

Sixth Senedd Diversity and Inclusion Strategy Development – Draft Priority Objectives

February 2022

Our draft priority objectives for the Sixth Senedd Commission’s Diversity and Inclusion (D&I) Strategy

The emerging and ongoing themes that we have identified from work on the most recent strategy are: **Strategy and Governance; Leadership Culture and Values; Recruitment and Employment; and an accessible, inclusive Parliament for the people of Wales.** As well as consultation with staff, views have also been sought from TUS colleagues and workplace equality networks to inform these emerging priorities. Members of the Senedd and their staff have also been asked for their views.

When using this document, we would like you to reflect on and consider:

- How would you change or develop the objectives?
- What additional actions could we take / what could we do differently to achieve those objectives?



Theme 1: Strategy and Governance

Context: This theme considers the way the organisation prioritises D&I and builds it in to every aspect of the Senedd Commission’s work.

<p>What we propose to do:</p>	<p>Develop a new D&I strategy for Sixth Senedd that aligns with other corporate strategies.</p>
<p>How we might achieve this:</p>	<ul style="list-style-type: none"> ▪ Align our D&I Strategy directly with Dignity and Respect Policy, People Strategy, Resourcing Strategy, Corporate Strategy, Communications and Engagement Strategy and have an Annual Delivery Plan – with clarity on accountabilities. ▪ Consolidate relevant actions from all recruitment, diversity and pay data monitoring activities and also Ethnic Minority Staff Action Plan and activities linked to Communications/Engagement Teams.

<p>What we propose to do:</p>	<p>Create alignment with Workplace Equality Networks, Senior Champions, TUS, Engage Network, D&I and Organisational Development and Learning (OD&L) to oversee strategic direction.</p>
<p>How we might achieve this:</p>	<ul style="list-style-type: none"> ▪ Establish a Diversity and Inclusion Board, including the Commissioner, to provide joined-up strategic oversight of D&I activities/priorities, relating to the networks, senior champions and TUS, including policy design, awareness raising and marking significant D&I related days, culminating in an annual delivery plan.

<p>What we propose to do:</p>	<p>Work with strategic partners to add challenge to our work, reach out to underrepresented groups and commission additional expert advice where necessary.</p>
<p>How we might achieve this:</p>	<ul style="list-style-type: none"> ▪ Work towards becoming a Disability Confident Leader (currently hold Disability Confident Employer status). ▪ Engage with strategic partners to keep up to date with best practice.

What we propose to do:	Provide pan-organisational D&I coaching support and expert advice on equality impact assessments, programme and project activities including project requirements gathering and procurement activities.
How we might achieve this:	Identify key strategic projects/activities and schedule for equality impact assessments.

What we propose to do:	Show progress in meeting the Commission’s D&I objectives by producing the Commission’s Annual Diversity and Inclusion Progress Report.
How we might achieve this:	<ul style="list-style-type: none"> ▪ Collate best practice from teams across the Commission to highlight progress. ▪ Analyse recruitment workforce and pay diversity data.

What we propose to do:	Develop an organisational diversity data monitoring framework/plan.
How we might achieve this:	Streamline diversity data reporting and examine where characteristics intersect and identify actions to address inequalities.

What we propose to do:	Continue to take diversity and inclusion into account when buying goods and services.
How we might achieve this:	<ul style="list-style-type: none"> ▪ Explore how we can monitor and encourage supplier diversity. ▪ Explore how we can further build D&I considerations into our processes for buying goods and services.

Theme 2: Leadership, Culture and Values

Context: All staff understand their role in advancing inclusion and nurturing an inclusive workplace and parliament.

What we propose to do:	Hold Senior leaders to account for advancing inclusion; ensure senior leaders and managers understand how they can advocate for inclusion.
How we might achieve this:	<ul style="list-style-type: none"> ▪ Develop senior champion role descriptions and include champions in Diversity and Inclusion Board. ▪ Each Director and Head of Service has a D&I performance management objective, this should extend to all staff. ▪ D&I training for Senior leaders and managers that promotes an understanding of the barriers arising from inequity and disadvantage and how they use this insight to advocate for inclusion and address inequalities and further inclusion in our workforce.

What we propose to do:	D&I induction and refresher training for Commission staff and Members' Support Staff enhancing colleagues' understanding of their responsibilities as line managers and colleagues.
How we might achieve this:	Review current induction offering and develop more dynamic content e.g. videos.

What we propose to do:	Develop a new behavioural (competency) framework which takes account of our organisational values, is inclusive and reflects the needs of our organisation.
How we might achieve this:	Produce a short, simple but effective framework that is used for recruitment and managing capability which is line with our values.

<p>What we propose to do:</p>	<p>Continue to support the development of our workplace equality networks, chairs and champions.</p>
<p>How we might achieve this:</p>	<ul style="list-style-type: none"> ▪ Develop an indicative work programme (as part of new Diversity and Inclusion Board) that supports the delivery of D&I objectives and agree guidance/governance framework for networks. ▪ Develop senior champions’ roles. ▪ Produce network guidance that outlines the importance of networks and the Commission’s commitment to supporting staff participation. ▪ Develop the network coordinator role within the D&I team.

