

**Ethical Standards  
Commissioner**

# Delivering Diversity

*(#DD@10)*

*Full report on progress*

MARCH 2019



## **Introduction**

This report provides the full report on progress made against the recommendations made in the Diversity Delivers report 2008. It is intended to be read in conjunction with the Delivering Diversity (#DD@10) report and serves as Annexes to this report.

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## Annex One - Measuring Impact

The original strategy set out ways in which the impact of the recommendations might be measured. These are laid out in detail below along with an update on progress and any reasons for success or otherwise.

Original Impact Anticipated	Update 10 Years On
<p><b><u>i) Awareness of the appointments process</u></b></p> <p><b>Current position (at 2008):</b></p> <ul style="list-style-type: none"> <li>30% of adults in Scotland have some awareness of public bodies and the appointments process (ICM Poll, August 2007).</li> </ul> <p><b>Ambition:</b></p> <ul style="list-style-type: none"> <li>Increase the level of awareness to 45%</li> </ul> <p><b>Method of measurement:</b></p> <ul style="list-style-type: none"> <li>Repeat of the telephone poll of 1,000 adults conducted in producing this strategy.</li> </ul>	<div style="text-align: center;">  <p>UNKNOWN</p> </div> <p>The Commissioner did not repeat the poll.</p>

Original Impact Anticipated	Update 10 Years On
<p><b><u>ii) Confidence in the appointments process</u></b></p> <p><b>Current position (at 2008):</b></p> <ul style="list-style-type: none"> <li>• 32% of people think that board members are invited to join the board; a further 21% think they are given their board positions as a reward for other work they have done (ICM Poll, August 2007).</li> </ul> <p><b>Ambition:</b></p> <ul style="list-style-type: none"> <li>• Reduce these figures to 20% and 10% respectively.</li> </ul> <p><b>Method of measurement:</b></p> <ul style="list-style-type: none"> <li>• Repeat of the telephone poll of 1,000 adults conducted in producing this strategy.</li> </ul>	<p style="text-align: center;">  </p> <p>The telephone poll was not repeated.</p>

Original Impact Anticipated	Update 10 Years On
<p><b><u>iii) Number and diversity of applicants</u></b></p> <p><b>Current position:</b></p> <p>(Source: Scottish Government Statistics) In the year between April 2007 and March 2008, 1,235 applications were received.</p> <ul style="list-style-type: none"> <li>• 33.8% of applicants were female.</li> <li>• 13.6% of applicants were disabled.</li> <li>• 1.2% of applicants were from a minority ethnic background. (This does not include applicants who described their ethnicity in their own words as we are unable to determine whether they fell within the minority ethnic category.)</li> <li>• 30.9% of applicants were aged 50 and under.</li> <li>• No information was collected about applicants' religion/belief, sexual orientation, employment status/sector, income level or location.</li> </ul> <p><b>Ambitions:</b></p>	
<ul style="list-style-type: none"> <li>• Increase percentage of female applicants to 40%</li> </ul>	<p>This figure was relatively static until 2013 with a fairly steady rise from 2014. It was exceeded in 2015 and 2016 and nearly met in 2017.</p>
<ul style="list-style-type: none"> <li>• Increase percentage of disabled applicants to 15%</li> </ul>	<p>This figure initially rose and the target was just exceeded in 2011. Since that time there has been a steady decline to 2017 at which point it returned to roughly equivalent to the 2009 figure of 11%.</p>

Original Impact Anticipated	Update 10 Years On
<ul style="list-style-type: none"> <li>• Increase percentage of minority ethnic applicants to 8% overall. This target includes white (non-British) ethnic minorities that have not been included in the minority ethnic category previously.</li> </ul>	<p>Only applications from and appointments to visible BME individuals have been captured and reported on in the intervening period until 2017. According to the 2011 census these individuals make up 4% of the Scottish population. Applications from such individuals have risen fairly steadily reaching 7% in 2017. Increased applications have not translated into an equivalent increase in appointments.</p>
<ul style="list-style-type: none"> <li>• For regional bodies, make sure the applicant pool reflects the ethnicity of the regional population.</li> </ul>	<p>This has not been measured or reported on.</p>
<ul style="list-style-type: none"> <li>• Increase the percentage of applicants aged 50 and under to 40%</li> </ul>	<p>There was a relatively steady increase in applications from 21.1% in 2009 to 29.4% in 2014. Since that time, the figure has been relatively static at approximately 27%</p>
<ul style="list-style-type: none"> <li>• Carry out effective monitoring of applicants' religion/belief, sexual orientation, employment status and sector, location and income band to provide baseline statistics against which to set aspirational targets.</li> </ul>	<p>Although these statistics are gathered, they have not been analysed on a systematic basis, other than for sexual orientation, and no new baseline figures have been produced. The Scottish Government has had to revise a proportion of its procedures to take account of GDPR.</p>
<ul style="list-style-type: none"> <li>• Until these baseline statistics are available, use an interim target of 6% lesbian, gay and bisexual applicants, based on current Government estimates for the population.</li> </ul>	<p>These figures were relatively static at approximately 2.7% between 2009 and 2013. From 2014 there has been a gradual increase to a peak of 4.6% in 2017.</p>

Original Impact Anticipated	Update 10 Years On
<p><b>Methods of measurement:</b></p> <ul style="list-style-type: none"> <li>Monitoring of Scottish Government applicant statistics.</li> </ul>	<p>Statistics continue to be gathered from the Scottish Government on an annual basis. These are published in the Commissioner’s annual report. Reporting changed from financial year to calendar year in 2015 to fit with the Scottish Government’s reporting cycle.</p> <p>A table showing the application and appointment figures from the year of the strategy’s publication (2007/08 annual report), the year of the 3 year progress report (2010/11 annual report) and the closest figures available to the year of the 10 year progress report (2017/18 annual report) is provided at Annex 3. Charts for each protected characteristic from 2009 to 2017 are also included there.</p>

Original Impact Anticipated	Update 10 Years On
<p><b><u>iv) Appreciation of diversity throughout the process</u></b></p> <p><b>Current position (at 2008):</b></p> <ul style="list-style-type: none"> <li>Despite positive intentions, awareness and understanding of diversity and inclusion are generally low; there is no effective strategy to attract and harness diversity of talent.</li> </ul>	
<p><b>Ambitions:</b></p>	

<b>Original Impact Anticipated</b>	<b>Update 10 Years On</b>
<ul style="list-style-type: none"> <li>Diversity and inclusion are integral to every stage in every appointment round.</li> </ul>	<p>There has been a steady increase in focus on diversity and inclusion but they aren't integral to every stage in every appointment round.</p>
<ul style="list-style-type: none"> <li>Every selection panel member, board chair and board member has regular training on how to manage equality issues and benefit from diversity.</li> </ul>	<p>Civil servants who take part in recruitment are required to be trained in it, including a short online course in unconscious bias. The training is, however, specific to recruitment for the civil service as opposed to for boards. Other forms of training are not mandatory and whether panel members, board chairs and board members take it up is not systematically monitored.</p>
<ul style="list-style-type: none"> <li>The awareness of and approach to diversity are assessed in the annual performance appraisal of every board member and chair.</li> </ul>	<p>This has become an element of the assessment for health board chairs. In other cases the picture will vary from body to body as it is not mandatory.</p>
<b>Methods of measurement:</b>	
<ul style="list-style-type: none"> <li>Repeat of the survey of applicants' experiences of the process conducted in producing this strategy.</li> </ul>	<p>Annual applicant surveys have been produced by the Commissioner in 2012, 2013, 2014, 2016 and 2017. Reports for individual rounds are fed back to the Public Appointments Team for contribution to lessons learned methodology. Applicant views are assessed alongside their demographic data.</p>



