



Wales Centre for Public Policy
Canolfan Polisi Cyhoeddus Cymru

Supporting underrepresented groups into public appointments

Emma Taylor-Collins and Megan Park

Wales Centre for Public Policy

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Summary

- Owing to the lack of diversity in board membership, many boards in Wales do not reflect the communities they serve.
- This report summarises the discussion at a roundtable event on providing better support for ‘near miss’ and potential candidates in underrepresented groups to apply for public appointments in Wales.
- Experts and practitioners from across the UK and the US contributed to the discussion, which focused mainly on Black, Asian and Minority Ethnic and disabled candidates.
- This work will inform the Welsh Government’s implementation of the ‘Reflecting Wales in Running Wales’ strategy, providing an opportunity for Wales to be a leader in demonstrating best practice.
- There is a risk that programmes or initiatives can be seen as implying candidates need to change to fit the system. It is argued that there are many people across the UK with disabilities and from ethnic minority backgrounds who are already ‘board ready’.
- The challenges within the public appointments system reflect the inequalities and discrimination faced by minority groups in their daily lives. Increasing diversity in public appointments therefore requires systems and culture change to address these inequalities.
- In part this means working directly with boards to challenge assumptions about the kind of skills and experience needed to serve, as well as challenging the myth that ‘merit-based’ systems already promote equality and diversity.
- There are also many examples of programmes to support potential candidates. Key components of these include mentoring and coaching, board shadowing and observation opportunities, peer support and exposure to role models.
- The provision of honest and constructive feedback to all candidates will encourage candidates to reapply. The recruitment process should be seen less as a one-off competitive process and more as supporting the development of a pool of candidates.
- It is important to provide tailored, specialist, and peer-led support and consider the diversity of identities and experiences amongst ethnic minority and disabled candidates.
- Continuing to support candidates once they have secured a board role and supporting them to advocate for improved diversity and inclusion practices will facilitate their effective contribution and will support change.

Introduction

This report provides a summary of the discussion which took place at a roundtable on 9 September 2020 on providing better support for ‘near miss’ and potential candidates in underrepresented groups to apply successfully for public appointments.

In early 2020 the Welsh Government released ‘Reflecting Wales in Running Wales’ (Welsh Government, 2020), its strategy for increasing diversity in public appointments in Wales. Around 100 appointments each year are made by or on behalf of Welsh Government ministers to the boards of over 54 public bodies. The vision behind the strategy is that the boards of these public bodies reflect the range of demographics and protected characteristics of people in Wales. The strategy has five goals:

- 1 To gather and share data;
- 2 To build a community of individuals who are interested, aware and nearly ready for board membership;
- 3 To secure open and transparent recruitment practices;
- 4 To ‘get boards on board’; and
- 5 To strengthen leadership.

In particular, the Welsh Government is interested in how Black, Asian and Minority Ethnic¹ candidates and disabled² candidates can be better supported to apply and be successful in public appointments. These groups are currently underrepresented on boards in Wales. In 2018-19, while 6% of the Welsh population is from an ethnic minority background, only 3% of appointees were; and although 22% of the population in Wales is disabled, only 5.1% of appointees declared a disability (Commissioner for Public Appointments, 2019).

The Deputy Minister and Chief Whip asked the Wales Centre for Public Policy to support the implementation of its strategy through two projects:

- A rapid evidence review of recruitment practices to increase diversity in public appointments (Park, Price and Taylor-Collins, 2020); and
- An expert roundtable focusing on Goal 2 of the strategy, to understand how ‘near miss’ candidates (those who apply for positions but are not appointed) and potential

¹ See Atewologun, Tresh and Warmington (2020) for an explanation of the problems associated with this term and its acronym BAME, and advice on its usage.

² There is a long-standing debate about terminology, particularly whether ‘disabled people’ or ‘people with a disability’ is more appropriate; see Disability Wales (2020) for an explanation of this.

candidates from under-represented groups can be better supported to apply successfully for public appointments.

