

# **Senedd Commission Diversity and Inclusion Strategy 2022-26**

June 2022



The Welsh Parliament is the democratically elected body that represents the interests of Wales and its people. Commonly known as the Senedd, it makes laws for Wales, agrees Welsh taxes and holds the Welsh Government to account.

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**[www.senedd.wales](http://www.senedd.wales)**

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**Welsh Parliament**  
**Cardiff Bay**  
**CF99 1NS**

Tel: **0300 200 6565**

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# **Senedd Commission**

## Diversity and Inclusion Strategy 2022 - 2026

July 2022









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# Our Vision

We publish the Sixth Senedd Diversity and Inclusion Strategy following unprecedented times.

The pandemic has taught us new things about Diversity and Inclusion. We have spent the last two years adapting and delivering services differently to support dynamic delivery of Senedd Business; changed the way we communicate and engage with the public so that the Senedd could continue to reach the people of Wales, no matter where they are and their circumstances; and we have supported each other - Members, their Staff, Commission Colleagues and Contractors - sustaining each other and our different, changing situations, acknowledging and accommodating our diverse needs with agility, and ensuring that inclusion is at the heart of excellent service delivery.

We have learnt that our organisational values are meaningful and real; we have learnt that our diversity is our strength, and that greater diversity will make us stronger still; and we have learnt that we can do things very differently. These lessons provide new opportunities to diversify further; to keep working to create new partnerships which drive inclusion; and to be bold in redesigning and communicating opportunities to work for the Senedd Commission now and in future.

Our vision, simply to represent the people we serve - ensuring that we are diverse, in our service delivery, in our engagement, and in our workforce; and that we are inclusive, in listening to and including all voices - is simple enough. We are committed to achieving more over the next five years, bringing about positive, sustainable change. Together, we can achieve anything.



**Manon Antoniazzi**

Chief Executive and Clerk to the Senedd



**Joyce Watson MS**

Senedd Commissioner with responsibility for employees and equalities



### **RESPECT**

We are inclusive, kind, and value each other's contributions in delivering excellent services



### **PASSION**

We are purposeful in our support of democracy and pull together to make a difference for the people of Wales



### **PRIDE**

We embrace innovation and celebrate our achievements together as a team

## **WE ARE ONE TEAM**



# About Us

The Senedd Commission is a values-led organisation which has responsibility for the provision of property, staff, and services to support the Members of the Senedd.

## Who we are and what we do

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The Senedd Commission serves the Senedd to help facilitate its long-term success as a strong, accessible, inclusive, and progressive parliament that delivers effectively for the people of Wales. The corporate body for the Senedd is known as the Senedd Commission and has responsibility for the provision of property, staff, and services to support the Members of the Senedd.

The Commission consists of the Llywydd (Presiding Officer), and four other Members nominated by the main political parties. The colleagues of the Commission are headed by the Chief Executive and Clerk of the Senedd.

## Our Values

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Our values are at the very core of what we do and are used to shape the decisions we make and how we interact with our customers and each other every day. They are how we build relationships and make the Senedd Commission the best possible place to work.

▼ **Windrush Cymru: Celebrating the Lives and Journeys of a Generation**

This exhibition ran in the Senedd during Autumn 2021





# Our Priorities







Acceptance  
and  
Equality

WELSH  
YOUTH  
PARLIAMENT

SENEDD  
IEUENCTID  
CYMRU

CROESO I'R  
SENEDD  
WELCOME TO  
THE SENEDD  
Oriel  
Neuadd



# Our Guiding Principles

Our strategy will help us build on the progress we have made in delivering on our previous three equality strategies to ensure that diversity, inclusion, and equality considerations are further built into everything that we do.

In delivering our strategy, we will be guided by the following principles:

## **We are evidence-based and action-based**

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We use data from diverse sources such as recruitment, workforce and pay data, employee engagement activities such as our Annual People Survey, pulse surveys and other engagement activities. When disparities are identified, they are actively addressed.

## **We take an intersectional approach to diversity and inclusion**

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We recognise that people's characteristics, for example, gender, ethnicity, and disability can overlap causing an individual or group be disadvantaged in multiple ways. We will use insights from data and the experiences of our workplace network colleagues, wider colleagues and external partners to examine how we could do things differently.

