

# Ethical Standards Commissioner

## REPORT ON A SURVEY ON TIME COMMITMENT, REMUNERATION AND OTHER ASPECTS OF THE ROLE OF PUBLIC APPOINTEES 2020

FEBRUARY 2021

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## EXECUTIVE SUMMARY

During the second half of 2020, the Ethical Standards Commissioner (ESC) conducted research into the roles of chairs and board members of regulated public bodies. The research sought to understand:

- the impact of certain aspects of these roles, such as time commitment, remuneration and expenses, and whether these can create barriers to taking up board positions for people from currently under-reflected groups
- if there are other barriers that are having an impact on the diversity of boards including in relation to sector worked in, disability and socio-economic background
- the extent to which the Commissioner's statutory functions are understood.

Further details about the survey, including more detail about the reasons for the research, the diversity position, the role of the Commissioner and the basis for conducting the research can be found on our website:

<https://www.ethicalstandards.org.uk/survey-board-chairs-and-members-2020>

The main findings from the report include:

**Time Commitment** - The concerns that the Commissioner had heard anecdotally from board members and chairs that the time commitment stated in application packs was not a true reflection of the actual time commitment needed to undertake the role appears to be more than anecdotal and is in reality extremely concerning. Some 62.55% of respondents stated that the time commitment needed for the role is more than had been advertised. This included 20.16% of respondents stating that commitment to be at least double that advertised and 7.82% stating the commitment to be at least treble that advertised. The diversity implications of this are clear – those with health issues or disabilities which mean that they can only commit to a limited amount of time to undertake a role, those with caring responsibilities and those who are in paid employment and are hoping to undertake the appointment in addition to it (who usually tend to be in the younger age brackets and / or lower income bracket) will be reliant on accurate information when these roles are publicised about the time that they are required to commit. The comments provided by respondents reveal further detail of the implications of the inaccurate time commitment.

**Remuneration** – Respondents were asked whether remuneration was important to them at the time of applying for the position. Only 36.63% confirmed that it was. However, when asked whether (for those who did receive remuneration) they considered it to be appropriate to the role and attendant responsibilities, only 38.44% considered that it was. Comments around this topic provided a great deal of further insight into the views of respondents.

**Expenses** – Only 55.95% of respondents stated that they claimed for expenses related to the role. Comments made were helpful in gaining an understanding of this, including some which were concerning, indicating a possible culture where individuals feel that they may be ostracised for making a claim.

**Civil Service Pension Scheme** – only 6.69% of respondents receive a Civil Service Pension and from the comments made it seems that most respondents (whether in receipt of a Civil Service Pension Scheme or not) believed that it was fair for those in receipt of such a pension to also receive remuneration for their board role. We note that not asking a broader question about receipt of a public sector pension may have skewed the results in this case.

**Understanding the Commissioner's role** – the majority of respondents seemed to understand that their appointment to the board (and any subsequent reappointment) was regulated by the Commissioner (90.28%) and also that they could make a complaint to the Commissioner about a board member if they believed that the body's code of conduct had been breached (84.84%). The comments made around this topic will be particularly helpful to the Commissioner in understanding how to make her role even more clear and accessible to board chairs and members in the future.

**Impact of time commitment, remuneration and other aspects of the role on diversity** – respondents were asked if they wished to make any comments in relation to the Commissioner's concerns that these aspects of the role were having an impact on diversity. Most respondents made some comment which gave a vast array of views and opinions on the subject and very many interesting, useful and helpful ideas. The main themes that respondents commented on were: disagreement with the Commissioner's view, aspects of the role (time commitment, remuneration, expenses etc), suggestions related to attraction to the role or how the process is currently undertaken and suggestions specifically based on personal experience.

The Commissioner is extremely grateful to all the respondents who took the time and made the effort to provide their views when completing the survey. It is her intention to make use of the results when considering forthcoming changes to the current Code of Practice and accompanying Statutory guidance. In addition, she will be sharing this report with the Scottish Government and Scottish Parliament and publishing it on her website for access by the general public. This is with a view to making public appointments open to everyone in society. Her one recommendation to the Scottish Government as a result of this report is:

**Recommendation** : That the Scottish Government read the report, including all comments made by current board chairs and members and provide a public response to these comments, including any actions that it intends to take as a result.

## PARTICIPATION

The survey link was sent to all chairs and members to complete during August and September 2020 (and an extension was provided for late entries) and this report forms the results of the analysis.

In total, 288 entries were made to the survey. There was an opportunity to provide detail for more than one position, if an individual held more than one post. We received information about a total of 344 positions, however many of the second and third entries were related to positions that are not regulated by the ESC (charities or English based positions for example) and so only first entries have been included for the purpose of this analysis.

189 respondents agreed to provide demographic data. A summary of this information is available in [Appendix 1](#).

## BOARD AND POSITION TYPE

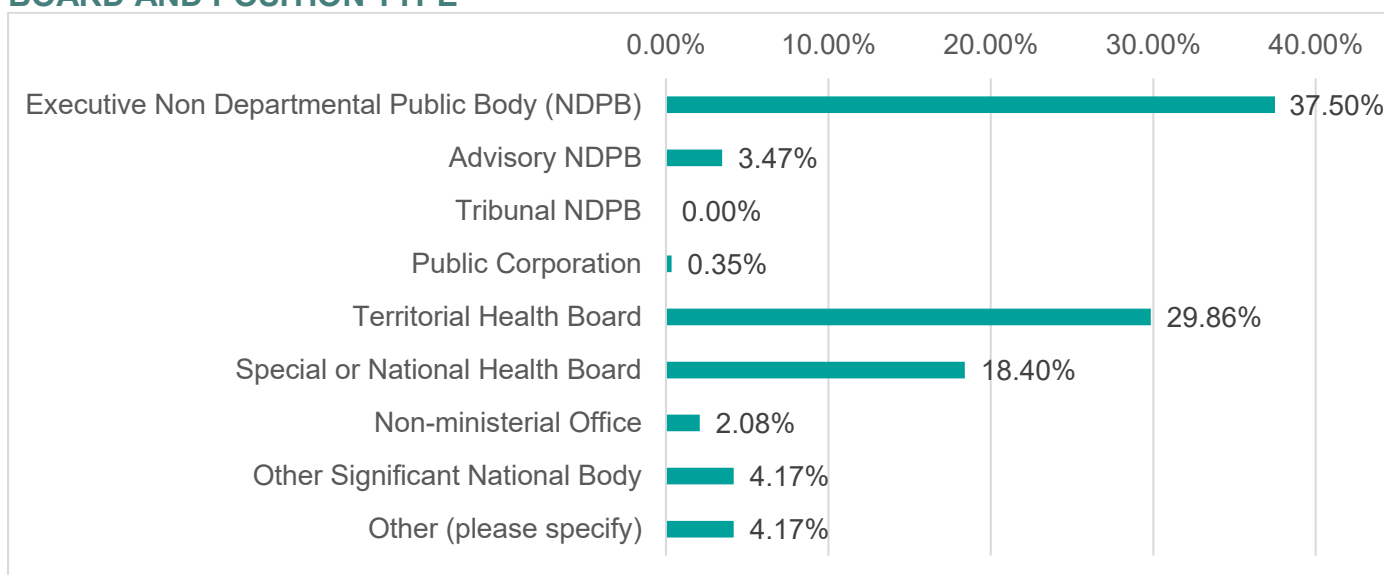


Figure 1 Percentage response rate to the question "What type of public body board do you serve on?"

### Responses to "other":

- non executive
- College Regional Board
- National Museums Scotland
- Regional Development Agency
- Accounts Commission is not a Board, although ONS classes as NDPB
- IJB
- SG owned company
- Committee of Mental Welfare Commission

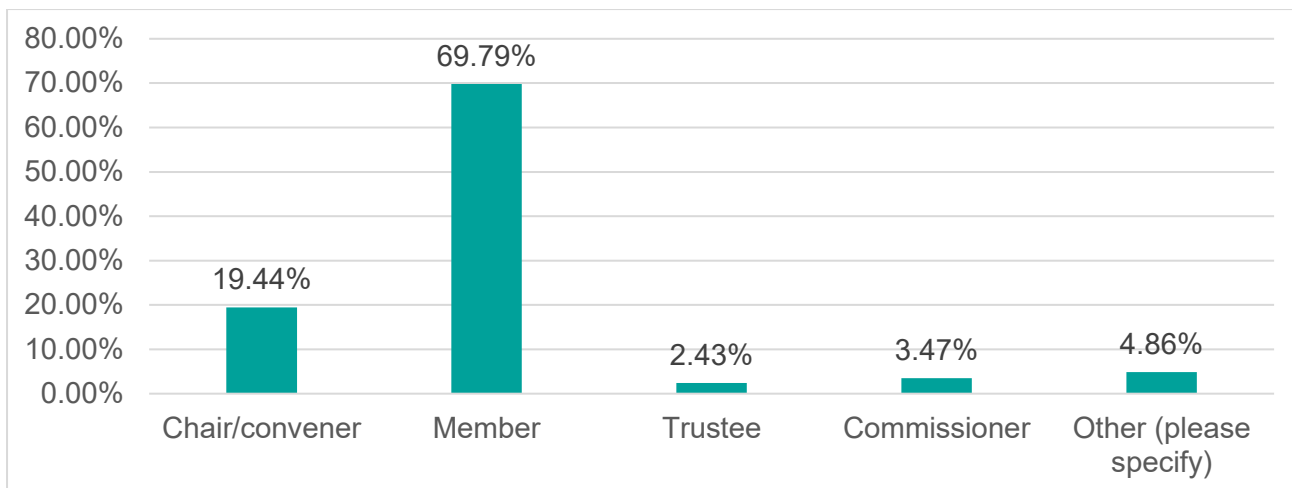


Figure 2 Percentage response rate to the question "What position do you hold on the board?"

Responses to "other":

- Non Executive Director
- NED and Vice Chair
- vice convener and workstream lead
- Vice Chair
- Head of Forum

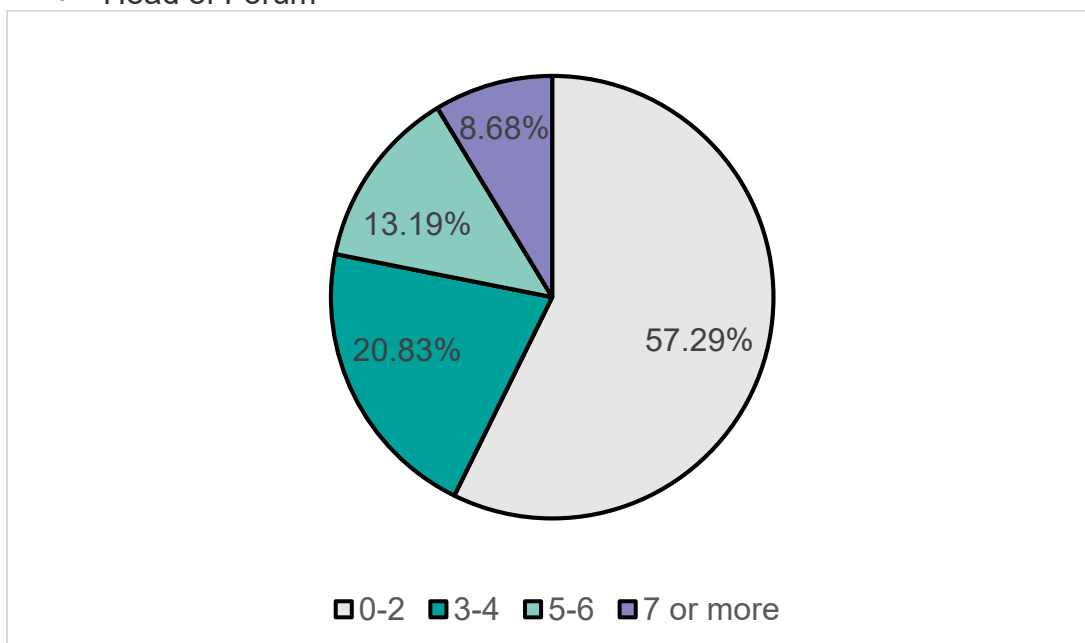


Figure 3 Years spent in current position

## REGULATION - APPOINTMENT

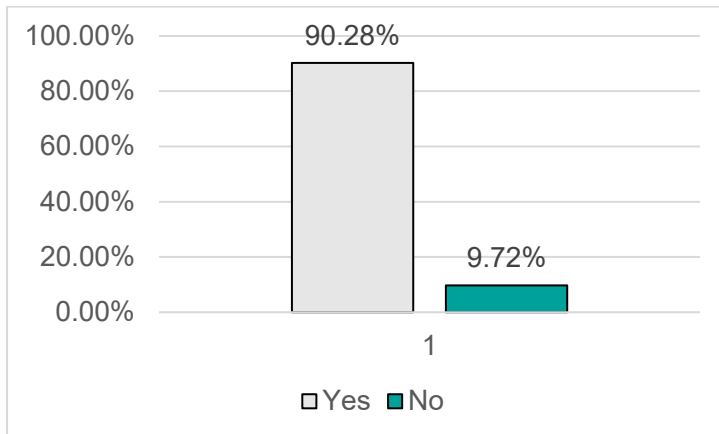


Figure 4 Percentage response to the question "Are you aware that the Commissioner regulates your initial appointment and your reappointment?"

Some comments given to the question "What difference do you think that makes to the appointments process?"

"Hopefully none - as the process should be run to high ethical standards anyway. But in reality it acts as an assurance mechanism."

"It provides oversight and ensures a diversity of background, views and balance on the Board. It prevents the appearance or reality of it being 'jobs for the boys'."

"None just makes life difficult."

"It should make the appointments process more transparent, standardised across roles and boards and hence the results more reflective of society."

"Ensures that candidates are appropriately vetted prior to appointment and hopefully avoids bringing the Board into disrepute"

"More rigorous process, but potential political influence."

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Answers given to the question “What measures should the Commissioner put in place to ensure that people know that these are regulated appointments?”

“I knew that my conduct was regulated but not my appointment/re-appointment. This should be stated at the induction process.”

“Include clearly identifiable information material throughout the recruitment process.”

Answers given to the question “Do you have any views about the difference that regulation makes or should make to an appointment process?”

“It should ensure that the appointment process is fair and transparent. It should help ensure that appointments are made that represent all parts of Scottish society, including gender, and black and ethnic minorities”

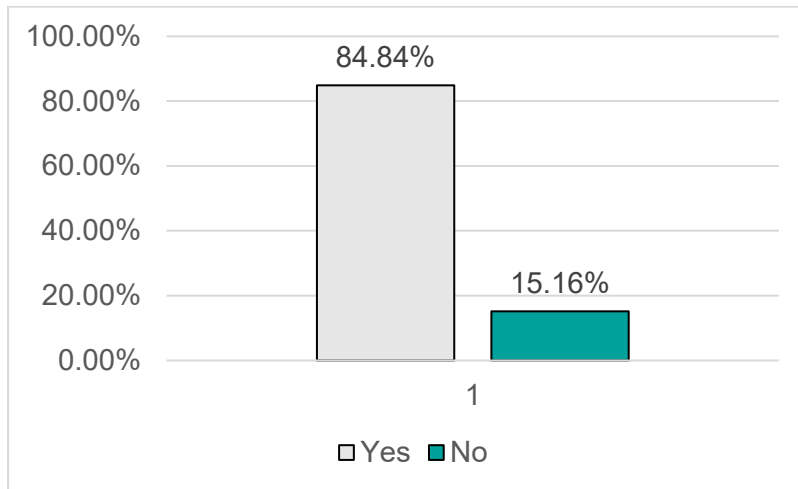
“Think this is very desirable and the more the public are aware of this the greater respect the public bodies concerned will receive.”

More responses are listed in [Appendix 3](#).





## REGULATION - CONDUCT



*Figure 5 Percentage response to the question "Are you aware that you can complain to the Commissioner if a board member is not adhering to the body's Code of Conduct?"*

Answers given to the question "What difference do you think that makes to the conduct of board members?"

"I am not aware of any board member who has reported any issue to the Commissioner. I would expect in the first instance any issue would be raised with the Chair of the board. The commission would be utilised if no action was being taken or the issue involved the chair."

"It provides an even playing field for everyone, a common understanding of the standards we hold ourselves and one another to."

"None. The recruitment process is designed to ensure candidates are aware of and conform to the ethical rules. Peer pressure will ensure any unethical action is reigned in"

What measures should the Commissioner put in place to ensure that people know that they can raise Code of Conduct complaints with her?

“I imagine this information is shared at the time of appointment, but I'm probably not the only person who had forgotten it; so perhaps an annual reminder of the Commissioner's existence and role would be helpful, in the form of a direct email to each appointed individual?”

Do you believe that the knowledge that a complaint can be made would make any difference to the conduct of board members?

“All board members recognise their conduct is scrutinised, but I understood the complaints route was via the Chair.”

“Not sure.

People who behave inappropriately tend not to believe they will be challenged by anyone.”

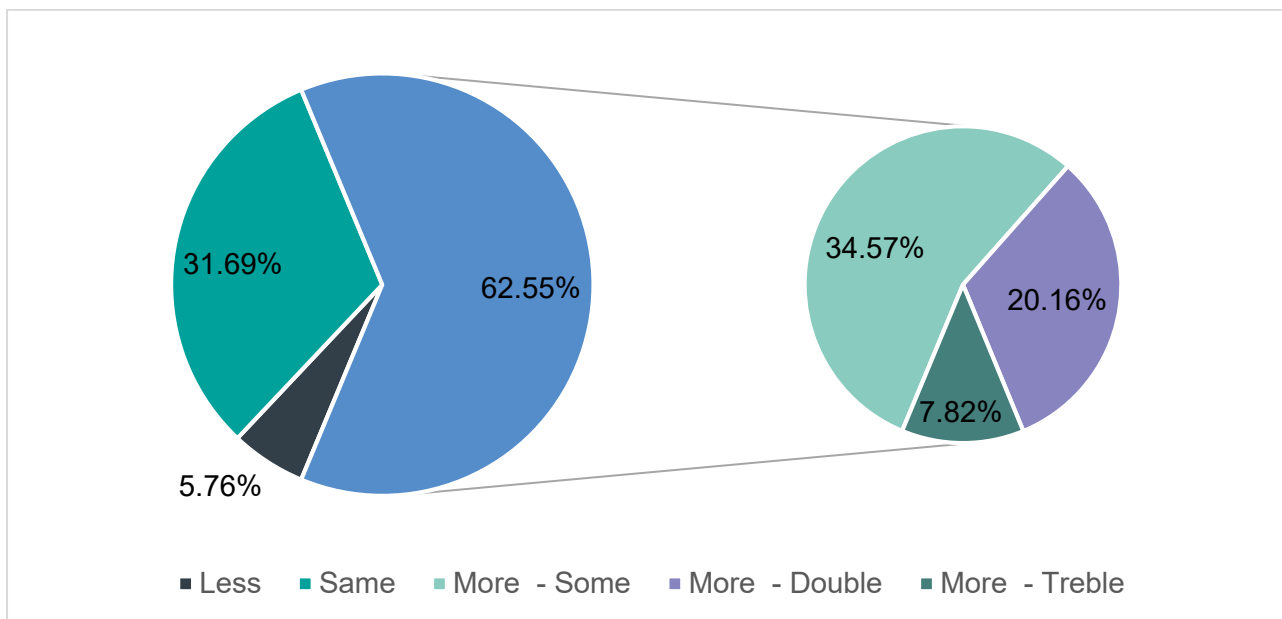
More responses are listed in [Appendix 3](#).

## TIME COMMITMENT

Some respondents had dropped out of the survey by the time the questions on time commitment were being asked. For some others it was not possible to distinguish whether they considered the time commitment to have been greater or less than originally published for the role when they had applied (usually as they could not remember what was published). Taking these responses out left 243 responses.

Of these:

Considered the time commitment to be less than initially advertised	5.76%
Considered the time commitment to be the same as initially advertised	31.69%
Considered the time commitment to be more than initially advertised	34.57%
Considered the time commitment to be at least double that initially advertised	20.16%
Considered the time commitment to be at least treble that initially advertised	7.82%



*Figure 6 Percentage responses to time commitment in comparison to what had been advertised in the applicant information pack at time of applying*

Four of the respondents who stated that the current time commitment was less than had been stated when they applied also made a comment to clarify that the reduction was due to the current circumstances of the Covid-19 pandemic. Similarly, another four who had stated that the current time commitment was the same as had been stated when they applied also made a comment to clarify that their current time commitment is not what they would otherwise consider to be normal, due to circumstances attributable to the pandemic.

Some comments from those whose current time commitment is greater than had been stated when they applied:

“From the start I wanted to contribute more time. Early learning curve was steep and merited more time. More recently the challenges of Covid-19, lockdown and furlough have necessitated more time all of which has been very worthwhile.”

“because it was never as advertised, whilst on a territorial Board I was assigned to 17 committees although 2 were annual meetings.”

“It was not compulsory, but we were encouraged to attend and represent our NDPB at as many additional public meetings and events as we can, outside the two remunerated days each month.”

“The time commitment for both my appointments has always been more than advertised and the interviewing panels alluded that it would be at interview. The time commitment required is always under estimated.”

More responses are listed in [Appendix 3](#).



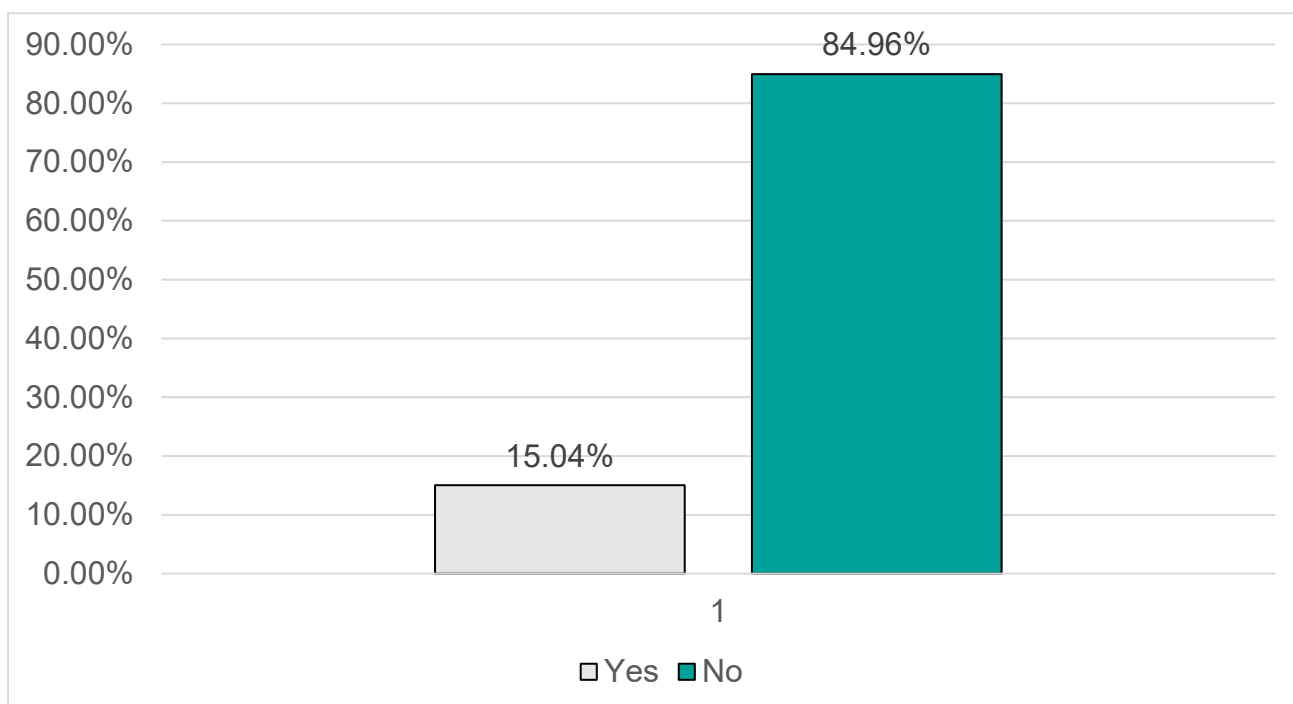


Figure 7 Percentage response to the question: "Do you claim for all of the time spent (on board activities)?"

Some of the responses to the question: "What do you not claim for?"

"I have never claimed for child care despite many meetings (especially those arranged with little notice and sometimes during school holidays) affecting family holidays. I don't claim for paper, printing cartridges etc."