The roundtable brought together Welsh Government officials with experts working in the field of diversity and inclusion in employment and public, private, and third sector boards in the UK and USA. A list of participants is presented in Annex 1. The roundtable provided an opportunity for experts to share their knowledge and experience and to inform the Welsh Government's implementation of the strategy.

Four key topics formed the basis of the discussions:

- 1 Changing the system, not the candidate: the challenges with the current public appointments system;
- 2 Managing support for underrepresented groups;
- 3 Specific models of support for Black, Asian and Minority Ethnic candidates; and
- 4 Specific models of support for disabled candidates.

Changing the system, not the candidate

In considering ways in which potential candidates from underrepresented groups can be better supported into public appointments, there is a risk that any programmes or initiatives can be seen as implying that the candidate needs to change to fit the system, rather than the other way around. The roundtable discussions therefore began by exploring the problems inherent in the system.

Systemic inequalities

The systemic inequalities prevalent in the UK must be acknowledged in any discussion around diversity in public appointments. Although the roundtable focussed on racism and ableism, there was also discussion of inequalities based on other protected characteristics such as gender and sexuality, as well as on classism and regional inequality (particularly between Cardiff and the rest of Wales). Social divisions based on characteristics such as race and disability do not operate along single axes but rather intersect with one another to produce particular experiences for individuals. The broad array of experiences amongst people who fall within ethnic minority and disabled groups should be recognised, rather than these groups being seen as homogeneous.

These inequalities and the resulting discrimination that minority groups face in daily life result in the underrepresentation of minority groups in wider society and in turn shape the challenges with the public appointments system.

To increase diversity in public appointments, systems and culture change are needed to address these inequalities. In achieving change, we need to be careful not to recreate systems of privilege and pathways of access that have long excluded minority groups. For example, we know that traditional pathways to success are based on systems that privilege particular groups – in the case of public appointments, often white, middle-class, older men – and therefore simply replicating these pathways for minority groups may reinforce oppressive systems. Where there is resistance to change we ought to explore whether this is from those who currently benefit from the status quo, directly or indirectly.

These systemic inequalities are also reproduced at an organisational level. Hierarchical institutions such as boards are created by those with power, and it is important to recognise the role people play in creating unequal systems. When the Parker Review into the ethnic diversity of UK boards was released (Parker, 2017), the report authors found that amongst the positive responses to the review there were critical voices making excuses for failing to increase diversity: ‘Refrains heard all too often were that it was “all just too hard”, and the “population was too small”, and the people were not “Board ready” and there was a concern about “fit” (Parker, 2020: 11).

Yet organisations working in the field of diversity and inclusion argue that in fact there are many people across the UK with disabilities and from ethnic minority backgrounds who are ‘board ready’, and that concerns about ‘fit’ reflect problems with the boards and organisations themselves rather than with the candidates. If talent is ‘hard to find’, we should be asking what is wrong with our processes, rather than what is wrong with the candidates. There are plenty of resources available to help identify talented individuals, such as Cranfield University’s ‘Women to Watch’ supplement, which identifies leading female professionals suited to positions on FTSE 350 boards and aims to ‘challenge assumptions about the type of woman suited to a board position’ (Cranfield University, 2020).

Another challenge often heard is that diversity is pitched in tension with merit, with an accompanying rhetoric that recruitment should be based on merit being ‘hardwired’ into the system of board appointments in the UK. Some organisations avoid taking positive action to increase diversity because they argue that their recruitment is based solely on merit and therefore that there is no bias in their processes. But evidence shows that organisations claiming to promote meritocracy are more likely to perpetuate inequality than those which do not (known as the ‘paradox of meritocracy’ – see Castilla and Benard, 2010), and increasing diversity does not mean ignoring merit; on the contrary, individuals from minority groups have likely attained significant achievements even to be considered for or interested in a board position in the first place.