## **We measure progress by looking at behavioural change**

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We seek to understand our applicants, our workforce, and citizens in their engagement with the work of the Senedd.

## **Diversity and inclusion is embedded in our day-to-day work and strategic planning**

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We ensure that diversity and inclusion is built into every aspect of our governance and decision-making framework.

## **We are responsible and accountable**

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We ensure all colleagues understand their individual role and feel able to contribute to a collective passion and drive in fostering an inclusive workplace. The Senedd's Dignity and Respect Joint Statement of Intent sets out what is expected in terms of inclusive behaviour and living our everyday values.

## Our Journey So Far

Flowing from our last Diversity and Inclusion Strategy, we acknowledge where we made progress in furthering inclusion in the Fifth Senedd.



Reviewed and adjusted our recruitment processes and outreach approach to be more inclusive, resulting in an increase in applications from ethnic minority, trans, LGBTQ+, and disabled people who had been underrepresented in our candidate pipeline.

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Increased our outreach and engagement activity to bring in new and different voices, as part of committee engagement and our knowledge exchange work.

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Promoted inclusion outside of Wales, sharing our experiences with parliaments across the world.

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Received accreditation and recognition from a number of external organisations to celebrate our inclusive values and activities to further inclusion.

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Developed the organisational culture to be more inclusive for all our staff, through our values, policy reviews, awareness raising and training and supporting the development of workplace equality networks.

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Further implemented Equality Impact Assessments across the organisation so that our projects and change processes consider inclusion.

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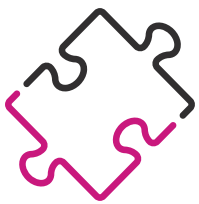
Actively created new opportunities and partnerships to diversify our workforce.

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# Our Priorities

We want to build on our achievements over recent years. Over the next four years we will focus on the four following priorities, where we would like to make quicker progress:



**Diversity and Inclusion underpins our everyday activities and strategic planning**

Our organisation values diversity and prioritises inclusion, building it into every aspect of our work.



**A representative, inclusive place to work**

Our workforce reflects the society that the Senedd serves and is representative at all levels in our organisation.

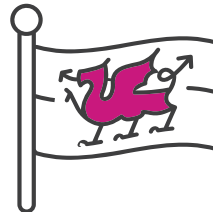
The widest range of people view the Senedd Commission as an attractive, prospective employer offering a unique, rewarding employee experience working at the heart of democracy in Wales.

Our colleagues feel engaged and supported to realise their full potential.



**Values-led leadership and culture**

All our colleagues understand their role in advancing inclusion and nurturing an inclusive workplace and parliamentary environment. Senior accountability for delivering this strategy is increased.



**An inclusive, accessible Parliament for the people of Wales**

The Senedd is an inclusive, accessible Parliament that identifies and removes any barriers that prevents citizens from participating in its work in a way that is meaningful to them.

The work of the Senedd is understood by the people of Wales and how it might impact them and their communities.

## Diversity and Inclusion (D&I) underpins our everyday activities and strategic planning

**Lead Responsibility:** Head of Human Resources and Inclusion

We will:

### **Clearly align our strategies to our work programmes**

- Align our D&I Strategy with our other strategies and Corporate Delivery Plan. Publish an annual delivery plan for D&I activities.
- Establish a multi-disciplinary, representative Diversity and Inclusion Board reporting to the Senedd Commissioner with responsibilities for employees and equalities. The Board will provide strategic planning and oversight for the Commission's D&I priorities.
- Support service areas to communicate and work collaboratively, and teams to understand how their workstreams feed into the work of other teams through a new annual Corporate Delivery Plan. The organisation is working under a common diversity and inclusion lens.

### **Support ownership and accountability for delivery of the strategy**

- Ensure that our Executive Board Members have accountability for this strategy and subsequent priorities which are reflected in directorates' service plans.
- Identify projects and activities which require equality impact assessments and coach and support colleagues to develop and publish them.

### **Make better use of our data**

- Keep developing our approach to producing our annual monitoring reports by identifying the organisation's 'hidden' diversity and inclusion data gathering activities and cross refer data sets to gain deeper insights and supporting focussed solutions.

