



Llywodraeth Cymru
Welsh Government

Action Plan: Year 1: 2020-2021

Diversity and Inclusion Strategy for Public Appointments in Wales

“It always seems impossible until it’s done”

– Nelson Mandela





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 most importantly the experience of being on Boards once appointed.

| No | Action | Who | When | Output | Outcome |
|----------|---|---|------------------|--------|---|
| 1 | Gather data from all current members of Welsh Boards to establish a baseline to guide future action. | | | | |
| a | Ask all current Board members for information on their status, with clear information on why this will help greater transparency and openness. Report data by Boards and overall across all Boards to Ministers. | PAT with Knowledge and Analytical Services (KAS) and Chairs. | Jan – March 2020 | | Baseline of monitoring data on current Boards secured and shared with Ministers and senior leaders. |
| b | Agree with HR what the new Appoint system can usefully offer to record all data needed for appointments. | PAT and HR | By June 2020 | | Agreed a way forward and resources for managing data. |
| 2 | Set up a robust system for collecting data on different protected groups on Boards; include socio-economic grouping, language ability, and geographical location. | | | | |
| a | Gather information from key partners including UK Government, equality organisations and Wales Council for Voluntary Action to identify how we can jointly develop one system to record and monitor data for the pipeline leading to public appointments. | PAT, WCVA and key partners. | By March 2020 | | Shared view on data needed of agreed list by all partners in place. |
| b | Gather information from key equalities organisations on the preferred terminology to be used in monitoring forms. This is especially relevant for invisible impairments, and because reservations were raised about the terminology of 'BAME'. | PAT with disability organisations, Stonewall Cymru, race related organisations and Human Rights Commission plus WCVA and UK Commissioner. | By March 2020 | | Agreed view on what monitoring data are needed and collected. |

| No | Action | Who | When | Output | Outcome |
|----------|---|--|---------------|--------|---|
| c | Agree proxy indicators for socio-economic groups, and use for data collection in the future. | KAS (Knowledge and Analytical Services) and PAT. | By March 2020 | | Indicators for socio-economic groups agreed. |
| d | After gathering information, set up a system for obtaining data on all protected groups, including socio-economic background and ensure system reports on 'intersectionality'. Ensure that this is suitable for regulated and unregulated Public Bodies, and for charities. | PAT in consultation with UK Commissioner, WCVA, KAS, Human Rights Commission and Charity Commission. | By June 2020 | | Agreed list of data and scope has been implemented and is being collected. |
| 3 | Work with disability organisations to identify and implement ways in which people can self-report on their status, with greater confidence. | | | | |
| a | Welsh Government to do some research to explore ways in which social media and the WG website can communicate messages about the value of self-reporting and take up of 'right to interview'. Deliver the messages in all communications. | PAT to commission internally via KAS or Wales Centre for Public Policy to do desk research. | By Sept 2020 | | Strong messages on the value of self-reporting and rights to interviews included in publicity and all communications. |
| b | Widely advertise on the sites where the Welsh Government advertises public appointments. | PAT and key partners to link information so public can seek information from many and different sources. | On-going | | Location for seeking information on Board appointments is well known to all interested in Board appointments. |
| 4 | Commission ongoing evaluation and monitoring, using quantitative and qualitative data, on different aspects of progress made. Report findings annually. | | | | |
| a | Identify key outcomes needed to monitor and evaluate and to learn. Follow this up with procuring an evaluation and monitoring framework. | PAT in collaboration with KAS and Chairs to procure. | By April 2020 | | An evaluation, monitoring and learning framework procured and has agreement on what data is needed when. |

| No | Action | Who | When | Output | Outcome |
|----------|--|--|-----------------------------------|--------|---|
| b | Evaluators to conduct interviews with different tiers of leadership within the appointments system, and with different protected groups, to gather qualitative data on their lived experiences of the appointments system. | Evaluators | April 2021 | | Qualitative data on lived experience of participating on Boards is gathered and shared with Governance Board. |
| 5 | As data are improved, Welsh Government to consult 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. | | | | |
| a | Ensure advice is given to Minister on the challenges and opportunities for setting across the board targets for BAME and disabled groups (and later for other groups). | PAT with support from KAS advise Ministers | June 2021 | | Ministers offered good advice on baseline monitoring data to support decisions for any new targets they wish to set. |
| b | When advised by officials, Minister to consider consulting on the setting of targets for different protected groups. | Minister with advice from PAT and KAS | July 2021 | | Minister to feel informed and agree a process for consulting on and setting targets if she chooses to. |
| c | PAT to annually publish agreed data for (a) all Boards and (b) individual Boards on the Public Appointments website. | PAT with support from KAS and external evaluators. | Annually, starting in April 2021. | | Data on different protected groups on individual Boards and across Boards are openly available on Welsh Government's website. |