A ‘business case’ for increasing diversity is often made to persuade organisations of the value of a more diverse workforce or board, and this value has been well-documented. But rather than asking what the business case is for diversity, we should flip the question on its

head and instead ask: what is the business case for homogeneity? Requiring a justification for the status quo involves unpacking the system which has created barriers for minority groups.

Organisations can also feel uncomfortable naming issues such as racial inequality in their reporting about representation, but this can perpetuate inequalities as it avoids addressing them. Boards need to take ownership of anti-racism and anti-ableism work. Specificity in diversification is also important, with one expert suggesting that boards should acknowledge how they are currently homogeneous and what assets they are therefore lacking.

Finally, it is important to acknowledge that diversity and inclusion is currently a very lucrative and popular industry in the UK and USA, and scrutiny of those organisations involved in promoting diversity – and making money from that work – is therefore vital.

Challenges with the current public appointments system

There are several challenges with the current public appointments system in Wales, as the Welsh Government's strategy outlines (Welsh Government, 2020). Since any support offered to underrepresented groups needs to take account of these wider problems, the discussion started by acknowledging them. These include the current lack of diversity on boards and problems with the recruitment processes used to appoint (see Park, Price and Taylor-Collins, 2020, for a review of evidence on recruitment processes and diversity).

Boards should reflect the communities they serve, particularly given that they are responsible for spending public money. However, this is not currently the case for many boards in Wales. This means we need to challenge traditional notions of what a board is and who a board-ready candidate is. One participant commented that those currently sitting on boards who have served for several years and who are not reflective of their communities have a responsibility to recognise when it is time for them to leave and make space for new candidates from underrepresented groups. This process could be formalised by requiring boards to have a succession plan.

Setting quotas was suggested as one way to increase diversity on boards. For example, one organisation set quotas to ensure that participants were drawn from across the UK, not just from London. A similar approach could be adopted in Wales to address the Cardiff/rest of Wales imbalance on boards.

There are many barriers to the recruitment process for public appointments which can exclude underrepresented groups. This includes problems in the way roles are advertised. The language used in the recruitment process can lead some candidates to feel that public appointments are 'not for them'. More needs to be done to change the language used in advertising roles and during the recruitment process to ensure that it does not deter those

from underrepresented groups from applying. Recruitment should be viewed as a process of reaching out and attracting the widest possible talent pool.

It was noted that the application process in Wales is currently not user-friendly, particularly for disabled candidates. The Guaranteed Interview Scheme, now part of Disability Confident, is supposed to mean that disabled candidates who meet the essential criteria for a post at the sifting stage are guaranteed an interview if they request it by ticking a box on the application form. But the scheme can put candidates off and does not always work as it should. One expert commented that the one occasion she ticked the Disability Confident box in applying for a public appointment was the only time she did not get an interview despite meeting the essential criteria. It was also noted that there is currently nowhere in the application form where special requirements can be requested.

Requiring a CV as part of the application process can also be a barrier for those who do not have 'traditional' work histories, such as those who have needed time off for caring responsibilities or health reasons. At Public Allies, a national network of organisations and individuals in the USA that engages the leadership of the country's most underrepresented and marginalised communities, they ask candidates to write short 'bios' instead of submitting a CV.

Interview panels also need to be cognisant of challenges affecting underrepresented groups. It was suggested that interview panels ought to be fully trained on equalities issues as well as trained on unconscious bias so that they recruit efficiently and fairly.³ Some scepticism about unconscious bias training was expressed, however, on the grounds that bias is in fact often explicit and ought to be named – as racism, or ableism, for instance – rather than 'excused' as unconscious.

Competency-based application forms and interviews were described as 'archaic' and very 'civil service driven', which privileges those who have worked for the civil service. One participant argued that important factors such as motivations for wanting to serve are ignored, and yet it is common sense, courage and commitment that are needed, not academic qualifications. Requirements for previous board or chief executive level experience and for certain levels of education can be a barrier for underrepresented groups. To operate a fairer recruitment process, Public Allies focuses more on aspirations and vision than previous experience and education. A wider view of the experience needed to serve on boards should be adopted which values lived experience of inequalities, working with communities, working in a wide range of industries, and diversity of thought.