### **Work with External Partners to keep improving**

- Work with strategic partners to challenge our work across the protected characteristics, reach out to underrepresented groups and provide additional expert advice where necessary.
- Continue to take diversity and inclusion into account when buying goods and services. Monitor and encourage supplier diversity.
- Conduct regular checks on the accessibility of our estate, through regular equality impact assessments and where required, access audits.



## Values-led leadership and culture

**Lead Responsibility:** Head of Human Resources and Inclusion

All our colleagues understand their role in advancing inclusion and nurturing an inclusive workplace and parliamentary environment. Shared accountability for delivering this strategy is increased.

We will:

### **Develop and equip each other for continued improvement**

- Develop and share revitalised training in relation to diversity and inclusion to every member of the Senedd Commission family and ensure they understand their role in helping deliver this strategy. This is mandatory and will be incorporated across the employee lifecycle: from attraction, recruitment, induction, developing staff, engaging colleagues through to exit. Training content will include practical examples of how to address any behaviour that is not inclusive and/or in line with our organisational barriers.
- Provide the tools and confidence for colleagues to actively foster a psychologically safe, inclusive culture, where we value one another's contribution and attract, develop, and retain a diversity of skills, perspectives, and talent. Colleagues are equipped as managers and allies with information on allyship, privilege, conscious inclusion and cultural intelligence to enable a culture of belonging for all.
- Develop our culture of allyship by supporting Diversity and inclusion learning and behaviour to become a natural performance management objective for all staff.
- Design a new behavioural framework that is based on our organisational values and supports recruitment, performance management and career progression/management

**Support and encourage a diverse voice**

- Strengthen our workplace networks, supporting them with their governance frameworks, provide operational guidance, and ongoing continuing professional development for network chairs, champions, and members, supported by the Diversity and Inclusion Board. We will give them the time they need to influence and support our achievements.
- Create opportunities to capture the widest range of information and views internally and externally to positively influence the way we design services and policies. A workplace where ideas flow, where everyone, at any level, can contribute and speak up and see that their input is valued, acknowledged, and considered.
- Actively demonstrate and celebrate, the performance gains achieved as a result of our inclusive practices and diverse representation, and use these learnings to keep designing and enhance policies, projects, and services.
- Regularly survey colleagues ('Pulse' and People Surveys) to monitor and identify trends and celebrate or intervene to support inclusion.
- Continue to include diversity and inclusion monitoring questions in our annual people survey, Dignity and Respect survey and pulse surveys to identify any trends or issues that may be highlighted and act on any disparities identified.

## A Representative, Inclusive Place to Work

**Lead Responsibility:** Head of Human Resources and Inclusion

Our workforce reflects the society that the Senedd serves and is representative at all levels in our organisation.

The widest range of people view the Senedd Commission as an attractive, prospective employer offering a unique, rewarding employee experience working at the heart of democracy in Wales.

Colleagues feel engaged and supported to realise their full potential throughout their employment with us.

We will:

### **Align our strategies to our work programmes using our data**

- Ensure workforce planning is used to support the development and progression of our existing colleagues while at the same time attracting new talent from the widest pipeline using data and feedback to design our policies and processes.
- Examine where candidates across the protected characteristics 'fall out' of our recruitment process; in particular, review conversion rates from application to interview and interview to offer. Use this information to enhance processes and remove any potential barriers. Regularly review recruitment data (for internal and external candidates) and work with workplace networks to use insight from lived experience and external partners to identify best practice and adjust processes accordingly.
- Gather ongoing candidate and hiring manager feedback to help inform and improve our recruitment processes. Actively use our Exit Interview



and People Survey data to improve our approach to inclusivity of a diverse workforce.