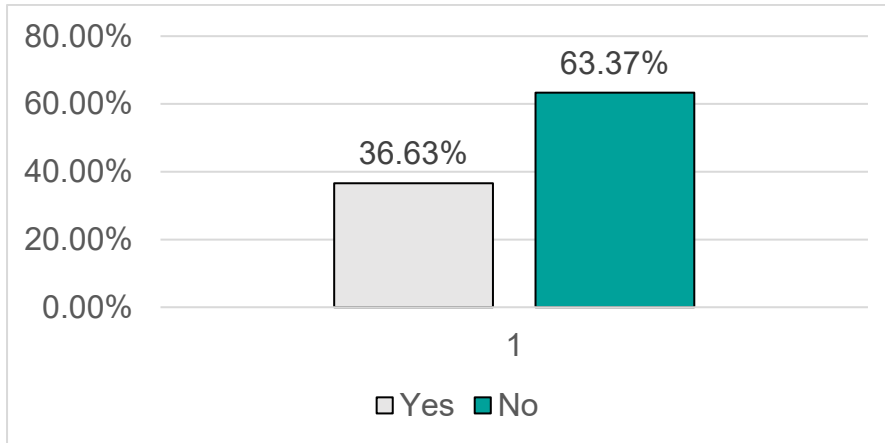
"The post allows for on average a day per week. While this is invariably exceeded, I took the view that it would balance itself out - but this has not proved to be the case. If travelling to meetings was factored in, the time commitment would be significantly greater. None of the travel time is claimed for, nor is any of the excess time spent reading, researching or attending meetings."

"NHS commitment for all members seems to be well in excess of time required to do a sufficient job. Most members are paid 1 day/month - well below time required. Chair is full-time, members are typically 3-4 days/week even if only paid for 1 day. Rate of pay not great given political and public commitment to NHS - although this is not a factor for me.."

More responses are listed in [Appendix 3](#).

## REMUNERATION

In order to provide some context as to the varying remuneration levels that regulated public appointments attract, a list of all appointments made during 2020 alongside the remuneration paid to them, is listed in [Appendix 2](#).



*Figure 8 Percentage response to the question: "Was Remuneration an important factor for you when you applied for the position?"*

Some comments made by respondents in reply to the question "Was Remuneration an important factor for you when you applied for the position?":

"The work is quite significant, requiring technical and experiential skills, and should be remunerated. At the same time, I was brought up to believe that it is important to offer public service. The remuneration is far below what would be the equivalent for instance in the private sector, by a factor of probably eight; that differential is my public service."

"I wish to be able to support my two teenage children through further education. Having been widowed previously at a very young age I have a strong sense of the importance of being able to support and sustain myself and my family. I am committed to public service, willing to go above and beyond, but my income is very important to me."

Some further comments made by respondents in reply to the question “Was Remuneration an important factor for you when you applied for the position?”:

“The remuneration for public appointments varies from fixed remuneration per meeting to no remuneration per meeting to annual remuneration. The requirements to take up a public appointment don't vary in their core requirements ie, strategy, business planning, audit and risk etc. Beyond this it is clear that the life skills, lived experience, business skills, strengths and experience in a particular sector may be required. The public appointments system by its differing pay rates devalues the contributions made by non-executives by sector. eg Social Work, in comparison to Finance, and to say, protecting Scotland's cultural treasures. I believe this restricts the pool of those who apply to those with mono economic backgrounds.”

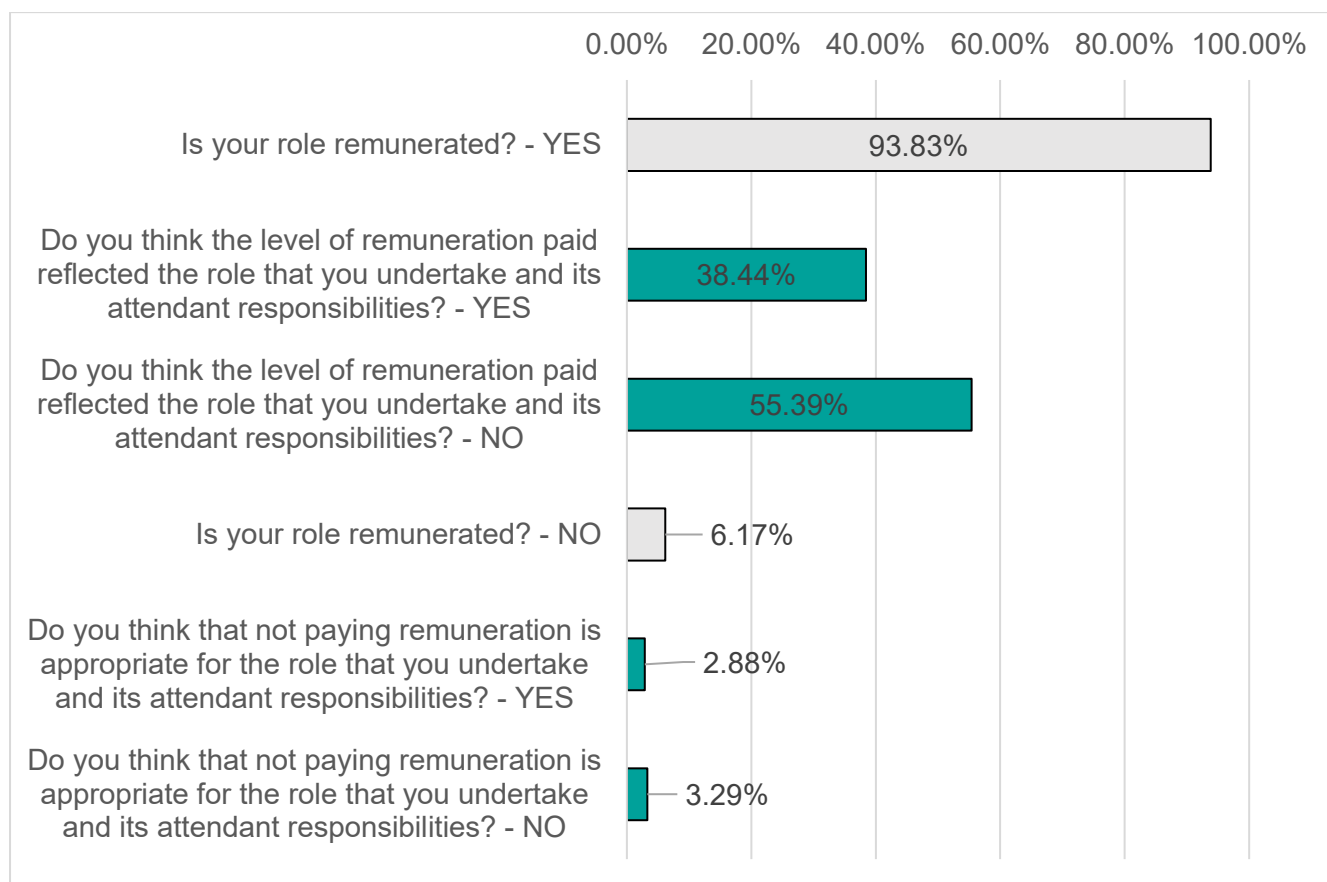
“I had to step back from full time employment for health issues, but still need to pay the bills.”

“Remuneration was not an important factor when I applied for the position, but it has become more important since; not simply to 'pay the bills' but as a sign of recognition and respect. The daily rate is poor (which I knew at the outset) and I am paid for ~ 1/2 to 2/3 of the time I put in. It feels pointless to complain about this but I, and my colleagues, find this increasingly tiresome.”

“I had to consider that I would not have any annual leave or sickness entitlement in the role and no pension entitlement. The daily rate had to be good enough to compensate for loss of earnings as a paid employee, as I had to resign from my employed role to be able to offer the commitment required of the position, which was 4 days per week”

“The remuneration is very low for the risk it exposes me to.”

More responses are listed in [Appendix 3](#).



*Figure 9 Responses to questions around whether remuneration (and the level of remuneration paid) are appropriate to the role and attendant responsibilities*

A selection of comments in response to the questions around whether remuneration (and the level of remuneration paid) are appropriate to the role and attendant responsibilities:

“Definitely not. The level of expertise required, ability to analyse complex material, make judgements and be held accountable for decisions made does not equal the remuneration”

“It highlights the importance of good governance without using too much public money”

“Now, that I fully realise the responsibility that comes along with the role, I think it should be paid, especially as other similar roles are paid..”

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Further comments in response to the questions around whether remuneration (and the level of remuneration paid) are appropriate to the role and attendant responsibilities:

"The rate is in line with other comparable roles. However, the time claimed does not include all the time worked."

"I think the level is right for Board members. I think that Board members who chair committees are a different issue, as are Chairs. While I think people should be remunerated fairly I also feel that serving on a statutory board is also a service you decide to take on for the common good and to deliver more broadly within our society [although it is a privileged position to be able to access the role and be paid for it - many will find access to these kinds of roles a challenge]."

"This is classic public sector - failing to understand that reward and recognition needs to be tailored to need. It is facile to have standard rates. To get the right mix on Boards requires Board Chairs to be able to set rates that attract the skills required. A standard rate for a Board ensures a lack of diversity as only those with a volunteer ethos or with the time can contribute. If you want diversity you have to be able to pay the rates required to allow young people with other commitments to add Board membership to their work/life mix."

"It reflected my first year role/responsibilities, but I do not think this reflects increasing roles/responsibilities in subsequent years."

A selection of responses to the question "What do you believe the appropriate level of remuneration for the role that you fulfil should be? Please also give a reason for your answer."

"I have no way of giving an appropriate response reflecting public sector norms. In the private sector, the remuneration for a similar type of role with a similar type of organisation would be £250,000."

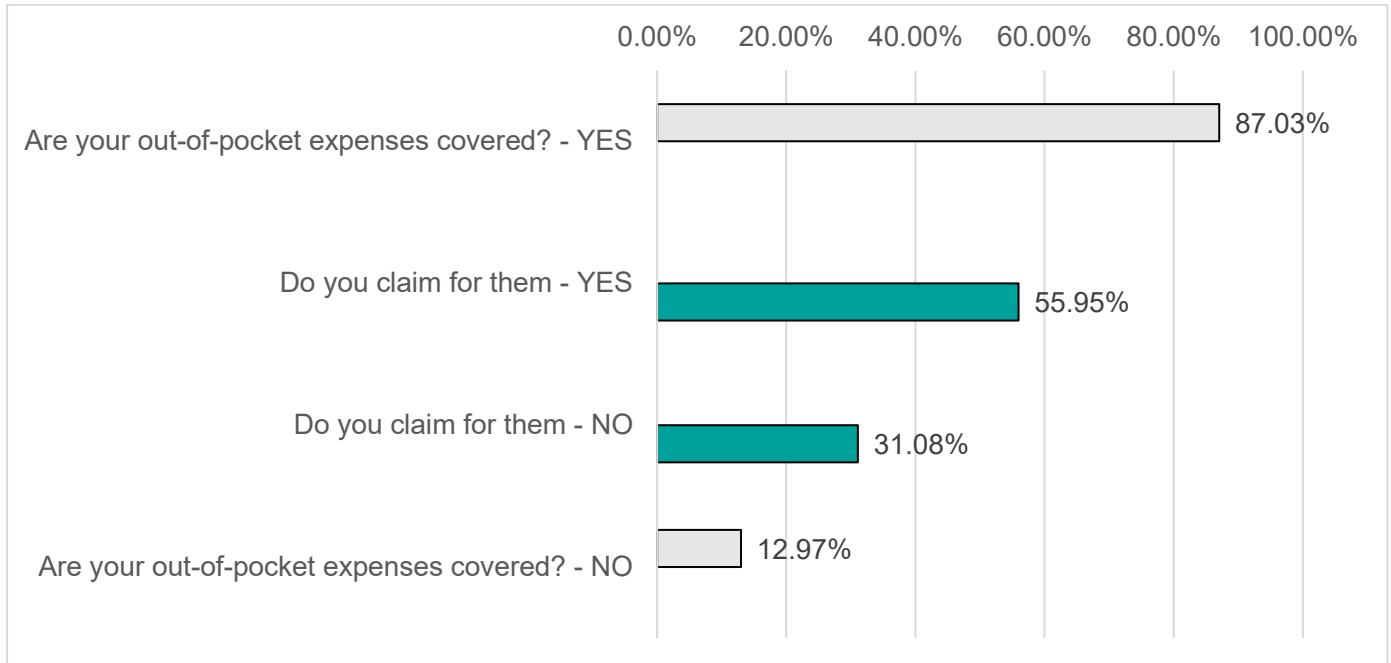
"Probably around 12k per annum. If we want to attract a more diverse group of people to board membership. It also very much depends on the responsibilities of the board."

"It might be better to be unremunerated. The current rate does not reflect the responsibility but the cost of doing so would be very high."

"The rate per day is ok if it covers all of the time spent."

More responses are listed in [Appendix 3](#).

## EXPENSES



*Figure 10 Responses to questions about expenses*

As well as asking the question: “Are your out-of-pocket expenses covered?” Respondents were also asked to comment on “Which expenses are/are not covered to your knowledge?”. Here are a selection of the responses:

“I can claim for travel, accommodation and meals. There is nothing else that I would require to claim. Paying the higher rate of tax on travel from the North of Scotland can result in expenses not covering the actual cost of fuel leaving me out of profit.”

“Childcare has never been covered despite repeated enquiries. travel, when applicable. Just now working from home has increased costs such as electricity, printing, telephone etc. which is not covered.”

Further comments to the question “Which expenses are/are not covered to your knowledge?”.

“Home internet access (although this is not really a problem). Attendance at a number of events including leaving functions, annual staff social, social events related to nominated charities etc. This is a bit of a cost, and could disadvantage any appointee with little other income. I do wonder if this is a reasonable expectation. I do not claim for any printing at home, but this probably could be covered if required.”

“I tend to be out of pocket for phone use, home printing and refreshments when travelling to meetings. I also have to get additional care hours to help me get ready and prepare for travel and to stabilise my condition when home. I occasionally need support from a PA or Carer to get to meetings and I need to pay for this myself.”



When we asked: “Do you claim for them (out of pocket expenses)?”, respondents were also asked to give a reason for their answer. A selection of the responses:

“To attend a meeting in Edinburgh I have to drive to the ferry, cross to the mainland and drive or train to Edinburgh or Glasgow. I need to stay the night before a meeting and the night of a meeting as ferry times are limited. I would not consider doing this role without these expenses being covered.”

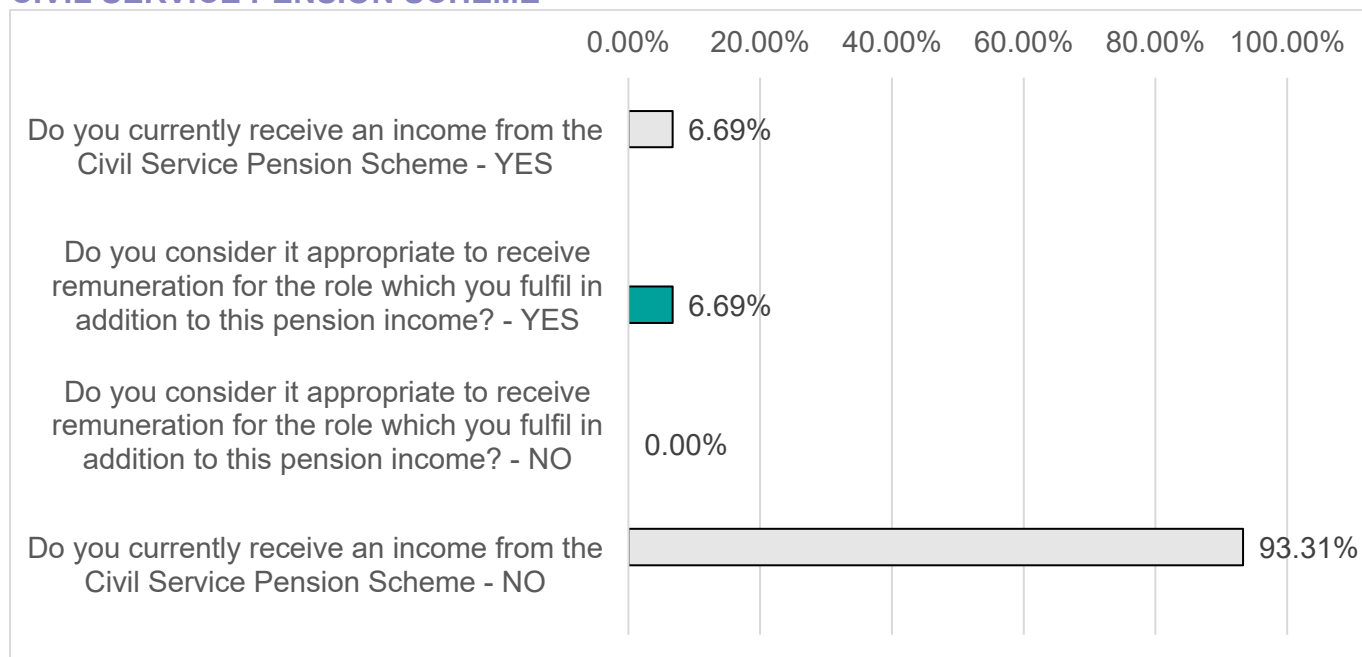
“I was told that I couldn’t unless I employed the carer or PA and I don’t as I don’t get Access to Work. There needs to be a scheme similar to Access to Work for Access to Public Appointments.”

“No one else seems to and it seems a bit mean to claim since I can afford it. But some colleagues are less fortunate but probably feel peer pressure to not claim either.”

“I want to support the work of the body and I know its finances are tight..”

More responses are listed in [Appendix 3](#).

## CIVIL SERVICE PENSION SCHEME



*Figure 11 Responses to questions related to the Civil Service Pension Scheme*

Comments from those who DO receive an income from the Civil Service Pension Scheme:

“My pension was earned over 40 years. It isn't a gift or some largesse from a grateful State but part of the contractual obligations when I entered employment. It affected my rates of pay throughout my service, keeping them lower than other comparable jobs. I made a conscious choice to remain in the public service, and accept lower remuneration, because of the substantial benefit of the pension. The State has more than had its benefit of my time and skill while employed (indeed in common with many of my colleagues I worked many more hours than contracted throughout my career and was pleased to do so). It would be extraordinary if it could be suggested that by reason of the status of my former employer I should not be remunerated for my time as a private citizen carrying out a public appointment.”

“My pension has nothing to do with this survey. It relates to a post unconnected with my current appointment. I consider this question to be impertinent and inappropriate.”



Comments from those who DON'T receive an income from the Civil Service Pension Scheme:

"If they have skills to offer - however, I am keen to see a much more diverse range of people on boards and that board membership is not seen as an easy ride for 'those and such as those'."

"Whether or not one is in receipt of a pension is irrelevant to taking a board post, in my opinion. It's an employment and would not be attractive to me if not remunerated. I am happy to volunteer services for free to charities but not to either the public or private sectors"

"I am dismayed that those who have worked in the Civil Service, are then appointed to positions as paid non - executives. My reasoning is that there is an abundance of civil service contributions and support in the formal day to day relationships between public appointment agencies, their sponsoring departments, the secretariat etc. An alternative perspective is a benefit provided by non - executives. The perception is that those who are retired and indeed current Civil Servants over populate Boards. In my view this perpetuates the lack of diversity and the opportunities available. I do not think those in receipt of employment related remuneration from the Civil Service should then be re-employed as non - executive directors. Frankly, the perception appears as an entitled "club"."

"It really depends on individual circumstances. Some board members may have small pensions and it makes sense that their time and expertise is recognised"

Further comments from those who DON'T receive an income from the Civil Service Pension Scheme:

"I do not think there should be any link between these matters. If Board members are devoted time and effort to public service then whether or not they have a civil service pension should be wholly irrelevant. Many people have other public sector or private or third sector pensions and the position should be no different regardless of where these are from."

"A perfectly acceptable thing to do. A pension reflects part of a previous employment agreement and should have no bearing on being paid for a new/subsequent job of work. Of course this question wouldn't arise as often as it does if more working age people were able to fulfil public roles."

Some respondents answered the question by commenting on whether the role should have the opportunity to provide for contributions to a pension scheme fund:

"I think this post should reflect the fact that it doesn't provide a pension so I'm getting a huge chunk out of my earning life with no pension paid. This will likely attract older people to the post who may have already retired. It's totally unrealistic."

More responses are listed in [Appendix 3](#).

## IMPACT OF TIME COMMITMENT, REMUNERATION AND OTHER ASPECTS OF THE ROLE ON DIVERSITY

We asked respondents:

“The Commissioner is concerned that the current levels of time commitment and remuneration may be precluding applications from and appointments to currently under-reflected groups such as disabled people, people under 50, people from a BME background and people with lower than average household incomes. Do you have any views on this and/or ideas about what should be done to increase board diversity?”

Most respondents commented on this question. Some disagreed with the Commissioner’s view, some made comments around aspects of the role (time commitment, remuneration, expenses etc), other made suggestions related to attraction to the role or how the process is currently undertaken. Some made comments about both aspects of the role and attraction / process and some made comments about both which were specifically based on their own personal experience.

A selection of comments from those who disagree with the Commissioner:

“Boards are perfectly diverse at present. Remuneration would complicate matters. It should be a privilege for people to sit on Scottish NDPBs, to give something back in public life. Be very careful what you wish for.”

“I think the Commissioners concerns are unwarranted.”



A selection of comments from those with views on aspects of the role:

“Absolutely agree. It would be impossible to respond in the time frames required and combine with another job. My self employed work has suffered. There is an attitude that Board members are on zero hours contracts and can be asked to attend meetings if 1-2 hours in the middle of the day.”

“I think individuals' circumstances should be taken into account e.g. would someone have benefits reduced if they undertook a role. The time commitment for my role does not seem to have discouraged younger members or females.”

“Agree widest possible representation desirable. Time commitments versus family /childcare duties can be a deterrent but believe that continuation / expansion of on-line meetings will help attract more people to public service AND save on travel etc. costs.”

“Remuneration should reflect time commitment, otherwise applicants will predominantly come from affluent (semi) retired professionals.”

“The experience of working with Inclusion Scotland in their programme to support people with disabilities to apply for public bodies absolutely proved that there are barriers, including time commitments. The introduction of more ‘agile’ governance processes during COVID, including remote working, has been successful and could allow a wider range of individuals - for example, with mobility issues or caring responsibilities - to apply. We really should ensure we don't lose this learning or opportunity. However, there will be issues with this such as provision of IT support, but we should try and overcome these..”

“Boards will remain largely white, middle class, heterosexual and for older / retired people unless changes are made. The time commitment also doesn't allow for training and mentoring time to be built in for new board members / those who face barriers, unless you're willing / able to do it in your voluntary time.”

A further selection of comments from those with views on aspects of the role:

"I absolutely agree. The inadequate remuneration is a barrier to inclusivity. There also needs to be greater transparency around the amount and type of work involved (number of sub-committees, etc). Meetings and settings should be less formal and less intimidating with more use of plain English and we should never assume that people understand the political nuances involved in much of what takes place."

"Less about time commitment and more about not recognising that from some location travel constraints mean a 2 hour meeting requires a 3 day commitment."

"Please reconsider the pay and time commitment and pension and take this opportunity to reflect on the accountability of this role. Boards should be diverse. Young people have so much to offer, it excludes them completely. So we never hear their point of view."

"One thing I find frustrating is when papers are circulated late (which happens often) and when additional meetings are scheduled at short notice. Because I have limited time, due to working full-time and having young children, it is difficult for me to respond to these demands, although I feel pressure to do so."

"The induction process is very important and again very variable across different organisations. I did really enjoy the SG non-executive induction day but they don't seem to be very frequent. Better support for Non-execs when in post would be very much valued including face to face interactions with other non-execs from other or similar organisations"

A selection of views from those commenting on attraction to the role, or aspects of the appointments process:

"I think that giving insight into what is truly involved in holding a public appointment would help. I do think that the adverts try to be encouraging to the groups mentioned above, but in reality I consider that it must be difficult for people in such circumstances to take on such a post. A podcast or video which tackled the practical problems head on and which shadowed a public appointee and what a normal week looks like, with papers received online, IT assistance, reading time, meeting people, the work of a Board and how standing committees work may well be helpful and encourage people who have a lot to contribute to feel more inclined to apply. I know that there have been thoughts about extending Board membership to younger citizens, and I wonder if part of the citizenship training in secondary schools and further education should include such information to help plant the seed of taking up public appointments in the future."

"I agree that this may be a factor. Generic courses for prospective future board members may help; giving an insight into the role and dynamics of a Board. Before I joined my Board I had never been in any Board meeting before and it was an intimidating experience and a steep learning curve."