³ Although the forthcoming evidence review on recruitment processes and diversity (Park, Price and Taylor-Collins, 2020) finds that tackling bias via individual training may not be the best way to increase diversity in recruitment.

Diversity needs to be put into practice and should be part of the culture of an organisation, rather than simply alluded to through ‘bland statements about underrepresented characteristics at the bottom of adverts’. Organisations need to go further than equal opportunities statements and make explicit what they are prepared to do to support underrepresented groups to apply for positions, such as pay their travel expenses, provide translation or interpretation if needed, and provide documents in accessible formats without candidates having to ask. It was noted that disabled candidates can get ‘fed up’ with constantly having to ask for support; we ought to cultivate a culture where support is offered upfront and which can therefore be more inclusive. In the US this is known as ‘universal design’, which designs for all abilities and has accommodations built into processes rather than requiring individual requests, reducing the burden on the disabled person themselves to ask.

Recruitment should be seen as the long-term generation of a pipeline of talented individuals rather than as a one-off competition for a role. These individuals may become board members in future. The current system was described as a ‘winner takes all’ model for the successful candidate; it was asked how we might formalise a system that supports a pool of candidates and acknowledges their qualities and assets.

It was noted that the kind of **culture change needed around public appointments will take time and resources**, and this should not be underestimated. Nonetheless, the Welsh Government’s commitment to increasing diversity is welcome and provides an opportunity in Wales to make improvements through implementing the public appointments strategy. This will need transparency from public sector organisations and boards about what increasing diversity means. It means promoting equality of outcome rather than equality of opportunity and may require providing tailored support to different groups. In the next section we detail the different kinds of tailored support that may be offered to prospective candidates.

Designing and managing support for underrepresented groups

Any support offered to underrepresented groups needs to take account of how inequalities intersect and needs to be designed and delivered in conjunction with those who have lived experience of inequality. This also means valuing the experience of accessing public services. Equity-based design, which aims to ‘disrupt white dominant cultural ways of working, redesign systems of oppression, and design for liberation’ (Equity Design Collaborative, 2020) can help to challenge the status quo and involve those with lived experience of inequality. This also means a shift from considering minority groups as vulnerable and in need of services to understanding how communities can inform and shape systems and processes. Disabled Persons Organisations and anti-racism organisations

should be part of this, as should individuals who are not necessarily affiliated to an organisation already.

In designing support there are several key components of existing successful programmes and initiatives.

Constructive and detailed feedback is crucial in influencing the likelihood that candidates who applied for a public appointment but have been unsuccessful will reapply in future. It was noted that unsuccessful candidates rarely receive detailed feedback and are often only told that other candidates were better. Organisations can sometimes be reluctant to provide this kind of feedback, especially to underrepresented groups, for fear of being accused of discrimination and the risk of legal ramifications. However, they need to provide an honest explanation of how candidates did not meet requirements and what they could do differently next time to maximise their chances of success. It should be provided not only to those who interview but are unsuccessful, but also to those who apply and are not shortlisted. In addition, boards should seek feedback from candidates themselves on their experience of applying for a position, which boards can then use to improve their processes.

Mentoring and coaching can support candidates to reapply in future. Such programmes for underrepresented groups formalise what is already happening informally for privileged groups. Mentoring can involve sharing opportunities, resources, connections and networks with candidates. Mentors do not necessarily need to be drawn from underrepresented groups, and reverse mentoring – where someone already on a board learns from a prospective candidate – can help boards to understand the experiences of those from underrepresented groups.

Signposting to board shadowing or observation opportunities is one way that boards can support candidates to reapply successfully in future. This can help prospective candidates to become more ‘board confident’. One expert suggested that public boards could be required to offer these opportunities.