Original Impact Anticipated	Update 10 Years On
<ul style="list-style-type: none"> <li>On-going assessment by OCPAS Assessors in each appointment round.</li> </ul>	<p>Public Appointments Advisers (previously OCPAS assessors) have been assigned to oversee only a proportion of appointment rounds, on the basis of risk, since 2011. To mitigate the potential impact of decreased oversight, good practice is shared within the group and with PAT and panels, and at as early a stage in the process as possible. Good practice case studies are developed for rounds involving greater cognisance of diversity and equality and are published on the Commissioner's website.</p>
<ul style="list-style-type: none"> <li>Regular diversity audits by the Commissioner of a sample of appointment and re-appointment processes.</li> </ul>	<p>Thematic reviews were carried out by the Commissioner, covering both appointments and reappointments, with the results published in 2012 (succession planning) and in 2015 and 2018 (operation of the Code). These all related to and contributed to increased consideration of diversity to appointment processes. The Commissioner is also working on ground breaking research in partnership with the Scottish Government to understand the difference that diversity makes to governance.</p>
<ul style="list-style-type: none"> <li>Monitoring of how far different groups of applicants are progressing through the appointments process.</li> </ul>	<p>This has been conducted and reported on annually (see Annex Three).</p>

Original Impact Anticipated	Update 10 Years On
<p><b>v) Awareness of and access to development opportunities</b></p>	

Original Impact Anticipated	Update 10 Years On
<p><b>Current position (at 2008):</b></p> <ul style="list-style-type: none"> <li>No support or training and development opportunities are either provided or promoted to identify new talent or develop the public appointees of the future.</li> </ul>	
<p><b>Ambitions:</b></p>	
<ul style="list-style-type: none"> <li>35% of adults in Scotland have heard of the public appointments hub website.</li> </ul>	<p>Unknown, as no public poll has been conducted.</p>
<ul style="list-style-type: none"> <li>A range of relevant, effective and easily accessed development opportunities is signposted from the hub website.</li> </ul>	<p>Not done, although other work unrelated to the website has been done to make advice and support to underrepresented groups available.</p>
<ul style="list-style-type: none"> <li>One thousand members have registered on the hub website's talent bank, to be kept informed of appointment and development opportunities.</li> </ul>	<p>1547 people are signed up to the "register of interest" to hear about new appointments becoming available. (This was 3750 before all were contacted regarding General Data Protection Regulations and asked to confirm that they would still want to be included). This is considered a partial success inasmuch as a database of individuals who wish to be informed automatically about vacancies does not represent a talent bank.</p>

Original Impact Anticipated	Update 10 Years On
<ul style="list-style-type: none"> <li>Two hundred people have embarked on development activities as a result of the public appointments communication campaign or hub website.</li> </ul>	<p>Not done in this format.</p> <p>However, the Scottish Government now offers development opportunities to appointees.</p> <p>Over 30 mentors and 30 mentees have taken part in the chairs of the future mentoring programme. 66 new board members and seven new board chairs have been supported through three new board member induction events in 2018.</p>
<p><b>Methods of measurement:</b></p>	
<ul style="list-style-type: none"> <li>Repeat of the telephone poll of 1,000 adults conducted in producing this strategy.</li> </ul>	<p>Not done</p>
<ul style="list-style-type: none"> <li>Monitoring of the content on the hub website.</li> </ul>	<p>The Scottish Government hub website is checked regularly by the Commissioner and is regularly refreshed and updated by the Scottish Government. Website content is primarily about current vacancies and current board membership but there is little on support and development for potential applicants.</p>
<ul style="list-style-type: none"> <li>Monitoring of the talent bank database.</li> </ul>	<p>Not done except in respect of a refresh for the purposes of GDPR.</p>

Original Impact Anticipated	Update 10 Years On
<ul style="list-style-type: none"> <li>Monitoring by providers of development activities of the number of participants referred to them through the hub website.</li> </ul>	<p>Not done in this format. Having said that, the Scottish Government itself has engaged with stakeholder groups and the general public to encourage applications. By way of example:</p> <ul style="list-style-type: none"> <li>➤ 113 people have attended a “Come on board” event in 2018 (covering 3 events) to hear about upcoming appointments and how to apply.</li> <li>➤ Six bespoke workshops, supported by Commissioner’s office during the year 2017/18, were run to reach out to people from underrepresented groups.</li> </ul>

## Annex Two – Assessing Implementation

The initial Diversity Delivers strategy identified three main areas of focus. These were:

- Awareness and Attraction
- Confidence and Capability
- Education and Experience

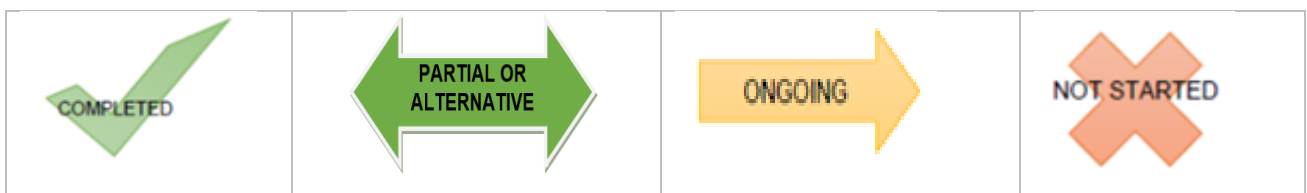
Recommendations were outlined for each, covering the short term (1-3 years), medium term (4/5 years) and longer term (6+ years).

Some recommendations were identified in the original strategy as being a priority.

These are “starred” in this Annex using the following symbol:



A progress report was published three years after the strategy and this identified whether actions outlined for short term implementation were completed, ongoing or not started. A similar format has been used for this report, this time including a new category for actions that have been partially completed, or are being completed in an alternative way to originally anticipated, using these symbols for quick reference:



The tables in this Annex show each of the original recommendations suggested for short, medium and longer term. Supporting narrative is also included as appropriate.

## AWARENESS AND ATTRACTION



A pool of applicants as diverse as the people of Scotland, aware of and attracted by the work of our public bodies and the opportunities to serve on their boards.





### The Objectives:

- Increase awareness amongst the general public of the role, value and diversity of public bodies.
- Increase awareness amongst the general public of the role of board members and the wide range of people we need to serve on the boards of public bodies.
- Attract interest, create enthusiasm and encourage action by the widest appropriate pool of potential applicants.


### The Rationale:




70% of people in Scotland have little knowledge of our public bodies, their boards and how to serve on them. Therefore, most people do not have the opportunity to apply or to be selected for appointment. To achieve equality of opportunity, we must make many more people aware of the opportunities available and address the widespread lack of engagement with public appointments.




Original Recommendation Years 1-3	Status	Update 10 years on
<p><b><u>A1 Communication campaign</u></b></p> <p>Identified as priority action</p> <p>Mount a campaign that:</p> <ul style="list-style-type: none"> <li>– informs the public about the work of public bodies and their boards</li> <li>– sells the benefits to be gained from board membership</li> <li>– inspires people to apply.</li> </ul> <p>Include in this campaign:</p>		<p>See below for detail.</p>
<p><b><u>Role models</u></b></p> <p>Recruit a number of board role models, drawn from a wide variety of backgrounds, levels and types of education, ages and locations. Enlist their support in the activities outlined below to reinforce consistent, positive and encouraging messages about their work as board members.</p>		<p>The role models identified by the time “diversity delivers 3 years on” was published were recruited by and appeared on the Commissioner’s website. This activity is now being undertaken by the Scottish Government with role models appearing on <a href="#">appointed for Scotland</a>, the Scottish Government’s dedicated public appointments hub website.</p>



Original Recommendation Years 1-3	Status	Update 10 years on
<p><u>Board member profiles</u>            Arrange a series of features about - or interviews with - board role models in local press and in magazines connected with the work of the board on which they sit.</p>		
<p>Arrange a series of features about - or interviews with - board role models on national, local and community radio stations.</p>		
<p>Involve board role models in a promotional campaign after the television news. Use it to promote the value of their role and the opportunities to serve on the boards of our public bodies.</p>		
<p>Publish profiles of the board members on each public body's website, focusing on their diversity. As well as visible diversity, highlight the differences that cannot be seen, for example in board members' backgrounds, education and experience.</p>		<p>Although the majority of boards do publish their members' profiles there is little explicit focus on their diversity.</p>






