Reflecting Wales in Running Wales

Diversity and Inclusion Strategy for Public Appointments in Wales (2020-2023)

Contents

Foreword by Minister

As Minister with responsibility for public appointments and equality and diversity in Wales, I am committed to ensuring that the public appointments process will support and proactively encourage all sections of society to engage in public life.

This strategy is an important document because it aims to make Wales an exemplar in nurturing and deploying **all** Welsh talent – not just some which is familiar, known and comfortable to us. We know that having diverse Boards leads to better decision making by bringing challenge and perspectives from all of society.

I am heartened to know that we have made good progress on getting women onto Boards, but the picture for ethnic diversity and for those declaring disability is just not acceptable. This does not reflect the society we live in. Where is the knowledge, experience and voice of the diverse people that make up Wales? We need to reflect Wales in running Wales.

Good practice among some of our Boards needs to be extended across all public bodies in Wales. To encourage those ready to apply, we will review all our recruitment processes. To build a pipeline of future candidates we will invest in outreach and training and development. To support existing Board members to truly harness the value of diverse Boards, we will invest in training Boards and Chairs. Finally, to support the required change in culture through the leadership of Chairs and others we will ensure consistent messages on the value of diversity and inclusion.

We must use the full breadth of the talent we have in our nation. Appointment to public Boards should not be only for in-groups who are known in the system and those informally invited to apply.

We can't keep doing the same as we've always done because doing the same will produce the same results! It is time for change and time for us to actively engage with the change.

Jointly we can reflect Wales in running Wales and in so doing nurture all Welsh talent and deliver superb public services.

Jane Hutt
Chief Whip and Deputy Minister

Introduction

This strategy aims to make Wales an exemplar in redistributing cultural capital and nurturing all Welsh talents, by reflecting Wales in running Wales.

Every year in Wales, approximately 100 appointments are made to over 54 Public Bodies (listed in Appendix 2). These organisations provide for many aspects of our lives, from education to transport, environment to health. Public Bodies deliver vital services and impact on everybody in Wales.

The Boards of Public Bodies (hereafter "Boards") provide leadership and direction, holding senior staff to account, reflecting the priorities of Welsh communities and providing expert, independent advice. Members of the public can apply to join Boards and their Committees in Wales and across the UK. Board sizes and structures vary across the public sector, but all appointed members have a non-executive role, and most are non-remunerated, although expenses are usually covered.

All public appointments, made by or on behalf of Welsh Ministers, are advertised on the Welsh Government's website[1] as well as on the UK Government's public appointments website[2] (key references and web links are listed in Appendix 4).

There is a UK Office of the Commissioner for Public Appointments (OCPA) whose role is to regulate such appointments, monitor whether they are made in a fair, open and transparent way, ensure they comply with the Governance Code on Public Appointments[3] and investigate complaints as required. The OCPA has a critical role in publishing and commenting on diversity data form an independent perspective and so measuring progress.

This is a different regulatory structure from that for boards of charities, which need to comply with Charity Law and the Charity Commission's standards.

In Wales the different regulated Boards are answerable to Welsh Ministers, who also appoint the Chair and other Board members. Ministers are advised by Advisory Appointment Assessment Panels including a representative from the relevant Government Department, at least one independent panel member, and usually – for recruitment of non-executive or independent members of a Board, the Chair of that Public Body. The Welsh Government is currently developing guidance aimed at making the undertaking of pre-appointment hearings by the relevant National Assembly for Wales Subject Committees a regular feature of some Chair appointments. The rationale is to ensure that the recruitment process is as transparent and robust as possible.

The Welsh Government is currently centralising the Public Appointments Team (PAT)[4] within the Public Bodies Unit (PBU), with delegated responsibility from the Deputy Minister and Chief Whip.

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[1] https://gov.wales/public-appointments

[2] https://publicappointments.cabinetoffice.gov.uk/all/

[3] https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/ file/578498/governance_code_on_public_appointments_16_12_2016.pdf

[4] Abbreviations and other terminology are explained in Appendix 1.

Background

Government position

In Wales, the "mainstreaming equality duty"[5] requires Welsh Government Ministers to promote equality of opportunity for all within their portfolios. The Welsh Government has adopted an approach of "equality of outcome", in which all should have the same opportunities, but may need different treatment in terms of rights, benefits, responsibilities and opportunities.

Further, the First Minister's manifesto sets out a leadership clearly focussed on delivering a more equal Wales. This provides a supportive framework for moving forward with this strategy.

Gender

The Welsh Government's Gender Equality Review, conducted by Chwarae Teg, began in March 2018 and concluded in July 2019. The subsequent *"Deeds not Words"* report and roadmap set out the actions the Welsh Government should take to achieve its bold vision for gender equality in Wales[6]:

> "A gender equal Wales means an equal sharing of power, resources and influence for all women, men and non-binary people. This is a vision where the government aims to create the conditions for equality of outcome for all."

Although the Review focused on gender, it very much advocates an intersectional[7] approach, and recognises that we must consider all aspects of equality and the protected characteristics[8].

Disability

Underlying this strategy is the "Social Model of Disability". This recognises the need for society to be transformed, removing barriers so that disabled people are able to participate fully.

It recognises that people with impairments are *disabled by barriers* that commonly exist in society. These include negative attitudes, and organisational and environmental barriers resulting in discrimination; these all prevent disabled people's inclusion and participation in all areas of life.

These problems also apply to public appointments.

The Social Model of Disability is well-established and was adopted by the Welsh Government in 2002.

In September 2019, the Welsh Government launched its "Action on Disability: The Right to Independent Living Framework and Action Plan"[9]. Integral to that plan is the need for a more equitable public appointments system that serves everybody and results in Boards that fully reflect the diverse peoples of Wales.

In 2018 the UK and Welsh Government accepted the independent Lord Holmes Review about the barriers faced by disabled people applying for public appointments and how they should be addressed.[10]

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[5] https://www.equalityhumanrights.com/en

[6] https://chwaraeteg.com/projects/gender-equality-review/#phase-two

[7] "Intersectional": reflecting the way in which characteristics, such as gender, race or class, can interact and produce unique and often multiple experiences and disadvantage.

[8] Protected characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

[9] https://gov.wales/action-disability-right-independent-living-framework-and-action-plan

[10] https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/760721/Lord-Holmes-Review-full.pdf

Present Data

Given the target of a balance of 50:50 by 2020 for women and men in public life, and following recent good work done by women's organisations in Wales[11], Ministers and stakeholders have been greatly encouraged by the increase in appointments and reappointments of women to Boards (in Wales 63.5% were women in 2018/19, according to the Annual Report (2018/19) of the UK's Commissioner for Public Appointments[12]).

There is concern however about the low proportions of Black, Asian and Minority Ethnic (BAME)[13] people (3.0%) and people declaring disability (5.1%) appointed to Boards in Wales (as for gender, these are proportions of the 128 appointments and reappointments in the Annual Report for 2018/19). The BAME population in Wales is 5% (2019 APS data) and the proportion of working-age adults who are disabled is 22%.

In his Annual Report the UK Commissioner for Public Appointments comments that *for the UK* "There has…been welcome progress in the appointment of Black, Asian and Minority Ethnic (BAME) candidates, with a higher proportion of applicants from these backgrounds, and more progressing from interview to appointment."

However, across the UK, for "candidates declaring disabilities, the story is less positive with a slight decrease in the number of appointments and reappointments being made. As with previous years, the proportion of candidates declaring a disability that progressed from shortlist and interview to appointment was lower than those declaring no disability.