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.

| No | Action | Who | When | Output | Outcome |
|----------|--|---|---|---|--|
| 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. | | | | |
| a | Commission with the support of Chairs and key equalities organisations a high-level leadership programme for experienced leaders from BAME and disabled groups who are ready for board membership or for Chair roles. Work with equalities organisations and head hunters to identify key individuals to apply for places. | PAT to specify the commission after mapping of available good courses suitable for disabled people and for those from BAME groups – do in partnership with Chairs, key equalities organisations and public, third and private sectors. External evaluators support evaluation. Invite Wales Centre for Public Policy to do desk research – mapping. External evaluators support evaluation. | Run courses Sept 2020 Sept 2021 | 30 (15 BAME and 15 disabled people) | 30 BAME and Disabled senior leaders are ready to apply for Board (non-exec and chair posts) by mid 2021 |
| 2 | Build on existing successful models to co-design, commission and deliver an apprentice programme, initially for BAME and disabled people who are interested and have potential, but are not yet ready to apply. | | | | |
| a | Co-design and commission, with Chairs and key partners, an apprenticeship programme for those with potential, and willing to undertake a range of activities – courses, mentoring, Board observation, shadowing etc over a period of time. In year two, extend to other protected groups. | PAT with Chairs, Academi Wales and equalities organisations. External evaluators support evaluation. | Start Sept. 2020-2022 for cohort 1 Start Sept 2021-23 for cohort 2 | Cohort 1: 30 (15 BAME and 15 disabled people for a year's programme) Cohort 2: 30 LGBTI+ and other targeted groups | 30 BAME and disabled individuals feel confident and competent to apply for board places by Sept 2022 and other protected groups by 2023. |

| No | Action | Who | When | Output | Outcome |
|----------|--|--|-----------------|--------|---------|
| b | Promote existing good learning and development programmes that offer additional opportunities for protected groups to increase their confidence and competence to apply for board places. To include current equalities organisations delivering mentoring and other activities. | All involved in supporting development of new and existing Boards. Welsh Government to host all information on one site. | | | |
| 3 | Co-design a 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. | | | | |
| a | Co-design a one-stop framework, including a one-stop website, resources and development opportunities to be available across Wales, for all under-represented groups. | PAT, in partnership with WCVA, equalities organisations, Children In Wales etc. | July – Dec 2020 | | |



| No | Action | Who | When | Output | Outcome |
|----------|---|---|-------------------|--------|--|
| b | Develop a referral system to key agencies offering training and development for public Boards, and to facilitate take-up of offers from Boards for observation, training, coaching, mentoring, reverse mentoring, etc. | PAT, in partnership with equalities organisations and others. | April – July 2020 | | |
| c | Offer Disability Wales an interim grant for two years to support mentoring for disabled people. | PAT to secure grant for Disability Wales. | By April 2020 | | Disabled people offered bespoke mentoring. |
| 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. | | | | |
| a | Work with WCVA to identify how the charity sector's recruitment processes for trustees to charity boards can be aligned to the work of Public Bodies, to enable, two-way access to potential talent. | PAT to identify key agencies and collaborate with them. | March 2020 | | |
| 5 | Build on the current Academi Wales development resources, e.g. the 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. | | | | |
| a | Work with PAT to adapt current resources (guidance, learning and development interventions etc) for Health Boards and Arm's Length Bodies. | Academi Wales in partnership with PAT. | April 2020 | | Current resources are adapted for wider use. |
| b | Identify good practice in the recruitment and support of Board work and support the showcasing of this. | Board Secretaries with Public Leaders Group. | On-going | | Mutual learning is enabled. |





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.

| No | Action | Who | When | Output | Outcome |
|----|---|--|-------------------|--------|--|
| 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. | | | | |
| a | Work with Welsh Government's HR department to identify key limits and opportunities within the current 'Appoint' system. | PAT and HR for Welsh Government. | Feb 2020-Feb 2022 | | |
| b | Review best practice in relation to information sharing, with regards to targeting different groups and how this links to outreach and agencies working on the ground; assess whether the 'Appoint' system can deliver this. | PAT and HR Welsh Government. | April – Sept 2020 | | Best practice in information sharing is embedded across different sectors. |
| c | Consider how the current invitation to "Talent Pool" can be improved and activated with information on status and level of current skills. | PAT | February 2019 | | "Talent Pool" link is fully exploited and utilised. |
| d | Identify and maximise how information on the Welsh Government website can be linked to public, third sector and private organisations e.g. WCVA's volunteering site, Universities' equalities sites, Human Rights and Equality Commission, Disability Rights, different race-related organisations, Stonewall Cymru and others. | PAT with partner organisations in all sectors. | Sept 2020 | | A linked and updated facility to advertise public appointments on key websites across different sectors is in place. |