Original Recommendation Years 1-3	Status	Update 10 years on
<p><u>Promotional materials</u> Produce a short guide to the work of public bodies and the role and contribution of board members. Supply it to centres where people visit or wait, such as doctors' and dentists' surgeries and local council offices, and community outlets such as libraries and local authority buildings used for adult education classes. Include contact details for further information and use the guide to promote the supporting DVD (see below).</p> <p>Explore opportunities to enclose the guide with other, widely distributed documents, for example</p> <ul style="list-style-type: none"> <li>– council tax bills</li> <li>– electoral roll forms</li> <li>– income tax returns</li> <li>– charities' annual return forms.</li> </ul>		


Original Recommendation Years 1-3	Status	Update 10 years on
<p>Produce a DVD featuring board role models focusing on their work, what they bring to the board they sit on and what they gain from their work on the board. Distribute it along with the written guide. Use the DVD at all relevant events, such as appointment fairs, meetings and workshops.</p>	  	<p>The DVD that was produced is still available and can be seen on <a href="#">appointed for Scotland</a>. It was regularly used and distributed at promotional events.</p> <p>More recently, individual boards are now producing online video clips to inform and attract people to their board. Some examples include: <a href="#">Scottish Fire and Rescue Service</a>, <a href="#">Scottish Housing Regulator</a> and <a href="#">Sportscotland</a>. This represents an evolution of the original recommendation and is representative of good practice.</p>



Original Recommendation Years 1-3	Status	Update 10 years on
<p><u>Public events</u> Run meetings across Scotland describing the work of public bodies and their boards. Advertise these, for example, in the promotional guide, on the hub website and in local newspapers. Work with community groups and equality networks to run meetings for their members. Enlist the help of board role models to inform and inspire people about the opportunities on our public boards.</p>	 	<p>Public events are regularly organised by the Scottish Government within the structure of a planned programme of outreach. These are usually supported by the attendance of someone representing the Commissioner to provide public assurance about the integrity of the regulated appointments process. They also involve current chairs and board members as speakers. “Come on Board” events are run four times a year in different geographic locations and these are general awareness raising events, aimed at attracting those who have never previously considered applying for a public appointment. More specific events are also held in conjunction with organisations who work with groups that are currently under-represented on public body boards.</p>
<p><u>Workplace events</u> Run similar meetings in workplaces across Scotland. Highlight the benefits of board membership for the employer as well as the individual. Encourage employers to see board positions as opportunities for staff to develop skills and experience.</p>		<p>A pilot project was conducted by the Scottish Government alongside Standard Life with some success. Formal evaluation was not conducted and the pilot was not rolled out.</p>




Original Recommendation Years 1-3	Status	Update 10 years on
<p><u>Social networking sites</u> Explore the use of online social networking sites to raise the profile of public appointments and provide information.</p>	 	<p>Social Networking is now regularly used. Potential applicants are particularly encouraged to follow public appointments on Twitter.</p>

Original Recommendation Years 4-5	Status	Update 10 years on
<p>Review the impact of the communication campaign and refocus as appropriate. Add the following:</p>		<p>The Scottish Government has not formally reviewed the impact of its communications and there has been no communications campaign per se. It has however leveraged social media including the use of Twitter as a cost-effective means of reaching out to a wider audience. Reviews of the efficacy of particular approaches continue to represent a gap in Scottish Government activity.</p>






Original Recommendation Years 4-5	Status	Update 10 years on
<p><u>Appointment fairs</u> Develop and run annual public appointment fairs that promote civic participation. Base them on the model used by recruitment fairs – stands, presentations, workshops and one-to-one advice sessions. Share participation and cost with other public and voluntary sector bodies that aim to attract people from a cross-section of Scottish society.</p>		
<p><u>Open events</u> Take part in public events to raise awareness of public appointments. For example, run a public appointments stand at Pride Scotia or at the ‘Our Health’ events.</p>		<p>The Scottish Government has taken some opportunities, often alongside staff from the Commissioner’s office. Attendance at some annual “The Gathering” events is an example. It’s not done frequently or systematically due to resource constraints.</p> <p>The Scottish Government takes into consideration outreach events that are available, affordable and likely to achieve a good level of interest. Particular events that will help to reach underrepresented groups are prioritised. Individual boards are also encouraged to consider running their own outreach when appointment opportunities exist on their boards.</p>






Original Recommendation Years 4-5	Status	Update 10 years on
<p><u>Television</u>  Review the impact of television programmes about the work of public bodies in other parts of the UK. For example, a Northern Ireland programme, 'Life Matters' has been produced about the Belfast Trust and includes coverage of public appointments to the trust. BBC2 screened a documentary series about the work of the Parole Board in England and Wales in November 2006. Assess the value of using such programmes to promote board membership in Scotland.</p>		<p>Television campaigns are less likely to be considered 10 years on given the increase in online viewing, particularly given the comparative cost effectiveness of this approach. Panels and boards are more inclined to produce footage to be posted on their own website and/or Youtube.</p>





Original Recommendation Years 1-3	Status	Update 10 years on
<p><b><u>A2 Hub Website</u></b></p> <p>Identified as priority action</p>  <p>Develop a fully accessible ‘hub’ website for public appointments that is designed and written to engage with a diverse audience. Particular attention must be given to targeting and attracting groups currently under-represented on the boards of our public bodies, including women, people from a minority ethnic background, lesbian, gay, bisexual and transgender people and disabled people. Ensure that the hub website is an exemplar of best practice in terms of disability accessibility.</p>		<p>The hub website (<a href="#">appointed for Scotland</a>) was developed shortly after the original diversity delivers strategy was launched and is still in place. It is separate from the main Scottish Government website to give it a unique identity and is continually being updated and evolving, with new information being added on a regular basis. From the 2017 annual applicant survey report, 46% of applicants first found out about the appointment they were applying for from the appointed for Scotland website.</p> <p>It has not been tailored for targeting and attracting currently underrepresented groups.</p> <p>It is not an exemplar of best practice in terms of disability accessibility.</p> <p>See below for additional detail.</p>




Original Recommendation Years 1-3	Status	Update 10 years on
<p>To ensure equality of access, also provide a non-web based source of information such as a telephone contact and make printed materials available.</p>		<p>The website does include alternative means of contacting the Scottish Government including by telephone and text phone. By definition, people require web access to obtain this information.</p> <p>Very little promotional material has been produced to raise awareness of the hub website. Information sheets and links to the information is provided at outreach events for individuals who might be interested in applying. These materials have not been displayed more widely, such as in libraries, local authority buildings, public transport etc. This may be attributable to resource/cost implications.</p>
<p>Position the hub website at the centre of the public appointments process, providing:</p>		<p>The site is positioned at the centre of the public appointments process.</p>
<ul style="list-style-type: none"> <li>- Information on appointment opportunities</li> </ul>		<p>All opportunities are publicised on the site.</p>





Original Recommendation Years 1-3	Status	Update 10 years on
<ul style="list-style-type: none"> <li>- Online guides to the work of public bodies, the role of a board member and the application process</li> </ul>		
<ul style="list-style-type: none"> <li>- An online application facility</li> </ul>		
<ul style="list-style-type: none"> <li>- Signposts to education and development programmes</li> </ul>		
<ul style="list-style-type: none"> <li>- online development activities (for example, a modular education programme for potential board members)</li> </ul>		
<ul style="list-style-type: none"> <li>- Reciprocal links to other sources of support and guidance (for example, OCPAS, equalities and governance bodies)</li> </ul>		<p>Information linked to is primarily the websites of other administrations in the UK.</p>