"I am also a Trustee of a charity. In the last appointment round we changed the wording of the advert to appeal to more diverse groups, explained past experience was not needed and advertised on social media. The response was excellent from a diverse range of applicants. The public appointment process needs to be radically reformed."

"This requires much greater analysis than is provided for here however if you want to attract from a more diverse pool more money is likely to be the answer as well as creating greater awareness of the roles available. It may also be something to do with the titles of these positions. Many people will be intimidated by titles such as Non executive director or chair unless they already have such experience. This is of course a paradox not easy to solve since most of the roles say they require specific experience at senior management or board level. If you genuinely want a more diverse board membership you need to rethink how you describe the qualifications for the role and what experience is required to fulfil it."

A further selection of views from those commenting on attraction to the role, or aspects of the appointments process:

“try to position it with employers similar to the Territorial Army so they are more obligated to permit time off for these duties. Emphasis the fact that this is a development opportunity.”

“I agree there is a challenge here. The Board on which I sit is very well represented gender wise, but has absolutely no members from the BME community. This needs positive discrimination in appointments to break the mould..”

“I think there should be a limit to the number of boards a person can be on at once. I work alongside someone who appears to be 'a professional board member' and has been part of at least 10 different boards in recent years and is currently on 3 or 4 and enjoys telling everyone how lucrative it is for her. I find that quite distasteful and off putting and can see how this would deter BME or younger people as it almost seems 'elite'. I found my role via a Voluntary Sector recruitment website and I would recommend continuing to recruit a more diverse range of board members this way. Perhaps existing board members who are under 50/women/BME/disabled could mentor others who are considering it? Or short videos could be made which feature these board members speaking about their roles as a way to attract others who are similar? I'd be happy to create a vlog or youtube video aimed at women under 50. I think social media needs to be better utilised to attract the groups you're trying to engage.”

“The two most effective ways to attract cultural and hopefully intellectual diversity are (1) by demonstrating such diversity within the civil service and particularly at leader / managing director/ chief executive levels. And (2) to search proactively for candidates, not simply assume someone will respond to an advert.”

A further selection of views from those commenting on attraction to the role, or aspects of the appointments process:

“The most important diversity on a board is diversity of thought and experience, yet this is never mentioned.”

“Allow shadowing opportunities to encourage wider groups to experience what is required and perhaps show case some Boards on what they do for Scotland.”

“Where opportunities are advertised matter. Just advertising on the Appointed for Scotland site and hoping this will reach these groups is not enough. How the opportunities are presented matters too. If Boards look non-diverse they will be a turn off for others. Role models from these groups who have been successful being used to promote opportunities would help.”

“The difficulty with mandating diversity is the need to appoint on merit. I think Boards should be able to appoint “sideboard” of putative members who may be appointed for a year to encourage them to apply. They would have no input but would be observers.”

“Board Members tend to be people that want some personal development and to give something back to society. Employers need to understand the benefit they will gain from having employees with a broader experience.”

A selection of views from those commenting on both aspects of the role and the appointments process (including attraction methods):

"I have made mention before of being on family credit and the need to balance my time (voluntary and paid) to ensure that the return on my time investment at the Board provides maximum benefits/returns to me and my family and does not adversely affect them. Our Board is quite diverse in terms of age, gender etc but I would find it difficult to encourage others I know, who I think might make a valuable contribution to the board, to join without warning them that the time commitment stated is misleading. To realise the need for better, continual and monitoring of effects of training is essential to ensure that younger members (and sometimes, although not always, less-experienced in certain areas of board matters) get the appropriate level of training. A desire to invest in someone shows a recognition and appreciation of the work you are doing and that they believe in you. Without that, the opposite is true. There is also a great difference between a board member of certain bodies/groups and that of a Public Body as many of our more experienced members have frequently alluded to in recent months. Some of the 'old school' habits won't stand up to the levels of scrutiny exercised by auditors of Public Bodies.."

"The language, visibility of adverts for posts and the essential criteria are likely to be factors. If you don't work in similar roles in Public Sector (or have never worked in Public Sector) then I think that the language used in the job adverts, person specs, interview questions & subsequently Board/Committee papers would perhaps put many people off from applying. There is a lot of jargon, acronyms etc. In terms of remuneration I had thought that the post I applied for would mean I would attend regular Board meetings but the reality is that I also attend two (or sometimes three) Committee's every month in addition."

"Advertised time commitments need to be realistic - including noting how much reading/preparation work or travel might be required. A realistic rate of remuneration reflecting this. Promotion and awareness / advertising of such roles needs to be wider and greater use of some sessions (in person or eg online video clip) explaining the roles more and including showing a range of current ministerial appointees and not just in a 'suits around a table' setting."

A selection of comments from those who gave a response based on their own personal experience:

"I'd absolutely agree with this. It'd be impossible to work full or even part time (depending on role) and be a NEM. That's even more true given the ACTUAL time commitment required. I'm under 50 and only applied because I've been very ill and can only really work a day a week due to my ongoing illness. I've had to give up my NHS career. The digital take-up should arguably make it easier for disabled people to be part of a Board but often they are affected by poverty too so it's a double whammy. Absolute clarity on time commitment, how arrangements work and how the board itself works shared as part of the recruitment process would be a helpful start. Demystifying the function."

"I am under 40 and see very few public appointees of my generation. Public bodies are sleepwalking into a crisis of disengagement with millennials and gen z by not recruiting young people. There is an inbuilt bias in the system of appointment that favours 'long career experience'. There will undoubtedly be interest from younger people perhaps each board should have one reserved place for a person under 40 perhaps even 30 - only way you will solve the problem of under-represented young people. It's our public bodies too."

"In my own experience as someone under 50, it has been difficult to juggle another employment and a young family. However, the Board have been supportive and cognisant of this. I have at times felt as though there is a view from other board members that I am not "pulling my weight" in the same way, however. I would agree that the role is perhaps not as attractive to such groups described as a result"



A further selection of comments from those who gave a response based on their own personal experience:

“I share the view and this is why I think accurate time commitments are paramount for the role as well as proper remuneration. As a parent of young children, a day job, lots of bills and responsibilities and little spare time I would not have applied to the job if it hadn't been remunerated. Time commitment accuracy is important as I can only give more hours than advertised to the role if I take off some from my other job. As a minority ethnic member with English as a second language here are some thoughts. When English is not your first language then you would spend more time reading, understanding, writing and finding ways to clearly express yourself. If you come from a different area of expertise than much of the language used in the board papers would be new and need additional time for research. There are cultural differences and language barriers which might impact the confidence or ways of working on a board and these could put a lot of people off applying to such roles unless the benefits are clearly striking. BME representation has improved significantly in certain areas, but top level has always been challenging in all sectors. It is also worth analysing the ways we try to reach them. For lower income applications and perhaps to some extent BME the barriers are the nature of the job and perhaps a misunderstanding or misconceptions of the role. A clearer understanding of who can apply and encouragements for these applicants might help..”

“I personally found that as a first time board member the role was very made very accessible and advertised widely and there were several information events I attended to hear about the role and application process. As someone with no board experience I found this to be very helpful and encouraging. I think it is tricky sometimes to fit in my board role around my full time job and family commitments particularly at the beginning as our Board was a new one and met weekly for the first couple of months which I found hard to accommodate. Other board members are all company owners and CEO's and I am an employee. I think board diversity could be increased by getting the message over that it is not just all men in suits but that boards should reflect all aspects of society. Promotion through local media and social media will reach a younger audience.”



A further selection of comments from those who gave a response based on their own personal experience:

“I am under 50 with genetic conditions that cause disruptive and unpredictable health implications. The commitment, expertise and capacity required for this role is as significant as for any of my Executive Team. There is little tolerance or understanding nationally of the needs of someone with mostly invisible health challenges. There is an unwritten expectation to work and travel extensively beyond the stated hours without recognition of health, family or financial capacity (most other appointees receive a pension- this is my only income and not pensionable). You are judged for not performing if you do not commit to these additional responsibilities and hours. I stepped down from full time executive employment to find flexibility, rebalance my health and family life whilst acknowledging it would be a financial hit. I am now working just as hard for a quarter of my previous salary and no pension. If you are serious about driving innovation in the public sector it would be useful to remunerate and recruit in a way that doesn't rely so heavily on public sector pensioners.”

“Yes. I had a 4-month old child when I was appointed and although the immediate staff involved were very supportive, it took a long time to organise payments for childcare to enable me to fulfil this position. There was no policy in place (as far as I am aware) for how to ensure childcare (or other caring responsibilities) needs are dealt with and this has continued to be an issue. Furthermore, I am lucky that my household can afford for me to undertake additional days for this role without remuneration. Both the lack of policies or systems for providing for childcare and other caring responsibilities for appointees and the expectation that the role will involve working more than the days remunerated, are barriers against Board diversity..”

More responses are listed in [Appendix 3](#).

## FINAL COMMENTS

Respondents were offered a final opportunity to make comments in the last question of the survey, to cover any point that they had not been able to make elsewhere and / or still wished to make on any of the previous questions. Any responses which were a continuation of the previous question about suggestions the respondent might have to increase diversity have been added to the responses in that section of the report.

Other responses could be summarised under the headings of:

- Raising general concerns about or making general suggestions for improvements to public appointments;
- Feedback about the survey; and
- Final comments about their own personal experience of holding a public appointment.

A selection of comments from those who were raising general concerns about or making suggestions for improvements to public appointments (these suggestions for improvement were wider than could be captured in the question seeking suggestions about increasing diversity):

“I hope all I say will have a positive impact on how members of public bodies are treated by those in positions to influence for the better. The need to carry out this questionnaire suggests that it is time to seriously look at this and address a lack of parity, and the growing sense of exploitation that members feel... but are often too afraid to say for fear of how they will be subsequently treated. Thank you for the opportunity to do this in confidence.”

“The NHS is managed in a Soviet style. The environment is very political and the Scottish Government is too dominant. This results in ways of working that are bureaucratic rather than business like, with very slow decision making and often bad decisions, eg around procurement. There is far too little empowerment of executives.”

“We need an inclusive system and the Commissioner should have a specific additional duty of diversity and inclusion. Big systems are so unreachable for many and rely often on a parent/child relationship. Our communities should be active members of our public services, not passive recipients.”

A selection of feedback comments about the survey itself

“There is no question about the feeling of personal well-being and satisfaction with making a contribution to public life, which is my main motivation. I balance that with the time commitment and financial aspects. There should be a way of achieving that balance at different stages in a person's life and in different personal circumstances.”

“This was a painful and unnecessary survey. I wish I had not started it.”

“It would be good to be able to complete this sort of survey in Gaelic in the future.”

“I'm happy to complete the survey, but have little faith in the likelihood of any improvements as a result of it.”

A selection of comments from those providing their own personal experience of holding a public appointment

“If you wish to recruit younger Board members, pension provision should also be considered. I feel I am not only suffering financially now, but am being let down for my future security too. I have been a Board member for 7.5 years, but it is difficult to raise these issues as the culture is led by existing members who are frequently retired, have a comfortable public sector pension and are doing this to 'keep themselves busy'. When I have raised concerns about fair remuneration I have heard 'we don't do it for the money' on multiple occasions from multiple sources. I have to do it for the money, as well as the reward of public service. My executive work life was truncated due to health reasons, I need to make a living and save for my future, I still have a young family to provide for and parents to care for..”

“Our chair has always been excellent at making everyone feel valued and welcome, and that diverse opinions are welcome and expected. As I had never been on a board before this appointment, this made a big difference to my confidence in participating. Making all sure all chairs other boards share this genuine appreciation for diverse people and thought does matter when turning targets into sustainable reality.”

“I very much welcome and enjoy my role as a Non Executive Director, and I am appreciative of the work and support of the Commissioner in this area.”

More responses are listed in [Appendix 3](#).

## IN CONCLUSION

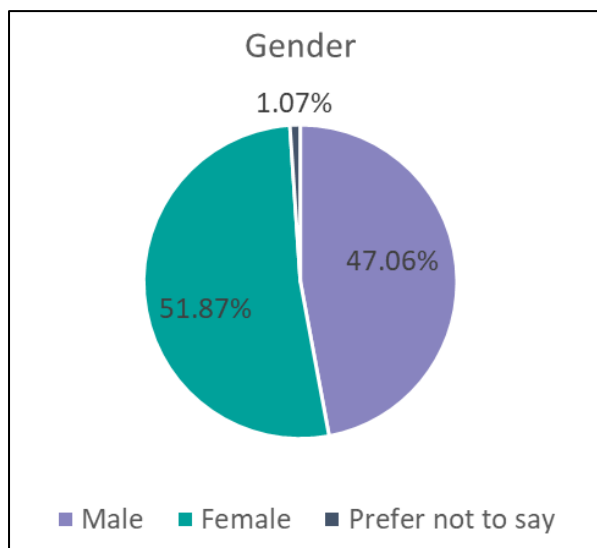
The Commissioner would like to express her gratitude to all the respondents who freely gave of their time to complete the survey and she very much values the views and insights that they have provided in doing so.

The findings from this survey have helped to confirm some of the anecdotal concerns that have been raised over a number of years surrounding some of the aspects of public appointments such as time commitment, level of remuneration and expenses. The results will be shared with the Scottish Government, Scottish Parliament and published on our website so that any interested parties will have the opportunity to learn from the findings.

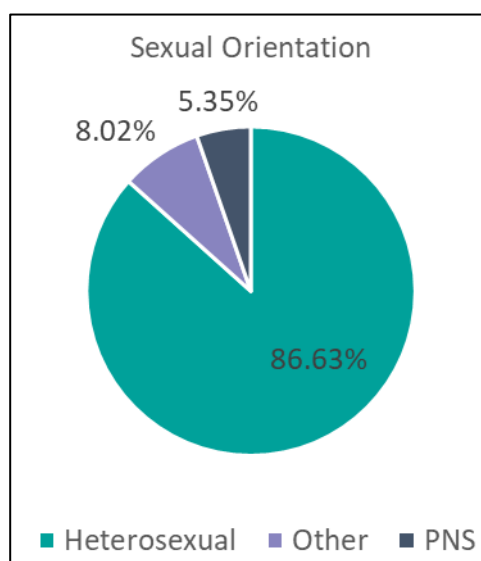
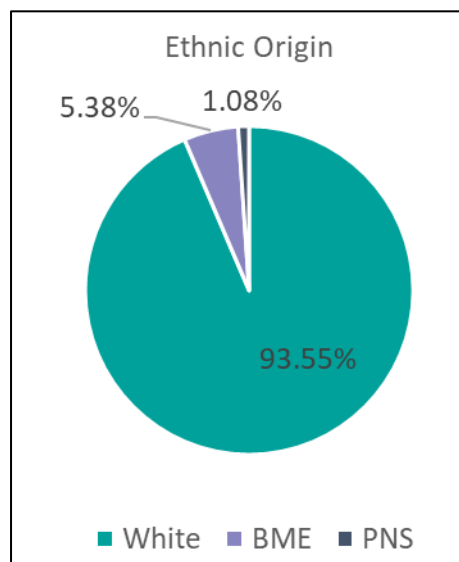
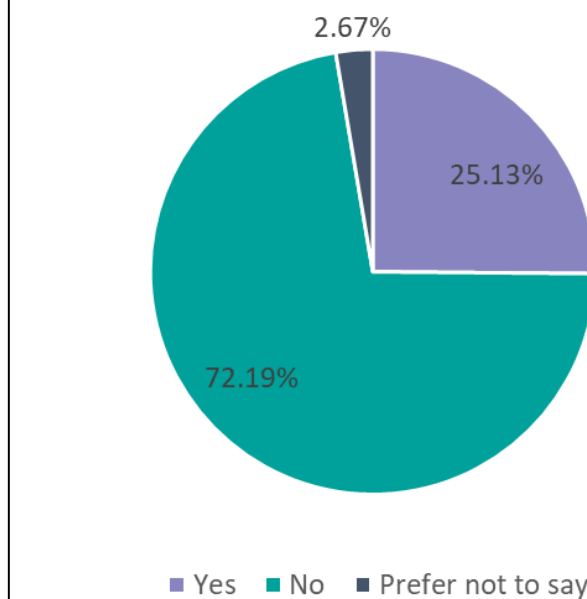
The Commissioner intends to use the results when considering prospective changes to her Statutory Code and Guidance, and also in relation to helping people to understand more about her role and statutory duties.

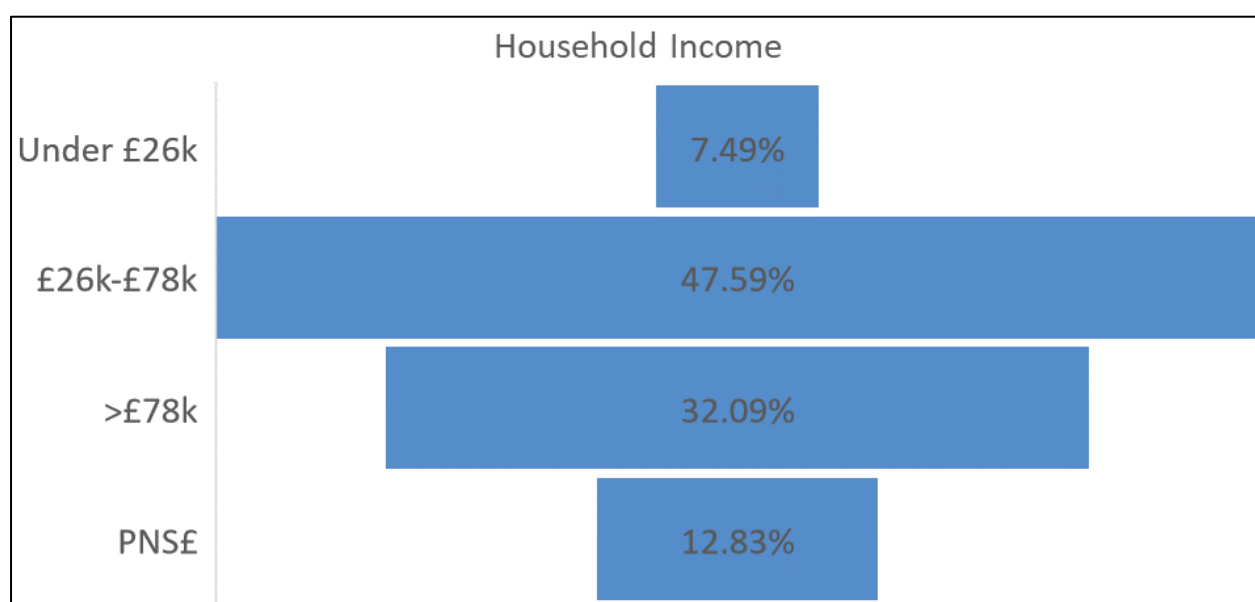
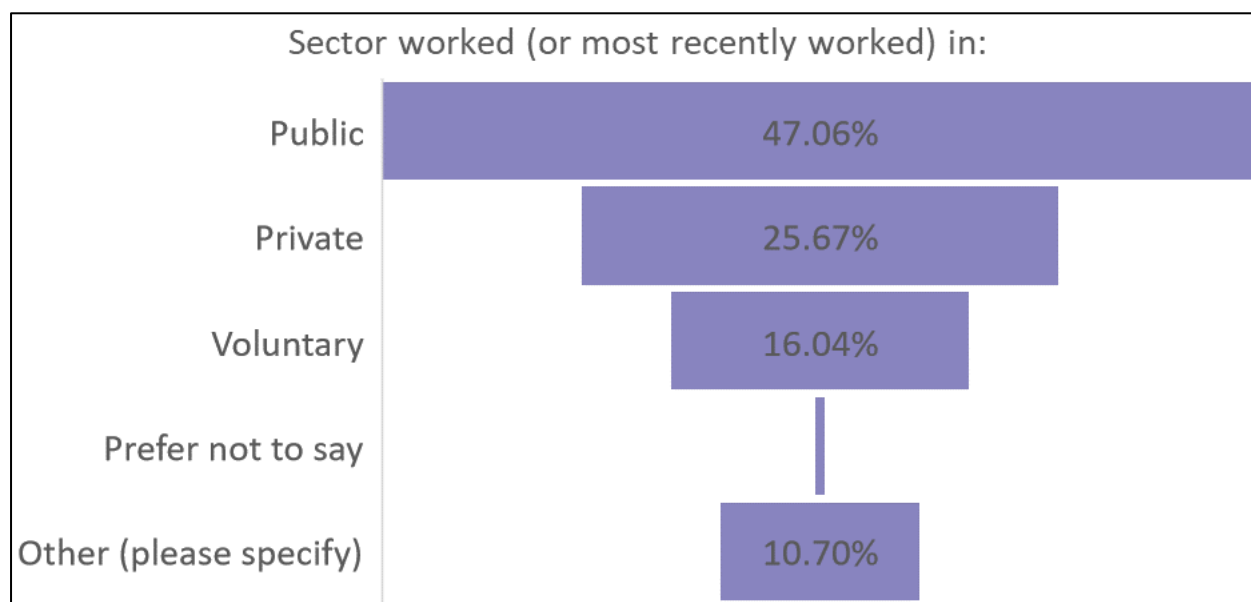
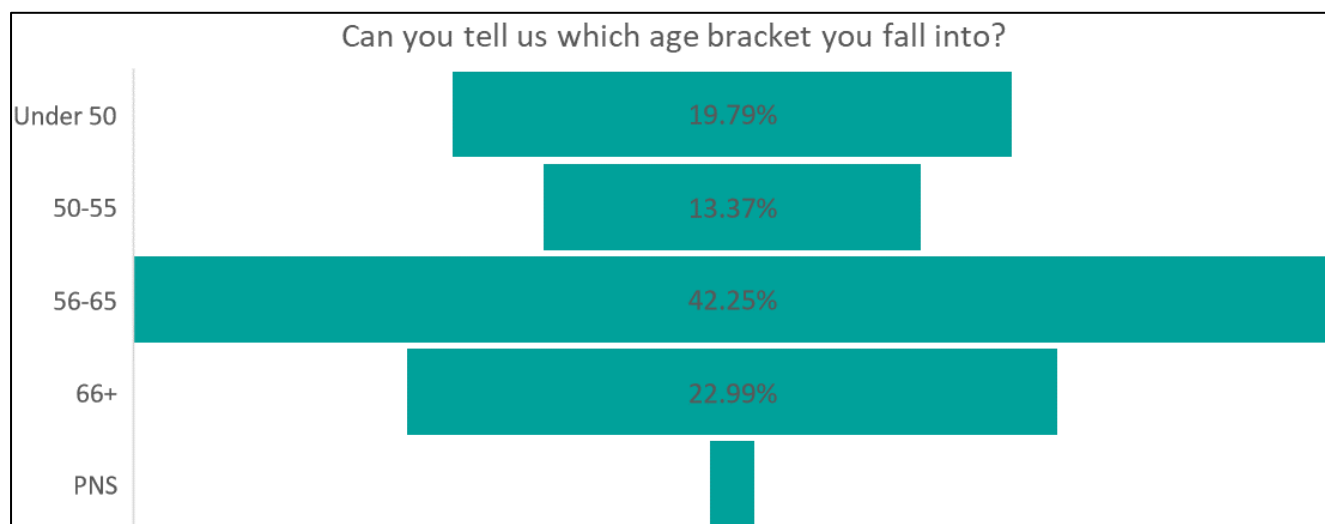


## APPENDIX 1 – DEMOGRAPHIC DATA



Do you have any of the following conditions which have lasted, or are expected to last, at least 12 months?