- Using our Resourcing Strategy and People Strategy as drivers, continue to monitor the distribution and underrepresentation of ethnic minority and disabled colleagues at senior levels in our workforce.
- Where we outsource recruitment campaigns for Commission senior colleagues and for Public/Crown Appointments (for which we manage campaigns and appointments) we work with our executive search partners to widen the talent pipeline, alongside our usual advertising and outreach arrangements. We will collect and analyse diversity data with these campaigns to inform campaign design and where appropriate, publish this data, in line with data protection law.
- Encourage colleagues to declare their diversity data to enable a mature understanding and support effective talent strategies.
- Continue to monitor and where required, take action to address any gender, ethnicity and disability pay gaps. We will do this by recruiting inclusively and developing the existing, diverse range of talent in our workforce and undertaking regular equal pay audits.
- Monitor socio-economic disadvantage of applicants and our workforce to gain insights that might inform decision-making and service design. Gather insight from intersectional data and act accordingly e.g., advertising, attraction, and process design.

### **Learn lessons from new ways of working**

- Continue to operate agile, inclusive recruitment whether virtual, or in-person, taking account of our organisational values.
- Redesign roles, organisational design, structures and working practices in such a way that it supports the continued development of excellent, responsive services, and actively creates opportunities for the greatest diversity and inclusion, particularly within communities underrepresented within the Commission workforce.

### **Focus on our Employer Brand to broaden our reach**

- Focus on new, diverse talent through multi-channel sourcing, sourcing passive candidates, developing employer brand and sourcing/designing inclusive assessments.

- Refresh the training toolkit for Recruiting Managers and regularly re-train recruiting managers at appropriate intervals.
- Refresh candidate guidance and employee stories on our career webpages.
- Review assessment design and pilot different approaches for different jobs using an individualised approach to advertising and outreach for all vacancies.
- Develop new recruiting principles that supplement our existing policy to maximise Inclusive recruitment practices and drive out unconscious bias and working with hiring managers to design jobs and inclusive job descriptions.
- Review Onboarding arrangements ensure inclusivity in virtual/hybrid working conditions.
- Engage a strategic partner and gain Disability Confident Leader Status .
- Link our employer brand with Communications, Engagement and Outreach activities collaborating with strategic partners to reach wide range of communities external to the Senedd Commission.

### **Focus on our internal development programmes to drive diversity**

- Using our Talent Management Strategy as a driver, re-imagine our approach to internal talent management (development and progression) and enable colleagues to have greater internal mobility and development opportunities and tailoring support for colleagues who are underrepresented at senior level in our workforce.
- Supporting line managers to release colleagues on secondment when and where there might be limitations on vertical progression opportunities.
- Offering career coaching/career clinics and individualised approach to people within networks and wider workforce who present an interest in career development.
- Working with other Parliaments, review Competency framework and Guidance which supports agile resourcing and talent management.

- Implement and learn from Ymlaen, our Ethnic Minority Graduate Internship, as a different entry point into the organisation (early talent initiative).



## An Accessible, Inclusive Parliament for the people of Wales

**Lead Responsibility:** Director of Engagement and Director of Senedd Business

The Senedd is an inclusive, accessible Parliament that identifies and removes any barriers that prevents citizens from participating in its work in a way that is meaningful to them.

The work of the Senedd is understood by people and how it might impact them and their communities.

We will:

- Support Members of the Senedd and their colleagues to build diversity and inclusion into their work in the Parliament through information/research and continuing professional development.
- Support Members of the Senedd and their colleagues to provide inclusive services and be inclusive employers by sharing learning from Commission positive action initiatives with Members and ensure Members understand their responsibilities as employers and service providers under the Equality Act 2010.
- Through our Communication and Engagement Strategy we will engage with the widest range of citizens and make the Senedd and its work accessible through different platforms, whether virtual and/or face-to-face. We want to see behavioural change in terms of engaging meaningfully with people who have not to date participated in the work of the Senedd and will monitor the diversity of citizens that we engage with. People understand how the Senedd may impact their lives and how they in turn can influence the Senedd's work and have their voice heard.

- Information about the Senedd and its work will be tailored to reach a range of different audiences. We will schedule an equality impact assessment of events programming and planning activities to identify and remove any barriers to participation.
- Support Committee Strategic Development to maximise inclusivity - We continue to monitor the diversity data of committee witnesses and use any insights to inform our approach to the way in which committees work in relation to citizen engagement and witness participation.

▼ Members of the public outside the Senedd building





# Monitoring Progress and Measuring Success



# Monitoring Progress and Measuring Success

This strategy is a living document which we will keep under constant review and adjust our approach as and when required.