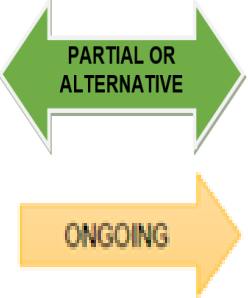


Original Recommendation Years 1-3	Status	Update 10 years on
<ul style="list-style-type: none"> <li>- details of relevant events – open board meetings of public bodies, events and workshops and appointment fairs</li> </ul>		<p>There is no information on items such as open board meetings or equalities and governance bodies. Come on Board events run by the Scottish Government are publicised on the News Pages.</p>
<ul style="list-style-type: none"> <li>- Downloadable podcasts of relevant meetings and events</li> </ul>		
<ul style="list-style-type: none"> <li>- The facility to register as part of a talent bank of potential applicants with confidential details of skills, knowledge and areas of interest</li> </ul>		<p>People can register their interest in all potential vacancies but there is no option for this to be narrowed down based on their interests or attributes.</p>
<ul style="list-style-type: none"> <li>- Board member blogs.</li> </ul>		
<p>Approach professional bodies that already have talent banks. Investigate whether members of these talent banks could be encouraged to register on the public appointments hub website.</p>		



Original Recommendation Years 1-3	Status	Update 10 years on
Ensure that all the above information is also accessible to non-internet users and that alternative formats are readily available on request.		See above. Web access is required by many users given that the information on the website is rarely publicised elsewhere.
Produce promotional leaflets and posters to raise awareness of the hub website.		Posters and leaflets are sometimes used for specific recruitment exercises and the website is always named on these. Leaflets, inclusive of the web address and details, are always distributed at outreach events.
Supply them to community outlets such as libraries and local authority buildings used for adult education classes.		
Display them on public transport.		

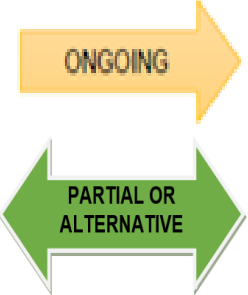
Original Recommendation Years 4-5	Status	Update 10 years on
<p>Enhance the online application facility to enable:</p> <ul style="list-style-type: none"> <li>- optional automatic completion of core sections of the application form for applicants who apply for more than one post</li> </ul>		<p>The online application system has not been updated and/or replaced. There is no functionality to allow for the completion of core sections for those who wish to apply for more than one position or for more unique or different method of assessments to be applied.</p>
<ul style="list-style-type: none"> <li>- personal email alerts to be sent to registered users about vacancies that match their interests and/or skills</li> </ul>		<p>There is an option for applicants to register to receive information about upcoming vacancies. This is not personalised and potential applicants will receive notification of all upcoming appointments, not just those in their area of interest.</p>
<ul style="list-style-type: none"> <li>- statistical analysis of information from monitoring forms to identify applicant trends.</li> </ul>		<p>Applicants are asked to provide demographic data and this is gathered and analysed and reported in the Commissioner's annual report. The analysis is limited and the Scottish Government does not currently use it in the ways anticipated by the strategy.</p>

Original Recommendation Years 4-5	Status	Update 10 years on
<p>Continue to provide non web-based information and enable non web-based applications - including providing alternative formats on request - to ensure equality of access for those who do not use a computer or have access to the internet.</p>		<p>The website does include alternative means of contacting the Scottish Government including by telephone and text phone. By definition, people require web access to obtain this information.</p> <p>Packs are published electronically. Their content does include an offer to provide materials in alternative formats on request.</p>

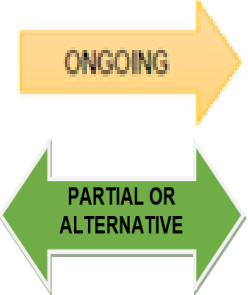

Original Recommendation Years 1-3	Status	Update 10 years on
<p><b><u>A3 Publicity material and monitoring</u></b></p> <p>Identified as priority action</p>  <p>Encouraging applicants</p>		


Original Recommendation Years 1-3	Status	Update 10 years on
<p>Produce all publicity and application documents in a more encouraging, less formal style.</p>		<p>This is a work in progress with some significant individual instances of improvement arising in 2018 on appointment rounds for bodies such as the Scottish Housing Regulator and Architecture and Design Scotland each of which leveraged the brand of the body to make the application pack more accessible and appealing to the target audience. This approach should be rolled out so that it becomes the norm.</p>
<p>Include in application packs a welcome letter from the chair of the body or the Minister, thanking people for their interest. Include in the pack a named contact who can help potential applicants with any queries and provide encouragement and advice on their application.</p>		<p>This is now standard practice.</p>
<p>Encourage individuality in advertisements to reflect the unique character of the role or the public body in question.</p>		<p>A proportion of adverts do leverage the brand of the body but it is not standard practice.</p>

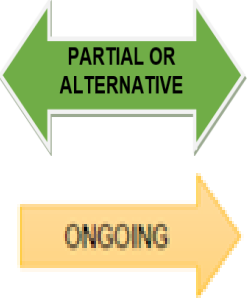
Original Recommendation Years 1-3	Status	Update 10 years on
<p>Make clear in publicity and application packs the support people can expect if appointed. Include details of induction and any ongoing training or mentoring.</p>		<p>Most packs now include a reference to the induction that new appointees can expect if appointed. The wording is fairly standard. Ongoing training and mentoring arrangements vary from body to body and tend not to be referred to.</p>
<p>State the support available for people with disabilities, both for attending an interview and after appointment. This might include the provision of a loop system, board papers being available in accessible formats or a personal assistant's travel costs being covered.</p>		<p>Packs include standard wording to the effect that anyone requiring an adjustment should contact the PAT. There is no indication of the type of adjustments that can be arranged. References to support for disabled people once appointed are very rare.</p>



Original Recommendation Years 1-3	Status	Update 10 years on
<p><u>Monitoring</u> Analyse for each appointment round by means of a monitoring form:</p> <ul style="list-style-type: none"> <li>- the profile of applicants by the following characteristics</li> <li>- age</li> <li>- disability</li> <li>- ethnicity</li> <li>- gender</li> <li>- religion or belief</li> <li>- sexual orientation</li> <li>- employment status and sector (public, private, voluntary, self-employed, retired, academic)</li> <li>- income band</li> <li>- location (by region)</li> <li>- where the applicants in each of the above categories heard of the appointment vacancy</li> <li>- how far the applicants in each of the above categories progressed in the round.</li> </ul> <p>Make sure the monitoring form is carefully and sensitively worded, to inform applicants about how their information will be used and assure them it will be held securely and treated confidentially. Offer applicants a 'prefer not to answer' option for every question.</p>		<p>Although monitoring information is gathered for every appointment round using a form that requests information in all of these areas, analysis is not conducted. As a consequence, the data that is collected is not informing appointment activity in the way originally anticipated by the strategy.</p>





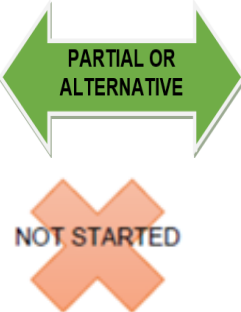
Original Recommendation Years 1-3	Status	Update 10 years on
<p>Make sure the form reflects current good practice in monitoring demographic information. Make sure it enables all relevant comparisons to be made with statistics for the general population of Scotland. In particular, make sure the analysis of applicants' ethnicity is detailed enough to allow comparisons with the growing population of white ethnic minorities in Scotland, as well as non-white minority groups.</p>		<p>Although the form gathers information in these areas, the lack of analysis conducted means that opportunities to make comparisons are being missed.</p>
<p>Collate the information to provide an annual picture of the source of different categories of applicants and their progress. Use the findings:</p> <ul style="list-style-type: none"> <li>- to inform the impact assessments required to meet the public sector duties to promote equality (see Part Two - Implementation), and</li> <li>- to update the information bank recommended below under 'Targeted publicity'.</li> </ul>		<p>Although the information is gathered and collated, a lack of analysis means that there is no substantive impact assessment being done.</p>