## APPENDIX 2 – REMUNERATION LEVELS OF APPOINTMENTS MADE DURING 2020

Board	Position	Remuneration
Ayrshire & Arran NHS Board	Chair	£31,772 per annum
Ayrshire & Arran NHS Board	Member - Whistleblowing Champion	£8584 per annum
Bòrd na Gàidhlig	Chair	£276.94 per day
Bòrd na Gàidhlig	Member	£177.45 per day
Borders NHS Board	Lay Member	£8584 per annum
Borders NHS Board	Member - Whistleblowing Champion	£8584 per annum
Care Inspectorate	Lay Member	£174.50 per day
Care Inspectorate	Lay Member	£174.50 per day
Dumfries & Galloway NHS Board	Member - Whistleblowing Champion	£8584 per annum
Fife NHS Board	Member - Whistleblowing Champion	£8584 per annum
Forth Valley NHS Board	Chair	£31772 per annum
Forth Valley NHS Board	Member - Whistleblowing Champion	£8584 per annum
Grampian NHS Board	Member - Whistleblowing Champion	£8584 per annum
Greater Glasgow & Clyde NHS Board	Lay Member	£8584 per annum
Greater Glasgow & Clyde NHS Board	Lay Member	£8584 per annum
Greater Glasgow & Clyde NHS Board	Lay Member	£8584 per annum
Greater Glasgow & Clyde NHS Board	Member - Whistleblowing Champion	£8584 per annum
Healthcare Improvement Scotland	Lay Member	£165.08 per day
Healthcare Improvement Scotland	Member - Whistleblowing Champion	£165.08 per day
Highland NHS Board	Member - Whistleblowing Champion	£8584 per annum
Highlands and Islands Airports Ltd	Non-Executive Director	£308.97 per day
Highlands and Islands Airports Ltd	Non-Executive Director	£308.97 per day
Highlands and Islands Enterprise	Chair	£45,174 per annum
Lanarkshire NHS Board	Member - Whistleblowing Champion	£8584 per annum
Lothian NHS Board	Interim Chair	£59,930 per annum
Lothian NHS Board	Member - Whistleblowing Champion	£8584 per annum
National Galleries of Scotland	Member	Nil
National Galleries of Scotland	Member	Nil
National Library of Scotland	Chair (Interim)	Nil
National Museums of Scotland	Chair	Nil
NHS 24	Chair	£26751 per annum

<b>Board</b>	<b>Position</b>	<b>Remuneration</b>
NHS 24	Member - Whistleblowing Champion	£8584 per annum
NHS Education for Scotland	Member - Whistleblowing Champion	£8584 per annum
NHS Golden Jubilee Board	Lay Member	£8584 per annum
NHS Golden Jubilee Board	Member - Whistleblowing Champion	£8584 per annum
NHS National Services Scotland	Member	£8584 per annum
NHS National Services Scotland	Member	£8584 per annum
NHS National Services Scotland	Member - Whistleblowing Champion	£8584 per annum
Orkney NHS Board	Chair	£29,431 per annum
Orkney NHS Board	Member - Whistleblowing Champion	£7859 per annum
Public Health Scotland	Member	£8584 per annum
Public Health Scotland	Member	£8584 per annum
Public Health Scotland	Member	£8584 per annum
Public Health Scotland	Member	£8584 per annum
Public Health Scotland	Member	£8584 per annum
Public Health Scotland	Member	£8584 per annum
Public Health Scotland	Member	£8584 per annum
Public Health Scotland	Member - Whistleblowing Champion	£8584 per annum
Regional Colleges and Regional Boards (West)	Chair	£265 per day
Scottish Ambulance Service	Member - Whistleblowing Champion	£8584 per annum
Scottish Environment Protection Agency	Member	£270.90 per day
Scottish Environment Protection Agency	Member	£270.90 per day
Scottish Environment Protection Agency	Member	£270.90 per day
Scottish Environment Protection Agency	Member	£270.90 per day
Scottish Law Commission	Commissioner (full time)	£105668 per annum
Scottish Law Commission	Commissioner (part time)	£105668 per annum
Shetland NHS Board	Member - Whistleblowing Champion	£7859 per annum
Skills Development Scotland	Member	£336 per day
Skills Development Scotland	Member	£336 per day
Skills Development Scotland	Member	£336 per day
Skills Development Scotland	Member	£336 per day
South of Scotland Enterprise	Member	£261 per day
South of Scotland Enterprise	Member	£261 per day



<b>Board</b>	<b>Position</b>	<b>Remuneration</b>
South of Scotland Enterprise	Member	£261 per day
South of Scotland Enterprise	Member	£261 per day
South of Scotland Enterprise	Member	£261 per day
South of Scotland Enterprise	Member	£261 per day
Tayside NHS Board	Chair	£35,138 per annum
Tayside NHS Board	Lay Member	£8584 per annum
Tayside NHS Board	Lay Member	£8584 per annum
Tayside NHS Board	Member - Whistleblowing Champion	£8584 per annum
The State Hospitals Board for Scotland	Member - Whistleblowing Champion	£8584 per annum
Water Industry Commission for Scotland	Member	£13780 per annum
Water Industry Commission for Scotland	Member	£13780 per annum

## APPENDIX 3 – FURTHER COMMENTS

### REGULATION – APPOINTMENT

#### **What difference do you think that (Regulation by the ethical standards commissioner) makes to the appointments process?**

- Makes it fairer and more transparent
- Clarity and confidence in the process.
- I imagine that it adds an extra layer of scrutiny and independence, outside of the Sponsor Division, to the process. I know the last few months have been challenging for everyone but despite my reappointment last March, and whilst fully expecting a delay with government administrative duties, I have yet to receive a formal letter confirming that. This would be useful in order to remind us what it is we are signing up to and, indeed, if any wording changes have been made to the initial arrangement. This ensures we are all clear regarding levels of expectations.
- It keeps it impartial, prevents patronage and allows Boards to get the best people available to run their organisations.
- People appointed are held to high ethical standards
- No difference directly sensed. However, it is helpful to know that the Commissioner, along with parliament, have agreed the appointment - an independent view which is useful as long as one actively manages one's independence throughout the term of the appointment. Ultimately, that is the responsibility of the appointee.
- None
- Ensuring transparency, consistency and maintenance of ethical standards
- It's been reasonable in the past though now appears to inhibit the appointments process
- Ensures appointments and appointments processes are appropriate, accountable and that ethical standards are followed.
- To ensure fairness, transparency, objectivity and equality
- Open and transparent with appropriate scrutiny
- Adds credibility and provides a level of assurance and public confidence
- Ensures that candidates are appropriately vetted prior to appointment and hopefully avoids bringing the Board into disrepute
- Greater control of the process
- Makes it more robust, transparent and helps to increase trust in public bodies.
- None however this could be explained more at interview and appointment stage.
- Unbiased by local knowledge of applicants
- It applies significant transparency and supports equality and diversity approaches to recruitment. It allows for an independent oversight.
- An additional check on governance is always important.
- Advises Ministers on issues of equality and transparency
- Objectivity, assurance, evidence based assessment of performance
- Is intended to provide some standardisation of appointment practice, ensure ethical appointment/reappointment is for merit in decision and ensure values and capability to do the job rather than any potential relationships
- No difference that I can detect - how would I know what the position would be if the Commissioner did not regulate the appointment?
- allegedly fairness
- Transparency; comparable high recruitment standards across organisations

- Potentially makes this more bureaucratic although ensures transparency
- There is strong independence however I do not think it always leads to the best candidates becoming board members. Appointment process is too drawn out / red tape and alien to anyone in the private sector .
- It should influence the way invitations for new members are issued and the way that interviews are conducted
- Makes people keep their nose clean/risk averse/conservative.
- It should make the appointments process more transparent, standardised across roles and boards and hence the results more reflective of society.
- gives the Convener the opportunity to feed in items about performance and address non performance
- I have also served as an independent member of an appointment board and saw first hand how the Commission ensured focus, relevance, impartiality and consistency in the process.
- Slows the process but also adds value (regulatory safety)
- I imagine that it helps to ensure a fair and transparent process. I'm aware of the ESC and its role but I don't recall it, as a body, being to the fore of the appointments process.
- Not sure
- Adhering to Process can sometimes take precedence over finding the best people
- It makes the appointment robust, safe and ensures board members are upstanding members of the community. As in any public post scrutiny of behaviour, commitment and worth to the organisation one serves is important in protecting both the public purse and the communities we serve.
- it ensures that you are a fit and proper person to carry out this role
- It is a sensible check to ensure Ministers and Government get the relevant people and balance of views/society
- apolitical
- It doesn't feel a very obvious regulation, so the difference is hard to see.
- it ensures a level of independence and guards against cronyism
- I think it is important due to the responsibilities that come with the role and ensures that there is a broad range of people on the board with a broad range of skills
- Ensures independence from political interference
- Brings front and center the nature and responsibilities of being part of a public body
- in practice probably very little, as the process is so clear and well followed already
- None just makes life difficult
- Prolongs it.
- Helps improve governance and standard of the process
- Hopefully none - as the process should be run to high ethical standards anyway. But in reality it acts as an assurance mechanism
- It will be done fairly and consistently and in line with good practice.
- Ensures that candidates are qualified and represent a diverse set of views
- It might possibly reduce diversity on boards
- More rigorous process, but potential political influence.
- Safeguards the integrity of the appointments in line with approved policies and practices by parliament
- Reviews work of individual and retains valuable contributions

- I'm not sure. I think that the initial appointment does not really indicate the number of other committees you are required to be a part of and underestimates the time involved in reading papers and preparing for meetings as well as actually attending them.
- None - all done on merit.
- Having built-in external scrutiny should improve the standard of appointments, including by ensuring that there is a higher default level of concern to push back against structurally embedded inequalities such as those relating to race, gender and disability.
- It provides oversight and ensures a diversity of background, views and balance on the Board. It prevents the appearance or reality of it being 'jobs for the boys'

**What measures should the Commissioner put in place to ensure that people know that these are regulated appointments?**

- In advert and application form
- Direct communication with each individual.
- More publicity
- Should be included in the letter of appointment or relayed at the interview process
- Perhaps more clarity when the appointments are advertised.
- On the advert for the role plus detailed in the information received
- An annual statement (if not already provided given I am new in this role) reflecting this statement.
- Ensure that this information is included in induction packages and continued professional development training provided as part of the role
- Include clearly identifiable information material throughout the recruitment process.
- Adding information to the job advert and job description pack, if not already applicable. Adding materials with info about the commissioner in the welcome pack.
- More easily available and regular information
- Publicity and use of social media
- I knew that my conduct was regulated but not my appointment/re-appointment. This should be stated as the induction process.

**Do you have any views about the difference that regulation makes or should make to an appointment process?**

- Should ensure fitness to Serve on public board and understanding and commitment to abide by codes of conduct
- No
- Think this is very desirable and the more the public are aware of this the greater respect the public bodies concerned will receive.
- Regulation in public administrations is positive
- Hopefully it will provide oversight on the fairness of the recruitment process, standards of operation, support to encourage wide range of applicants
- consider it important
- Ensuring Member diversity is important
- Regulation legitimatises the process/appointment

- It should ensure that the appointment process is fair and transparent. It should help ensure that appointments are made that represent all parts of Scottish society, including gender, and black and ethnic minorities
- It should ensure greater fairness
- I would hope these regulations are encouraging and promoting diversity and equal opportunities for applicants while maintaining a high standard, robust and fair recruitment process. The outcomes should be reflected in the make up of the board and the range of backgrounds and skills brought by all members.
- It should be rigorous, independent and objective
- To make sure all principles of equity and fairness are involved
- Regulation should make it a fairer and more transparent process.

## REGULATION – CONDUCT

**What difference do you think that (you can make a complaint to the Commissioner if you believe that a board member is not adhering to the body's code of conduct) makes to the conduct of board members?**

- Being part of a board that has gone through much of this in the last 18 months, due to issues highlighted by our external auditors, it is something I am very aware of and bear in mind when trying to fulfil my functions of 'robust scrutiny'. I sometimes feel that 'subtle' Code of Conduct communications from our CEO are an attempt to hold us to ransom eg Don't ask these searching questions that might expose failures within our organisation because your lack of kindness could be perceived as improper conduct. It is a tight rope to walk! The problem with that, and especially without constant support from fellow board members, is that we perpetuate a situation when 'good men do nothing'.
- I don't think it makes any difference because all board members are wanting to make a difference and also have another career reputation to maintain. The stakes are too high.
- I am not sure that it is widely understood by Board members - recent exploration of this issue has indicated board members who have been involved for some time are still uncertain as to the routes for which to express concern. Historically induction was poor and still needs to be improved.

In principle - knowledge of this should provide assurances to members that poor culture leadership can be challenged and supported and will also encourage self reflection on approach to role in order to maintain consistent approach to values and role

- May make them quicker to self-report any issues
- I do not think that Board members' behaviour or conduct is mindfully tempered by the presence of the Standards Commissioner: members act in accordance with their personality.
- I suspect that it makes little difference as I am unaware of any poor behaviour. Perhaps this is related to the proper vetting/application processes that are undertaken when appointments are made and that typically people looking to assume this type of role are guided and driven by interest and principle Vs self betterment/finance?

- None. The recruitment process is designed to ensure candidates are aware of and conform to the ethical rules. Peer pressure will ensure any unethical action is reigned in
- I do not think the existence of the Commissioner is relevant for most Board members because few, thankfully, find themselves in a position where the only course to address behaviour is to the Commission. The natural course would be to seek help from the Chair, or toes the Chair intervene without need of encouragement
- None at all. The powers of the commissioner are toothless. In fact you cannot complain about breaking our own vide or rules. Only those which are central. I have experienced the frustration of this. It's ineffective.
- I am not seeing any problems on the board on which I work. Everyone appears to adhere to the proper standards - not sure whether that is because or in spite of the Commissioner
- I'm not sure it makes any day to day impact. I am aware that ethical standards are very important and I should adhere to them - the possibility that someone could complain to the commissioner doesn't cross my mind in and of itself but I am glad that mechanism is there for me or others to use. It does provide a safe process and an avenue outwith the board you are a member of. At that governance level it can be very tricky to raise serious issues internally although I feel personally with the two Chairs I have worked with that I could have done that had it been necessary.
- we all sign up to the code of conduct expected of us which means it should make no difference, but it always good that people understand sanctions exist.
- It may be seen as the ultimate threat as has the right to remove someone. However in regulatory terms it can seem odd that the individual bodies cannot themselves decide on sanctions as effectively all that can be done is to refer to the ESC and may mean that appropriate action could be delayed by this process.
- Gives confidence to those applying for Board positions
- It might reduce diversity on the Boards
- Depends on how the standards have been adopted into the governance arrangements of the body. They need to be ' visible ' int eh governance practice. Where that is the case board members are very aware of their responsibilities.
- I don't think Board members have this at the forefront of their mind at all times but I believe most know that it is an option to record a complaint
- In practice standards should really be set and maintained by the respective board. Having somewhere to go if those options are failing or unable to address the issue is vital.
- Having such a body makes board members conduct accordingly and adds weight and ensures a transparent, democratic, fair and professional way of conducting public business.
- Most members behave well. I am not aware of any code of conduct breaches
- It gives them a clear standard to work to and an expectation that there will be consequences if those standards are not met.
- Reminds us of why we signed up in the first instance - to serve the people of Scotland
- I am not aware of any board member who has reported any issue to the Commissioner. I would expect in the first instance any issue would be raised with the Chair of the board. The commission would be utilised if no action was being taken or the issue involved the chair.
- Ensures appropriate conduct as it is clear they will be held to account



- It has an ultimate sanction on the post holder but I would see it as a failure of my chair role if things got to this extent.
- It sets out clear standards which board members can refer to if they are unsure about how to act, and also provides some public assurance.
- Hopefully means that they avoid conflicts of interest or engaging in other forms of unethical conduct when performing their duties.
- It only make a difference if Board members are aware of this. However, knowing this should encourage Board members to follow the codes of conduct and also have a go to person to ask questions about members conduct.
- Having a Commissioner and code of conduct as public appointees protects both organisations and individuals. Also puts Nolan principals into practice
- Too little day to day engagement with the Commissioner to be Influential
- This doesn't make much difference. If there were any issues these can be discussed with the Chair or with the whole Board but it is important to know that the avenue is open but I only see it as a last resort.
- From my own point of view, it makes me aware that I am always a representative of my board, whether I am on their time or not. My day job also requires this kind of attitude though, so it was something I was already aware of, I don't think all board members have the same acute awareness/understanding of this side of things.
- It provides a means of oversight to ensure the principles of public life are upheld at all times.
- Adds another level of assurance for both the organisation and the board members
- Independent authority to report to
- None
- It provides an even playing field for everyone, a common understanding of the standards we hold ourselves and one another to.
- Oversight role. As Chair it gives someone to go to for advice or action.
- Not a lot to be honest. Matters of concern are dealt with under the radar by the host organisation and not formally reported

**What measures should the Commissioner put in place to ensure that people know that they can raise Code of Conduct complaints with her?**

- Provide all members with an outline of the process as well as the code.
- Induction processes, Board development sessions, focussed messaging
- regular emails to remind members
- A visit to the Board perhaps once every 3 or 4 years?
- I think this is probably addressed at the appointment and welcome stage. Beyond that it's something the convenor could informally remind members about on an ad hoc basis. Members can also be reminded about this during their appraisals. There probably is a TOR and this could also be promoted e.g. annually to remind everyone.
- Raise awareness via email , video , communication drive
- Annual personal communication by email and/or letter
- A notification. Some examples of types of complaint dealt with
- I think it should be mandatory induction for all board members, and this should include the terms of the Code of Conduct.
- Included in letter of appointment

- provide information with the advert/application forms for appointments
- It would be helpful if the Commissioner could produce a simple document to be sent by the Commissioner to all new appointees, laying out the process
- This could be included in the induction process. Surveys and email information such as this is also helpful.
- Make your service offer clear at the outset. Perhaps maintain a public database of all board members/trustees and mail us?
- a survey like this is good to raise awareness
- I imagine this information is shared at the time of appointment, but I'm probably not the only person who had forgotten it; so perhaps an annual reminder of the Commissioner's existence and role would be helpful, in the form of a direct email to each appointed individual?

**Do you believe that the knowledge that a complaint can be made would make any difference to the conduct of board members?**

- For the most part, no. All the members I know are aware of and abide by correct conduct.
- Yes
- It might improve an individual's performance if this is poor.
- Not locally but in general , yes
- No because vetting seems thorough at appointment, but people may get complacent so always good to have reminders issued
- I think it is more important that board members are fully aware of the terms of the Code of Conduct. That is what will change behaviour when required. It follows that if there is a CoC, there will be a complaints procedure - in which case perhaps I gave the wrong answer to the original question!
- I haven't experienced any problems at all on my Board
- Yes. It should serve as a reminder of the member's responsibilities to the board and by extension to the people it represents of the good conducts and standards expected of them as well as the possible penalties for non-compliance.
- All board members recognise their conduct is scrutinised, but I understood the complaints route was via the Chair.
- Not particularly as we are already expected to adhere to a code of conduct
- No
- In my experience I have not encountered behaviours which would require such complaints - however it could potentially reduce likelihood if this was a risk
- the assumption here is that this knowledge would act as a deterrent in terms of bad conduct ie folk don't commit crimes because they might be reported to the police as opposed to not committing crimes because it is wrong. I would like to think that people are driven by their conscience and positive motivations.
- Possibly. I still think people might conduct themselves in a certain way knowing that others may be scared to make a complaint
- Yes. I think many believe that they can only be held to account for their behaviour by their fellow board members.
- I have never experienced any problems in this area, but yes, improving awareness of this would be helpful



- Not from my own experience of the members with whom I work.
- The board members on my board have really impressed me with their ethical background and genuine interest in the topics. So I think the rigorous application process has already ensured that good quality personnel are in place.
- Members would normally raise any complaint with the Chair, unless the complaint related to the Chair
- It's certainly not going to make behaviour worse, so unless there would be prohibitive costs to a regular communication to keep the possibility live in people's minds, it seems worth pursuing.
- Not in the board that I am on, but may make a difference in boards which are not functioning well.
- Not sure. People who behave inappropriately tend not to believe they will be challenged by anyone
- Not really, issues which might cause complaints are few and far between

## TIME COMMITMENT

### Why did the time commitment change?

- My time commitment was 36 day from starting my role till around July 2020 when it reduced to nearer 24 days. I was on two committees till around July 2020 and move to just one committee as did all the board as more board members were recruited. Due to covid there is currently no travelling time as all digital meetings and fewer engagement events.
- I became vice chair
- Embedded into 7 committees
- A re-organisation was agreed, with some members ('Leads') taking on extra hours
- I have signalled this as from soon after the time of my appointment - as I do not think I ever consistently spent as much time on the role as was suggested I would need to spend at the time of appointment. Occasionally, yes, but overall, no.
- I'm currently strictly limiting my time because this is not my only job. But as a result I am not able to continue with chairing a governance committee. The time advertised is OK for preparing for meetings but preparing for meetings alone is not sufficient to execute the duties of governance. Having been a member of a dysfunctional Board I can also report that the allotted time also did not allow me to prepare an adequate challenge to an Executive board member who sought to limit my legitimate ability to hold him to account; nor did it provide sufficient time to follow up on growing concerns about the Chair's behaviour that contributed to level 4 escalation. There is also an abject lack of time available for non execs to spend together on team dynamics and strategy development. I have in the past contributed to all of these things but can no longer.
- because it was never as advertised, whilst on a territorial Board I was assigned to 17 committees although 2 were annual meetings
- Backfilling of time away from substantive post while provided (financially) is not as easy to put in place therefore there are times when I still need to carry out the substantive post duties then use some personal time for the Board role.
- There never was any allocated time for preparation and CPD.
- I had no choice from day one. This role cannot be fine effectively in 8 days per month. It's not enough.

- Time commitment has increased as I have been involved in various sub-committees, and due to my personal choice to get involved in additional events.
- More development sessions due to Board being escalated
- From the start I wanted to contribute more time. Early learning curve was steep and merited more time. More recently the challenges of Covid-19, lockdown and furlough have necessitated more time all of which has been very worthwhile.
- The latest increase was due to Covid pandemic
- Time commitment was in excess from day 1
- I think it's always been an issue, in that the basic meetings are covered by the time allowed, but community engagement work, sponsorship and travel time tend to be additional hours. But this year time commitment has increased because we started to work on specific issues in small groups, and then took the work online with regular meetings. This may be a temporary situation
- It is impossible to meet the requirements of Chair in a complex and nationally focussed Board in three days
- Other Non-Executives were chairing and attending a large volume of meetings and we were 1 Non-Executive short at that time.
- Has always been beyond estimate in advert
- It didn't change. The additional time commitment became clear as soon as I started because of IJB responsibilities
- I was given extra responsibilities as Chair of a Statutory Committee in addition to my role as a Board Member.
- We are very busy formulating our next 10 year strategy
- Realised how much work involved having attended board meetings and all sub committees I was involved with.
- I just started helping with training
- The nature of our work has become more complex, but has also shifted to online meetings
- it didn't change, it was always greater mainly due to travelling time
- I was appointed Vice Chair
- It was not compulsory, but we were encouraged to attend and represent our NDPB at as many additional public meetings and events as we can, outside the two remunerated days each month.
- Response to COVID meant weekly Board Meetings and significant time spent on working collaboratively to best respond
- Internal reasons, took on extra duties on the Board
- Appointment as health board member to two IJB's not mentioned at original health board interview.
- Additional activities through Coronavirus crisis - attend Care Group Strategy Group meetings 7 days per week
- More work needed to establish new organisation, and attendance at public meetings and external events.
- I believe the time is underestimated from the time of appointment and you find yourself needing to put more time than expected. Some committees like IJBs come with more sub committees or additional participation requirements so not sure if it's worth looking at what committees members cover when assessing the time commitment.
- Asked to take on additional NHS Scotland responsibilities.

- I was interim Chair and once appointment became permanent I was expected to take on 'additional' tasks which had been parked in the interim.
- The time commitment for both my appointments has always been more than advertised and the interviewing panels alluded that it would be at interview. The time commitment required is always underestimated.
- It was never as little as advertised and frankly I never expected it to be. In order to do the job properly there is always background reading and consultation necessary, as well as visits to get up to speed
- Initially time spent on the recruitment process for other board members - however this was temporary. Since March 2020 there has been a significant increase in workload arising from the pandemic.

### **What (board activities) do you not claim for?**

- I have never claimed for child care despite many meetings (especially those arranged with little notice and sometimes during school holidays) affecting family holidays. I don't claim for paper, printing cartridges etc.
- Anything that is not an actual meeting
- The role is not remunerated
- I used to claim travelling expenses but not since Covid restrictions as I am working from home. I do not claim for the additional hours I work.
- Sundry time throughout each week monitoring emails etc.
- It is paid as 1 day per week so additional hours not covered. Mainly preparation and reading
- Fixed annual payment per appointment letter
- I do not claim for anything beyond the contracted days per week
- time commitment (there is no facility to do so) and some travel
- Discussions with staff
- I claim for two days per week, I work 3-4 days per week.
- Have never claimed for travel
- Planning and strategic considerations
- Travel and Development Sessions
- All travel/away from home time. Time given to emails etc
- I am happy with the time I am spending - we all knew that as a new Board and with the impact of Covid 19 there would be more time required in the early stages. If it continued longer term then I would raise it.
- I stick to the 2.5 days per month as in the contract. These are very challenging times and everyone needs to make their contribution.
- travelling and emails/telephone regarding (various board communication)
- my contract pays two days per month i estimate 4 days per month required but only claim two. However the contract does ask for committed time when required over and above, so I was aware when I took on the role
- I don't keep track of time spent. I see it as my job to ensure I deliver.
- I am remunerated for the agreed number of days of actual board meetings. Any time spent traveling, preparing or on the strategic reflection is not remunerated.
- The post allows for on average a day per week. While this is invariably exceeded, I took the view that it would balance itself out - but this has not proved to be the case.