Models of support

Changing the Chemistry

- **Changing the Chemistry is a peer support network aiming to increase diversity in public appointments in Scotland. The network raises awareness around non-executive roles and supports potential candidates by facilitating group sessions and simulated interviews, and providing guidance to develop personal plans and search strategies for board roles. Providing space to talk about negative experiences such as rejections and imposter syndrome are important for maintaining morale.**

- **The network has recognised the importance of support once a candidate is successful and offers monthly sessions for new board members. The aim is to empower new board members to avoid being silenced by existing board members. The network aims to make it easy for any trustee to start talking about diversity and provides guidance on how to raise issues as well as self-assessment toolkits for progress on inclusion.**
 - **Access to core funding is crucial to the sustainability of diversity networks such as Changing the Chemistry. The public sector can provide support by allowing networks to access their resources such as facilities to host events. Holding joint events with public sector organisations can help to raise the profile and credibility of diversity networks.**
-

Training programmes can also help prospective candidates. Training should be free of charge for applicants so that this does not introduce additional barriers according to income. There are many examples of training programmes designed for underrepresented groups and a learning community was highlighted as being an important aspect of these initiatives.

The importance of a learning community also highlights the value of **peer support** for prospective candidates. Public Allies creates what they call 'brave spaces' in which underrepresented groups can build solidarity with one another and share experiences of discrimination. These can be spaces for healing and address feelings of imposter syndrome.

Role models from underrepresented groups can help prospective candidates to see how 'people like me' have become successful, though given their underrepresentation on boards they will not always be possible to find. Role models can share their experiences of applying for and being on boards. It is important that they also share the challenges and setbacks they have experienced.

Finally, it was noted that **any kind of support will need to be provided virtually** given the Coronavirus pandemic. In some cases, virtual support can remove some of the barriers present in face-to-face support. At a recent event on public appointments held by the Welsh Government for Black, Asian and Minority Ethnic candidates and disabled candidates, disabled candidates in particular gave positive feedback about the accessibility of the event compared to face-to-face events.

Specific models of support for Black, Asian and Minority Ethnic groups

There are many ethnic minority leaders who are ‘board-ready’ and could add significant value to public boards through their lived as well as professional experience. Work around boosting the profile of public appointments and making roles attractive to ethnic minority candidates should therefore play an important role in improving diversity. Research by Social Practice (ENT), for example, found that many women of colour were not aware of the availability of trustee roles and found job adverts unappealing. Visible role models can encourage potential ethnic minority candidates to apply; conversely, finding out that a board is all-white may be discouraging.

The terminology used around race and ethnicity such as the acronym ‘BAME’ can obscure the wide diversity of identities within this group and be off-putting to some. **Terms such as BAME should be situated within an understanding of intersectionality** and not simply used as a buzzword. Experts emphasised that individuals at the intersection of different identities such as women of colour, disabled women of colour and working-class women often face particular barriers and may require more specialist support. Individuals may also not identify with the term BAME but rather a more specific identity, such as British Nigerian or Black British.

Despite these complexities, programmes to support Black, Asian and Minority Ethnic candidates can play a valuable role in increasing diversity. Specialist programmes can provide a space for people to share experiences of prejudice in the workplace and act as a community of support. They can also provide a way of connecting with role models and accessing mentoring.

Models of support

Beyond Suffrage

- **Social Practice ENT runs the Beyond Suffrage programme to support women of colour aged 18-30 to become trustees in the voluntary sector. The CEO, Precious Sithole, founded the organisation following her experience of working in audit and with boards, both environments that are dominated by middle-class, white men.**
- **The training and development programme lasts 6-12 weeks and develops the skills in governance, finance and law necessary to become a trustee as well as developing confidence and resilience and CV writing skills. Members join an alumni network for two years and can access an online space to network with each other and connect with charities.**