The failure to translate increased representation of women, BAME and candidates declaring disabilities at board level into a higher number of chairs from these backgrounds is worrying, and requires urgent attention from departments and public bodies." More needs to be done to encourage people from protected groups to apply for Chair positions.

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11 www.wenwales.org.uk/news/launch-outcomes-2018-mentoring-scheme & EYST BAME routes to public life mentoring report 2019. Obtain from EYST

12 https://publicappointmentscommissioner.independent.gov.uk/wp-content/uploads/2019/10/2018-19-OCPA-Annual-Report.pdf

13 There is a wide range of terminology for ethnicity and different groups and individuals may prefer different labels. Currently BAME is in wide use in Government publications.

Our Own Research

To inform this strategy, officials conducted desk research and interviewed more than forty individuals involved in the public appointment process and from the wider equality policy arena. Officials also held a stakeholder event which included representatives from Boards, equality organisations, and other partners who support the appointment system. A final consultation event with a Senior Public Services Leaders Group was also held. Their responses, including the good practice already in place, have provided important evidence and in this document their contributions are often used as quotes.

One key finding from the interviews and information gathered is that there is a general lack of awareness and knowledge of what public bodies exist and what they actually do. This means that many people are not "put off" or feeling that it is an unfair process, rather they do not even know of the potential opportunities in the first place. This is particularly so for those not in the traditional loop – often from the third sector – but also from the corporate and private sector.

The biggest challenge is that we do not have comprehensive baseline data, including location data, to agree meaningful targets for Wales. Whilst there are targets (50:50 by 2020) for women in public life that have given clear signals of commitment to improvement by senior leaders, and so supported the increase in women on Boards, there are no targets for BAME, disabled or other protected groups[14].

Some individual Boards have been innovative and have set their own targets to reflect the communities they serve. Others have developed extensive outreach and positive action initiatives to attract and retain a more diverse Board. Sport Wales and the Design Commission for Wales are good examples of both approaches. Another example is the recruitment process for magistrates, which involves effective use of role models, observation of magistrates in action, and post-appointment mentoring.

This strategy is not just about diversity in terms of numbers. It is also about promoting genuine inclusion of everyone who serves on a Board, so that they can contribute to the fullest extent possible using their unique talents and in so doing explicitly drive better outputs and outcomes for ALL citizens through enhanced delivery that meets their diverse needs and expectations. All this will improve the quality, tone and culture of Boards, support participation in decision making, and enhance good governance.

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[14] Protected groups are people distinguished by protected characteristics.

Why the Strategy has been developed

Why now?

The First Minister, the Rt Hon Professor Mark Drakeford AM, and his Cabinet have stated the urgency for leadership in Welsh public life to reflect the diverse and inclusive society that is Wales. The Welsh Government's "Delivering Together" report in 2017[15] suggested a need to centralise the delivery of public service appointments within the Welsh Government, so that consistent standards for recruitment could be applied. It also highlighted a need to redress the lack of diversity on Welsh Boards by focusing on disabled people and BAME groups. Strong Ministerial leadership to achieve equality of outcomes for all citizens, with the voice of lived experience at the centre of its thinking, has informed the approach and outcomes of this strategy.

The gathering of evidence from interviews and stakeholder events underpins the key actions in the strategy. These discussions revealed that there is a feeling, particularly among people in protected groups, that the culture of public appointments still makes it easier to be appointed if you are part of a favoured "in-group". Almost all of those interviewed, and especially those from protected groups, lack confidence in the public appointments process, feeling it is neither open nor transparent. There is, therefore, a need to create more positive processes for advertising, recruiting and interviewing which recognise the value of lived experience and the transferable skills that protected groups can offer. This document uses quotes from stakeholders or interviewees to illustrate the strength of feeling and to reflect the lived experiences of the appointments system.

What is this strategy?

This document builds on the good work done by the report delivered by Lord Holmes and the work done to get women on Boards. It describes a strategy for the years to 2023 and outlines a vision of the future envisaged in 2030 if this strategy is fully implemented, together with a mission that leads to that future, and the values that will underpin the journey. It also summarises the transformational goals and underlying actions and timescales for the first year that will help to deliver substantial progress by 2023. KPIs have also being developed, to allow effective assessment of progress.

Whom is the strategy for?

This strategy is written for communities, public services, Board members, and others so that they can understand the Welsh Government's approach, and to help communities to hold the Government to account. A process of continuous learning and reflection is being built in from the outset.

The strategy is focused on the work of regulated Boards only, but with the hope and intention that it will encourage non-regulated bodies, task groups, charities and others to adopt the good practices it describes.

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[15] Douch J & Rosser D, "Delivering Together - Strengthening the Welsh Government's Sponsorship of Arms-length Bodies", Final Report, 26 October 2017

The case for diversity and inclusion

There is a strong moral, legislative and business case for diversity and inclusion. The **moral case** is based on principles of human rights, equality, social justice, and democracy: those who govern Public Bodies should be representative of the communities that they serve.

The **legislative obligations** includes the Equality Act 2010, the Public Sector Equality Duty, and the Well-being of Future Generations (Wales) Act 2015 which seek to redress inequalities and create a fairer Wales. Statutory requirements are summarised in Appendix 3. The. Equality and Human Rights Commission report on "Is Wales Fairer"[16] describes progress in the diversity of Public Boards.

Wales has made huge strides in relation to gender equality as outlined in other strategies such as the Gender Equality Review[17]. The momentum for this needs to be maintained. For Wales, in the coming years, the challenge of under-representation of BAME and disabled people requires urgent redress. Previous actions have not led to significant progress. The needs of LGBT+[18] people, young people and those from lower socio-economic groups also need to be addressed if Wales is to fulfil its ambition to use the full talent at its disposal.

The **business case** for diversity and inclusion also rests on the full use of talent. Lord Holmes in his report argues that "This would be using the full talents of all in our society – not just of the elite". Professor Ogbonna in his paper on BAME in the workforce[19] refers to the "explosion" of the population in the future which will be from diverse backgrounds and which will offer a pool of talent in coming generations.

Research confirms that there are clear business benefits. For instance:

– A McKinsey study of 366 companies in four countries in 2015[20] showed "a statistically significant relationship between a more diverse leadership team and better financial performance. … Companies in the top quartile of racial/ ethnic diversity were 35 percent more likely to have financial returns above their national industry median".

– A Boston Consulting Group study of more than 1,700 companies in eight countries in 2018[21] showed "a strong and statistically significant correlation between the diversity of management teams and overall innovation. Companies that reported above-average diversity on their management teams also reported innovation revenue that was 19 percentage points higher than that of companies with below-average leadership diversity - 45% of total revenue versus just 26%." ("Innovation revenue" is sales of products or services launched in the previous three years.)

Thus, diverse Boards:

– ensure that they tap the full wealth of knowledge, talent and creativity available

– access the full range of people and lived experiences among those who use the organisations' services, resulting in a fuller understanding of how they operate in practice and hence better strategic decisions that reflect the diverse needs of the communities they serve

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[16] https://www.equalityhumanrights.com/en/publication-download/wales-fairer-2018

[17] https://chwaraeteg.com/projects/gender-equality-review/

[18] LGBT+ stands for: L - Lesbian, G - Gay, B - Bisexual, T – Trans, + - all of the other sexualities, sexes, and genders that are not included in these letters.