Original Recommendation Years 1-3	Status	Update 10 years on
<p><u>Targeted publicity</u>            Compile an information bank containing all the potential methods for publicising appointment opportunities and a record of how effective each one has been in attracting applicants.</p> <p>Use this information bank for every appointment round to ensure targeted publicity, appropriate to the nature of the appointment, the public body and the diversity of potential applicants.</p> <p>Include in this bank specialist publications and media whose target audiences are currently under-represented in public appointments. Examples might include Insight Radio, Disability Now and Awaz FM.</p>		<p>Although the information is gathered, a lack of analysis means that there is limited clarity to inform the targeting of publicity.</p>

Original Recommendation Years 4-5	Status	Update 10 years on
<p><u>Monitoring</u> Continue to conduct the monitoring outlined for years 1-3. If there are sections of the population where application numbers and progress through the system are not improving, investigate and consider positive action.</p>		<p>Monitoring is conducted and it does identify where application numbers and progress through the system are not being achieved. This has informed positive action measures and has led to success, particularly in respect of gender representation. There has been less progress in respect of other groups. Results are published in the Scottish Government's Equality Outcomes and Mainstreaming Report and in the Commissioner's annual report and recommendations are made by the Commissioner where it appears that particular demographic groups are underrepresented. Specific action plans to support these groups are due to be developed.</p>

Original Recommendation Years 4-5	Status	Update 10 years on
<p>Conduct a survey of applicants' experiences throughout the process. Compare with the results of the Commissioner's 2007 survey to measure the impact of changes to the process. Use the results to decide how improvements can be made.</p>		<p>Applicants are regularly surveyed to understand their views of the process. This happens following the outcome of most rounds. Applicants are asked to describe their specific experience of the round including their views on any new or different application or assessment methods. A report is provided to feed into a bank of "lessons learned" and to aid improvements on a round by round basis. An annual report is also produced and published so that applicants can see how their views are being captured and what the Scottish Government plans to do in response.</p>
<p>Repeat the ICM telephone poll conducted in August 2007. Measure any changes in awareness of public bodies, public appointments and the open nature of the appointments process across different demographic groups.</p>		

Original Recommendation Years 1-3	Status	Update 10 years on
<p><b><u>A4 Research on board meeting arrangements and remuneration</u></b></p>		

Original Recommendation Years 1-3	Status	Update 10 years on
Carry out research around: <ul style="list-style-type: none"> <li>- times and arrangements for board meetings and</li> </ul>		This research was carried out by the Commissioner's office in 2011. It did not reach any significant conclusions.
<ul style="list-style-type: none"> <li>- remuneration for public appointments.</li> </ul>		
Find out the effect they have on people's motivation or ability to apply.		Although the Commissioner conducted research into the timings and location of board meetings it did not establish any significant conclusions. It suggested that the timings current in 2011 did not present a barrier to interest or participation. Diary control, being able to access meetings using public transport and advance remuneration of travel related expenses were all identified as issues for consideration.

Original Recommendation Years 1-3	Status	Update 10 years on
<p>Find out whether flexible arrangements for board meetings would enable more people, or more people from certain groups, to apply. Establish whether geographical diversity could be improved by varying the location of meetings or by using telephone or video conferencing facilities. Research the effect of current board meeting arrangements on applications from people with caring or work responsibilities.</p>		
<p>Research how being paid for a public appointment affects entitlement to benefits, such as Disability Living Allowance and Carer's Allowance. Assess the impact of the research findings on people's opportunity to be considered for appointment. Identify ways to overcome any adverse impact.</p>		

## CONFIDENCE AND CAPACITY



An appointments system that inspires confidence, increases capacity and embraces diversity, from the application process to the boardroom.

### The Objectives:



- Ensure the public appointments process is encouraging, accessible and easy to navigate and that people know it is.
- Make sure the process is equipped to support a wider range of suitable applicants for each post.
- Make sure the people administering the process are equipped to do so effectively and efficiently.


### The Rationale


If the process provides a poor applicant experience, or cannot support the diversity we are trying to attract, any new interest will quickly be lost. Therefore, in tandem with raising awareness, we need to address the challenges within the process and increase the public's confidence in it. To ensure that equality extends beyond awareness and into application and appointment, the process and the people involved need to welcome and value new and diverse talent, from the application process right through to the boardroom.




Original Recommendation Years 1-3	Status	Update 10 years on
<p><b><u>C1 Centre of Expertise</u></b></p> 		
<p>Establish a centre of expertise to advise on and administer the public appointments process across the Scottish Government. This centre will take over from the Scottish Government Public Appointments Team.</p> <p>Team members will have expertise in diversity and senior level recruitment and a good understanding of the role of the non-executive director and the work of boards.</p>		<p>The Centre of Expertise was set up shortly after Diversity Delivers was published and has been in place since. Although the name of the team has changed, most recently referred to as the Public Appointments Team (PAT), there has been a consistent approach to providing support and advice to panels. A number of members of this team have been in post since it was set up and have gathered a wealth of experience and knowledge. An outreach and development manager post was added to the team in 2015 to coordinate and develop that aspect of its activities.</p>





Original Recommendation Years 1-3	Status	Update 10 years on
<p>We recommend that the work of this team includes:</p> <ul style="list-style-type: none"> <li>- helping sponsor teams identify the specific requirements of each role</li> <li>- helping sponsor teams produce key documents for the appointment round that reflect these requirements</li> <li>- advising on appropriate publicity in each round to make sure a diverse audience is reached</li> <li>- helping sponsor teams provide encouraging information that appeals to a wide range of people</li> <li>- managing the content and promotion of the hub website</li> <li>- helping with queries about the application process or alternative application formats and other reasonable adjustments for people's disabilities or needs</li> <li>- providing guidance on how to give effective feedback to applicants</li> <li>- producing an online guide to completing the application form to be included on the hub website</li> </ul>		<p>The PAT fulfils all of these functions although thematic reviews conducted by the Commissioner have indicated that it could provide better, evidence-based advice on targeted publicity based on monitoring information from previous rounds.</p>
<ul style="list-style-type: none"> <li>- ensuring equality impact assessments are conducted of the practices used at each stage of the process and using the results to continually improve the process.</li> </ul>		<p>This remains a key area for development by the Public Appointments Team.</p>

Original Recommendation Years 1-3	Status	Update 10 years on
<p>The recommendation for a central team is not designed to remove from Scottish Government directorates the responsibility for and commitment to appointing board members for the bodies they sponsor. It is designed to support directorates by providing a resource-effective central source of professional advice and guidance.</p>		

Original Recommendation Years 1-3	Status	Update 10 years on
<p><b><u>C2 Pilot alternative approaches to application and selection</u></b></p> 		

Original Recommendation Years 1-3	Status	Update 10 years on
<p>Identify the core skills, knowledge and personal qualities that board members need to be effective. Create a framework that allows applicants to be assessed objectively against these requirements.</p>	 	<p>The PAT worked in partnership with the Commissioner to design a core skills framework for this purpose. It was piloted in 2015 and has been in regular use since that time.</p>
<p>Pilot a variety of new application and selection methods that may include:</p> <ul style="list-style-type: none"> <li>- inviting expressions of interest then proceeding to interview without the requirement to complete an application form</li> <li>- the use of a curriculum vitae in a specified format</li> <li>- a shorter version of the current application form</li> <li>- the use of different interview formats and techniques to suit the nature of the public body and the type of post to be filled.</li> </ul>		<p>New application and selection methods, including all of those recommended, are regularly considered and used by panels. The Commissioner publishes <a href="#">good practice case studies</a> where new approaches seem to have been successful and/or well received by applicants. Panels are able to ask questions of applicants about any new approaches in the bespoke applicant surveys run following each appointment round. Case studies of applicants' views on new approaches are included in the <a href="#">annual applicant survey reports</a>.</p>

Original Recommendation Years 1-3	Status	Update 10 years on
<p><b><u>C3 Appointment-focused diversity training</u></b></p> <p>Identified as priority action</p> 		
<p>Provide training for all members of selection panels on how to recognise and manage diversity issues that arise during appointment. Provide regular refresher training.</p>		<p>Civil servants who take part in recruitment are required to be trained in it, including a short online course in unconscious bias. The training is specific to recruitment for the civil service as opposed to for boards. Other forms of training are not mandatory and whether panel members, board chairs and board members take it up is not systematically monitored.</p>

Provide regular updates on new developments in equality and diversity for members of selection panels.