- **The programme also addresses personal and psychological barriers to applying for trustee roles. Many potential candidates may not feel that they are qualified for a position even through their experience and background meets the advertised criteria.**
 - **A challenge the organisation has faced is to ensure that the programme does not enable or exacerbate inequality. In the first cohort, the majority of women were from a middle-income background, highlighting the importance of reaching out to women from working-class backgrounds who may be in greater need of support.**
-

Support should not end when a candidate is appointed to a board position. Experts highlighted the continuing difficulties Black, Asian and Minority Ethnic board members can face once they are appointed. For example, there is a risk that board members are expected to be knowledgeable about and represent all Black, Asian and Minority Ethnic groups which is an unfair burden to place on any one individual. Many still experience racism and micro-aggressions in the workplace, including on boards, and may experience imposter syndrome.

Specific models of support for disabled groups

Specialist and peer-led approaches are required to support the needs of disabled people. Disability Rights UK's leadership academy programme is an example of a programme designed specifically for disabled people and led by disabled trainers. Such an environment can provide an open space for disabled people to explore their fears and insecurities about progressing their careers as well as influencing systemic or organisational change. During Disability Rights UK's leadership academy programme, participants research disability inclusion practices in their workplace and feed back to senior leaders within their organisation. Disability:IN is another example of an organisation providing individual support and aiming to make systemic change.

Models of support

Disability:IN

- **Disability:IN, based in the USA, helps companies think about how better to include disabled people in their workforce. A key part of their work is connecting companies to each other to provide peer-to-peer support in improving their diversity and inclusion practices. To support this work, the organisation has developed a Disability Equality Index to benchmark organisations against best practice.**
- **Leadership from the top is key to encouraging disabled people to apply and feel welcome in an organisation. In particular, CEOs should voice their commitment to improving diversity and inclusion practices. Disability:IN offers training for companies to combat unconscious bias.**
- **The organisation also works directly with candidates to develop a pipeline of the next generation of leaders and to bring their talent to businesses. They identify talented individuals and provide shadowing, observation and apprenticeship opportunities as well as networking opportunities such as meet and greets and webinars.**

Addressing psychological barriers will be an important component of any programme.

The culture of many workplaces can discourage disabled people from seeking leadership roles and it is often assumed that there is a glass ceiling preventing them from reaching senior positions. In this environment, specialist programmes can support disabled people to recognise their skills and abilities. For example, many disabled people develop exceptional time management skills through their lived experience of managing a health condition or impairment. Alongside individual support, systemic change to develop a more inclusive culture in which disabled people are empowered and listened to is crucial.

Programmes should be based on a broad and inclusive understanding of disability and accessible to those with ‘hidden disabilities’. As a society, our understanding of disability is often skewed towards more visible physical disabilities and can exclude those with mental health conditions and physical disabilities that are less visible. This is typified by the ‘blue badge’ image depicting a wheelchair user.

A proactive approach to accessibility and adjustments is vital to making spaces more inclusive. Disabled people can experience frustration when repeatedly asking for access arrangements, and can feel the need to express gratitude as if the adjustment is a special favour rather than something to which they are entitled. Recruitment panels should think about the access requirements candidates might need and offer adjustments upfront.

Conclusions and recommendations

Public appointment processes that were put on hold owing to the Coronavirus pandemic are due to restart this autumn, providing the Welsh Government with an opportunity to refresh efforts to ensure that boards are representative of the communities they serve. Wales has an opportunity to become a 'flag bearer' for best practice on diversity and inclusion in public appointments. However, the steps necessary to ensure that communities are represented on public boards will require a significant mobilisation of resources alongside cultural change. Repositioning recruitment as a process of developing a pipeline of people ready to serve their communities would inform a more supportive process, and this will need managing by one or a combination of the Welsh Government, boards, or a specialist external body.

There are many specialist diversity and inclusion organisations (both in the UK and internationally) with a wealth of expertise in supporting people from underrepresented groups to secure senior leadership positions. The experience of these organisations alongside those with lived experience provides invaluable insight into the action needed to redesign recruitment processes and to provide high-quality, specialist support to potential candidates.