[19] https://journals.sagepub.com/doi/10.1177/0018726706064181

[20] Hunt V, Layton D & Prince S, "Diversity Matters", McKinsey 2015

[21] Lorenzo R, Voigt N, Tsusaka M, Krentz M & Abouzahr K, "How Diverse Leadership Teams Boost Innovation", BCG 2018.

- are able to be more creative and stronger in their key roles of supporting and challenging those in senior positions within organisations

- bring challenge and naïve questions to raise issues that might otherwise be left untouched.

These advantages also apply in relation to securing more Board members from lower socio-economic groups and young people.

In other words, progressing inclusion and equality is not just a moral issue, but also an economic concern. Professor Ogbonna, from Cardiff University, in a recent lecture to leaders in public services stated that the economic benefit of full BAME representation is estimated to be £24bn per annum (McGregor-Smith, 2017).[22] The Parker review (2017)[23] recommended that members of the FTSE 100 and FTSE 250 should develop mechanisms to identify, develop and promote diversity within their organisations in order to ensure over time that there is a pipeline of Board capable candidates and their managerial and executive ranks appropriately reflect the importance of diversity to their organisation.

Enormous social, economic, environmental and cultural challenges face public services, other sectors and communities more widely. Given this, it is important to gather the views of the full, diverse range of people in Wales. This includes younger people, who bring particular advantages in informing boards on their unique needs.

As a result of the interviews with different stakeholders five goals were identified and these were tested with those attending a stakeholder event in October 2019. During the stakeholder event participants were asked to imagine what Boards and Board appointments might look like in 2030. They developed a statement of purpose for the strategy together with a mission that reflects it and values that underpin it. They also refined the five goals and identified barriers and opportunities in progressing the goals. Their views were further developed at a consultation event of the Senior Public Leaders' Forum. The page below summarises their views, using their own words where possible.

[22] https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/594336/race-in-workplace-mcgregor-smith-review.pdf

[23] https://www.ey.com/uk/en/newsroom/news-releases/17-10-12-final-recommendations-of-the-parker-review-published

Envisaged Future by 2030

We envisage that if we work together to address this issue, for the good of all citizens in Wales, our achievements by 2030 will include:

▶ Diversity, inclusion and fairness will be embedded across the system of public appointments.

▶ There will no longer be a need for a strategy to ensure that Boards are diverse and inclusive.

▶ The rest of the UK and the wider world will look to us for how we have changed the transparency and culture of our appointments systems, discovering, inviting and nurturing all skills, knowledge and talents.

▶ Ministers and all politicians of all parties will uphold the importance of this work, consistently supporting and driving it – they will not falter in inviting and nurturing **all** talent.

▶ We had role models that made us feel it was for us.

▶ Stakeholders and government won't be put off course – our vision and values will drive it over the years, tackling the difficulties that arise.

▶ Asking if we have the right numbers for the right balance won't be needed, Boards will be noticeably different.

▶ Disabled people and other groups will have their voices heard on an equal footing – "no unconscious bias please and if challenged we won't be made to feel that we are the problem".

▶ Our strategy is a living document, monitored and adjusted annually, with measurable outcomes.

▶ We brought in changes that were sustainable and signed into by leadership.

Strategy 2020-2023

Vision

Reflecting Wales in running Wales

To ensure that decision making in Wales utilises all the talents, voices and lived experience of the peoples of Wales, and is more inclusive so as to achieve better outcomes for all citizens.

Purpose

To sustain the increased numbers of women on Boards and to increase the number of disabled, BAME, and other under-represented people in appointments to Boards so that Boards reflect the communities we serve and therefore improve decision making.
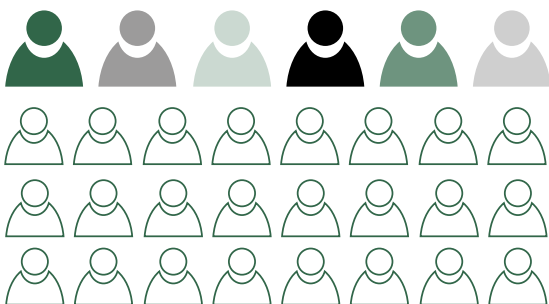
Our values
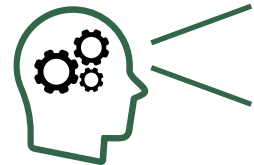
Transparency

We are open about all we do, so that there is no mystery about who did what and why and how we invited, nurtured and recruited talent from all parts of our society.

Integrity

We recognise our unconscious biases and monitor them.

Inclusion

We involve all, valuing, respecting and positively welcoming the challenges of diverse ideas, views and lived experiences.

Our 5 Goals
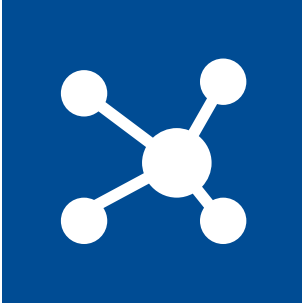
Goal 1:
To gather and
share data

Gather & share consistent,
reliable, qualitative &
quantitative data.

Goal 2:
To build a
robust pipeline

Create a robust pipeline of
potential Board members
by making more aware and
supporting talent.

Goal 3:
To secure open
and transparent
recruitment practices

Develop, test and establish new inclusive &
transparent recruitment processes.

Goal 4:
To get Boards
on board

Ensure all Board members
are skilled & knowledgeable
about equality, diversity
& inclusion.

Goal 5:
To strengthen
leadership

Secure and sustain
leadership commitment.

Five Goals

By co-producing the strategy with different stakeholders, five goals have been identified:

GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5
To gather and share data.	To build a community of individuals who are interested, aware and nearly ready for Board membership (i.e. to build a robust pipeline).	To secure open and transparent recruitment practices.	To get Boards on board.	To strengthen leadership.

Each has a series of linked actions, outlined for 2020-2021, by which we will achieve the goal. Further details are given in our Action Plan 2020-2021[24].

The current appointment system arguably favours those already within the network of professionals privileged to be Board members, often by virtue of their extensive knowledge and experience of public service, and their ability to give the time and commitment, which is often unpaid. This is further confounded by decision making at all levels, including at Ministerial levels, which may favour some more than others. Several interviewees commented along the lines: "these members are often reappointed and so we see the same old faces on different Boards". Interviewees also suggested that "this can also involve supporting close allies and friends to enter the appointments system". One very experienced and senior BAME leader who had not applied for appointments argued that he would not consider applying as the system of appointments was "by invitation only and for those in favoured in-groups and positions".

Some also reported that often ministerial decision making validating/confirming recommended appointments, especially at Chair level, can have adverse effects. Others reported that Ministers have been key in helping to challenge the shortlists and recommendations which may have bias in their decisions.

One senior leader felt that there were negative perceptions of who was and who was not in the pipeline, ready to apply. The search for potential candidates, he suggested, "is restricted to some sectors and we need to look wider – in the private and other sectors".

This strategy aims to:

– create more open and more transparent processes at all levels of decision making including advertising, recruiting and interviewing and further up the chain

– challenge barriers faced by protected groups such as limited remuneration, access difficulties, unconscious bias and others

– create systems that use all talents and respect difference and that are based on the lived experience of protected groups.

The goals are built on existing examples of good practice by Boards and others and seek to create equity throughout the system. They aim to create culture change. As one stakeholder argued; "Culture eats strategy", thus by attending to the leadership and culture of the appointment system and Boards, the strategy will create a more fundamental change. Similarly, communicating the goals to all is a vital next step.