If travelling to meetings was factored in, the time commitment would be significantly greater. None of the travel time is claimed for, nor is any of the excess time spent reading, researching or attending meetings.

- I've not claimed/forgotten travel expenses as I work in Scotland sometimes so my travel is accounted for. I don't charge for training time as I feel it is part of my role.
- I assume the payment made monthly is adequate and if I go over, then that may be due to my inefficiencies. On the other hand, the workload has increased considerably beyond the 1 day per week
- I do not claim for any additional time spent on activities above and beyond the two days each month I am paid for. I do claim travel and other expenses for these additional activities and if needed, I claim childcare expenses
- Meals parking or any time in excess of the 1 day per week.
- It's a specific contract one day per week regardless of how much you do.
- Extra time spent doing background reading, research and work with the local community. This is part of my own professional development and improved understanding of the needs, challenges and issues facing the communities we represent.
- I get a flat 3 day/ month rate irrespective of whether I actually work 1 or 30 days. So, in effect at least 25-50-% of my time is not paid
- NHS commitment for all members seems to be well in excess of time required to do a sufficient job. Most members are paid 1 day/month - well below time required. Chair is full-time, members are typically 3-4 days/week even if only paid for 1 day. Rate of pay not great given political and public commitment to NHS - although this is not a factor for me.
- The IJB commitment adds significantly to the commitment. Some Boards recognise and remunerate this by paying members for a 2nd day/mo. Others do not? I am not aware of any mechanism to claim when significant additional hours are worked on Board activity.  
This is a voluntary role and so I cannot claim for my time.
- I only claim for my 24-30 days per year and do the rest in my own time. Virtual meetings help as it massively reduces the travel time. No travel time is ever claimed as I was told I couldn't claim for this or for short meetings and time spent on routine emails (which can be considerable)

## REMUNERATION

### Was remuneration an important factor for you when you applied for the position?

- Because I could not afford to commit the required time otherwise.
- Not personally because I have a good pension and still working part-time. Remuneration is essential to remove barrier where Board members do not have the financial resources to take on the role, or where they have to use their own unpaid work-time to do so.
- I could have found other work that would have provided equal or better remuneration for the same or less hours but I was enthusiastic about the work and saw that I had at least some skills and experience that were appropriate. It was also a good opportunity for some CPD as I knew I would be dealing with some new subject matters that were of interest to me.
- Largely due to my circumstances at the time I needed a position that was remunerated as I do not have another income to rely on.
- Whilst not solely influenced by remuneration, (I applied mainly for the experience and opportunity to influence) I did need to put a value on my time
- The work is quite significant, requiring technical and experiential skills, and should be remunerated. At the same time, I was brought up to believe that it is important to offer public service. The remuneration is far below what would be the equivalent for instance in the private sector, by a factor of probably eight; that differential is my public service.
- I wished to supplement my pension and so was keen to seek a post with some remuneration, but it was not the most important factor. I needed to feel that I could use some of my skill set (which I had learned in another area of public service) when I retired to give back to some form of public service in Scotland. The opportunity to work as part of an NHS Board was important to me.
- Initially, I took on the role to create and chair the organisation, with little sense on everyone's part what it would grow into, and therefore what work would be required. 2) I was driven by my strong sense of public service.
- There has to be recognition that a major commitment entails expense - there cannot be representation of diversity if filling a position means costs the individual is expected to absorb. This approach would mean that only those with means can afford to apply for, accept and effectively fulfill roles.
- It wasn't, I wanted to contribute in this way. But the remuneration does not match responsibility nor does it help with inclusion and diversity in appointments.
- not so much the amount but the regularity of income was important.
- To ensure I am keeping abreast of current sector related matters I maintain my own knowledge by reading associated media, research etc before meetings. I do this for the benefit of professional governance and I also take time to discuss matters on occasions beyond meetings, which I believe require some additional discussion with the Chair. Remuneration was not an important factor, however I do recognise the contribution can be greater than that initially forecast and sometimes can impact on other remunerated work which requires to be put aside. Only occasionally though.
- I need an income as I am not retired
- Pay reflects how a person is valued and the position holds a lot of responsibility
- I'm a single mum and Carer. This is my only income!
- It was not an important factor but it was a factor.

- My personal circumstances (a 33 year career in the NHS) led me to believe I had something I wished to contribute back - you don't enter these sort of roles to get financial reward. However the relative pressure on the role is not understood at government level and to do the job well you need to be visible and get yourself into the system to influence culture, etc. The relative variation in remuneration across Boards irks me the most
- I gave up one day of my main job to fully commit to the position. This was so I could provide the time I knew the post required. This then meant a drop in salary which with dependants I need to cover.
- Did not influence my desire to become an NHS Board Chair even though it is less well remunerated than many other public sector chair roles, and certainly private sector roles. However, that comparison is significant in terms of fairness and the requirements of the job. Why do it then? Make a difference; give something back to society, personal fulfilment. We should not be relying on just these reasons, which are only possible for a small number of the population who, like me, are financially secure.
- Not so much the amount but that I would be paid for my time
- The remuneration for public appointments varies from fixed remuneration per meeting to no remuneration per meeting to annual remuneration. The requirements to take up a public appointment don't vary in their core requirements ie, strategy, business planning, audit and risk etc. Beyond this it is clear that the life skills, lived experience, business skills, strengths and experience in a particular sector may be required. The public appointments system by its differing pay rates devalues the contributions made by non-executives by sector. eg Social Work, in comparison to Finance, and to say, protecting Scotland's cultural treasures. I believe this restricts the pool of those who apply to those with mono economic backgrounds.
- Don't really need it BUT I am beginning to object to the greater input needed than was forecast. I could spend my time on other things.
- When I applied for the post, remuneration did not figure in my decision making. My personal circumstances changed in 2018 and remuneration became more important.
- I felt that such important positions (and the onerous and competitive recruitment processes involved), deserved significant financial recompense
- The remuneration is very low for the risk it exposes me to.
- Remuneration was not an important factor when I applied for the position, but it has become more important since; not simply to 'pay the bills' but as a sign of recognition and respect. The daily rate is poor (which I knew at the outset) and I am paid for ~ 1/2 to 2/3 of the time I put in. It feels pointless to complain about this but I, and my colleagues, find this increasingly tiresome.
- It's a 40% commitment of my time. Remuneration was an issue.
- As a working Mum I need to balance how I spend my time and ensuring an income for my family. I do carry out volunteer roles in the third sector and would not expect remuneration for those roles. I also think that remuneration for a public body is appropriate - it is the infrastructure for governance and decision making for national services. In addition, most people do not have the flexibility or financial position to take on this level of role without that remuneration - we need diverse boards - and even with that in place it can still seem like a role that is out of reach for many on low incomes or who haven't come through traditional education or career routes.
- I wish to be able to support my two teenage children through further education. Having been widowed previously at a very young age I have a strong sense of the



importance of being able to support and sustain myself and my family. I am committed to public service, willing to go above and beyond, but my income is very important to me.

- I am retired and have a pension from employment. I think it is important that members are remunerated for the work done but on a personal basis I donate the pay to charity. This is my preferred method of keeping active while also supporting charitable work.
- I had to step back from full time employment for health issues, but still need to pay the bills.
- As my employer was giving me remunerated time off to carry out this role I am not personally taking the remuneration.
- I live on a limited income with expenses incurred when I'm not at home. These expenses are not claimable. I.e. the work should at least reflect the experience, time commitment and all expenses incurred to carry out the work appropriately
- I had to consider that I would not have any annual leave or sickness entitlement in the role and no pension entitlement. The daily rate had to be good enough to compensate for loss of earnings as a paid employee, as I had to resign from my employed role to be able to offer the commitment required of the position, which was 4 days per week.

**Do you think the level of remuneration paid reflects the role that you undertake and its attendant responsibilities?**

- It's actually quite insulting in one way. I don't do it for the money but if I did, it's about 1/20th of my rate working privately
- It's a difficult question to answer. If I wanted to maximise my remuneration I would have chosen a different career path. I am content with the current level of remuneration
- Perhaps a slight uplift should be given for additional duties such as chairing a major committee
- I would do it even if it wasn't remunerated.
- Absolutely not. You need people who can smell trouble and stand up for what is right where the Nolan principles are being perverted. Speaking from personal experience as a young first-time non exec walking into a complacent Board with a controlling Chair and Chief Executive - it was a deeply uncomfortable place to be. It's better now but still complacent and remains averse to challenge in a way that significantly increases corporate risk. I no longer have the willingness to put in the work required because it was threatening and exhausting to do it, and I'm now paid more for far less responsibility in an organisation that actively welcomes challenge. However if I'd been paid on parity with the execs whose behaviour I am there to scrutinise I would have earned £20-30k for 0.2WTE which would have given me a measure of insulation against the discomfort of challenging a poisonous culture.
- I feel a huge sense of responsibility in my governance role in a territorial health board. The experience around the Sick Kids in Lothian has brought that home. In chairing the committee which approves licences for pharmaceutical services, these are matters which impact communities in significant ways and the finances of the applicant and objectors. That is also a significant responsibility which requires professionalism and diligence.
- Given the risk and the additional time (double) required, the pay is very low.

- Equivalent roles in the private sector would attract three times the remuneration
- Pay is for two days per week, time commitment is considerably more and the daily rate is not good. The level of responsibility is high, particularly with the IJB roles which come with the NHS board role. I expected responsibility but I find the work more stressful than I had anticipated, most notably that relating to the IJBs.
- Not all NDPB roles are adequately rewarded but I believe this one is.
- Definitely not. The level of expertise required, ability to analyse complex material, make judgements and be held accountable for decisions made does not equal the remuneration.
- The remuneration is one fifth of that in my other employment, but I do other things on a voluntary or expenses only basis.
- The level of responsibility is huge in comparison to the remuneration and perhaps reflects the difficulty in attracting the young, ethnic minority, and other members that would better reflect our diverse population.
- It reflected my first year role/responsibilities, but I do not think this reflects increasing roles/responsibilities in subsequent years.
- I think the level is right for Board members. I think that Board members who chair committees are a different issue, as are Chairs. While I think people should be remunerated fairly I also feel that serving on a statutory board is also a service you decide to take on for the common good and to deliver more broadly within our society [although it is a privileged position to be able to access the role and be paid for it - many will find access to these kinds of roles a challenge]
- Yes and no. Yes because I agreed to it and am not looking at this as a commercial arrangement. It is much more about helping a region I love become more commercial and keep it's young people. No because board positions normally pay much higher sums to attract high calibre people.
- The rate is in line with other comparable roles. However, the time claimed does not include all the time worked
- Remuneration is good but it does not reflect the overall time commitment. The daily rate has not changed in 5 years
- Yes, the level of payment is sufficient.
- Although the hours I put in are in excess of the contract hours, this is often discretionary. On the basis of the contract hours the remuneration is reasonable
- I think there is a significant level of responsibility and leadership that comes with the role. I also feel that there are high expectations (rightly so) in terms of governance and developing the organisation (although mainly Chief Execs responsibility). I don't feel the responsibilities or the commitment needed are reflected in the remuneration.
- I am also a Non-Executive on a Special NHS Board where the remuneration is the same. The levels of work are significantly higher for the territorial board - an additional 1/2 days a week on average.
- Below market rates and does not reflect volume of work involved
- The daily rate is low compared to many similar Board positions - not quite clear why.
- This role has responsibility for a Health Board with more than a £1bn budget. The expectation is you have as much of a grip on the 'business' as the CE with a significant six figure salary plus pension.
- I don't personally take the remuneration
- It absolutely doesn't reflect the responsibilities of the role. I think the rates are outdated in the world of modern non execs who bring a wealth of experience and skills and are expected to chair committees and ensure assurance from senior highly



paid execs. The rate is more just a token recognition that you are doing a professional job. If things go wrong ( and hopefully they don't ) you are accountable for some very serious stuff. I take that accountability seriously but the remuneration rate does not reflect it. Again not a complaint just an observation.

- I think this is a fair price to acknowledge time spent and it is for a public body.
- It highlights the importance of good governance without using too much public money
- This is classic public sector - failing to understand that reward and recognition needs to be tailored to need. It is facile to have standard rates. To get the right mix on Boards requires Board Chairs to be able to set rates that attract the skills required. A standard rate for a Board ensures a lack of diversity as only those with a volunteer ethos or with the time can contribute. If you want diversity you have to be able to pay the rates required to allow young people with other commitments to add Board membership to their work/life mix.
- The post requires more paid days to be performed adequately. At least a half day more per week and preferably an additional day.
- Expectations, political profile, accountabilities of role and complexity of role does not match remuneration or benchmark against other similar Chair roles in other public bodies which are not under as much political and media scrutiny. Similar financial stewardship in other bodies is paid at higher rates - there is no clear rationale for the disparity. To get the right individuals to undertake these senior roles, higher levels of remuneration in other areas is a factor ie you can get a NXD role in some public bodies with the same daily rate as a Chair of a Health Board without the responsibilities/accountability and external scrutiny. The remuneration is not commensurate with the role and potential personal reputational risk
- I think it is a fair remuneration for a part time post that uses some of my expertise
- Um, I wish I wasn't motivated by money however the level of responsibility and accountability that comes with the role means that this is a sum of money more suited to someone who has an additional income source (pension etc) rather than someone who wishes to make this their primary employment

**Do you think that not paying remuneration is appropriate for the role that you undertake and its attendant responsibilities?**

- The responsibilities are no different from remunerated roles and the time commitment is not inconsiderable.
- Volunteering is a personal issue but where accountability, responsibilities and commitment is demanded as part of the role by Government and the general public that should be recognised with remuneration
- I have mixed views on this. Members give up a lot of time and put a significant effort into their commitment and accept the associated responsibilities willingly so some sort of remuneration would be appropriate (the equivalent in the private sector would be remunerated), however by being none remunerated hopefully it attracts people for the right reasons.
- I am happy to contribute what I can unpaid. I appreciate for people with busy day jobs or in financially straightened circumstances it may be less easy but I have served on a Board where some Trustees are paid and others not and observed it can be divisive

- I didn't expect being unpaid to make a difference but remuneration makes clear that this is a job not a voluntary role.
- However, it is not possible to increase diversity on the Board if there is no remuneration.
- Everyone in government is adequately paid and it should not expect free input from others. This is a moral position.
- Now, that I fully realise the responsibility that comes along with the role, I think it should be paid, especially as other similar roles are paid.
- It is an honour to carry out such a public duty. Remuneration complicates matters and is in any event never enough to compensate the right people. One must always adopt the attitude of "going the extra mile". These sort of posts are not for clock watchers or mercenaries.

**What do you believe the appropriate level of remuneration for the role that you fulfil should be? Please also give a reason for your answer.**

- I have no way of giving an appropriate response reflecting public sector norms. In the private sector, the remuneration for a similar type of role with a similar type of organisation would be £250,000.
- To assist me in my conclusion, I look at the private sector ; at the > 8hours I put in each week ; the level of responsibility, commitment and professionalism which my post as a Board member requires , and I feel that £12,000 per annum would be a more fitting and realistic level of remuneration.
- 1 additional day per month.
- I think £250-300 would be appropriate. But I don't think many of us expect to be fully rewarded (financially) for what we contribute.
- C £11k. This would close a gap with NEDS in NHS Trusts in England <https://publicappointments.cabinetoffice.gov.uk/appointment/barnsley-hospital-nhs-foundation-trust-non-executive-director-3/>. There might also be an allowance consideration given for Committee Chairs.
- The level of remuneration should be commensurate with the level of responsibility not the number days.
- Somewhere in the region of £45,000 per annum recognising also that the role requires the time to complete the job satisfactorily - I.e. it can't be badges as three days a week
- Probably around 12k per annum. If we want to attract a more diverse group of people to board membership. It also very much depends on the responsibilities of the board.
- As set out in the previous answer it should be on parity with those whom I am tasked with holding to account. In the case of our Board, that means in the region of £75-150k FTE. Non execs should be paid at the mean FTE of the execs on the board. In the case of NHS Boards they should also be released from Endowment Fund Board of Trustees responsibilities.
- £15K which is in line with England but probably more if to be in line with the private sector. since the 1990's non-execs have only increased from £5K to ~£8.2K
- I think all boards should be paid at £12,000 per annum for 24 days per year
- £16200 - current remuneration figure x 2 to reflect multiple of time commitment required
- £20k pa min to reflect responsibility and constant public criticism

- It might be better to be unremunerated. The current rate does not reflect the responsibility but the cost of doing so would be very high.
- £60,000. A fair remuneration for the level of responsibility and commitment. Also if we want to attract and keep people we need to value their contribution.
- A minimum of £25,000 to better reflect the time commitment and to begin to attract a more diverse range of age groups and skillsets that would make a real difference on boards
- I don't expect private sector level remuneration but I have a couple of comparators in my mind... For private sector work that I do, I charge four times the NHS board equivalent day rate. Also, I have looked at the remuneration rates for NHS Trusts in England. The organisations are smaller and less complex, ask for a smaller time commitment (say three days a month) and offer perhaps 1.5 - 1.75 x Scottish rates. I recognise the presentational challenge of increasing rates in fiscally challenged times but something of the order of £14k, as I see in the English trusts, for the basic one day per week and similar uplift for additional committee and especially IJB work.
- This is a difficult question. Would you attract committed individuals if the salary was commensurate with the responsibility. Making the remuneration more attractive could make for attracting board members who may not be entirely interested in being the voice of our population round the table. Perhaps a level round £30,000 per year would be more apt. In my first year and a half I was paid £8,000 per year. At times I felt I was paying to do the job. Our chair recognised the additional commitment in chairing an IJB and raised this to include an additional responsibility allowance of £8,000. As I now have many more responsibilities I for the past four months have been remunerated with 2 additional responsibility payment for which I feel more valued. Non executive board members particularly of health boards are an important cog in the wheel of business and feeling valued and supported by increased remuneration is one way to demonstrate that. As I stated attracting a more diverse membership would be useful. We tend to be grey middle class individuals who may not always understand the vagaries of life in our poorer communities.
- The annual total should be divided into monthly payments to better reflect the total time commitment, rather than claiming days given to Board meetings
- Tricky to say - what is the level that does not systematically deter those without relative privilege from applying, while at the same time being a reasonable use of public funds to recompense for roles that are also a privilege to perform... This could be a very valuable research question for the Ethical Standards Commissioner to pursue, exploring best practice elsewhere.
- The rate per day is ok if it covers all of the time spent

## EXPENSES

**Are your out-of-pocket expenses covered? Which expenses are/are not covered to your knowledge?**

- Visits to a therapist for stress to my body are not reimbursed :) !! The administrative assistant in the Finance Dept alerted me to expenses I was entitled to be claiming but hadn't been for some time (especially for food when staying overnight with family and daily £5 allowance when away from home) as I had not been aware of it.
- Travel and any overnight stays if incurred (very rare for the latter)

- Travel expenses and hotel once a year for a meeting of the wider external network of which we are a part. If meeting in the office and over lunchtime, we are given a sandwich, and a plate of biscuits and teabags.
- In truth I am not clear about this as I have never claimed anything other than Travel and Subsistence, and even then only Travel.
- Everything is covered apart from stationery - pens and pads
- I never really consider out of pocket expenses, I expect that and accept it. However my mileage has always been remitted.
- Printer ink is the biggest expense currently!
- Mobile phone and internet usage not paid
- I don't always claim everything, as I travel and feel it would not reflect well.
- I don't claim any expenses.
- I can claim for travel, accommodation and meals. There is nothing else that I would require to claim. Paying the higher rate of tax on travel from the North of Scotland can result in expenses not covering the actual cost of fuel leaving me out of profit.
- I do receive travelling expenses for most journeys. I have additional expenses relating to the role (appropriate clothing etc) and related to working from home, (printer Etc) which are not claimed for.
- Childcare has never been covered despite repeated enquiries. travel, when applicable. Just now working from home has increased costs such as electricity, printing, telephone etc. which is not covered
- Any travel and/or sustenance costs should I require that. At time of writing none required due to Covid19. I can claim tax relief for power used in working from home.
- I do not have caring responsibilities. I do not know if replacement care expenses are covered but think they should be.
- I do not claim for travel or subsistence but that is my choice.
- I cannot use public transport for the whole extent of my journey as it takes too long and I have health issues. I therefore incur taxi expenses which cannot be claimed or if they can be, I do not know how. We are given the same expenses sheet as employees but our needs are different.
- It is difficult at times to get overnight accommodation within the allowance given.
- Living outwith the Board's area, I have considerable travel, usually a combination of car and train. Although these are usually reimbursed on receipted claims, this is now taxed. This means that I have to pay to travel, out of personal taxed income, only to receive reimbursement which is taxed further. This is double taxing and thus penalising.
- I have my own laptop and iPad and use both for Board business. I don't claim any expenses for these as I was offered an iPad at the start of my appointment but chose not to use it. I don't claim for computer supplies (paper, ink etc) or for the use of my personal mobile phone.
- Home internet access (although this is not really a problem). Attendance at a number of events including leaving functions, annual staff social, social events related to nominated charities etc. This is a bit of a cost, and could disadvantage any appointee with little other income. I do wonder if this is a reasonable expectation. I do not claim for any printing at home, but this probably could be covered if required.

- I tend to be out of pocket for phone use, home printing and refreshments when travelling to meetings. I also have to get additional care hours to help me get ready and prepare for travel and to stabilise my condition when home. I occasionally need support from a PA or Carer to get to meetings and I need to pay for this myself.

**Do you claim for them? Please give a reason for your answer**

- I believe people should claim their out of pocket expensive for any employment unless they are very low amounts and provided the person uses the most cost effective travel routes etc.
- At present I do not have any due to the use of online meetings.
- I claim for food and travel and the £5 overnight stay allowance.
- Train travel is arranged for me so my travel is paid for without need to reclaim but it is still an expense for the organisation in fact. The cost of travelling to Dundee and Glasgow by public transport are very expensive and would certainly be a deterrent to anyone seeking to work in this role should they be expected to shoulder those costs. I do claim a small number of taxi fares in I need to. I don't claim for bus fares within Edinburgh. I have on a small number of occasions had to fly aboard representing the Care Inspectorate and the flights have either been covered by the CI or by the hosts if for example I have been invited to lecture.
- I don't feel it would reflect well due to the remuneration level.
- The process was not straightforward. I felt guilty taking more money from the NHS.
- process overly bureaucratic/time consuming
- As I travel from Renfrewshire to Dundee I have train costs and, as I am disabled, I also have to take a taxi to and from the station. I also have a Support Worker who travels with me.
- To attend a meeting in Edinburgh I have to drive to the ferry, cross to the mainland and drive or train to Edinburgh or Glasgow. I need to stay the night before a meeting and the night of a meeting as ferry times are limited. I would not consider doing this role without these expenses being covered.
- The level of remuneration for the role is very low and I cannot afford not to claim my expenses
- I want to support the work of the body and I know its finances are tight.
- No one else seems to and it seems a bit mean to claim since I can afford it. But some colleagues are less fortunate but probably feel peer pressure to not claim either.
- I have to, to allow it to be feasible for me to undertake my role. In the past 2 years, 2 of my children have been pre school age. The cost to put them into a private nursery to allow me to undertake my duties is around £120 per day. I receive remuneration of £170 per day so it would not have been worth me undertaking the role
- I am a pensioner with a low income. Previously I worked full time in the health service for 42 years which included student time, retired six months before my 40 year paid service to become a carer for my husband who sadly had MND and this early retiral was reflected in a reduced pension. I do feel that the NHS do not treat their staff always with compassion so am glad to be part of staff governance and other committees where I can speak for them when necessary.