As part of the induction process, provide information for every board member on enhancing board effectiveness through benefiting from the diversity on their board.

Provide more specific ongoing training to board members and selection panels. For example, provide disability equality training by people who are themselves disabled, to provide greater insight into the needs of disabled board members and applicants.







The Public Appointments Advisers do receive regular updates from the Commissioner in this area and do cascade such information during their early engagement with panels. Bias mitigation techniques are a good example of this. Awareness of diversity and succession planning has become more embedded in the overall process. Activities which have helped to achieve this include the following.


The Scottish Government has provided [succession planning guidance, which makes specific reference to diversity.](#)

All new board members are signposted to the updated “[on board](#)” guidance and invited to a new member induction day. Diversity is a featured theme for every such induction day. Panel chairs who have never previously chaired a panel for regulated appointments are offered a one to one briefing with a staff member from the Commissioner’s office. This makes specific reference to the importance of diversity to boards and to bias mitigation measures that should be adopted during appointment rounds. Most planning meetings include unconscious bias as a standing agenda item.

The Scottish Government and the Commissioner’s office piloted a formal training day for prospective independent panel members in 2018.


Original Recommendation Years 1-3	Status	Update 10 years on
<p>Measure board members' ongoing awareness of, and approach to, diversity. Make this part of the performance assessment which forms the basis of any re-appointment decision.</p>		<p>The <a href="#">Core skills framework</a> includes a 'leading the board' competency for all chair positions, which includes leading a diverse team as part of the measure of competence. Chairs of health boards are assessed against this ability as part of their annual review. There is no equivalent for members as opposed to chairs – that varies from board to board.</p>
<p>Evaluate the effectiveness of each form of training and use the evaluation to continually improve the training given.</p>		

Original Recommendation Years 1-3	Status	Update 10 years on
<p>Provide additional support and development for chairs of public bodies on how to manage diversity on their board in order to reap the maximum reward that it can offer.</p>		<p>A research project is underway to help understand the difference that diversity makes to governance. It will highlight good practice in this area across Scotland with case studies being published on the Commissioner's and Scottish Government's websites. A proportion of chairs have taken part in a mentoring scheme to identify the chairs of the future. That has at the same time provided a development opportunity for them. Chair networking events run by the Scottish Government also include updates on issues relating to equality and diversity.</p>
<p>Ensure that the knowledge, skills and qualities required to chair a diverse board are reflected in the person specification for every chair appointment and re-appointment.</p>		<p>The <a href="#">Core skills framework</a> includes a 'leading the board' criterion for all chair positions. The following indicator for that was included in 2016: "committed to equality of opportunity and to developing and maintaining a diverse board". This has become an element of the assessment for health board chairs. In other cases the picture will vary from body to body as it is not mandatory.</p>

Original Recommendation Years 1-3	Status	Update 10 years on
<b><u>C4 Code of Practice for Ministerial Appointments</u></b>		
Revise the contents of the Code of Practice to make sure the actions resulting from this strategy are reflected in the regulation of the public appointments process.		The Code was updated in 2011 to take account of the actions resulting from the strategy and this recommendation was achieved by the time of the 3 year progress report. Since then, the Code has been revised further and was relaunched in 2013 following a detailed consultation process. Guidance was published alongside and to accompany the 2013 Code. This was further revised in 2016 so that the Commissioner's recommendations on areas of unfulfilled required activities, including those contained in the strategy, would be made clearer to participants in the process. The Commissioner plans to issue revised statutory guidance in 2019 covering key recommendations that remain to be implemented.

Original Recommendation Years 1-3	Status	Update 10 years on
<b><u>C5 Promotion of the openness and fairness of Scotland's public appointments process</u></b>		



Original Recommendation Years 1-3	Status	Update 10 years on
<p>Expand the Commissioner’s communication activities to raise public confidence in the system. Raise awareness of public appointments and of the Commissioner’s role in ensuring a fair process that is open to all.</p>		<p>This has involved a partnership approach with the Scottish Government, jointly working to ensure that the public are reassured that the process is fair and transparent. The Commissioner fields a representative to attend almost all Scottish Government outreach, such as Come on Board events, to speak to attendees about statutory regulation of the appointments process.</p>

## EDUCATION AND EXPERIENCE

A programme of support for our future leaders, developing and providing opportunities for all to achieve their full potential and for Scotland to draw upon its brightest talent.



### The Objectives:



- Provide relevant, effective and easily accessed development opportunities for the next generation of board members.
- Provide a pool of potential board members with the necessary expertise and experience, whose members reflect the diversity of the people of Scotland.




### The Rationale:




Casting a wider net to look for ready-made board members will certainly broaden the field, but it will not address the challenges that exist in reaching the point of readiness to serve on a public board. We must therefore develop people's governance skills from a much earlier stage, providing the bridge from having potential to realising it. In doing so, we will:


- provide a fresh source of volunteers for charity boards, parent councils and more
- create a governance and leadership skills base for the benefit of the private, voluntary and public sectors
- foster a new generation of potential public appointees.


Original Recommendation Years 1-3	Status	Update 10 years on
<p><b><u>E1 Education Programme</u></b></p> <p>Identified as priority action</p> 		
<p>Develop and run an education programme on becoming a board member that provides an overview of a board member's role and responsibilities. Enable people to complete either the full programme or individual elements to suit their needs. Make the programme available online and for attendance in person. Run some programmes that are open to everyone and others that target particular under-represented groups.</p>		<p>The Commissioner piloted three in-depth pathfinder education programme courses which ended in 2010. The results were provided to the Scottish Government at that time. This did not lead to the establishment of an education programme by the Scottish Government.</p>


Original Recommendation Years 1-3	Status	Update 10 years on
<p><b><u>E2 Workshops for Applicants</u></b></p> 		
<p>Run regular workshops across Scotland for anyone interested in a public appointment, to provide guidance on how to apply and how to prepare for interview. Advertise these workshops in, for example, the promotional guide, on the hub website and in local newspapers. Enlist the help of equality and community groups to run workshops for their members.</p>		<p>The Scottish Government runs four “come on board” events a year which are aimed at helping those who have never applied for a public appointment before to consider it. More in depth workshops, which are targeted at particular under-represented groups, are also organised either on request, or as part of a defined action plan to support that particular group (six were run during 2017/18). These workshops are usually organised in conjunction with a special interest group and supported by both the Scottish Government and the Commissioner.</p>

Original Recommendation Years 1-3	Status	Update 10 years on
<p><b><u>E3 Development Positions on Boards</u></b></p> <p>Identified as priority action</p> 		
<p><u>Through board committees:</u></p> <ul style="list-style-type: none"> <li>- Identify current members of board committees who could become members of a board.</li> <li>- Identify potential board members when appointing or co-opting future committee members.</li> </ul>		<p>There is no formal programme in place for this. The Scottish Government did produce succession planning guidance for boards and a proportion of this does include recommendations relating to the development of potential new board members.</p>
<p>Provide routes for potential board members to develop their experience and confidence in a supportive environment where learning and questioning are accepted parts of their role. Routes may include:</p> <ul style="list-style-type: none"> <li>- Through board committees</li> <li>- Identify current members of board committees who could become members of a board.</li> <li>- Identify potential board members when appointing or co-opting future committee members.</li> </ul>		<p>There is no formal programme in place for this.</p>