How does everything fit together?

The diagram below summarises the means by which we shall achieve our mission. All components of the strategy are mutually supportive, with the five goals feeding into each other. The need to **create open and transparent recruitment practices** needs to run in parallel to creating a pipeline of potential applicants. **A pipeline of trained and supported applicants** need to have a good experience of the appointments system irrespective of their success or failure as they need to be assured that they have entered a fair and open system and so can be positive advocates of it for others. The goal of **strengthened and sustained leadership** is the backbone to creating the culture change needed. Leaders need to understand the implications of lack of transparency and openness, of the role of unconscious bias in decision making, and of not using the full talents of Wales. They need to drive change and implement the vision through action. This is crucial for holding the goals as reins for the hoped-for change.

It is also necessary to prepare the current cohort of Board members, to **get Boards on board**. When interviewed and at stakeholder meetings, Board members from outside protected groups have shown a keen interest in wanting to understand and support diversity. Working together with protected groups they can achieve far more than protected groups on their own.

It is essential to **gather and share good data**. Good monitoring data including a baseline will help demonstrate change over time and enable government to set targets if that approach is selected.

The five goals will be supported by **organisational structures**, including a pool of Independent Panel Members for appointments, the Public Appointments Team and a Board Diversity and Inclusion Network. The Network will respond to negative experiences of being on Boards by supporting continuous learning and networking among protected groups.

The whole system and progress in implementing the strategy will be overseen by a **Governance Group**. This will enable progress to be reviewed and celebrated, lessons to be learned and adjustments to be made as implementation of the strategy develops. It will also ensure timely and well-resourced delivery and scrutiny for the culture change needed. It will be linked to the Commissioner for Public Appointments.

Focus and phasing: All the goals carry similar weight. However some, like securing an open and transparent recruitment process, are a priority if we are to gain the confidence of those stakeholders who are "disillusioned and disbelieving that change will happen".

The recent progress in appointing more women to Boards must be sustained. Learning from this success, we believe it is prudent and realistic to take a stepped approach, and to focus actions in years one and two of this strategy on BAME and disabled people, and in years three and four on the LGBT+ community, on people from under-represented socio-economic groups, and on young people.

Public communication

Scrutiny committees

Commissioner for public appointments

Governance Group

Strengthen leadership

Get Boards on board

Robust pipeline → **Fair recruitment**

Gather and share data and review

Supporting organisational structures

Board diversity & inclusion network

Independent panel members

Public appointments team
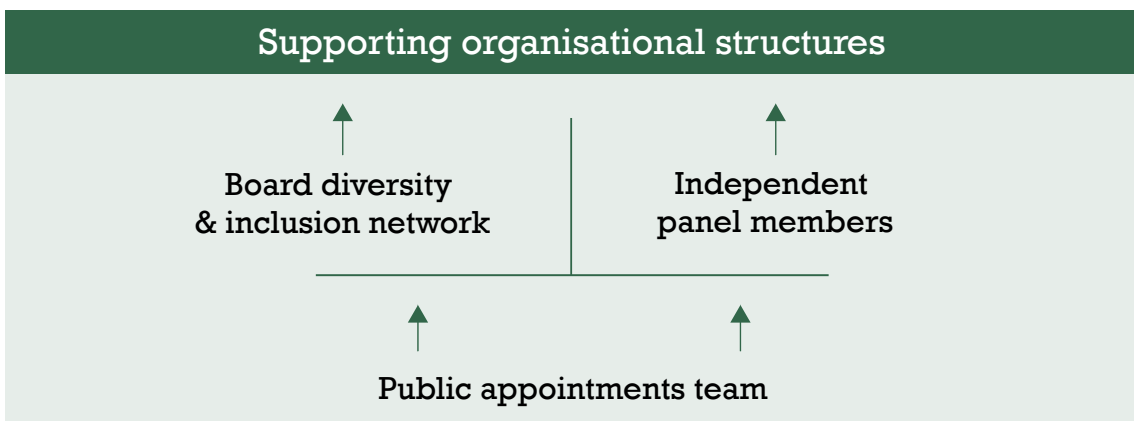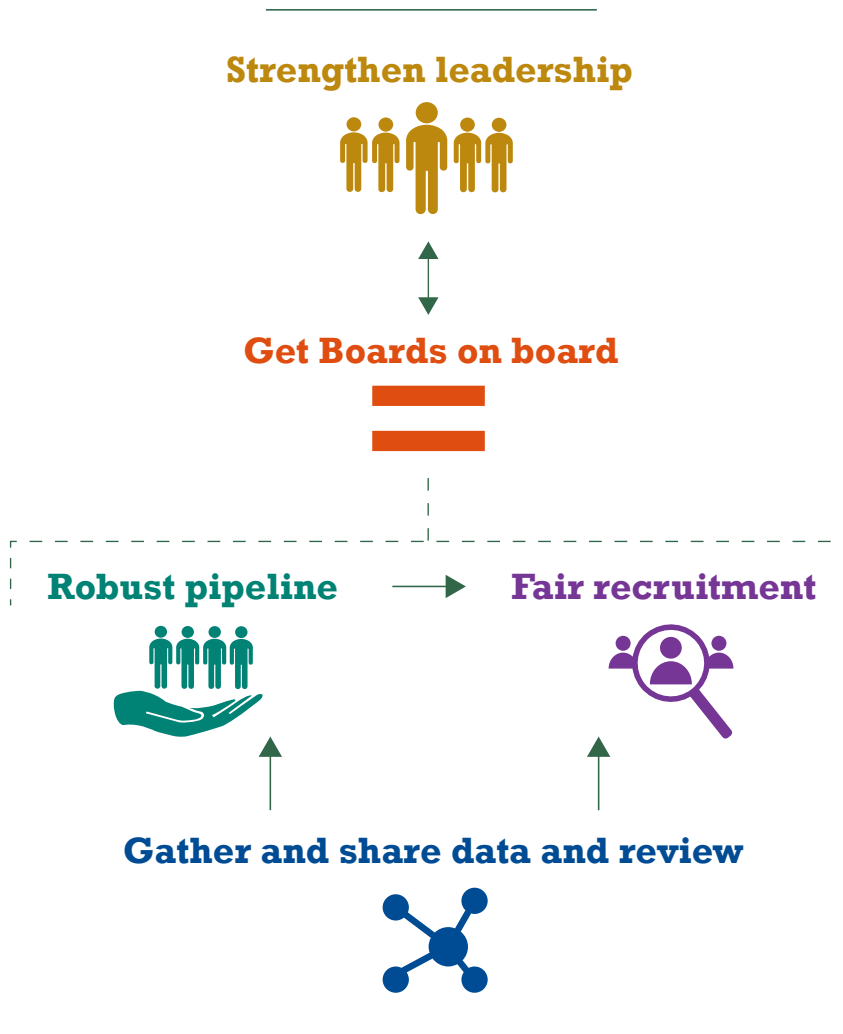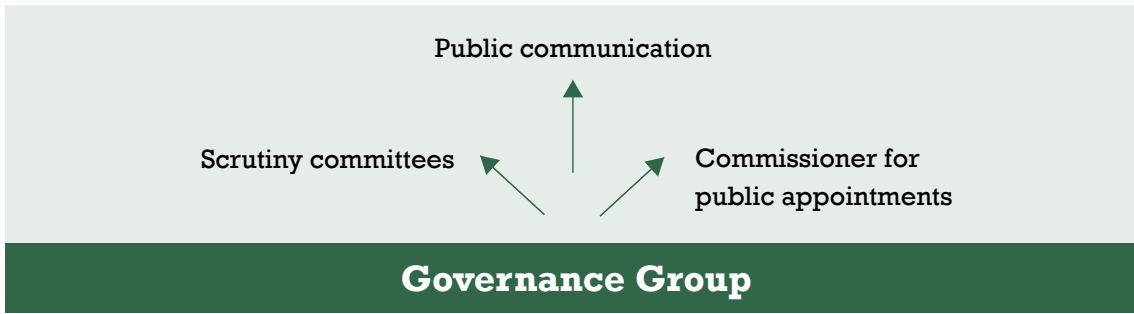
In relation to BAME and disabled people, our plan is that in the first year there will be a focus on an end-to-end review and realignment of the recruitment process. At the same time, we will prepare a range of guidance and resources aimed at enhancing Boards' and Chairs' understanding about diversity and inclusion. In parallel, we will introduce a high-level leadership programme for BAME and disabled people who are nearly ready for Board membership; this will enable a cohort of future leaders to apply for such roles by the end of 2020. Similarly, an apprenticeship programme will be shaped and started for BAME and disabled people with high potential, but who are not yet ready to apply. Support to help Ministers and Chairs understand their unconscious bias and how it impacts on decision making will support senior leadership.