| No | Action | Who | When | Output | Outcome |
|----------|--|---|---------------|--------|---|
| e | Explore the potential of the Women in Public Life Portal to be extended to cover all protected groups and be expanded. | PAT | By March 2020 | | Potential for one portal explored and realised if possible. |
| f | Develop an on-line tool to gather feedback from the public on the supply of information, the application process, the interview process, and feedback after interviews, and people's experience of serving on Boards. | PAT and Welsh Government HR colleagues. | By Dec 2020 | | A mechanism for successfully getting feedback on all aspects of the appointment system is in place, and results in useful data. |
| 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. | | | | |
| a | Clarify the definition of "independent panel members" and their roles, and develop and consult on a new job description and person specification for independent panel members. | PAT, lead Chair, senior civil servant and senior, experienced leaders from protected groups to identify key criteria and consult with UK Commissioner, Chairs, senior civil servants likely to be on Panels and Minister. | Jan -Feb 2020 | | Clarity about the role of independent panel members, understood by all stakeholders. |
| b | Agree how many independent panel members are required, advertise and share shortlist with the two Ministers. | PAT and lead Chair. | Feb 2020 | | A sufficient pool of independent panel members is secured. |

| No | Action | Who | When | Output | Outcome |
|----------|--|---|-------------------|--------|---|
| c | Commission and deliver diversity sensitive recruitment training, to include giving strength-based feedback, for the new cohort of independent panel members, relevant senior civil servants, members of the PAT, and Chairs. | PAT identify key participants who would benefit from training. Commission, support and evaluate training offering continuous feedback to trainers. External evaluators help evaluate. | April – Sept 2019 | | Key panel members trained in good practise 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. | | | | |
| a | Co-design different approaches to advertising, writing applications, interviewing and giving feedback by trialling these, and getting customer feedback. Trial a minimum of three different approaches, using 12 appointments in the first year. Work with the “Appoint” system to identify if on-line feedback on different stages of the recruitment process can be linked to other feedback. Develop clear messages about self-reporting and the right to take up accessible disability-related interview facilities. Different approaches may include name blind applications, scenario-based interviews, group exercises and on-line tools, ensuring all are inclusive. Feedback trial evaluation to Senior Public Leaders group for joint learning and improvement. | Chairs, Board secretaries and PAT. Welsh Government’s “Appoint” system. Feedback and discussion at Senior Leaders and Chairs and Board Secretaries’ meetings. | Jan-Dec 2019 | | 12 appointments used to test different approaches to recruitment and interviews and a new model agreed for use in the future. |

| No | Action | Who | When | Output | Outcome |
|----------|--|-------------------------------|----------|--------|--|
| b | After trialling different approaches to advertising, filling in applications, interviewing and giving feedback, develop good practice guidance for appointment panels to use. | PAT to implement | Dec 2020 | | A good practice guide to recruiting for Boards is in place and supports panel members. |
| c | Identify recruitment agencies who have a record of recruiting diverse fields of applicants and ensure that active promotion of equality and diversity is at the heart of their approach. | PAT and Board Chairs | On-going | | Recruitment agencies understand the need to actively recruit people from diverse backgrounds. |
| d | Ensure that Guidance requires interviewers to offer 'reasonable adjustments' to disabled applicants, to enable them to feel able to ask for such adjustments. | Chairs, panel members and PAT | On-going | | Disabled people have any needs for adjustments met. |
| 4 | Develop mechanisms for giving regular, strength-based, feedback to all applicants, and ensure continuous learning from their feedback. | | | | |
| a | Develop a strength-based and development-based approach to giving feedback to unsuccessful candidates. | PAT and Chairs of Panels | On-going | | Those whose applications fail feel clear and empowered about their future development needs, what they need to do next to reapply, or understand why a Board position may not be within their immediate reach. |

| No | Action | Who | When | Output | Outcome |
|----------|---|---|------------------|--------|---|
| 5 | Accelerate outreach work, and develop a communications and outreach strategy fit for all parts of Wales. | | | | |
| a | PAT (a) to maintain momentum on the work already done on outreach and joining with partners, and (b) to develop mechanisms for recording interest from potential applicants if Talent Pool information on the website is not working. | PAT and partners | On-going | | <p>Clear mechanism for linking those signing up on the Talent Pool and Boards and development organisations is in place.</p> <p>Outreach is accelerated by Welsh Government and partners.</p> |
| b | Convene a meeting of all engaged in outreach (Welsh Government and external bodies) and agree how outreach for Board appointments could be made more efficient. | PAT to lead | April 2020 | | All partners are clear about the different referral and exchange mechanisms for linking potential talent to development opportunities. |
| c | Co-design an outreach framework that ensures that diverse groups of people are reached according to their different needs, and receive a joined-up response from potential applicants in all parts of Wales. Ensure that individuals from all backgrounds are supported to join the public appointment pathway. | PAT and leaders from all public, third and private sectors. | April – Aug 2020 | | Different protected groups are content that they are reached in a manner that suits them best and from wherever they are – in any sector. |