- I tend not to claim travel as I have a season ticket and find the paperwork cumbersome! I would like the option to donate my expenses to a charity of my choice.
- Travel time is not considered which is prejudicial to those living outside the central belt .... geographic diversity is not recognised. Hence urban thinking dominates policy
- I was told that I couldn't unless I employed the carer or PA and I don't as I don't get Access to Work. There needs to be a scheme similar to Access to Work for Access to Public Appointments
- I am finding this irritating and unproductive. I have no quibble with expenses

## CIVIL SERVICE PENSION SCHEME

**Do you consider it appropriate to receive remuneration for the role which you fulfil in addition to this pension income?**

- Absolutely. I work diligently at my role as a Board member and I have chosen to dedicate some of my time in retirement to working, once again, within the public sector. I believe that the importance of strong and effective governance in our public bodies requires people of calibre to be attracted and recruited. I feel that it is also appropriate to reward them for their efforts. One could argue that the remuneration is really not a factor in deciding to apply for many public appointments, as it is invariably not a huge amount. I do unpaid work for charity and so have no issues about receiving remuneration for my work as a Board member.
- It is a completely different role
- My pension was earned over 40 years. It isn't a gift or some largesse from a grateful State but part of the contractual obligations when I entered employment. It affected my rates of pay throughout my service, keeping them lower than other comparable jobs. I made a conscious choice to remain in the public service, and accept lower remuneration, because of the substantial benefit of the pension. The State has more than had its benefit of my time and skill while employed (indeed in common with many of my colleagues I worked many more hours than contracted throughout my career and was pleased to do so). It would be extraordinary if it could be suggested that by reason of the status of my former employer I should not be remunerated for my time as a private citizen carrying out a public appointment.
- As before, my experience is that remuneration improves the contribution of members. In any case, my civil service pension reflects my work and contributions in my career not what I choose to do with my time now.
- Pensions are earned and should not be seen as disqualifying the pensioner from being paid reasonably for future work. This is real work for which individuals are giving valuable time and requires serious commitment, paid at a modest but reasonable rate. I also work as a consultant (at much higher rates) and give time to a couple of voluntary committee roles, which, although important, are less demanding and responsible. I think it is very important that these sort of roles are remunerated. In particular it helps avoid them just being the preserve of the 'great and the good' and encourages diversity in applications. (I think some of the Boards that do not remunerate reflect this problem) It also helps ensure that members feel strongly engaged and commit fully to the demands of the role, which for these type of organisations, is especially important.
- I only worked for a short time as a civil servant so my pension is negligible but why should anybody work at such a highly responsible publicly accountable position for no remuneration. The pension issue is irrelevant.
- Because of the additional time and effort required to make a useful contribution
- Firstly I only worked as a civil servant for a few years and receive a very small sum from the CSPS. Secondly why would a diverse and equitable system discriminate against ex civil

servants when lots of Board members have income from other sources, including pensions. The sums paid are also too small to have influence. Lastly most of the Board members I know are not ex civil servants and there is no bias to appointing people from this sector. The system runs on merit.

- My pension is from the NHS and represents a return on my pension investment. Remuneration first Non-Executive roles is less than many of us could get working in, for example, consultation.
- Yes. I worked for over 30 years in law in the civil service and retired early. The non exec role is something entirely different.
- The job I do is performed by a range of people and not all receive civil service pensions.
- My pension has nothing to do with this survey. It relates to a post unconnected with my current appointment. I consider this question to be impertinent and inappropriate
- My Local Authority (Civil Service??) Pension has been earned over my working life to supplement my retirement. I would advocate it is not relevant to employment now.
- It is a job for which I am paid. What possible relevance does the receipt of a pension have?
- What is this question about. It is a free country. Plenty of retired public servants earn further income. Why am I to justify this?

### **Do you have any views about board members receiving remuneration in addition to a pension income?**

- They must be remunerated for their time - as is the case for eg NHS Board non-executive directors. Pension income varies and some members could be on a low one.
- I don't know anything about that and haven't given it any thought. I just think that a worker is worthy of their hire and anything outside of that (which becomes a habitual practice and an unrealistic level of expectation) is bordering on exploitation and shows a disregard and a lack of respect for the person affected.
- I think that most Board Members have a mixture of means of remuneration. I don't really think that being on a board of a public body is a 'career' but remuneration is a factor in attracting people to apply to join.
- Yes - board members should not receive income from any source that might represent a potential conflict of interests with the organisation they are a member of
- A Board member's financial position should have no bearing on how the position is remunerated. Many of my fellow Board members draw pensions and this is an issue not because of the money but because they are not up to date with current operational practice. Whether because they are pensioners or for some other reason, they are also too accepting of bad behaviour and underperformance. Boards need more members who are currently engaged in doing, making and managing things in existing organisational environments.
- Whether or not one is in receipt of a pension is irrelevant to taking a board post, in my opinion. It's an employment and would not be attractive to me if not remunerated. I am happy to volunteer services for free to charities but not to either the public or private sectors.
- I am dismayed that those who have worked in the Civil Service , are then appointed to positions as paid non - executives. My reasoning is that there is an abundance of civil service contributions and support in the formal day to day relationships between public appointment agencies, their sponsoring departments, the secretariat etc. An alternative perspective is a benefit provided by non - executives. The perception is that those who are retired and indeed current Civil Servants over populate Boards. In

my view this perpetuates the lack of diversity and the opportunities available. I do not think those in receipt of employment related remuneration from the Civil Service should then be re-employed as non - executive directors. Frankly, the perception appears as an entitled "club"

- I agree with those who receive a pension income receiving a remuneration as it attracts more people from different backgrounds.
- Yes - question whether it is appropriate
- I believe it is important to attract the right quality of people with the right values and commitment. Remunerating people ensures there is a clear contract in place and that you can demand certain efforts and commitments. My experience in the voluntary sector confirms that many people are reluctant to commit the required time as they are not remunerated. So when a crisis occurs and you really need to advise and oversight, they may not be sufficiently available.
- I think pension is based on previous contributions. Board membership reflects new responsibilities and should be paid. I do have questions about some holding multiple appointments.
- If they have skills to offer - however, I am keen to see a much more diverse range of people on boards and that board membership is not seen as an easy ride for 'those and such as those'.
- Yes, I think it reflects the person's choice about how they spend their time in retirement. I could volunteer for a charity shop, instead I do this work and give the salary to the charity.
- It really depends on individual circumstances. Some board members may have small pensions and it makes sense that their time and expertise is recognised.
- Yes. Remuneration rewards work in progress whereas pensions have already be paid for by the recipient and reflect work already done! However, I do think I should pay NI contributions on earned income.
- I do not think there should be any link between these matters. If Board members are devoted time and effort to public service them whether or not they have a civil service pension should be wholly irrelevant. Many people have other public sector or private or third sector pensions and the position should be no different regardless of where these are from
- Individual circumstances may vary - and some remuneration for time spent is appropriate, but public perception of eg retired (often early retired) civil servants on good pensions then being highly remunerated in such roles a potential issue. I suppose people in such positions could of course opt not to claim their remuneration / expenses. But if a wide range of people are wanted in these roles then the fact that individuals have differing personal financial circumstances needs to be recognised
- If boards didn't recruit people who are retired it would be difficult to fill all posts. The role is very difficult for someone working full time. This reduces the diversity of skills, experience and age etc but no obvious solutions have been proposed.
- no different to working in a non-Board role and drawing a pension - this is taxed through the system fairly. Main issue would be time commitment for role precludes anyone working full-time taking the role on which means that to attract younger applicants the salary needs to be considerably higher or sufficient time can't be dedicated to the role.
- A perfectly acceptable thing to do. A pension reflects part of a previous employment agreement and should have no bearing on being paid for a new/subsequent job of



work. Of course this question wouldn't arise as often as it does if more working age people were able to fulfil public roles.

- If this were not accepted, it would impact considerably on the range of board applicants. Those who have full-time employment have to juggle employment and board commitments.
- I think that all Board members should be equal in terms of remuneration assuming that they all do the required amount of work. People in receipt of a pension can bring excellent experience and knowledge to the work of the organisation and also have time to commit and can often go beyond the time requirement.
- There should perhaps be a limit on the State pension if people earn over a certain, significant amount.
- I think it's fine for people to continue working after retirement but I understand why people might feel this keeps others who are younger and still trying to 'earn a living' out of work. I envisage still working in public life after retirement as my own pension, as a single woman who had children while working, will be so poor. I will need to work part time to subsidise my income. I hope to do this in 15 years or so as a public appointee in a different position.

**Some respondents answered the question based on their views as to whether the position should include the opportunity to pay into a pension fund:**

- No pension scheme which I feel is an anomaly which should be looked at .
- I think this post should reflect the fact that it doesn't provide a pension so I'm getting a huge chunk out of my earning life with no pension paid . This will likely attract older people to the post who may have already retired. It's totally unrealistic
- Yes think this should be part of this or you will not attract younger people into the role
- If remunerated then pension contribution would be appropriate
- Board members, especially vice chairs and chairs should receive a pension or pension contribution
- Pro rata pension should be included.
- I don't understand this question. As far as I know board members don't receive pension income. I am aware of the arguments about remuneration including pensions and other benefits being part of the ' deal' to encourage people from all walks of life. However once these posts become a ' job' the nature of them may change quite fundamentally. From an ethical point of view I think a person as an NXD should be able to walk away on a principle without having to compromise. One of the reasons NDPB were invented was to ensure independence with integrity for certain functions of government. The Boards role inter alia is to ensure high standards of governance and the role of individuals is to support and challenge in equal measure. It is vital this is not compromised.
- I don't understand why we are not entitled to pension contributions
- Yes - I believe that there should be pension contributions paid.
- I asked to sacrifice some of my salary for pension and was told that was not possible for an NDPB Board Member.

## **IMPACT OF TIME COMMITMENT, REMUNERATION AND OTHER ASPECTS OF THE ROLE ON DIVERSITY**

**The Commissioner is concerned that the current levels of time commitment and remuneration may be precluding applications from and appointments to currently under-reflected groups such as disabled people, people under 50, people from a BME background and people with lower than average household incomes. Do you have any views on this and/or ideas about what should be done to increase board diversity?**

### **Comments from those who disagree with the Commissioner:**

- I don't believe this to be the case. I think the organisation is doing a good job with board diversity already.
- Board is diverse. No need to increase that
- no think the process is open to everybody
- Not sure that this is true where board members are paid a reasonable daily rate. Perhaps a problem in unpaid roles.
- I think the Commissioners concerns are unwarranted.
- Boards are perfectly diverse at present. Remuneration would complicate matters. It should be a privilege for people to sit on Scottish NDPBs, to give something back in public life. Be very careful what you wish for.

### **Comments from those commenting on aspects of the role:**

- Remuneration would be particularly important to disabled people who could face additional costs and those on low incomes such as myself.
- I agree that lack of remuneration can be a real barrier to the groups highlighted. Plus not just under 50, but anyone below pension age also. Anyone giving of their time should be remunerated and not taken for granted. Being paid also adds a formal responsibility as members are no 'volunteers'.
- Yes I think that it is a mixed picture in Scotland, Board members rates of remuneration are substantially lower than in other parts of the UK for largely work of similar value and the lack of any pension is a massive deterrent and disadvantage to younger applicants. In terms of Conditions it is like a zero hours contract without any of the rights. Re diversity my Board has very good diversity but that has taken a lot of effort and personal commitment from the Chair.
- 100%. The level of pay is not enough to attract a young person at the start of their career from a diverse background. I am an outlier as I have been on the Board since I was 41 however that is only due to a very understanding employer .... albeit I had to take a pay cut to take the post on!!
- The level of remuneration is more than adequate for me as a retired professional with an NHS pension. Would it be possible to means test people after they have been appointed? I appreciate that this may cause unintended problems but might allow for enhancements for those less fortunate than me.
- My previous answers refer. The low level of NHS non-exec board member remuneration is a barrier to younger people and lower income groups. Not to BME, per se. Diversity of experience, core competencies and values should inform selection of NXDs.

- For the right people every effort should be made to be as inclusive as possible if that requires financial assistance or remuneration that is essential
- Yes. It's very clear that there are many who cannot or will not apply as they need to be remunerated. They cannot afford to do these roles.
- Absolutely a key issue. I think that remuneration should be offered in such circumstances. Also that the current remote working options should be continued to aid diversity.
- I could imagine that the income levels could be an issue in some cases.
- Absolutely agree. It would be impossible to respond in the time frames required and combine with another job. My self employed work has suffered. There is an attitude that Board members are on zero hours contracts and can be asked to attend meetings if 1-2 hours in the middle of the day.
- Agree widest possible representation desirable. Time commitments versus family /childcare duties can be a deterrent but believe that continuation / expansion of on-line meetings will help attract more people to public service AND save on travel etc. costs
- Yes - I agree. Some of my comments are in the earlier answers. Daily rate should reflect the skills and expertise required - it is in many cases too low. However, pay should be for actual hours worked, in some cases the current system in place in some bodies (annual rates of pay based on estimated days required) encourages quite 'minimalist' engagement from some members, which I find hard to witness. At the same time the relatively low daily rate does not encourage those that are younger and building up either portfolio careers, or in employment elsewhere and having to substitute income lost from other sources with the Board member pay
- Remuneration should reflect time commitment, otherwise applicants will predominantly come from affluent (semi) retired professionals.
- The time commitment and more importantly the flexibility required on when hours are worked must make it very difficult for anyone in employment or with child minding responsibilities.
- Clarity about when meetings/other commitments will take place - and ideally on set days during the week.
- I agree that making remuneration more commensurate with time commitment may attract a wider group of applicants. Unfortunately time commitment is difficult to change
- I think it is definitely putting off younger people ( pay , pension) and disabled people . I have spoken up about this at board. I think during coronavirus when we are working from home , it's ideal time to recruit people who may be disabled and /or live in a remote area. It's become more accessible although it's taken me weeks to arrange for appropriate working equipment at home . The pay will put off so many people because hoe can you live off it and how can you get another job when the demand on hours is so high ?? I had to give up a second job as I couldn't manage both
- Use technology for remote meetings and hold meetings in the evening. Offer direct income replacement levels
- I agree that current levels of time commitment and remuneration may prevent under-represented groups and those in work from applying.
- I think it is fair to say that the pay and the time commitment lends the role to either people that can afford to work for very little (other income, wealthy spouse, etc) and have no other active employment or those that are retired with a healthy pension. This significantly limits the pool of applicants.

- I think individuals' circumstances should be taken into account e.g. would someone have benefits reduced if they undertook a role. The time commitment for my role does not seem to have discouraged younger members or females.
- The commitment to these roles far exceeds the time allocated and this is difficult to do if you have a full time job or other commitments out with the role
- It can be difficult to balance a Board Appointment with full time employment - I think that should be considered if possible.
- I do. I find the remuneration ok because I have a well paid role in my day job and I can work my time around it. For many others taking up the role would mean taking annual leave or dropping other paid work to take the role or it would mean finding childcare or other cover for their responsibilities. The nature of the roles means they are short term - which I agree with from a governance perspective - but that could also be off putting. The time commitment is usually in my experience always more than advertised - I genuinely don't think you can operate fully on a 2 or 2.5 days a month time commitment. We also do live in a capitalist society - money is critical and it is the main way we recognise someone's value - so if you are going to take up a role it will impact on your ability to earn elsewhere. It is also a significant responsibility. On barriers - as someone under 50 I can attest that being in the middle of your career and timeframe for having a family does have an impact - both in terms of barriers to applying and in delivering the role. I have had excellent support but I didn't know I would have that. I was pregnant while on a Board and it became clear there was no policy on maternity leave and whether you were or were not a fully responsible board member in governance terms during any leave and/or whether remuneration would be paid or not. It was all sorted out and my Chair was hugely supportive and understood the challenges and did a lot to address them. I took my baby to Board mtgs etc. But I am also very confident in stating where there are barriers and not everyone will be nor should be. It takes a lot of energy to challenge barriers - and difficult to do in a time constrained board role.
- I think it is important to ensure all work is paid and Board members develop a mechanism and a Board culture where claiming for ad hoc / multiple short duration work tasks is the norm
- Although it is possible to control one's personal commitment, I have pointed out to members on more than one occasion that their enthusiasm to extend the role could have this deterrent effect. I have explained in an earlier answer how the tax system would deter someone claiming income-related benefits. One solution may be to allow members to define their own contribution each year and not feel pressured to extend the commitment. HMRC need to restore the tax treatment of expenses applying before April 2019.
- I think if the remuneration was more attractive/competitive then we would be able to attract more people
- The experience of working with Inclusion Scotland in their programme to support people with disabilities to apply for public bodies absolutely proved that there are barriers, including time commitments. The introduction of more 'agile' governance processes during COVID, including remote working, has been successful and could allow a wider range of individuals - for example, with mobility issues or caring responsibilities - to apply. We really should ensure we don't lose this learning or opportunity. However, there will be issues with this such as provision of IT support, but we should try and overcome these.

- To attract people from broader industry pay would likely need to be higher and governance seen to be very robust. There is limited real challenge completed and chief executives tend to be very defensive rather than open to change.
- I think a fair estimate of time required and a payment for time and any expenses reimbursed definitely supports equal access. This was borne out by our research and feedback when I worked with developing new apprenticeships.
- Paying for time committed would aid diversity. Everyone should be paid the same, not paying some people and expecting some to contribute for free - this creates a 2 level system and does not deliver equality.
- The fact that there are fewer working age members on our board, and no members of the BAME population may well be caused by the low remuneration rate.
- I think that the current levels of time commitment and remuneration may dissuade all sections of society applying. Greater flexibility in attendance and participation may help but certainly, in my view, the current remuneration level does not help.
- Remuneration should reflect the time and responsibility for everyone equally. The main disincentive to apply for this work is that all days and every day of the week can be called upon.
- I agree that the time element can be challenging when working in full time employment. The remuneration factor is not as important to me as the feeling of giving back using my skills however remuneration could be very important to those in lower than average household income groups. Consideration should be given as to how individuals can be supported to undertake these roles e.g. training/support that can be provided, loan of IT equipment
- While I think that pay and time commitment are factors they are not the only factors. But one possibility would be to have full-time Commissioners.
- I absolutely agree. The inadequate remuneration is a barrier to inclusivity. There also needs to be greater transparency around the amount and type of work involved (number of sub-committees, etc). Meetings and settings should be less formal and less intimidating with more use of plain English and we should never assume that people understand the political nuances involved in much of what takes place.
- Yes. As I have stated throughout this survey, I, and my fellow board members, are not remunerated for all the hours we work. I was shocked to find out straight away on commencement of my role that it was acknowledged by the board that this was the case but we were expected to accept it. I hold the highest ethical and personal standards and have never restricted my hours of work to that of my contract and have worked as many hours as required in order to fulfil my role of oversight and scrutiny to the highest possible standard in service to the board and ultimately to the patients and community we serve.
- Less about time commitment and more about not recognising that from some location travel constraints mean a 2 hour meeting requires a 3 day commitment
- I suspect the problem is less to do with remuneration levels but with the varying time commitment. Those who have no alternative income would find it a challenge.
- Totally agree levels of remuneration are generally low it's ok if you have a pension or work in consultancy and a public appointment is a small part of your portfolio which supports your other interests. If you are relying this for a reasonable income you won't apply. I do feel remuneration should be increased and timing of meetings reconsidered as well as allowing remote access to meetings
- I think the levels of Remuneration will prevent lots of people from applying. However there are also other reasons for this which are not related to Remuneration.



- A more realistic assessment of required commitment, properly remunerated is necessary. Covid 19 has shown that physical meetings, previously the norm, is not the only or most efficient way to conduct business. Virtual meetings, which are also not time bound to take place mon.-fri, between 9.00am and 5.00pm, introduces the potential for greater interest from groups previously under represented ie post Covid virtual meetings or perhaps hybrid meetings mixing physical and virtual attendance being held out with 'normal' working hours would attract more disabled /working individuals.
- I think the time commitment should be fully reimbursed for this reason. At present only those with other income sources to rely on can fully afford to do this.
- I think that may well be true. It is a lot to ask of someone if they have no other means of income and or an employer who will not release them
- I think there are issues and one is that I am aware of is that many retired or self employed people would rather be paid their daily rate gross rather than net after tax as it allows them to bring all their income together more easily for tax purposes. I am told that some people have left Boards when it moved to being paid PAYE rather than self employed. I do not think that money defers in itself but how it is paid etc could but not an expert.
- This is true. Our board has lost people who couldn't maintain the time commitment. It is also difficult to take up the job quickly if you haven't got skills from previous roles. It can be quite daunting to challenge doctors etc and understand the data, context etc. The way in which boards operate would have to be much more flexible and accommodating to achieve diversity. There is a lot of reading sitting in committees which is not always attractive as a job. Board members are not valued nationally in any visible way. For many people it's not an interesting option
- Pay a fair salary, reimburse all expenses incurred and ensure any payments do not adversely affect any benefit payments. Pay what is owed promptly
- see previous answers. I agree. Increased salary reflecting real time commitment and status of roles would be required in order to attract under-reflected groups who may for example have to support their family through Board roles.
- I think it is ensuring there is no loss of income, that employers properly support their staff to apply, that they are not disadvantaged if on benefits, job prospects and promotion not held up.
- I'm sure this is true. Per earlier answers, while it is important to demonstrate effective use of public funds, this should not be a reason not to ensure that remuneration for this type of role is sufficient to reduce the barriers to entry from structurally discriminated groups. Embedding expectations that role-holders can, should and are expected to claim for all eligible expenses and time spent, would also help. It would also be worth exploring the use of more blunt tools - for example, a blanket requirement that every relevant body includes at least one person from a set of structurally discriminated groups - as well as softer measures to help shape the aims and expectations of those recruiting (e.g. about the types of experience and expertise that are valued, and the types of bias that people bring with them into such processes, which are together very often the basis for discriminatory recruitment, inadvertent or otherwise).
- The lack of pay, is definitely a barrier to holding these positions. There is huge responsibility to being a Trustee (if you read the small print) and cannot be undertaken lightly.

- Pay people for the time put in. Those who would not get time off work paid by their employer, or whose benefits would be affected, are at a disadvantage.
- Have more flexible arrangements for Board members allowing different numbers of days per year, ensuring that travel needs are better considered
- I think more needs to be done to assist disabled people into public appointments including assistance with costs for a PA. people on low incomes need out of pocket expenses paid upfront as it sometimes takes up to six weeks to get expenses reimbursed.
- See my previous answers. Board Chairs must have the flexibility to offer whatever reward and recognition package is necessary to attract the required individuals. It will always be a combination of role requirements and the Board mix, so it cannot be centrally mandated or managed if genuine improvements in diversity are to be achieved. Beyond that, some form of recognition of the value of these roles in the career patterns of relevant sectors will be necessary to encourage younger members to free up time to attend. Working practices should change to reflect modern living eg videoconferencing should be the norm to allow younger people to contribute without travel time and cost.
- I feel now with microsoft teams, Zoom etc that flexible approaches to certain aspects of the role might change this
- I tend to agree with the Commissioner's views. In my experience other Commission members are also giving time for which they are not being remunerated. For those on low incomes - which is more likely to include disabled people and those from BME backgrounds - this must act as a deterrent from applying especially when they may be trying to hold down other jobs etc.
- I agree wholeheartedly as these factors do not allow people to have portfolio careers as they cannot afford to give up income/time commitment required. Solutions include being paid the right remuneration for the role to enable portfolio careers; considering if different Board members can work different hours according to personal circumstances with core duties clearly defined - difficult to do if commitment is unclear; innovative approaches to attract diverse applicants. We will continue to get people who can "afford" to take these roles or who make a life choice to take these roles on due to personal circumstances/choices/interests unless we remove the barriers to appointment
- People who have middle level jobs and those on low incomes probably don't expect to be selected and they don't have the financial wealth to give days at a level below their usual income.
- I agree. This is possibly the main reason for reviewing the remuneration. In addition Chairs must be held accountable for increasing diversity and gender balance.
- I believe this is absolutely the case. I feel there is a geographic disadvantage also in some of our island communities, although I hope technology will break that down. I feel there should be access to pension schemes to encourage younger people to apply, and certainly for the roles of Chair a higher remuneration package.
- I strongly agree that the remuneration for most roles does not reflect the level of commitment and time required. It is non pensionable and there is no security. Many will not apply if working age. I can only do my role as it is one of the best paid and even at that this is lower than I could earn elsewhere
- Reduce the volume of reading required. The system requires educated, middle-class people with free time.