As with the work on recruiting more women onto Boards, **cumulative learning** over the years will support accelerated actions for all groups. We will procure an evaluation, monitoring and learning programme to create a baseline of current data and practices, and will publish an annual report on different parts of the strategy. This will ensure continuous learning for all parties.

An increase in personnel to the Public Appointments Team to enable the implementation of this strategy is the critical **extra resource** for it to be successful, along with investment in learning and development programmes.

Key Performance Indicators (KPIs) are outlined in Appendix 5 and risks and responses in Appendix 6.

Key Actions

This chapter takes each transformational goal in turn, presenting its purpose, requirements, opportunities and challenges and proposing high level actions in approximate order of priority.

Goal 1: To gather and share data

Purpose: To gather and share consistent and reliable quantitative and qualitative data, broken down by key characteristics and relating to source populations, those applying to Boards, those appointed, retention, and the experience of being on Boards once appointed.

Requirements and opportunities:

– Improve quantitative and qualitative data to identify where we are making a difference and where we need to focus in the future. Monitoring data are also needed to set and monitor targets.

– Review, strengthen and extend current systems for gathering information about protected groups, for example by identifying proxy indicators of socio-economic groups.

– Gather more qualitative data, for example via interviews to record people from protected groups' lived experiences of the recruitment process, and of being on Boards. Data also need to reflect intersectionality[25].

– Data for locality are also necessary, in response to the perception that many Boards are "Cardiff-centred" and do not allow for people from further afield to apply or attend, given barriers such as location, language, rurality and other factors.

Challenges:

– The current "Appoint" system linked to the Welsh Government's HR system is complex, and needs to be reviewed to increase the confidence of protected groups.

– Greater reassurance that giving information will create greater transparency and better outcomes for all groups.

– Lack of baseline monitoring data to set targets if this approach is adopted.

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[25] "Intersectionality": the way in which characteristics, such as gender, race or class, can interact and produce unique and often multiple experiences and disadvantage.

Actions:

1. Gather data from all current members of Welsh Boards to establish a baseline to guide future action.

2. Set up a robust system for collecting data on different protected groups on Boards; include socio-economic grouping, language ability, and geographical location.

3. Work with disability organisations to identify and implement ways in which people can self-report on their status with greater confidence.

4. Commission ongoing evaluation and monitoring, using quantitative and qualitative data, on different aspects of progress made. Report findings annually.

5. As data are improved, Welsh Government to consult on and if desired set overall targets across all Boards in Wales for BAME, disabled, LGBT+ and young people and socio-economic groups, recognising that individual Boards have varying specific requirements.

Goal 2: To build a robust pipeline

Purpose: To create a robust pipeline of potential Board members by making people more aware of public Boards, attracting new talent, and supporting all who are interested in becoming Board members.

Requirements and opportunities:

– Positive outreach work needs to be supported, and expanded across all Boards.

– An up-to-date and easily accessible central portal for information and resources to support individuals who have either have an interest in Boards, or are ready to apply needs to be set up. This includes information to identify individual pathways to Board membership, exposure to role models, clarity about the competencies required, where else to go for more information, and what learning and development (including coaching and mentoring) are available.

– Full mentoring, learning, development and other interventions offered by equalities organisations and Academi Wales provide excellent opportunities. However they need to be more closely linked to Boards and to the PAT with the resources they could offer such as Board observation opportunities, associate membership and skills in making applications.

Challenges:

– The offer of mentoring for public life has worked for many applicants but for some there is confusion about where to look for such mentoring. For example, there is no organisation specific to disability offering mentoring.

– An accepted narrative by many senior leaders is that BAME and disabled people of high calibre, expertise and skills are not in the pipeline, ready to apply for senior posts. To date, outreach activity has been mainly in the third sector, but individuals of high calibre also exist in places like universities and the private sector. Too often people from those backgrounds feel that they are not the "invited few", and if they were invited "we are unlikely to get on to Boards".

– Those who want to apply feel uncertain about the skills needed and see no one-stop place to go to for development opportunities. The Welsh Government provision for developing new Board members is provided by Academi Wales. The PAT has no formal role in providing training, yet it holds key information on the recruitment process.

– There is no one-stop system to help individuals move to Boards from being trustees on charity boards and members of Committees, non-regulated Public Boards etc.

– Feedback, especially from North Wales, indicates that some feel that Board support initiatives are Cardiff-centred and do not consider the additional burden of travel, or the needs of people in rural areas and/or Welsh speakers.

Actions:

1. Welsh Government to commission, utilising the support of Chairs and key equalities organisations, a high-level leadership programme for Board development, especially for those from disabled and BAME communities who are nearly ready to apply.

2. Build on existing successful models to co-design, commission and deliver an apprentice programme for BAME and disabled people who are interested and have potential, but are not yet ready to apply.

3. Co-design a bilingual one-stop service, including resources and development opportunities, to develop the pipeline to public appointments accessible across Wales including mentoring, shadowing and open days and mechanisms for prompt applications by those who are ready.

4. Work with the Wales Council for Voluntary Action (WCVA) to identify how the Third Sector's recruitment process for trustees (currently fragmented) can be aligned with that of Public Bodies.

5. Build on the current Academi Wales's development resources, e.g. IM Induction Programme and Governance Guides, and resources available for Health Boards, for all Boards – Health Boards and Arm's Length Bodies, including both regulated and non-regulated Boards.

Goal 3: To secure open and transparent recruitment practices

Purpose: To develop, test and establish new recruitment processes and practices that are inclusive, open and transparent and reach all protected groups across Wales.

Requirements and opportunities:

– This is the central part of this strategy and the actions required as it has the greatest potential to break down barriers of bias and exclusion.

– Chairs and others have trialled and wish to trial more different tools and approaches, including blind interviews and use of on-line tools for interviews. Recruitment systems need to give clear and positive messages about Boards, the skills and attributes needed, and how to acquire them.

– Review and upgrade the Welsh Government's "Appoint" recruitment system, to support new ways to advertise, record and extract data.

– Review and update the Women in Public Life Portal on the National Assembly for Wales's website and consider widening it to other protected groups.