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.

| No | Action | Who | When | Output | Outcome |
|----------|---|---|--|--------|---|
| 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. | | | | |
| a | Boards as a whole group are offered specific training to explore diversity and unconscious bias, plus optional modules on such areas as understanding the legislative levers for equality and human rights (positive action, rights to interviews etc), unconscious bias that is scenario-based, the social model of disability, and challenging unconscious bias in themselves and others. | PAT to commission, support and evaluate. 1. Whole board training framework. 2. Modules on aspects of equalities and human rights e.g. legislation, social model of disability, challenging inequalities and unconscious bias etc. | May - June 2020 commission | | Board members feel that they understand their own unconscious biases, what the legislation offers, and how they may work in practice to exclude, oppress or disempower other members. |
| 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. | | | | |
| a | | PAT and Chairs to commission and co-ordinate training. | May - June 2020 – commission and deliver as new board member numbers increase. | | New Board members understand unconscious bias and act appropriately in Board meetings. |
| 3 | Support Board members from protected groups to create their own support, learning and development networks. | | | | |
| a | Board members from protected groups to be invited to a first meeting to discuss the offer and frame the aims and objectives of their network, including their training and development needs. | PAT to convene first meeting and get input from Chairs in relation to anything they feel the network may usefully provide. | April – May 2019 for first meeting. | | Board members from protected groups feel supported and empowered. |

| No | Action | Who | When | Output | Outcome |
|----------|---|--|---------------|--------|---|
| 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. | | | | |
| a | Some Boards are already using the facility of an independent facilitator and/or critical friend to support their development. This could be built on by asking the facilitator to give the Board annual feedback on the dynamics of their Boards, on a confidential basis, to help it to learn and improve. Peer exchange of learning between Board members to be enabled by PAT. | Academi Wales, Chairs and PAT to identify suitable facilitators for a call off contract for Boards to commission. PAT to annually enable a space for Boards to exchange their experiences and learning in managing diversity and inclusion. | By April 2020 | | Board Chairs are able to receive independent reflections on how their Boards operate in practice and particularly in relation to diversity. Chairs have a space to exchange their experiences of managing diversity. |
| 5 | Each Board member to have an equalities objective as part of their development plan. | | | | |
| a | | Chairs to ensure this. | | | |





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.

| No | Action | Who | When | Output | Outcome |
|----------|---|---|----------------------|--------|---|
| 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. | | | | |
| a | PAT to support Chairs with data for their Boards and how to set targets that are appropriate and ambitious for their Boards. | PAT to support and help with data. Chairs to agree own targets. | By April 2020 | | All Chairs to have opportunity to set diversity targets for their Boards. |
| b | Chairs to secure a robust succession plan. | Chairs to lead and share plans with PAT. | By April 2020 | | Each Board has a succession plan. |
| 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. | | | | |
| a | See Goal 1 on data – PAT to identify robust data for Ministers to make decisions and go out to consult, for targets for all protected groups, and for under-represented socio-economic groups. | PA and KAS | By end of March 2020 | | If agreed that it is advisable, Ministers to set realistic, Wales-based targets across all regulated Boards in Wales. |
| 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. | | | | |
| a | PAT and equalities partners to identify and provide suitable providers to deliver development interventions in equality, diversity and inclusion, Disability Confident and social model of disability for Ministers, Chairs, senior civil servants business partners, Board Secretaries and key Welsh Government staff etc. | PAT and Academi Wales | By May 2019 | | Ministers, senior civil servants and Chairs to have access to have had good training in diversity and inclusion. |

| No | Action | Who | When | Output | Outcome |
|----------|--|--|----------------|--------|--|
| b | Work with equalities organisations to identify suitable mentors, and link them to Chairs to offer them reverse mentoring with people from protected groups. | PAT and equalities organisations. | By June 2019 | | Experienced Chairs to have the opportunity to undertake reverse mentoring. |
| 4 | Senior civil servants, independent panel members and Chairs to receive training in fair recruitment practices. | | | | |
| a | | PAT to commission and enable training – include PAT staff, Board Secretaries and other key people. | September 2020 | | Key Panel members to have had training on best practice in recruitment and selection. |
| 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. | | | | |
| a | PAT to identify the process for negotiating the addition of ‘Respect’ alongside the Nolan Principles, and make recommendations to Ministers. | PAT to make recommendations to Ministers | June 2019 | | Ministers to have considered and implemented the value of adding Respect as an additional Nolan principle. |