- Boards will remain largely white, middle class, heterosexual and for older / retired people unless changes are made. The time commitment also doesn't allow for training and mentoring time to be built in for new board members / those who face barriers, unless you're willing / able to do it in your voluntary time.
- Many NHS board mtgs are daytime. As a full time worker this can be challenging. Perhaps guidance to Boards on more flexi working including evening mtgs may support current board members and attract more applicants
- Please reconsider the pay and time commitment and pension and take this opportunity to reflect on the accountability of this role. Boards should be diverse. Young people have so much to offer, it excludes them completely. So we never hear their point of view
- Earlier I remarked that through the Commissioner there is greater consistency to Public Appointments but in my experience there is less consistency around time commitment and remuneration and I guess that this survey is trying to throw some light on that and hope that it succeeds.
- Executives are overly concerned with the paper trail of having informed their Boards. In the NHS this is resulting in individual meeting paper packs the size of a small paperback book and risks becoming a tick box exercise. But we do our best work when freed up to have honest and fluid conversations about local delivery.
- I'm not on a NHS Board, however, I believe the levels of remuneration there are too low considering the responsibilities, time and impact of those roles
- I think that specific roles on a Board should achieve a different level of remuneration, as a VC and lead I am on the same as a new member but the convener is on a higher level (and deserves this)
- More openness at the application/appointment stage of the actual time commitment would be very helpful.
- It is hopefully reflected in my responses but generally speaking, the work with IJBs has considerably increased workload. Also, a specific point: I have to fill in a statement of members' interests for the health board and two IJBs. (Worse still, they are paper forms). Surely we should have a single national system for all public service organisations with a common format?
- I have previously undertaken NDPB chair roles which were not set adequately .....at VisitScotland, and particularly at HIAL. There should be a mechanism for reviewing these.
- remuneration could possibly be staggered to reflect increasing time commitment and responsibility as one progresses over the years spent on a Board.
- One thing I find frustrating is when papers are circulated late (which happens often) and when additional meetings are scheduled at short notice. Because I have limited time, due to working full-time and having young children, it is difficult for me to respond to these demands, although I feel pressure to do so.
- Personal income tax for being employed reduces the remuneration significantly for anyone to be interested to take up such role. Clear role description should be provided by Commission at the start rather than leaving it to the discretion of the Chair.
- The amount of time reading and preparing for Board and committee meetings is definitely increasing and there is no strategic or tactical approach being developed to minimise this for Board members. At the moment this is being done through members good will and the desire to do a good job. This may run out at some point



and some recognition of the additional workload may be necessary to keep the good will of board members.

- Two issues - the volume of work and responsibility is beyond the level of remuneration. And the time commitment is not just the hours expected, but the expectation to meet the exigencies of governance at all the calendar dates, Any day of the week and any time of the day. And to give a full commitment, a major additional set of commitments is in conferences, supporting junior members etc
- Government officials are too urban orientated in allocation of time commitment. Hence the lack of geographic diversity on boards
- The only final comment I would make is that the Government needs to look at these jobs as proper commercial jobs and not like 'volunteering' which they can from time to time. Not commercial in the sense of being there to make profit but recognising that these are people with skills and knowledge that should be recognised.
- There seems to be a disparity between similar roles about what is paid to individuals and how. I.e expenses, travelling time, extra responsibilities ie membership of IJBs in addition to role
- A more comprehensive description of the many aspects of the role are required. There was no information about IJB involvement when I was appointed.
- Not sure how the time allocation of a day a week for the board's chair was arrived at but it was a significant under-estimate of the time commitment involved.
- The induction process is very important and again very variable across different organisations. I did really enjoy the SG non-executive induction day but they don't seem to be very frequent. Better support for Non-execs when in post would be very much valued including face to face interactions with other non-execs from other or similar organisations as an ongoing process and not just a one off event.

### **Comments from those commenting on attraction to the role, or aspects of the appointments process:**

- The two most effective ways to attract cultural and hopefully intellectual diversity are (1) by demonstrating such diversity within the civil service and particularly at leader / managing director/ chief executive levels. And (2) to search proactively for candidates, not simply assume someone will respond to an advert.
- I think that giving insight into what is truly involved in holding a public appointment would help. I do think that the adverts try to be encouraging to the groups mentioned above, but in reality I consider that it must be difficult for people in such circumstances to take on such a post. A podcast or video which tackled the practical problems head on and which shadowed a public appointee and what a normal week looks like, with papers received online, IT assistance, reading time, meeting people , the work of a Board and how standing committees work may well be helpful and encourage people who have a lot to contribute to feel more inclined to apply. I know that there have been thoughts about extending Board membership to younger citizens, and I wonder if part of the citizenship training in secondary schools and further education should include such information to help plant the seed of taking up public appointments in the future.
- Increase awareness of posts availability - wider advertising perhaps within other networks. Visual evidence of existing diversity to stop the 'oh it's not for the likes of me' view. Widen the pool of appointees so it is not viewed as a 'merry-go-round' for a select group who appear to be serial appointees

- Yes. All boards should reflect communities they serve and remuneration, application process and training/support should be reflective of the need to attract more people and be less administrative. The current process reflects our cumbersome and judgmental system, meaning our health boards are full of retired public sector people. We need balance.
- I'd challenge on the inclusiveness of attraction and selection processes to reach those under represented groups with vacancies. Perhaps a concerted effort with one protected characteristic group, doing things differently, then assess the outcome?
- I would think this is likely to be an issue. However greater diversity will continue to be a problem so long as under reflected groups are discriminated in the workplace and society as it is more difficult for people in those groups to gain the skills required for board membership of the larger public bodies. We need more routes to board membership other than current appointment process e.g. shadow board membership, stakeholder membership etc.
- Fairer recruitment, it has become an industry in some areas, applications, psychometrics, presentations, interview all for little income. Values are important but the application questions are restrictive, short in wording to justify and to demonstrate knowledge and other skills.
- Encourage employers to allow time off for this commitment. Promote applications. If none of this works, set quotas.
- I think there could be a local initiative perhaps run by a local third sector body to advertise the potential to join a body and offer coaching and mentoring to be able to consider and prepare ahead of any adverts to apply.
- I don't think remuneration is the main issue, rather it is how the organisation and its culture are viewed, how recruitment is carried out, and how the organisation's role is advertised.
- Perhaps some discussion with Trade Unions to promote interest.
- Positive discrimination in favour of these groups would increase Board diversity. The recent moves to gender balance Board appointments shows the success of this.
- agree on the lack of diversity, better advertising of roles and explanation of commitment
- Keep targeting these groups with relevant information. It is only by doing this will we eventually get the diversity we're seeking
- We need to increase the opportunities for disabled people to apply for boards by making it clearer where their lived experience can make a difference and how this will be achieved. Also, given disabled people often need more time to complete tasks, will incur more expenses etc as a result or will lose out in that way, we need to make it clearer how this can be accommodated before people apply i.e. in the application pack and through marketing of the role.
- It is important that the individuals appointed have the skills to undertake the responsibilities of the post. As individuals from under-reflected groups obtain positions of seniority more generally, it will increase the recruitment pool available for appointment to posts on public bodies.
- I have fully explained my views on remuneration and restricting Civil Service eligibility for posts. I would also say that the number of "consultants" whose with multiple appointments is alarming. Diverse applicants then have to compete with those in employment fields that are not well populated by diverse groups. Regrettably, a number of the organisations who aim to increase women on boards also require a subscription to access their vacancies, which further restricts access

as they will not be involved in the networks to discuss appointments. I am one of those who has diverse characteristics but I don't feel well supported in applying for positions. This not only applies to Public Appointments-supporting applicants with diverse characteristics for trustee roles within the third sector would assist in normalisation of applicants for public appointments

- I agree that this may be a factor. Generic courses for prospective future board members may help; giving an insight into the role and dynamics of a Board. Before I joined my Board I had never been in any Board meeting before and it was an intimidating experience and a steep learning curve.
- It is essential that recruitment processes involve a planned and systematic effort to reach under-represented groups. It takes much more than email and advertising, and may be harder to do in the current restricted environment.
- my board requires that 50% of its members are disabled, so we actively advertise for this person
- A range of skills is the most important factor. Group think should be guarded against. Drawing Trustees across the spectrum should benefit organisations. Encouragement of all who can contribute is to be welcomed. Often confidence is lacking and personal encouragement can help overcome this barrier
- This really is too big a question to expect a serious answer at the end of the survey. I think you would need to consider each of the groups you mention because the issues may well be different in each and the reasons complex and not simply about time and money. In theory everyone is eligible to apply for any appointment but very few will be suitable. Suitability for appointment will be the consequence of a whole series of life events, personal qualities and aptitudes and career choices. It has also to be recognised that for a Board, whether in the public or private sector it, has a job to do which will require certain skills and experience and which needs to be done in a way that allows the efficient conduct of business usually during business hours. That will make life difficult for those with a main employment where the employer is not prepared to allow time off to undertake duties as a Board member of a public body.
- I concur with this view, especially to attract younger people of women with children and young families.
- I am also a Trustee of a charity. In the last appointment round we changed the wording of the advert to appeal to more diverse groups, explained past experience was not needed and advertised on social media. The response was excellent from a diverse range of applicants. The public appointment process needs to be radically reformed.
- I can see why they don't apply. You could apply a quota based on an age, but would not support applying a BME quota since that would not attract consideration from all eligible BMEs.
- The current, very formal, appointments procedure, in my opinion, must put prospective candidates off. I had experience of interview procedures when applying for head teacher posts but still found the process very daunting. I wonder if there is another way appointments could be made which would encourage under represented groups to apply.
- I suspect that more could be done to attract under-represented groups, particularly younger members in their earlier careers.
- I believe this is important. Issues to increase diversity includes looking at more accessible processes for people to be made aware of appointments, role models,

incorporating diversity in the balance of board composition, auditing existing board members in terms of diversity and make that information public, and using/publicising the experience of existing appointees from under-reflected groups.

- The most important diversity on a board is diversity of thought and experience, yet this is never mentioned.
- I agree with this statement. The post needs to be attractive to attract those who perhaps could see joining a board as a profession rather than a voluntary post. I would like to see a more diverse group round the table. I became very involved in setting up a BAME group because I had concerns round Covid in our staff groups. This is one example of something that could have been raised by a board member earlier had we had a bame member of the board. There are various other groups who would benefit from a voice round the table with the ability to hold to account executive teams in areas where our largely older middle class group perhaps don't have in depth knowledge.
- I am a member of under-reflected groups (BME and under 50). Aside from transparency around time required and better remuneration, there are many changes that need to be made to improve this area. I will not state them here, as I am already involved in numerous discussions around increasing diversity on Boards.
- Not sure time commitment/remuneration is an issue - more awareness of positions available and confidence of groups to apply. More widespread advertising of posts might be appropriate via platforms used by these groups emphasising that applications by them will be welcome.
- A person needs to confidence to apply and there may be a lack of confidence if people feel that they lack a certain level of education. Life experience and skills should be emphasised as important rather than formal education.
- Employers should be encouraged to support knowledge of and interest in public appointments as they would benefit.
- Agreed more diversity would be a good thing, but not at the cost of value for money or talent. We need to make more effort to advertise the posts in a way which all communities can understand and be inspired by. Quotas are another option, but a one size does not fit all, so difficult to manage. Perhaps contacting the calibre of people needed from these communities and ethnic backgrounds to ask them why they do not apply and what is missing from the way in which the system works, that might inspire them to apply would be a good piece of research, against which objective evidence based decisions could be made.
- We need to provide examples of people from BAME backgrounds working in these jobs. The recruitment process needs restructuring to ensure we attract these people. We need to be clearer that support and a 'place of safety' is provided for victims of racial abuse and unconscious bias and that perpetrators of abuse are held to account and sanctioned appropriately. We need to offer more bursaries (with guaranteed jobs at the end of them) to people from a BAME background. We need more accurate assessments and reporting of %s of people from BAME backgrounds working in our organisations.
- I believe that the way in which positions are advertised is not as accessible to under-reflected groups, and the application form could be daunting.
- This requires much greater analysis than is provided for here however if you want to attract from a more diverse pool more money is likely to be the answer as well as creating greater awareness of the roles available. It may also be something to do with the titles of these positions. Many people will be intimidated by titles such as

Non executive director or chair unless they already have such experience. This is of course a paradox not easy to solve since most of the roles say they require specific experience at senior management or board level. If you genuinely want a more diverse board membership you need to rethink how you describe the qualifications for the role and what experience is required to fulfil it /

- Too many to pride here. If serious about diversity, have to find a way to make these roles attractive enough. Otherwise they will continue to be most likely to attract older people with existing pensions or independent means.
- I believe the intention is very much there to attract under reflected groups however the application process/experience required will limit applications from these groups
- Yes, I agree with the Commissioner that these are barriers to entry. However, the actual application process itself can be challenging to anyone who has not worked in the public sector or at an executive level in the private sector. There is a cottage industry in experts who coach executives in applying and this generally excludes these groups. A communications outreach strategy to those under-represented groups offering support would help drive diversity.
- Introductory sessions specifically aimed at more diverse groups help.
- Where opportunities are advertised matter. Just advertising on the Appointed for Scotland site and hoping this will reach these groups is not enough. How the opportunities are presented matters too. If Boards look non-diverse they will be a turn off for others. Role models from these groups who have been successful being used to promote opportunities would help.
- Actively search for individuals from diverse groups \_ i certainly believe that greater diversity is crucial for appropriate decision-making.
- try to position it with employers similar to the Territorial Army so they are more obligated to permit time off for these duties. Emphasis the fact that this is a development opportunity
- Board Diversity is critical to ensure community representation and contributing to strategic planning in thinking. Ways to address this could be co-opting onto committees and campaigns to encourage diversity on the board, dispelling myths that it is only from certain backgrounds that can be included on boards
- Allow shadowing opportunities to encourage wider groups to experience what is required and perhaps show case some Boards on what they do for Scotland
- I agree wholeheartedly. There needs to be more outreach to people such as described, less formality in the selection process, accessibility through online working and virtual attendance at meetings, and positive discrimination towards these groups of people provided all else is equal. All potential applicants should be invited to observe one or more meetings either in person or online and be encouraged to speak with specially nominated mentors within the Board.
- the application process can be off putting and not well understood, support in underrepresented groups for making applications may assist
- Job descriptions and experience sought can often seem out of reach for under-reflected groups. It would be helpful to provide example/case study of how questions could be addressed based on their likely experience.
- I love to see positive action to ensure better inclusion, representation and parity.
- More outreach events. I spoke at an Equate event to encourage women on boards. Something similar for disabled people, early career applicants too.
- Tailored recruitment aimed at particular under represented communities, using specialist media, social media and through representative organisations may help.



Perhaps part of the issue is a perception of being unlikely to get time off work? Reassurance could be given. There may also be issues for those on some benefits.

- Advertise the roles to BME and lower income households in a targeted approach. A more lucrative package will certainly entice others to consider the role.
- I think the view of diversity is a limited one. Diversity of opinion is the biggest challenge. However the issues are linked. It is very hard for people who are not financially secure and have control over their diaries - ie middle class professionals to do this type of work
- I agree there is a challenge here. The Board on which I sit is very well represented gender wise, but has absolutely no members from the BME community. This needs positive discrimination in appointments to break the mould.
- Successful experience invariably trumps ability to. As such even when the wording of an advert deliberately tries to open the field it then gets narrowed again when you have to trim the field to make the interview process manageable. We probably need to go a step further therefore and target and define skills knowledge sought in different ways - that may help to drive diversity of thinking which may in turn help with actually diversity. Thought too about the essential aspects and trying to keep those to minimum (not narrowing in themselves - how many 30 year olds can really offer governance experience?! Etc) and giving space to move the decision point into the desirable space where more differences can be brought into play may help too. General churn is probably an issue too with roles really only being available each eight years. A stagger across the board may help but ironically the diversity in group recruitment is suspect is better than one at a time. We recently appointed five in one go and achieved a really good level of diversity in all forms.
- The application process should be made more user friendly. It is complex and offputting.
- I don't think it is the time commitment or pay that is affecting this. I think we should publicise public appointments in varying arenas and meet under represented groups at least half way.
- Coaching on the application process and publishing some case studies
- Whole process precludes people with lived experience.
- I believe the main barriers are lack of knowledge of available opportunities and of the role. It's also likely that there are assumptions about the type of experience and background required, which may put off some applicants. Applicants under 50 are likely to hold full-time employment and may not look outwith this. Disabled people may need assurance that their specific needs will be met to enable them to fully participate. People from BME background may be encouraged if there was greater publicity about existing BME board members. People with lower incomes may be discouraged by having to claim hourly rates and expenses, but most likely they may assume that they won't fit into the perceived culture of board meetings.
- The current application process is a barrier to widening diversity in my opinion. The process of filling in an application form is designed to recruit the very demographic you currently have. a process less reliant on a written application form might help and a more dynamic recruitment campaign might attract a more diverse audience
- I share the concern but have no insight into particular strategies to address this. I do think we could be better at engaging with local community groups however - it seems to me that every organisation has to make its own approaches. Could there be some sort of national networking project that provides easier access to appropriate organisations?

- I think that it would be very difficult to make the time commitment if one is in full time employment unless the employer is very understanding. Our Board is 50/50 male/female. It's hard to judge the age range of the appointees but I think some may be under 50. Given that the level of experience required can be quite considerable, that would work against getting much younger people to apply and be successful. Also, often with work and family commitments it might be impossible for younger people to make the time commitment. I would suggest that consideration is given to engaging younger people in other ways rather than being full board members. Another way would be to approach employers who employ people with the skills that are being sought and seek a secondment type arrangement for a few days per month as required. There will be people who are disabled and/or from a BME background who currently serve on boards etc, perhaps their profiles could feature in any publicity or recruitment information for vacancies.
- yes I agree with this. Reaching out positively to BAME and other ME communities
- Absolutely. BME and disabled people are systemically discriminated against in society and also in Access to appointment processes. I believe positive discrimination should be introduced to overcome this. I welcome SGs move to achieve gender balance in Health Board appointments.
- I think there should be a limit to the number of boards a person can be on at once. I work alongside someone who appears to be 'a professional board member' and has been part of at least 10 different boards in recent years and is currently on 3 or 4 and enjoys telling everyone how lucrative it is for her. I find that quite distasteful and off putting and can see how this would deter BME or younger people as it almost seems 'elite'. I found my role via a Voluntary Sector recruitment website and I would recommend continuing to recruit a more diverse range of board members this way. Perhaps existing board members who are under 50/women/BME/disabled could mentor others who are considering it? Or short videos could be made which feature these board members speaking about their roles as a way to attract others who are similar? I'd be happy to create a vlog or youtube video aimed at women under 50. I think social media needs to be better utilised to attract the groups you're trying to engage.
- I think clear plans on how the roles can be communicated, understood by, and appealing to these groups is key
- It would be good to advertise these positions via Careers Services in Colleges and Universities to attract a younger and more diverse group of people. However, due to this, more training might need to be done to prepare the individual for the Board position concerned.
- Board Members tend to be people that want some personal development and to give something back to society. Employers need to understand the benefit they will gain from having employees with a broader experience.
- I do not regret the time nor the minimal remuneration as a non executive board member. Becoming a board member may not be something that our more vulnerable groups nor our large student population think of. Providing some form of preparatory course for those who think they would never be considered could alter that thinking and attract a more diverse group. A becoming a board member course is something that perhaps has not been considered. I know that onboard courses are very useful but getting the confidence to apply to join a board would be enhanced by some preparatory training.
- The board I am on has excellent gender balance, and I feel we are on a level in relation to core values. Whilst it is early days, I do feel there is no value judgement



being placed on non academics or clinicians, which is great. I sense an evolution/revolution afoot - I think public events with various members of different boards who are diverse can be helpful to encourage people to come forward. If we can see people like ourselves doing these things, we have a role model. Mentoring or shadowing opportunities might spring from that. I run International Women's Day events in my council to encourage more women to aim for standing for LAs.

- I am passionate about widening the diversity of people serving on public bodies. I think we have been timid and unwilling to try innovative ideas. I think we should be doing much, much more.
- I am surprised at the number of professional people whom I encounter who do not know about the Appointed for Scotland website and that, as was mentioned in the previous section, it covers such diverse and interesting fields of Scottish public life. With such emphasis being placed on the Blueprint for Good Governance in Scotland, perhaps raising the profile of how you can take part in being a Board member and bringing skills to the role would be helpful. You will not say "I could do that!" If you do not actually know what "that" is and how to get involved.
- We, that is those with power and influence need to do much more at the job design pre-application stage to increase the number of people of diverse backgrounds who have the desire, knowledge, confidence and wherewithall to put themselves forward.
- Too many views! In summary - better publicity/understanding of the importance of public sector board roles and the career/life development they can offer potential candidates may help widen the pool of potential future board members.
- I would ask care be taken not to discourage older people (meaning all those over 40) from applying because there have significant lived experience. I am also very concerned that increasing diversity has falsely been realised by recruiting more white women only.
- Many people would fail at the first hurdle. The application form! It's designed for middle class, educated people who have a good command of the English language, can express themselves in writing and understand corporate governance in my opinion!
- Please do more to help disabled people and people on low incomes to get into public appointments to bring their valuable lives experience.
- The interview process, while trying to be very fair, only allowing the interviewers to ask a set list of questions, actually makes it intimidating and unfriendly. If I hadn't secured this role after my first interview, I may have been put off applying for another public sector role. We may be losing people who have failed at their first interview.
- The difficulty with mandating diversity is the need to appoint on merit. I think Boards should be able to appoint "sideboard" of putative members who may be appointed for a year to encourage them to apply. They would have no input but would be observers.

### **Comments from those commenting on both aspects of the role and the appointments process (including attraction methods):**

- We need to proactively recruit people from these backgrounds and go to where they are. We are not advertising in places where these communities always are. Black people, people with disabilities we should be actively going to these communities and advertising roles. Even small details like is a form or the sign up process to express interest accessible, is it screen readable, is there a way to sign up without

using the internet. These are all considerations we need to make to ensure even the first touchpoint of finding out and registering interest is inclusively designed as barriers exist across dominant models of class/race/sex, internet access and privilege. Many people have an imposter syndrome that they are not at 'that level' however, all experience is relevant as long as a member can show/express they can be objective in decision making. On time and commitment. We will also potentially expecting people to work beyond the hours they are committed to financially for the role because a board position does demand more. If people have childcare/caring duties/full time jobs then they are potentially 'working' at a loss. For me - this isn't about a financial return, I'm doing the role because I am interested and I care about the topics we are focusing on. But for others, they need the financial payment to ensure if they need child care - they can book it. If they need someone to care for someone, they can afford it. If a commitment is advertised at 2 days/month and ends up being 6 or 7, then there is an issue there. Finally, being on a board requires you to be a very good reader and confident in the written word. If you are dyslexic or have another disability which inhibits you as being able to engage in discourse around the written word I'd presume this to be a significant barrier to people.

- I have made mention before of being on family credit and the need to balance my time (voluntary and paid) to ensure that the return on my time investment at the Board provides maximum benefits/returns to me and my family and does not adversely affect them. Our Board is quite diverse in terms of age, gender etc but I would find it difficult to encourage others I know, who I think might make a valuable contribution to the board, to join without warning them that the time commitment stated is misleading. To realise the need for better, continual and monitoring of effects of training is essential to ensure that younger members (and sometimes, although not always, less-experienced in certain areas of board matters) get the appropriate level of training. A desire to invest in someone shows a recognition and appreciation of the work you are doing and that they believe in you. Without that, the opposite is true. There is also a great difference between a board member of certain bodies/groups and that of a Public Body as many of our more experienced members have frequently alluded to in recent months. Some of the 'old school' habits won't stand up to the levels of scrutiny exercised by auditors of Public Bodies.
- I think that the whole governance arrangement in terms of amount of papers and style in which they are written should be reviewed. Also, as a single mother, who also works another job, it's hard to do the extra hours required on top of the 1 day per week but if remuneration was changed and if corporate days were clearly outlined then other work could be planned around this. Positive action also needs to be taken to target people from these groups. But changes to systems and processes would need to happen too.
- Yes, I think it is difficult for some people to get the time off work - particularly for younger people, who are often in less senior jobs. I think employers should be encouraged to see serving on public boards as an important means of staff developing their skills and contributing to society/public life, in a similar way to that in which things like jury duty or serving on a children's panel are viewed. It is also difficult for those who don't see people like themselves reflected in boards to imagine themselves in a board position. They need to be encouraged to apply, and those recruiting should be open minded about the evidence which people bring about their skills and the contribution they can make.
- My recent experience is that of much greater diversity in applications but not working through to appointment as I would have hoped. I'm not sure that time commitment

and remuneration are what put some people off from appointment. But this is something we have been concerned about in all the time that I have been a Chair of a Public Body.