– Consistency and transparency are necessary for all regulated Boards across Wales, providing a framework for non-regulated Boards which will be hard to challenge or ignore.

– Focus on particular protected groups' needs for outreach as that will have more success.

– Provide strength-based, timely and development-based feedback which is face to face and constructive to candidates who fail to be appointed so that they can identify positive next steps to develop and reapply.

Challenges:

– Recognise that recruiting "in their own image" as reported by most stakeholders brings bias into the recruitment process.

– Reconsider the requirements for specific skills and experience as they may typically exclude first timers and neglect questions on lived experience.

– Avoid informal recruiting, as those from protected groups feel strongly that those who are "invited informally or encouraged by the in-group" tend to succeed, whilst others are discouraged or are unsuccessful.

– Be clear about what reasonable adjustments are available and can be asked for in recruitment, and encourage conversations that increase confidence in asking for adjustments.

– Question if appointments are made "for the more acceptable faces among protected groups" including questioning if there is a bias towards those who are "from certain disability groups or are from certain ethnic groups".

Actions:

1. Ensure that the successor to the Welsh Government's "Appoint" system seeks interest, advertises vacancies, hosts resources, and supports applications from all parts of society. Explore the potential to extend the Women in Public Life Portal on the National Assembly for Wales's website, to widen access to other groups.

2. Recruit a new cohort of independent appointment panel members, and train them together with Chairs and key civil servants, in up-to-date recruitment methods and ways of challenging unconscious bias and poor recruitment.

3. Conduct an end-to-end review of the current appointment processes and trial new, up-to-date ways of group-specific advertising, submitting applications, interviewing and giving feedback, trialling different approaches.

4. Develop mechanisms for giving regular, strength-based feedback to all applicants, and ensure continuous learning from their feedback.

5. Accelerate outreach work, and develop a communications and outreach strategy fit for all parts of Wales.

Goal 4: To 'get Boards on board'

Purpose: To have all Board members knowledgeable about equality, diversity and inclusion, skilled at applying this knowledge, responsible for their own unconscious bias and actively leading on diversity and inclusion.

Requirements and opportunities:

– Boards need to be motivated to play a leading role in making Wales an exemplar in redistributing cultural capital and nurturing everyone's talents.

– Many of the Board members from protected groups who were interviewed felt that there is considerable goodwill from fellow Board members, even though many lack training and awareness in what it means to respect and value diversity.

– Board Chairs and members need to be sensitive to the issues of working among different levels of privilege, power, authority, expertise and confidence.

– Chairs are key to setting the culture and tone around diversity and inclusion; they can enable distributed leadership for joint decision making and facilitate the inclusion of diverse voices on Boards.

– Some Chairs have found it useful to employ an independent observer or facilitator to give feedback on performance to the Board, either as a whole, or to individuals.

– Interviewees stressed that any Board-level targets should be owned by the whole Board as "this would allow deeper understanding of why the Board is looking for diverse thoughts and perspectives".

– BAME and disabled Board members may benefit from separate training and networking "so we can understand the challenges and support each other".

– Diversity and inclusion messages and actions can be woven into existing Board processes and training to reduce the risk of initiative overload, and/or the feeling that Boards are already fully stretched, and do not need "another initiative from Cardiff".

Challenges:

– Many of the BAME, LGBT+, disabled and women Board members interviewed did not have good experiences on Boards. Experiences included the lack of a voice, being marginalised into equalities issues or low-level Committee roles, and not having their challenges welcomed as they were seen as "aggressive".

– Most reported that their lived experiences were not viewed as of real value. They felt that they had to conform to the norms of the majority culture.

– They felt that routine unconscious bias training was ineffective, and more scenario-based training that challenged privilege and power norms would be useful.

– Many Board members are unsure about how the equalities legislation works, in particular the difference between positive action and positive discrimination. Another uncertainty for some is whether individuals from protected groups "represented" their groups, or were simply bringing different perspectives and lived experiences.

Actions:

1. Offer a range of training and development opportunities to Boards on diversity, inclusion and the value of lived experience, and legislation, both as a group offer and as an option for individual development.

2. Provide diversity and inclusion training to all new Board members and explore a "buddying" system where Board members with greater experience can pair up with newer Board members, to help upskill them on board and strategic matters.

3. Support Board members from protected groups to create their own support, learning and development networks.

4. Ensure all Board Chairs have the opportunity to secure a "critical friend", or to develop other ways of getting feedback and challenge on how their Board works on issues of diversity and inclusion. Any feedback should be treated as confidential to the Board and be used to support learning.

5. Each Board member to have an equalities objective as part of their development plan.

Goal 5: To strengthen leadership

Purpose: To secure the sustained commitment of Ministers, Chairs, senior civil servants and Board members to create a fairer and more open and transparent public appointments system.

Requirements and opportunities:

– The visible commitment of senior leaders is essential to ensure resources are available, to continue progress amidst conflicting priorities and to lead the required cultural changes.

– Mainstream commitment to diversity and inclusion and so have equalities objectives for each leader and support them with tools that help them understand and so sustain the work.

– Several leaders expressed the need to "tighten the Nolan principles and include Respect in it", in order to demonstrate Wales's high-level commitment to diversity and inclusion.

– "The work on gender has proved that Ministers setting targets gets a lot of action … we need targets for BAME and disabled for the next two years."

– Chairs have also expressed high levels of commitment and willingness to release resources on their Boards to support the development of potential applicants and to test and trial new approaches.

– Welsh Government officials "have equalities objectives but they may not understand the full range of how unconscious bias operates". They appear not to "have championed learning in HR recruitment and positive action to Board recruitment and positive action" and "often take a process-driven and a risk-averse approach to recruiting when we (the Boards) want to do more". A senior leader also suggested that officials have the power to act as gate keepers or to influence to make more change.

Challenges:

– Only some Chairs and Board members have a diversity and inclusion objective in their working objectives.

– Stakeholders are aware that there are commitments to equality of outcome and diversity and inclusion within public appointments. However, there is concern that there are no targets for BAME and disabled people. Should there be changes in Ministerial or senior Government leadership "the agenda could slip". "The need to set targets is now critical".

– Currently, there is no high-level diversity and inclusion training for senior leaders that is seen as valuable or effective. Several consultees expressed disappointment with the quality of training they had received.

– A consistent barrier for many from protected groups is the limited remuneration for work which requires more time and commitment than it is "rewarded" for. All those interviewed understood that this was not a "salary"; but many felt that they could not apply as they could not absorb the loss of income. Many complained that "only those on good salaries and good pensions" are able to apply. This barrier also included the potential impact of any income on disability benefits, if claimed. A review of Board remuneration is already taking place.

– Despite the key role of Chairs, there is a widespread sense of a lack of succession planning.

Actions:

1. Ministers to set and agree diversity and inclusion objectives for their Chairs, and to hold discussions on each Chair's organisation's contributions to the all-Wales ambition for greater diversity and inclusion. This should be supported by Chairs securing clear succession plans.

2. Cabinet to consult on targets for BAME and disabled people when the baseline of information on current Boards is available. This is to be followed by targets for other groups in later years of the strategy.

3. A package of training and development on diversity and inclusion, including reasonable adjustment, Disability Confident and the social model of disability, to be made available for Ministers, Chairs, senior civil servants, business partners, Board Secretaries and key Welsh Government staff etc.

4. Senior civil servants, independent panel members and Chairs to receive training in fair recruitment practices.

5. Ministers and senior leaders to explore and support the addition of Respect as (in effect) an "8th Nolan Principle", with clarification of its meaning and importance, as a way to signal our high-level and long-term commitment to openness and transparency in public appointments.