Original Recommendation Years 1-3	Status	Update 10 years on
<p><u>Through board training positions</u> Pilot training positions on the boards of appropriate public bodies. These positions will be publicised as training positions and will be accessed through a public appointments process but will not require the level and range of skills, knowledge and experience usually required to be appointed as a board member. The positions will enable active participation in board business for a two year term, subject to a review at one year.</p>		
<p>Encourage those people who demonstrate potential to apply for a public appointment that fits their skills, knowledge and interests. Provide them with guidance on the application process. Encourage them to join the hub website's talent bank.</p>		<p>PAT and board chairs have been doing this on an ad hoc basis for people who apply unsuccessfully for roles but who nevertheless show potential.</p>
<p><u>Mentors</u> Offer the support of a board member who will act as a mentor to trainees.</p>		<p>There is no formal programme in place for this.</p>




Original Recommendation Years 1-3	Status	Update 10 years on
<p>Develop a framework to support board mentors. This may include:</p> <ul style="list-style-type: none"> <li>- advice on mentoring skills</li> <li>- a suggested programme to help mentors develop board trainees</li> <li>- tools to help mentors assess a trainee's performance and potential.</li> </ul>		<p>A programme of this nature has been designed for current board members who may be the chairs of the future. The Scottish Government is, as of March 2019, in the process of establishing a programme of this nature for prospective disabled board members.</p>

Original Recommendation Years 4-5	Status	Update 10 years on
<p>Evaluate the pilot programme, revise as appropriate and establish as a rolling programme extended to a wide variety of public bodies. Encourage public bodies to use the scheme as a positive action measure - provide training posts to people from groups that are under-represented in public appointments.</p>		<p>There is no formal programme in place for this. The Scottish Government did produce succession planning guidance for boards and a proportion of this does include recommendations relating to the development of potential new board members.</p>

Original Recommendation Years 1-3	Status	Update 10 years on
<p><b><u>E4 Opportunities for Developing Leadership Potential</u></b></p>		
<p>Identify existing opportunities for developing leadership and governance skills. Provide details through the hub website (and the non-web based alternative) about how to get involved. Include reciprocal links between the hub website and relevant leadership websites. Help people identify their pathway to public appointments through the self-help tool on the hub website. Relevant opportunities to be signposted from the hub website could include:</p>		



Original Recommendation Years 1-3	Status	Update 10 years on
<p><u>Charity and community boards</u>            Provide details of opportunities to gain board experience, for example, on charity boards, community councils and tenant committees for local housing organisations.            Provide links to online banks of current vacancies on these boards.</p>		
<p><u>Volunteer organisations</u>            Provide signposts to organisations that promote the benefits of volunteering on a board in the charity and public sectors and that match volunteers with suitable vacancies.</p>		
<p><u>Training and development programmes</u>            Signpost leadership development programmes.            Provide information about networks that encourage participation in public life.            Give details of bodies that provide support, development and networking for people in leadership roles.            Include details of board development programmes that encourage and train people to take up board positions.</p>		

Original Recommendation Years 4-5	Status	Update 10 years on
<b><u>E4 Opportunities for Developing Leadership Potential</u></b>		
<p>Continue to signpost existing opportunities for developing leadership potential. Identify where new opportunities are needed. Support the providers of existing development activities to extend or tailor their schemes to provide these new activities.</p>		
<p><u>Shadow boards</u> Establish a shadow board development programme. Shadow boards meet in parallel to the full board, consider the same business and report their conclusions to the board they are shadowing for consideration and feedback.</p>		
<p><u>Development for the chairs of the future</u> Develop current board members into future chairs, through shadowing or being mentored by an existing chair. Offer this to all interested board members or use it as an opportunity for positive action. For example, encourage board members who are female, minority ethnic, lesbian, gay or disabled - all of whom are underrepresented in chair roles - to take part in these activities.</p>		<p>A mentoring scheme, which was specifically aimed at securing chairs for the future, was developed jointly between the Scottish Government and the Commissioner's office. It was initially run on a pilot basis for 18 months with over 30 mentors and 30 mentees taking part. It was aimed initially at developing a pipeline of female chairs but has the potential to be widened to include other under-represented groups. The pilot ended in November 2018 and the scheme is to be rerun.</p>

## Annex Three – What Difference has it made to Diversity?

This Annex sets out the changes that have arisen in the diversity of applications from and appointments to people in groups that were underrepresented when the strategy was published.

The Scottish Government ceased tracking board baseline data in the 2004/05 reporting year but resumed the practice for the 2013/14 reporting year on the recommendation of the Commissioner.

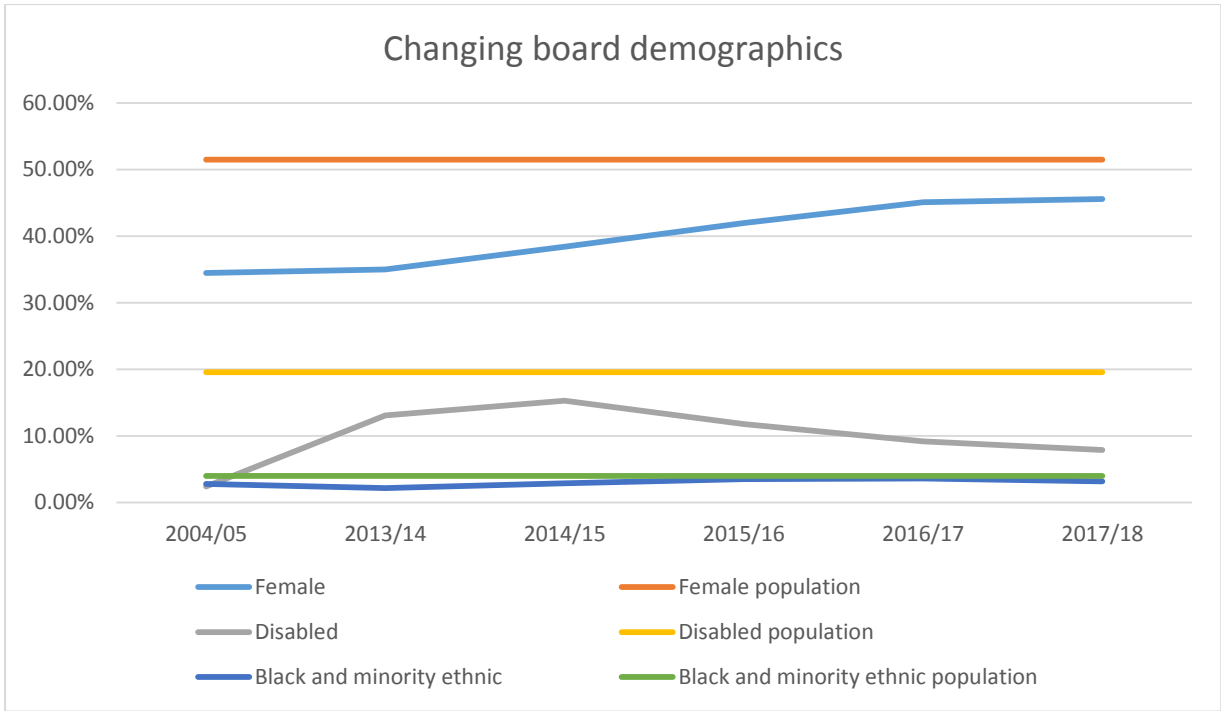
Historic information for age or LGBT status is not available.

The statistical reporting year was changed from financial year to calendar year at the request of the Scottish Government in 2014. The Scottish Government provided the Commissioner with data from 2012, 2013 and 2014 in order to draw some comparisons. The following statistics and charts are therefore drawn from a period that spanned both financial and calendar years.