- This is absolutely correct. The pay is awful for what is asked of the role, and the commitment makes it incredibly hard to do alongside complementary activities like full- or near-full-time work and raising young children - which is my personal experience. Factor in to that the loneliness of seeing bad behaviour and underperformance unchallenged because fellow non execs are fearful, complacent and out of date and it has been a damaging experience as well as a rewarding one. And I say that as a straight cis white man with a Cambridge degree. I know more than one young, black, queer person who would do a far better job at scrutiny and strategy than my fellow Board members but they will never apply because it is not a welcoming culture and as usual it expects people to come to it, instead of moving to go to them. I have worked with lots of 'diverse' people and lots of public engagement people, there are things that will help.
- Remuneration needs to accurately reflect time commitment. Recognition of loss of earnings for underrepresented groups should also be considered given sporadic nature of meeting times. Focus recruitment and provide development opportunities to allow under represented groups to gain experience / evidence which they can use in the recruitment process.
- It is harder for a more junior employee to seek regular time off work to attend meetings (particularly if they come from the private sector) so tends to be more senior people. Some may have to take annual leave or the time unpaid, in which case adequate remuneration would help support this. I also think the marketing has for positions has to be wider as unless you are watching out for a specific board then you may not even be aware of the availability. If you are in the Public Sector there seems to be a distribution of people on each others Boards which can be useful to have people with better knowledge of how the Public Sector works but can also be insular so including people with Private Sector experience is vital. We also need to take the mystique out of Boards to make them more inclusive for people with a variety of skills. Use the various associations from differing industries to help get the message out, ie Women in Property, Women in Engineering etc. Market with key Employers to ensure they are aware of the development opportunities for individuals and how it could be promoted within their organisation.
- I am troubled by the level of my remuneration and I have additional income sources. I think that few people could see this as their sole source of income. The time commitment grows beyond the basic stated requirement and is very difficult to manage for anyone with a full time job (I did this for a short period) or caring responsibilities etc. Unless employers will give staff a few days off each week for board work, I think that gaining members of under 50 years with suitable experience and skills will prove challenging. I think that we do reasonably well at achieving gender balance, perhaps less so with ethnicity and here should seek to be in proportion to the Scottish population. I think that balancing of diversity improves discussion and decision making but relevant skills and experience for the board roles should be primary criteria.
- The language, visibility of adverts for posts and the essential criteria are likely to be factors. If you don't work in similar roles in Public Sector (or have never worked in Public Sector) then I think that the language used in the job adverts, person specs, interview questions & subsequently Board/Committee papers would perhaps put many people off from applying. There is a lot of jargon, acronyms etc. In terms of

remuneration I had thought that the post I applied for would mean I would attend regular Board meetings but the reality is that I also attend two (or sometimes three) Committee's every month in addition.

- The selection process and experience criteria often precludes younger group, but also the remuneration for the time commitment. Almost all of the members appear to be retired and white from well to do background.
- I would share that concern. As indicated before, I believe remuneration at the right level is key to attracting the right people. At the current levels it may not be enough to appeal to younger people who may have lower household income or higher spending patterns given young children. The time spent is also during the week so I can imagine it is difficult to manage when you are fully employed. It might require taking time off work and sacrificing holidays. Increasing board diversity is a challenge in the not-for-profit sector as well. One way of attracting younger people is by presenting it as a career growth opportunity. For this to work you would have to designate an experienced board member as a mentor or buddy so the new board members will feel sufficiently safe psychologically to actively participate in the meetings.
- I think that posts need to be advertised more widely and that the level of remuneration may discourage those without other major income streams.
- I think the Commissioner is absolutely right. I made this point some years ago at a workshop to consider the issue but nothing had changed. Younger people; parents; those with disabilities need realistic time commitments and assoc'd remuneration. Also what is it that Boards are looking for? I have suggested that people apply- one young person- academic, able etc- applied and was appointed; another didn't get to interview.
- I agree. They do not apply because they cannot afford the time commitment with the low level of remuneration. The appointments process is designed to be open and great efforts have been made to attract diverse membership, however, the visibility and pressures in Health roles is too off putting to many people. previous attempts to improve the situation have all foundered and the critical element seems to me to revolve around remuneration and uncertainty about the role. A pre application programme would probably be effective in preparing people, particularly about what governance is and how you play your part.
- I do agree with this. The application process itself would preclude many individuals as the process is very prescriptive and would require a particular way of presenting one's experience to be considered. Also at my interview there were only male interviewers with the only other woman being there to take notes and not even sitting at the same table. This could be extremely offputting for some women. I can only assume similar issues exist for other individuals as identified above. The process could be improved by looking at more modern good practice inclusive recruitment processes. In addition it may be that different Levels of time commitment could be offered in particular instances with creative allocation of roles.
- Increase remuneration. More shadowing/ training and explanation of what's involved in the roles. Recognition it's a proper job that requires hard work and needs to have folk involved that reflect society we live in. Encourage employers to allow younger folk to combine with their employment. (my employer did so I was on my first public sector type Board in my 40s).
- Advertised time commitments need to be realistic - including noting how much reading/preparation work or travel might be required. A realistic rate of remuneration reflecting this. Promotion and awareness / advertising of such roles needs to be

wider and greater use of some sessions (in person or eg online video clip) explaining the roles more and including showing a range of current ministerial appointees and not just in a 'suits around a table' setting

- See previous note. I have mixed views on this. I want to see a good deal more diversity for sure. I have three reservations about making these roles a 'job'. Firstly I think there is a risk that the independence of thought and action required of an NXD could be compromised because money matters. Secondly increasing remuneration does not by itself ensure diversity. Thirdly NXD roles do require time but it is time that should be necessary for the furthering if the organisation not simply to be present. The question lists groups of diversity as though they are all the same. They are not. The BME issue is entirely different from under 50s. I would like to see organisations both public and private seeking up programmes / schemes to 'allow' time' and provide training and development for employees of all ages, backgrounds and circumstance to aspire to take up NXD type roles as part of their employment contract.
- I would agree that the time commitment could be precluding many groups of people. Especially when it is always more than advertised. Greater flexibility is required, however, this is not always easy to achieve. More work is required to involve people from community groups and perhaps universities.
- Time commitment and remuneration are only two potential barriers. It may be helpful to 'showcase' boards where there is genuine diversity as I suspect there's a lack of understanding that boards aren't always stereotypical white male etc etc etc
- This is a very good point. I am older, past the retirement age and so the level of income for the post doesn't worry me too much - it is the role and the impact it might have which is more important to me. But if I was younger (and had the right qualifications for the job) I might not have applied because I had financial commitments to my younger family and mortgage payments etc. Diversity on Boards is very important. We need to encourage young people to apply and people from under-represented communities as well as people from poorer backgrounds. Setting the right recruitment strategy and messaging can help. We have been successful in attracting some younger people to the Board and they make a valuable contribution. One idea might be offer a higher salary if applicants are under a certain age or if they are earning below a certain level. It would difficult to come up with a fair scheme but something which "evened things up" should be discussed. There is also a need to change the culture and tell a different story. Boards are often seen a stuffy or boring when they often aren't or needed be. Once you get some change then others might be attracted. I'd be happy to input into this discussion and see if some sensible practical solutions can be found. I am sure some practical solutions can be found.
- I think this may be true for people who are of working age as the remuneration is not as much per hour as they can achieve elsewhere. Also, it is quite a large time commitment if you have a full time job. To increase board diversity, increase the remuneration, advertise where the diverse groups will find the adverts, work closely with organisations such as Changing the Chemistry who have a diverse membership looking for Board roles, minimise unconscious bias throughout the recruitment process and ensure that the recruitment panel is diverse.

**Comments from those who gave a response based on their own personal experience:**



- I think board diversity is important, I myself am disabled. Balance is important as boards need a mix of all types. I also believe experience and the right skills are very important too, not just diversity for the sake of reporting quotas.
- I agree with the concerns, but having looked at various ways to recruit these individuals, for example, changing meeting times etc, it has still proven difficult to recruit
- These are highly skilled roles and experience of leadership is needed to succeed. Specific targeting of under represented groups helps and I was successful in recruiting 2 very skilled disabled people to Independent Living Fund last year.
- When I was appointed my husband and I were on pension credit. I have not been discouraged in any way. I feel it should be made as easy as possible for everyone. The remuneration did take us out of pension credit and therefore we have to pay full rent and Council tax, but the job satisfaction I get far outweighs the financial factor.
- Wrong way to do it. This should be an appointment based on skill. I come from a background in poverty - this suggests my value would only count if I had been stupid enough to want to stay there.
- Totally agree. I'm in the male, pale and stale group! But at least I speak up!
- I'd absolutely agree with this. It'd be impossible to work full or even part time (depending on role) and be a NEM. That's even more true given the ACTUAL time commitment required. I'm under 50 and only applied because I've been very ill and can only really work a day a week due to my ongoing illness. I've had to give up my NHS career. The digital take-up should arguably make it easier for disabled people to be part of a Board but often they are affected by poverty too so it's a double whammy. Absolute clarity on time commitment, how arrangements work and how the board itself works shared as part of the recruitment process would be a helpful start. Demystifying the function.
- I am under 40 and see very few public appointees of my generation. Public bodies are sleepwalking into a crisis of disengagement with millennials and gen z by not recruiting young people. There is an inbuilt bias in the system of appointment that favours 'long career experience'. There will undoubtedly be interest from younger people perhaps each board should have one reserved place for a person under 40 perhaps even 30 - only way you will solve the problem of under-represented young people. It's our public bodies too.
- There needs to be more community involvement and targeted advertising aimed at these groups. That is how I found out about my position.
- Yes, I agree with this. I tend to be young (<40) for a board member. Given that such roles have significant work loads associated with them, remuneration is necessary to justify involvement. I expect that remuneration would help to increase involvement of people from the groups you mention. So paying an appropriate amount might help remove some barriers to people joining boards. I also find the way boards operate to be relatively inflexible (i.e., the work is based around long board meetings). If you're unavailable on the day, or can't make yourself available for the full day, then it really limits your ability to engage. There seems to be a view that work is best done at these long meetings, but I really disagree; I think it can be done better individually, in people's own time, and then specific items could be dealt with in small groups by appropriate people. More flexible and targeted ways of working might help people from different backgrounds, and in different circumstances, to engage. They could

also be specifically promoted among people, and within communities, that are currently underrepresented.

- I personally found that as a first time board member the role was very made very accessible and advertised widely and there were several information events I attended to hear about the role and application process. As someone with no board experience I found this to be very helpful and encouraging. I think it is tricky sometimes to fit in my board role around my full time job and family commitments particularly at the beginning as our Board was a new one and met weekly for the first couple of months which I found hard to accommodate. Other board members are all company owners and CEO's and I am an employee. I think board diversity could be increased by getting the message over that it is not just all men in suits but that boards should reflect all aspects of society. Promotion through local media and social media will reach a younger audience
- I totally agree - likewise in local authorities. As a woman who campaigns for better gender balance in public life, I would love to see an increase representation across the spectrum. Although I am over 50, I am definitely from a lower income background, so I appreciate the opportunity to contribute. I think outreach to working class, diverse communities to actively seek people who are already active and engaged in their communities, who truly know what they are talking about and have proper lived experience, is the way to go - we cannot expect people to come to us.
- In my own experience as someone under 50, it has been difficult to juggle another employment and a young family. However, the Board have been supportive and cognisant of this. I have at times felt as though there is a view from other board members that I am not "pulling my weight" in the same way, however. I would agree that the role is perhaps not as attractive to such groups described as a result.
- I am under 50 with genetic conditions that cause disruptive and unpredictable health implications. The commitment, expertise and capacity required for this role is as significant as for any of my Executive Team. There is little tolerance or understanding nationally of the needs of someone with mostly invisible health challenges. There is an unwritten expectation to work and travel extensively beyond the stated hours without recognition of health, family or financial capacity (most other appointees receive a pension- this is my only income and not pensionable). You are judged for not performing if you do not commit to these additional responsibilities and hours. I stepped down from full time executive employment to find flexibility, rebalance my health and family life whilst acknowledging it would be a financial hit. I am now working just as hard for a quarter of my previous salary and no pension. If you are serious about driving innovation in the public sector it would be useful to remunerate and recruit in a way that doesn't rely so heavily on public sector pensioners.
- See my comments above. It is really important that Board Members are aware that they can claim for any caring (including childcare) expenses and that they do. I have met colleagues who don't think they should. There was one time I saw an advertisement for a territorial health board which promoted how they were keen to attract the under-reflected groups. But the interview date they chose was right within the first two weeks of the summer school holiday in that region, when young parents are likely to be away. I had a school age son at that time and didn't apply because we would be away on holiday, like everyone else locally, and knew from experience that the interview date wouldn't be changed. I imagine I wasn't the only one who was put off.



- I think that it would be extremely difficult to do this role and hold full-time employment elsewhere. Particularly as the skills required for the role mean those people would likely be in jobs with high demands placed on them. This might require more out of hours meeting...with detrimental affect on the Executives who attend Board meetings, or the remuneration needs to be enticing enough and allow the consideration of unpaid time away from full-time position. I am under 50 and disabled which gives me the time to commit but I find it very difficult to sustain health wise.
- Yes. I had a 4-month old child when I was appointed and although the immediate staff involved were very supportive, it took a long time to organise payments for childcare to enable me to fulfil this position. There was no policy in place (as far as I am aware) for how to ensure childcare (or other caring responsibilities) needs are dealt with and this has continued to be an issue. Furthermore, I am lucky that my household can afford for me to undertake additional days for this role without remuneration. Both the lack of policies or systems for providing for childcare and other caring responsibilities for appointees and the expectation that the role will involve working more than the days remunerated, are barriers against Board diversity.
- I think the remuneration definitely helped motivate me (I am under 50 and have young kids).
- I share the view and this is why I think accurate time commitments are paramount for the role as well as proper remuneration. As a parent of young children, a day job, lots of bills and responsibilities and little spare time I would not have applied to the job if it hadn't been remunerated. Time commitment accuracy is important as I can only give more hours than advertised to the role if I take off some from my other job. As a minority ethnic member with English as a second language here are some thoughts. When English is not your first language then you would spend more time reading, understanding, writing and finding ways to clearly express yourself. If you come from a different area of expertise than much of the language used in the board papers would be new and need additional time for research. There are cultural differences and language barriers which might impact the confidence or ways of working on a board and these could put a lot of people off applying to such roles unless the benefits are clearly striking. BME representation has improved significantly in certain areas, but top level has always been challenging in all sectors. It is also worth analysing the ways we try to reach them. For lower income applications and perhaps to some extent BME the barriers are the nature of the job and perhaps a misunderstanding or misconceptions of the role. A clearer understanding of who can apply and encouragements for these applicants might help.
- I have provided personal evidence that the commitment and remuneration are out of balance. I have no evidence however that this is precluding applicants. It has however led me to consider the merits of a further term in office. I am not easily persuaded that the time commitment of Non Executive Board is well understood or recognised.
- I agree with this as I am a member of an under-reflected group myself. It is hard to release time for the role without reducing income.
- Although the time commitment is greater than advertised, I did expect this and want to do a good job so accept that this is the case. I am looking to make being a Board member a 'career' and wish to progress into a Chair position in the future. For me personally I am able to juggle family and work commitments due to knowing when and where I have to be many months in advance (sometimes up to a year for

Board/committee meetings). This allows me to plan for childcare/other commitments well in advance. So for a mother under 50 I find this flexibility exactly what I need to keep working. Some Board remuneration rates are low, including NHS Boards, compared to other Boards. If rates were more standardised and clear, realistic time commitments set out that would be more realistic and in line with people's expectations. I sit on 2 Boards each paying different rates and each having a different amount of expected work load. The one with the bigger workload & the more complex issues pays less. There needs to be a recognition that not everyone on a Board is retired and thus need a salary and do not have unlimited time. The interview process may not be great for people with some types of disabilities and it might be worth speaking to Inclusion Scotland about how the format for recruiting Interns with a disability could be used to encourage and support people with ASN going for Board positions. I spoke at a SG 'Get on Board ' event a few years ago about my experience and the feedback from the public was that as I had a PhD then it was easy for me to get the post - I don't believe that this was the case but the perception seemed to be that you had to be well educated to be on a Board. In reality lived experience is very valuable but we don't really recruit Board members in this way. I have also Chaired a small Charity Board which did have a young, disabled person as a member, she was no less a Board member than anyone else (in fact she was a very exceptional Board member) - maybe having a broad section of Board members stories and showcasing them as role models might inspire others to think about these roles.

- I was under 40 when I was appointed to my board and I had found out about the position on twitter, so getting into those kinds of networks of contacts in an authentic way is a good way to up the amount of 'younger' applicants. I felt encouraged to apply because I knew there was a focus on increasing women on boards, plus I knew my skills were what the board was looking for, this definitely helped me overcome any nerves/ internal barriers of 'this isn't something I can go for'. I know there will be great BAME candidates out there, they are just not being found to apply - those networks aren't being harnessed. The way to change that is to double down on getting the word out and encouraging. Socio-economic position is a difficult one because many people in lower income brackets are likely to work shifts or in roles where they can't get the kind of flexibility or autonomy over their own time in the way you generally can when you have the kind of role that generally comes with a higher level of income. They may also have caring responsibilities or lack of transport - all of these things make it a lot harder to participate, even if the level of payment for a role might match their day jobs. This is before we get into feelings of intimidation around whether they think a board position is 'for them' or even getting to hear about it in the first place. Perhaps something like an advisory panel or a shadow board would help bridge the gap between no involvement at all, and helping people make that step to applying for the actual board.
- Educating and advertising the opportunities available to under-represented groups would be a start. I am disabled and have been able to apply and attend Board meetings successfully so I know there is no reason why under-represented groups could not have more opportunities

## FINAL COMMENTS

### **Comments from those who were raising general concerns about or making suggestions for improvements to public appointments:**

- I hope all I say will have a positive impact on how members of public bodies are treated by those in positions to influence for the better. The need to carry out this questionnaire suggests that it is time to seriously look at this and address a lack of parity, and the growing sense of exploitation that members feel... but are often to afraid to say for fear of how they will be subsequently treated. Thank you for the opportunity to do this in confidence.
- I was delighted to achieve an interview but convinced I had not succeeded given the length of time which passed twixt interview and notification. I am aware still of a prevailing, general attitude that you have to have some form of 'connection' to achieve appointment and that it is a bit of a 'closed shop' - i.e. once a person is appointed to one body other posts will follow.
- I perceive a favouritism towards ex councillors and people with political experience , so these positions are predominantly male white over 50 's , that then becomes the public image of what a board member looks like. My comments are based on small rural population boards.
- In my experience so far the ability of non execs to meaningfully effect organisational change is staggeringly limited, and to do so over the short or even medium term almost entirely impossible. Multiple Boards are on the ladder of escalation and Scottish Government effectively changed my Board's leadership independently at around the same time I was raising concerns, which begs the question: are non execs of any value whatsoever? You want principled people who are able to grasp strategically important issues and organisational risk, and vitally to be able to exist in discomfort, and be able to create discomfort where change is required. You have to stop recruiting so many of the great and the good; one personality type is not sufficient, and people who are comfortable waiting a year or a decade for change are contributing to harm experienced by those we serve who are vulnerable through the toleration of continuing bad behaviour, performance or service. In my limited experience I would have appreciated more technologists, creatives, journalist/detectives (active not retired - had/got a retired one of each) and poor people. There were no poor people on the board except me (not poor now but was desperately poor when I started - although, probably crucially for my recruitment, I didn't look poor). A Board cannot be well-rounded when so many of its members are so far from the hardships experienced by those in the communities they serve. Speaking of which, Board membership should link directly to the profile of the communities they serve, adjusted to address the inequalities and injustices experienced by those communities. So for example NHS Boards should recruit non execs to reflect their health inequalities data/strategy. That might result in a requirement to have someone with lived experience of being a looked-after child, current experience of being unable to access key services, or a current or recent address in an area known to be badly deprived. Boards must learn to receive challenge with enthusiasm and gratitude, and Board members to give it often and to reject reassurance. Mostly, poor people don't dress up their challenges in such a way as to make them appear less challenging. You would think that the financial

independence of having a good pension would allow retirees to pursue rigorous scrutiny but that has not been my experience - instead, a marked lack of urgency in the actions of a majority of my fellow non execs - so please: increase the pay and recruit poor people, that has the potential to do social good twice over. Thank you

- Generalising - we are too clubby, too risk averse, too self censoring and sometimes a bit gutless. Sticking to Nolan when the doing gets tough is hard.
- The NHS is managed in a Soviet style. The environment is very political and the Scottish Government is too dominant. This results in ways of working that are bureaucratic rather than business like, with very slow decision making and often bad decisions, eg around procurement. There is far too little empowerment of executives
- I enjoy my time on the Board and my responses are absolutely not designed as complaint. I am fortunate that my financial position allows a bit of flexibility. My comments are related more to ensuring Board diversity. I was appointed to my current Board at the same time as another two members. It is fair to say that we are all from a similar demographic (female, white, finished our full-time occupation, 50+, without school age children)
- Following on from the previous question, I do not feel it is right that neither the Chairman nor one of the other Ministerial appointees to the Board actually lives in Scotland. Not only do they thus 'occupy' places that might otherwise go to those based in Scotland, they have a constrained capacity to fully engage.
- I feel that the Commissioner should map the geographical addresses of public body appointees, to ensure a fair representation overall, from the whole of Scotland.
- Thank you for preparing this survey. This area is important - it is crucial that Boards are more diverse and finding ways to attract a wider number of people to apply is central to that. Remuneration is one element but the whole culture around Boards is more important. Some leadership is required.
- We need an inclusive system and the Commissioner should have a specific additional duty of diversity and inclusion. Big systems are so unreachable for many and rely often on a parent/child relationship. Our communities should be active members of our public services, not passive recipients.
- As a result of this survey, I reviewed the Commissions website. There are limits of two terms within the Public Appointment Sector, normally amounting to eight years. This should apply to consultants within this Commission and other Commissions to allow refreshment of the pool.

### **Comments about the survey:**

- Thank you for the opportunity to feedback. Sorry for the delay the email found its way into my junk folder and I only found it today.
- It would be good to be able to complete this sort of survey in Gaelic in the future.
- I'm happy to complete the survey, but have little faith in the likelihood of any improvements as a result of it.
- There is no question about the feeling of personal well-being and satisfaction with making a contribution to public life, which is my main motivation. I balance that with the time commitment and financial aspects. There should be a way of achieving that balance at different stages in a person's life and in different personal circumstances.
- This was a painful and unnecessary survey. I wish I had not started it
- I would hope the results and decisions driven by this survey would reach us through our chairs or other executives. Thanks for taking the time to hear our views.

- This survey could be much more relevant and appropriate. Sending it out in a pandemic when most people are working remotely is badly timed
- Your profile is far too low.
- Suggest this survey could be improved. Sc Gov has a team which checks surveys - could they be used?

**Comments from those providing their own personal experience of holding a public appointment:**

- I served on a number of Boards. It is a very rewarding experience. My contribution benefitted from my On Board training during my first position and this or other form of training should be required for all new appointees. Public appointments require specialised skills and understanding for the role.
- I very much welcome and enjoy my role as a Non Executive Director, and I am appreciative of the work and support of the Commissioner in this area.
- If you wish to recruit younger Board members, pension provision should also be considered. I feel I am not only suffering financially now, but am being let down for my future security too. I have been a Board member for 7.5 years, but it is difficult to raise these issues as the culture is led by existing members who are frequently retired, have a comfortable public sector pension and are doing this to 'keep themselves busy'. When I have raised concerns about fair remuneration I have heard 'we don't do it for the money' on multiple occasions from multiple sources. I have to do it for the money, as well as the reward of public service. My executive work life was truncated due to health reasons, I need to make a living and save for my future, I still have a young family to provide for and parents to care for.
- I thoroughly enjoy my role. I think the continual training opportunities and the commitment of all those who support board members are excellent. It's hard work and subject to public scrutiny but a real privilege to be involved.
- I was very fortunate to spend my working life doing a job that felt more like a privilege than an occupation. I had many incredible experiences and was extremely fulfilled...However, I still feel that joining an NHS Board is one of the most rewarding and fulfilling experiences that I have ever had. It is hard work but I would recommend it to anyone.
- I love my work and am fully committed to give of my best to the board, the patients and the community we serve. I take every opportunity to develop my knowledge base across the spread of services within the Highland partnership and the HSCP and IJB in Argyll and Bute. This, in itself, is a mammoth task, and I may have underestimated the hours I have committed to this dedicated personal research and development which, I believe, is vital in order to oversee and scrutinise services effectively. I believe passionately in the importance of an NHS board operating to the highest possible standards, which is why I believe wholeheartedly that financial remuneration reflects the requirements of the role in order to attract, and retain, the standard of professionals required.
- It has been a privilege working on this board, and getting familiar with another organisation. So interesting seeing how another organisation works, and of course sharing my experience with them too.
- I enjoy being a board member, but I have the luxury of plenty of free time and see my commitment as giving back to my community. The system would need a

complete rethink to attract a wider group of members which would be a very good thing.

- I welcome the chance to feedback through this survey but have nothing more to add other than to say that I very much enjoy the role to which I have been appointed, but I am glad that I retired at about the same time as I took up the role as I now realise that I could not have done it, well or even at all, if I was still in my previous job.
- It is a very rewarding and important role and proper remuneration recognises the valuable contribution Non-Executives make.
- Our chair has always been excellent at making everyone feel valued and welcome, and that diverse opinions are welcome and expected. As I had never been on a board before this appointment, this made a big difference to my confidence in participating. Making all sure all chairs other boards share this genuine appreciation for diverse people and thought does matter when turning targets into sustainable reality.