Governance

A governance mechanism is needed to ensure ownership of the strategy, to provide scrutiny and support, and to hold leadership to account. This needs to include a full range of senior leaders and key stakeholders within and outside the Welsh Government.

Scrutiny Committees already undertake the role of scrutinising some Chair appointments.

Directors General, Directors and Champions give high level leadership and challenges when there are blocks to progress, including the resourcing of the strategy and responding to the need to tackle barriers when needed. Ministers lead on high level messages and communications on the need and rationale for urgent action and results on diversity and inclusion in public appointments.

A Diversity & Inclusion in Public Appointments Governance Group is to be set up with responsibility for the oversight of the implementation of the strategy, and its future development. It will be made up of the following:

– Director of Governance and Ethics and Director General for Health and Social Services, co-hosting

– representative of Human Resources, Welsh Government

– two Chairs of Boards of Arm's Length Bodies

– one Chair from an NHS body

– four **independent senior** leaders from the range of protected groups with extensive experience of how discrimination and lack of transparency and openness work in practice

– one representative from the Trades Unions

– Chair of WCVA

– Chair of Children in Need

– two representatives of the Board Diversity & Inclusion Network (see below)

– external representative from the Welsh Government's Human Rights and Equalities Steering Group

– representative from the Equality and Human Rights Commission

– the Minister's Specialist Equality and Disability Advisors will also be invited.

Provisional terms of reference, proposed for agreement at the first meeting of the Governance Group, are as follows:

1. The Group is called the Diversity & Inclusion in Public Appointments Governance Group.

2. The purpose of the Group is to hold to account Welsh Government's delivery of the strategy.

3. It is also to oversee implementation and give advice on the Diversity & Inclusion Strategy for Public Appointments in Wales, and to adjust the Strategy in the light of experience.

4. The Group reports to the Minister responsible for Equalities.

5. The main tasks of the Group are as follows:

   a. To meet to review progress in the implementation of the Diversity & Inclusion Strategy for Public Appointments in Wales at regular intervals, and at least twice a year.

   b. In particular to review data on Key Performance Indicators and other overall targets set as part of the Strategy.

   c. To seek lessons learned from the implementation of the Strategy from the Chairs of Public Bodies and representatives of protected groups and ensure that they are shared.

d. To propose to the Minister adjustments to the Strategy in response to lessons learned.

e. To submit a report to the Minister once a year, to be published once approved.

6. The Group is supported by the Public Appointments Team, and Strengthening Equality and Human Rights Steering Group. The latter will oversee implementation of the Gender Equality Review recommendations. Officials working on gender equality will liaise with officials working on this strategy and vice versa. The contracted organisation for evaluation, monitoring and learning will support both Groups with reports from their evaluations and enable continuous learning and reflection by the Groups.

7. The Group is to be chaired by an external, independent senior leader from one of the protected groups.

Sustaining the Strategy

Three inter-related organisational structures will support this work:

– Public Appointments Team

– Board Diversity & Inclusion Network for protected groups

– Pool of independent panel members for recruiting Board members.

The Network is designed to support people in the pipeline or already on Boards and the independent panel members support the recruitment process, while the Public Appointments Team supports the implementation of the whole strategy.

Public Appointments Team

The Welsh Government has established the central Public Appointments Team (PAT) to support and co-ordinate all Government appointments and, together with the Commissioner for Public Appointments and Scrutiny Committees, ensure quality assurance. As a new Team the first task of the Team is to realign the whole system, by undertaking an end-to-end review of appointments to develop a more open and transparent system. The work of the Team and delivery of this strategy are therefore inter-linked.

The PAT is also working with the UK Commissioner for Public Appointments who is committed to increasing the diversity of appointments through his/her role as regulator.

The PAT will monitor and co-ordinate the strategy and Goals, and develop a detailed plan for implementation.

The PAT will specifically focus on the following actions:

– Set up a robust system for the collection of diversity and inclusion data, including socio-economic groups and both quantitative and qualitative data.

– Appoint independent appointment panel members who are aware of diversity and inclusion and provide training to them, with Chairs and other key people.

– Enable and experiment with new approaches to raising awareness of posts, processing applications and holding interviews including those recommended by Chairs and others.

– Advise Chairs on their equality objectives and Board targets.

– Advise Ministers on the need, or otherwise, for targets as robust data are collected for different protected and socio-economic groups.

– Act as active partners (for example working with Chairs to develop lists of skills and attributes needed by Chairs and Board members) and as commissioners of activities (for example training and development) to develop the applicant pipeline and to support Board development.

– Work in partnership with key equalities organisations, WCVA and internal policy officials to scope a one-stop place for mapping pathways to Boards and securing learning and development.

– Co-ordinate and support the delivery of all other actions in the strategy.

– Liaise with WCVA to identify how the recruitment for charity boards and Public Body Boards can be more joined up.

– Establish and support the Diversity & Inclusion in Public Appointments Governance Group on the strategy. Part of this work will be to identify potential and actual barriers to the strategy and advise the Governance Group on tackling them.

– Develop plans for wide communication about the strategy and its implementation.

Board Diversity & Inclusion Network

Members of the Network will be from protected groups. In general, the Network will be enabled to:

– support and further empower Board members from protected groups

– create a platform for learning and development for them

– provide role models and experience from protected groups.

The Network should develop its own remit within the scope of peer support, learning and development and acting as role models and resources for others.

Conclusion

Public appointments to Boards in Wales offer an exceptional opportunity to reflect Wales in running Wales. Through the strategy described in this paper, by 2030 Wales can be seen as an exemplar in ensuring that decision-making in Wales utilises all the talent, voices and lived experience of the peoples of Wales. Actions on the pipeline to Board membership, the recruitment process, inclusive Board cultures and clear leadership, all underpinned by data, promise to deliver a step change in the quality of oversight by Boards. This will result in a transformation in the delivery of our public services.

Appendix 1

Abbreviations and Terminology

Academi Wales	The centre for excellence in leadership and management for public services in Wales
Arm's Length Body	An organisation that delivers a public service, is not a Ministerial government department, and operates to a greater or lesser extent at a distance from Ministers[26]
BAME	Black, Asian and Minority Ethnic.
Board	In this document "Board" means a Public Body Board, regulated by the UK Commission for Public Bodies and as distinguished from, for example, a charity board
Diversity	Differences between people, including the protected characteristics
EYST	Ethnic Minorities & Youth Support Team
Inclusion	Enabling people to play a full part in a group or discussion
Intersectionality	The way in which characteristics, such as gender, race or class, can interact and produce unique and often multiple experiences and disadvantage
KAS	Knowledge and Analytical Services of the Welsh Government
LGBT+	L - Lesbian, G - Gay, B - Bisexual, T - Trans.+ - The "+" symbol simply stands for all of the other sexualities, sexes, and genders that are not included in these few letters.
Nolan Principles	UK ethical standards expected of public office holders: Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty, Leadership[27]
PAT	Public Appointments Team within Public Bodies Unit in Welsh Government
Pipeline	The source of applicants flowing towards Board membership, ranging from people newly aware of the possibility of Board membership to those actively applying
Positive action	Measures allowed under the Equality Act 2010 which can be lawfully taken to encourage and train people from under-represented groups to help them overcome disadvantages
Positive discrimination	Treating one person more favourably than another because they have a protected characteristic
Protected characteristics	Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation
Protected groups	People distinguished by the protected characteristics
WCVA	Wales Council for Voluntary Action
WEN	Women's Equality Network