We set out below how our organisation will track its progress in implementing this strategy:

## Diversity and Inclusion underpins our everyday activities and strategic planning

How we'll know we're making progress in implementing our strategy	What we will use to measure success (includes but is not limited to):
<b>Corporate strategies align with one another and the annual Corporate Delivery Plan</b>	Key performance indicators across service areas  Feedback from Diversity and Inclusion Board, including Trade Union Side
<b>We get new data insights that are intersectional and help us further understand our workforce and customers' needs and behaviours</b>	Data trends and any remedial actions  Key performance indicators
<b>The Senedd estate and virtual platform is accessible and welcoming</b>	Equality impact assessments  Access audits and user feedback
<b>We are able to monitor the diversity of our suppliers</b>	Data insights and trends
<b>Our work to further inclusion is recognised by external partners</b>	Recognition from partners  Data insights and feedback



## Values-led leadership and culture

How we'll know we're making progress in implementing our strategy	What we will use to measure success (includes but is not limited to):
<b>Our employees experience an inclusive workplace culture</b>	Insights from employee engagement activities including the annual People survey, Dignity and Respect Survey and pulse surveys
<b>Our employees understand their role in helping to implement this strategy and have the appropriate tools and information to do this in the course of their careers</b>	Performance Development Review data  Feedback on learning and development activities  Feedback from Diversity and Inclusion Board, Trade Union Side, Workplace Equality Networks, and wider Senedd Commission community

## A Representative, Inclusive Place to Work

How we'll know we're making progress in implementing our strategy	What we will use to measure success (includes but is not limited to):
<b>Staff feel supported to realise their career development/progression aspirations</b>	Promotion (internal recruitment) data  Performance Development Review data  Outcomes from career coaching activities
<b>Ethnic minority staff and disabled staff are evenly distributed across our workforce, particularly from middle to senior management level</b>	Recruitment, workforce and pay diversity data insights and progress on any remedial actions
<b>The number of candidates across the protected characteristics increases and considers the Senedd Commission as an inclusive, progressive employer. Conversion rates from interview to offer across the protected characteristics do not have differential outcomes</b>	Recruitment and workforce diversity data  Feedback from candidates and hiring managers



<b>Our ways of working (recruitment and employment practices) are inclusive</b>	<p>Feedback from Diversity and Inclusion Board, Trade Union Side and Workplace Equality Networks</p> <p>Insights from employee engagement activities including the annual People survey, Dignity and Respect Survey and pulse surveys</p>
<b>Talent pipelines for Public/Crown and senior appointments are diverse and processes optimised for inclusion and reaching the widest audience (panel diversity, outreach and process design)</b>	Campaign data

### An Accessible, Inclusive Parliament for the people of Wales

<b>How we'll know we're making progress in implementing our strategy</b>	<b>What we will use to measure success (includes but is not limited to):</b>
<b>The Senedd is engaging with an ever-widening audience as in terms of engagement and citizen participation its work</b>	<p>Key performance data from communications and engagement activities</p> <p>Outcomes from implementation of Committee Effectiveness Review recommendations</p>
<b>Members of the Senedd feel supported with provision of information to build diversity and inclusion into their work in the Parliament and as employers</b>	<p>Feedback on Members' and Members' staff continuing professional development activities</p> <p>Feedback from the Members' Engagement Survey</p>

# Our Commitment

We will compile and publish an update on progress in meeting the general public sector equality duties including our objectives, alongside workforce, recruitment and pay diversity monitoring data, at the end of each financial year.

The Diversity and Inclusion Board and the Senedd Commission's senior leadership team and the Commission itself will consider each report before its publication. The Senedd Commissioner with responsibility for diversity and inclusion will receive regular updates on progress.

Information and updates available with regards to our progress in delivering our Diversity and Inclusion Strategy will be via our Diversity and Inclusion web pages. We will also publish our workforce recruitment and pay diversity monitoring reports on our website.

Please do contact us however, if you require any information in another format or have any ideas or suggestions about our strategy.

Get in touch:



[diversity@senedd.wales](mailto:diversity@senedd.wales)



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