Research Committee, both other Research Councils, external agencies, and the relevant industrial sectors.
- In addition to personal and professional qualities, candidates must fulfil the minimum requirements for an ordinary member of the committee, including:
 - A background or an active involvement in research relevant to the remit of BBSRC and the Research Committee to which they are under consideration to Chair. Candidates' scientific expertise may, for appointment of a Chair, significantly overlap with one or more members of the committee.
 - Not normally be currently be employed or directly affiliated to the same institution as an ordinary Committee member.
 - A knowledge and experience of peer review, grant funding, committee working and refereeing.

APPOINTMENTS PROCEDURES FOR ALL BBSRC COMMITTEES

ANNEX 6

BODY	PURPOSE	REPORTING TO	MEMBERSHIP TO BE APPROVED BY	DURATION OF APPOINTMENT
(i) Council				
Council	Council is responsible for determining BBSRC policies and strategies as set out in its mission.	BIS	Ministers	3-4 years to a maximum of 2 terms
Council Boards	Council Boards report directly to Council and provide recommendations and advice on key strategic areas.	Council	Council	3-4 years to a maximum of 2 terms
Strategy Panels	Strategy Panels take a strategic oversight and ensure that all objectives set out in the Strategic Plan are met.	Council	Chairs: Council on the advice of Appointments Board Deputy Chair: Council on the advice of Appointments Board Members: Appointments Board	3 years in the first instance up to a maximum of 6 years.
(ii) Awarding Committees				
Research Committees (core and pool)	Research Committees have responsibility for the appraisal, monitoring and evaluation of applications for BBSRC funding.	Council	Chairs: Council on the advice of Appointments Board Deputy Chair: Council on the advice of Appointments Board Members: Appointments Board	3 years in the first instance up to a maximum of 6 years (core). 3 years in the first instance up to a maximum of 6 years, if subsequently appointed to the core this time will not be accounted for (pool)
Committee E	Responsible for the award of studentship funding, fellowships, and other training awards. It advises BBSRC on training policy and standards.	Bioscience Skills and Careers Strategy Panel	Chairs: Council on the advice of Appointments Board Members: Appointments Board	3 years in the first instance up to a maximum of 6 years.
Awarding Committees/Initiative Panels with a total annual budget of >£1m or individual awards >£100k	The remit of these bodies will vary according to the area and reason for being established.	The establishing Council Board or Strategy Panel	Appointments Board If less than the amounts shown the Panel should be submitted to the Board for note.	For the duration of the initiative, if no more than three years. For committees of longer duration normal turnover and appointment conditions should

BODY	PURPOSE	REPORTING TO	MEMBERSHIP TO BE APPROVED BY	DURATION OF APPOINTMENT
				apply.
(iii) Advisory Committees				
ISPG Visiting Groups	To assess Institute Strategic Programme Grants	Council	Chairs: Council on the advice of the Appointments Board. Members: Appointments Board	For the duration of Visiting Group exercise
BBSRC Review Groups	To make recommendations on strategy and policy to BBSRC Council on a pre-determined subject within a BBSRC priority area.	Council	Appointments Board	For the duration of the review.
Evaluation Panels: Research Initiatives	Groups of scientific experts from academic, industrial and other user communities to assess the quality and relevance of outputs from BBSRC's research initiatives (one panel per initiative).	Council	Appointments Board.	For the duration of the evaluation
Evaluation Panels: Responsive Mode	Groups of scientific experts from academic, industrial and other user communities to assess the quality and relevance of BBSRC's responsive mode research portfolio by Committee area (one panel per Committee).	Council	Appointments Board.	For the duration of the evaluation
Steering Groups	To advise on priorities in specific areas especially in respect of joint or collaborative projects with other organisations.	The relevant Strategy Panel	The Chair of the relevant Strategy Panel.	For the duration of the initiative, if no more than three years. For committees of longer duration normal turnover and appointment conditions should apply.
Working Groups	To determine priorities or allocations within specific areas.	The relevant Research Committees or Strategy Panels.	The Chair of the relevant Research Committee or Strategy Panel.	For the duration of the initiative, if no more than three years. For committees of longer duration normal turnover and appointment conditions should apply.

BODY	PURPOSE	REPORTING TO	MEMBERSHIP TO BE APPROVED BY	DURATION OF APPOINTMENT
(iv) Joint partnerships				
BBSRC Representatives on External Groups	Various	Various	To be approved by the relevant reporting body.	For the duration of the initiative, if no more than three years. For committees of longer duration normal turnover and appointment conditions should apply.
Groups where BBSRC is a joint partner	Various	Various	BBSRC nominations to be approved by Appointments Board in line with the above criteria.	For the duration of the initiative, if no more than three years. For committees of longer duration normal turnover and appointment conditions should apply.