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[26] https://publications.parliament.uk/pa/cm201415/cmselect/cmpubadm/110/110.pdf

[27] https://www.gov.uk/government/publications/the-7-principles-of-public-life

Appendix 2

Public Bodies in Wales (Regulated)

Advisory Panel to the Welsh Language Commissioner

Agricultural Advisory Panel for Wales

All Wales Medicines Strategy Group

All Wales Programme Monitoring Committee for the European Structural Funds

Amgueddfa Cymru - National Museum of Wales

Aneurin Bevan Community Health Council

Aneurin Bevan University Local Health Board

Animal Health and Welfare Framework Group

Arts Council of Wales

Betsi Cadwaladr Community Health Council

Betsi Cadwaladr University Health Board

Board of Community Health Councils

Brecon Beacons National Park Authority

Cardiff & Vale Community Health Council

Cardiff & Vale University Health Board

Career Choices Dewis Gyrfa

Children's Commissioner for Wales

Commissioner for Older People in Wales

Cwm Taf Morgannwg Community Health Council

Cwm Taf Morgannwg University Local Health Board

Design Commission for Wales

Education & Skills Ministerial Advisory Group

Education Workforce Council

Future Generations Commissioner

Health Education Improvement Wales Higher Education Funding Council for Wales

Hybu Cig Cymru

Hywel Dda Community Health Council

Hywel Dda University Health Board

Independent Remuneration Panel for Wales

Industry Wales

Life Sciences Hub Wales Board

Local Democracy and Boundary Commission for Wales

National Academy for Educational Leadership

National Adviser for Violence against Women and other forms of Gender-based Violence, Domestic Abuse and Sexual Violence

National Library of Wales

Natural Resources Wales

Pembrokeshire Coast National Park Authority

Powys Community Health Council

Powys Teaching Health Board

Public Health Wales NHS Trust Qualifications Wales

Regulatory Board for Wales

Royal Commission on the Ancient and Historical Monuments of Wales

Snowdonia National Park Authority

Social Care Wales

Sports Council for Wales

Swansea Bay Community Health Council

Swansea Bay University Local Health Board

Velindre National Health Services Trust

Welsh Ambulance Services National Health Service Trust

Welsh Industrial Development Advisory Board

Welsh Language Commissioner

Welsh Revenue Authority

Appendix 3

Statutory Requirements

This strategy is aligned with statutory requirements as follows:

Diversity and inclusion, as cross cutting themes, link to the *'Programme for Government: Taking Wales Forward'* and *'Prosperity for All: The National Strategy'* as follows:

– Programme for Government: Taking Wales Forward

   - Continue our work with all protected groups to counter discrimination and ensure opportunities for all.

   - Work to ensure that membership of our democratic bodies better reflect the whole of society and improve equal representation on elected bodies and public sector boards.

– Prosperity for All: The National Strategy

   - Prosperous and Secure – making links to policy work to support under-represented groups.

   - United and Connected – building resilient communities.

Well-being of Future Generations (Wales) Act 2015

The work undertaken by the Welsh Government to support diversity and inclusion on Boards shows regard to the well-being goals of the Well-being of Future Generations (Wales) Act 2015, including a more equal Wales and a Wales of cohesive communities.

Equality and Human Rights

Enhancing diversity and inclusion in Public Bodies through this strategy will support our Public Sector Equality Duty (Equality Act, 2010) to positively contribute to a fairer society through paying due regard to eliminating unlawful discrimination, advancing equality of opportunity and fostering good relations.

Welsh Language Standards

In accordance with the Welsh Language (Wales) Measure 2011 the strategy will ensure that the Welsh Language and the needs of its speakers are given full weight in the appointment and inclusion of Board members. All public appointment posts are assessed for Welsh language skills required, and advertised accordingly. We aim to see Boards reflect the bilingual nature of Wales, with an increased use of the language in workplaces supporting the aims of the Welsh Government's Welsh language strategy, *Cymraeg 2050: A million Welsh speakers*.

Promoting Economic Opportunity for All (tackling poverty)

Evidence shows people with particular protected characteristics are more likely to be living in poverty, e.g. disabled people and families with disabled members. Ensuring fair representation on Public Bodies will help to tackle poverty by giving a greater voice to the full range of lived experience.

Appendix 4

Key References

Commissioner for Public Appointments, Annual Report 2018/19 : The Commissioner's Foreword is quoted in chapter 2 above.

Formation of PAT: Douch J & Rosser D, "Delivering Together - Strengthening the Welsh Government's Sponsorship of Arm's-length Bodies", Final Report, 2017: The purpose of this review was to provide assurance that the Welsh Government exercises effective oversight of its bodies and to make recommendations for improvements, taking account of emerging best practice across the UK. One of its two overarching recommendations was "to establish greater central capacity, via a Public Bodies Unit, partly to deliver some efficiency but primarily to allow the delivery of some core functions".

Public services context: Deloitte and Reform, "Government beyond Brexit, The State of the State 2019-20", 2019: An annual assessment of government and public services in the UK which provides context, for example "People are increasingly concerned about public services and their future provision."

Appendix 5

Key Performance Indicators

The following high-level **Key Performance Indicators** are suggested to enable the Governance Group and others to track progress in the implementation of the strategy:

1. The proportion of Board members who are (a) disabled, (b) BAME and (c) other protected or socio-economic groups, as required.

2. The proportion of Board applicants who are (a) disabled, (b) BAME and (c) other protected or socio-economic groups, as required.

3. The proportion of Board chair applicants and Chairs who are (a) disabled, (b) BAME and (c) other protected or socio-economic groups, as required.

4. Overall progress score: this is calculated by scoring each of the five Actions for each Goal 0/1/2 according to whether the action is not begun/in progress/ completed. These scores added together and multiplied by 2 give an overall score for progress out of 100.

Key **evaluation, monitoring and learning data** can be gathered by an annual survey of all Boards which, as well as gathering data for the Goals, could ask individual Board members for data about gender, ethnicity and disability along with qualitative questions such as:

a. Which of the following [list of pipeline initiatives] did you use before you applied to this Board?

b. What was your experience of the learning and development opportunities you received?

c. What is your experience of being on a Board?

Appendix 6

Risks and Responses

This is an ambitious strategy which faces several risks. These are set out below, together with possible responses:

No	Risk	Response
1.	Insufficient resources are supplied	The development and approval of the strategy are being sought through involvement of a wide range of stakeholders and leaders and an agreed budget.
2.	Resources for collecting baseline data are not available immediately	PAT and Statistics Department to work together, in consultation with the UK Commissioner's Office to secure timely delivery.
3.	Boards are not keen to take on "yet another initiative from Cardiff"	Diversity and inclusion messages and actions can be woven into existing Board processes and training without appearing as a great deal of extra work. Actions support good Board practice generally, they are not just about diversity and inclusion.
4.	Lack of ownership	The Governance Group owns the strategy, supported by PAT for implementation. Ministers lead on it in a proactive way.
5.	Protected characteristics are seen in their single silos	Intersectionality needs more discussion and understanding across the work of this strategy.
6.	BAME and disabled Board members are listened to only on diversity issues	All Board members have a responsibility for the whole of the Board's scope. Chairs are key to expressing this.
7.	Public criticism of the resources devoted to this strategy	Full communication of what this strategy involves and how it will improve Board performance.