The components of successful programmes for potential candidates include mentoring and coaching, board shadowing and observation opportunities, peer support and exposure to role models. Many experts also emphasised the importance of continuing support for individuals once they have secured a board role and providing a space to discuss setbacks, negative experiences, and potential psychological barriers such as imposter syndrome.

When developing or funding programmes to support potential candidates, it will be important to consider how to evaluate their effectiveness. Many diversity and inclusion organisations have an alumni network and can invite them to take part in periodic reviews or surveys to capture their progress as well as offer invitations to speak to current members of the programme. These networks can also have benefits beyond supporting individuals to access roles and can help to influence more widespread systemic change. Disability Rights UK, for example, encourages alumni of their leadership academy to speak about their experiences and to advocate for organisational change.

The roundtable discussion brought to light several steps that can be taken to support underrepresented groups into public appointments:

- Communities that are underrepresented on public boards in Wales as well as Disabled Persons Organisations and anti-racism organisations should be given opportunities to inform and shape the redesign of the appointment system.
- Encourage public boards to assess the extent to which they reflect the communities they serve and the skills, experiences and assets they are therefore lacking. Work on Goal 4 of the Welsh Government's strategy, to 'get boards on board', can support this. A succession plan could improve or maintain diversity and could include membership quotas.

- Recruitment panels should also be representative of the communities boards serve and should be fully trained on issues related to equalities.
- Recruitment panels should be explicit about how they support candidates from underrepresented groups and draw on principles of 'universal design' to ensure processes are accessible to all. There should also be sufficient space in the application form for candidates to detail any access requirements that might not have been anticipated.
- Focusing recruitment processes more on aspiration and vision, rather than only experience and education, would draw out the range of valuable experiences that candidates possess. Candidates could be asked to provide 'bios' rather than traditional CVs to better demonstrate this experience.
- Providing constructive and detailed feedback to unsuccessful candidates would encourage them to apply for future public appointments, including how the candidate did not meet the requirements and what they could do differently next time. The panels should also seek feedback from candidates on their experience of applying and use this information to make improvements.
- Provide free programmes as part of a learning community that connects candidates with role models from underrepresented groups and provides space to discuss challenges and setbacks alongside shadowing and observation opportunities. Opportunities for mentoring by those already serving on public boards should also be provided.
- Continuing support when a candidate is first appointed to a board position will facilitate their effective contribution. Candidates should also be supported to advocate for diversity and inclusion matters once they take up a board position, but this should not only be the responsibility of those board members from underrepresented groups.

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Annex: Participants

Name	Organisation
Jami Abramson	Race Alliance Wales
Javier Alaniz	Public Allies
Doyin Atewologun	Delta Alpha Psi/Oxford University
Pippa Britton	Sport Wales
Teresa Danso-Danquah	Disability:IN
Rhian Davies	Disability Wales
Catherine Evans	Welsh Government
Uzo Iwobi	Race Council Cymru/Welsh Government
Usha Ladwa-Thomas	Welsh Government
John Mayford	Olmec
Katrina Morris	Disability Rights UK
Eileen Mullan	Boardroom Apprentice
Elizabeth Oni-Iyola	Inclusive Boards
Megan Park	Wales Centre for Public Policy
Baljeet Sandhu	Centre for Knowledge Equity
Ray Singh	Race Council Cymru
Precious Sithole	Social Practice ENT
Neil Stevenson	Changing the Chemistry
Emma Taylor-Collins	Wales Centre for Public Policy
Helen Tilley	Wales Centre for Public Policy

Author Details

Emma Taylor-Collins is a Senior Research Officer at the Wales Centre for Public Policy.

Megan Park is a Research Apprentice at the Wales Centre for Public Policy.

For further information please contact:

Emma Taylor-Collins

Wales Centre for Public Policy

info@wcpp.org.uk

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