Theme 3: Recruitment and Employment

Context: Developing and supporting our employees across the employee lifecycle; making sure the Senedd Commission is viewed by the widest range of prospective applicants to be an attractive employer offering a unique employee experience, working at the heart of democracy in Wales. Our workforce is representative at all levels and reflects the society that the Welsh Parliament serves. Our staff feel supported and developed.

<p>What we propose to do:</p>	<p>Continue to monitor underrepresentation in our workforce and identify strategies to support and develop our existing staff who are underrepresented in our workforce. Use advertising strategies to also reach a wider, external talent pipeline.</p>
<p>How we might achieve this:</p>	<ul style="list-style-type: none"> ▪ Continue to work with Executive Search partners to diversify the talent pipeline for senior posts/Public and Crown Appointments. ▪ Regularly surveying (Pulse and staff surveys) staff to monitor and identify trends and make appropriate interventions to support inclusion. ▪ Recruitment Team to take an individualised approach to advertising and outreach for all vacancies. ▪ Longer-term Resourcing Strategy to include supporting the internal mobility of existing colleagues through identifying career pathways and working with strategic partners to reach wide range of communities external to the Senedd Commission. ▪ Implement and learn from Ymlaen, our Ethnic Minority Graduate Internship, as a different entry point into the organisation (early talent initiative).

<p>What we propose to do:</p>	<p>Examine where candidates with protected characteristics ‘fall out’ of our recruitment process; in particular, review conversion rates from application to interview for external campaigns for ethnic minority applicants and disabled applicants (based on data insights). Use this information to enhance processes and remove any potential barriers.</p>
<p>How we might achieve this:</p>	<ul style="list-style-type: none"> ▪ Regularly review recruitment data (for internal and external candidates) and work with external partners to identify best practice and adjust processes accordingly.

	<ul style="list-style-type: none"> ▪ Work towards Department for Work and Pensions Disability Confident Leader Status with support from strategic partner. ▪ Work closely with our workplace equality networks to identify improvements to processes from lived experience.
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What we propose to do:	Continue to operate agile, inclusive recruitment that is likely to be virtual and takes account of our organisational values (post-Covid).
How we might achieve this:	<ul style="list-style-type: none"> ▪ The Recruitment Team will be upskilled on multi-channel sourcing, sourcing passive candidates, developing employer brand and sourcing/designing inclusive assessments. ▪ Develop Inclusive Recruiting Toolkit for Recruiting Managers and regularly train recruiting managers ▪ Review assessment design and pilot different approaches for different jobs. ▪ Draw up inclusive recruiting principles that supplement our existing policy e.g. panel diversity including rotation and variety of hiring managers, wherever possible taking account of gender, ethnicity, age, disability and LGBTQ+ diversity; designing inclusive job descriptions and working with hiring managers to design jobs. ▪ Onboarding review underway to ensure inclusiveness in virtual/hybrid working conditions.

What we propose to do:	Continue to monitor and take action to reduce our gender and ethnicity pay gaps.
How we might achieve this:	<ul style="list-style-type: none"> ▪ Continue to look at recruiting inclusively and developing the existing, diverse range of talent in our workforce. ▪ Undertake regular, equal pay reviews.

What we propose to do:	Monitor socio-economic disadvantage of applicants and our workforce to gain insights that might inform decision-making and service design.
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How we might achieve this:	<ul style="list-style-type: none"> ▪ Add socio-economic monitoring questions to our recruitment monitoring forms, our HR system and staff surveys. ▪ Gather insight from intersectional data and act accordingly e.g. advertising, attraction.
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What we propose to do:	Gather candidate and hiring manager feedback to help improve our processes.
How we might achieve this:	Continuously gather feedback and act accordingly.

What we propose to do:	Re-imagine our approach to talent management (development and progression) and enable staff to have greater internal mobility and development opportunities.
How we might achieve this:	<ul style="list-style-type: none"> ▪ Support line managers to consider releasing staff on secondment (acknowledging lack of vertical progression opportunities). ▪ Offer career coaching and individualised approach to people within networks and wider workforce who present an interest in career development.

What we propose to do:	Link up our employer brand with Communications, Engagement and Outreach activities.
How we might achieve this:	Head of D&I, Head of Communication and Head of Engagement to align Communications and Engagement and D&I strategies.

What we propose to do:	Support a drive in diversity and inclusion through attraction and recruitment for Public/Crown Appointments (for which we manage campaigns and appointments).
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How we might achieve this:	<ul style="list-style-type: none"> ▪ Work with Executive Search partners to diversify talent pipeline. ▪ Collect and publish data on diversity of applicants in line with data protection law.
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Theme 4: An accessible, inclusive Parliament for the people of Wales

Context: The Senedd is an inclusive, accessible parliament making it easy for people to engage in a way that is meaningful for them and to participate in the work of the Senedd.

What we propose to do:	A citizen-led approach to engagement with the people of Wales that effects behavioural change in people who have not to date participated in the work of the Senedd.
How we might achieve this:	<ul style="list-style-type: none"> ▪ Diversity data monitoring framework development (as identified in Agile Futures workstream). ▪ Equality impact assessment of events programming, planning and logistics scheduled.

What we propose to do:	In collaboration with Members’ Business Support Services, support Members and their staff to provide inclusive services and be inclusive employers.
How we might achieve this:	Share learning from Commission positive action initiatives with Members’ Business Services and provide factsheets for Members in relation to their responsibilities as employers and service providers under the Equality Act 2010.