### **Board profile**

Target Group	All board members (inclusive of chairs)						Scottish Population (2011 Census)
	2017/18	2016/17	2015/16	2014/15	2013/14	2004/05	
Female	45.6%	45.1%	42.0%	38.4%	35.0%	34.5%	51.5%
Disabled	7.9%	9.2%	11.8%	15.3%	13.1%	2.4%	19.6%
Black and minority ethnic	3.2%	3.6%	3.5%	2.9%	2.2%	2.8%	4.0%

The Commissioner has not set a target for representation by protected characteristics on boards. It is however recognised that this baseline must be tracked in order to assess whether the Diversity Delivers targets for applications from currently underrepresented groups are making a difference to board demographics. This in turn will determine whether the targets continue to be required and set at current levels.



## Applications and appointments

This table shows the application and appointment figures for 2007/08, 2010/11, when Diversity Delivers Three Years On was published, and 2017.

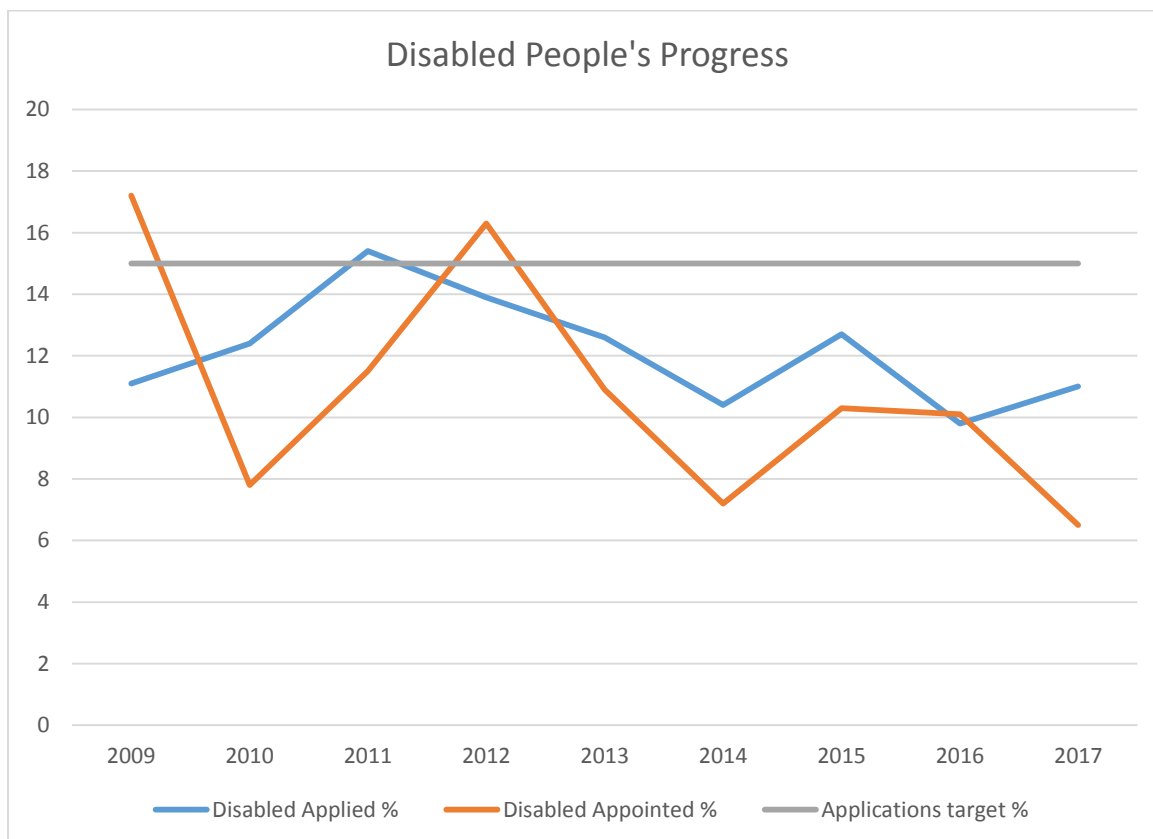
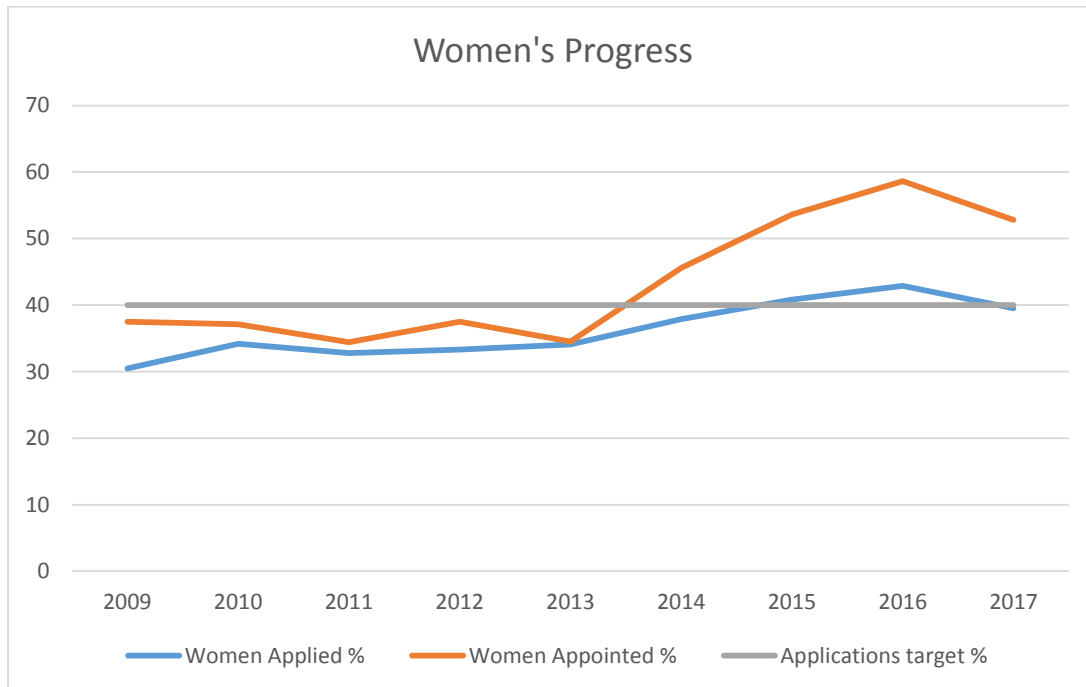
Under-represented group	Year	Target	Applied	Appointed	Scottish Population*
Female	2007/08		33.8%	29.0%	
	2010/11		34.2%	37.1%	
	2017	40%	39.5%	52.8%	51.5%
Disabled	2007/08		13.6%	1.1%	
	2010/11		12.4%	7.8%	
	2017	15%	11.0%	6.5%	19.6%
Black and minority ethnic**	2007/08		8.0%	2.8%	
	2010/11		3.9%	3.4%	
	2017	8%	7.0%	^	4.0%
Aged 49 and under	2007/08		27.5% (50 & under)	84% (55 & under)	
	2010/11		21.4%	23.3%	
	2017	40%	27.1%	29.6%	54.3%†
Lesbian, gay, bisexual or other sexuality	2007/08		Unknown	Unknown	
	2010/11		2.6%	6.0%	
	2017	6%	4.6%	4.6%	6.0%††

### Key:

- ^ Values for fewer than five have been suppressed to decrease the risk of disclosure of information about individuals.
- \* Unless otherwise stated, all population figures are extracted from 2011 census data
- \*\* The target for the BME population is inclusive of people from non-visible minority groups.
- † Scottish population aged 18 to 49 as a percentage of whole population 18 and over
- †† Estimated based on information from Stonewall Scotland website

## Application and Appointment Charts Covering the Period Since Diversity Delivers was Published

The following charts show applications from and appointments to the target groups identified in Diversity Delivers. The target for applications from each group is also included for ease of reference.



Note - The Scottish Government advised in 2012/13 that the statistics were not valid due to a systems error

