

# People and Culture Strategy: 2025-2028

April 2025



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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# **People and Culture Strategy:** **2025-2028**

April 2025







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# Welcome

▼ Celebrating International Day of Disabled People:  
3 December 2024





## Introduction from the Chief Executive and Clerk of the Senedd

In 2026, we will see a step-change in the history of our Senedd as it expands from 60 Members to 96 Members.

The Commission's talented workforce will be responsible for providing outstanding parliamentary support to Members, enabling them to carry out their roles on behalf of the people of Wales and build on the Senedd's reputation as a pioneering institution.

Our People and Culture Strategy will support us in navigating this period of significant change as we prepare for the Seventh Senedd. We face an exciting challenge as we focus on developing and delivering a fit-for-purpose suite of parliamentary services for a larger Senedd to function effectively. This will mean increased planning, horizon-scanning and developing our people to meet the service demands on the Senedd Commission.

Together we will continue to build a highly-skilled, high-performing workforce which can respond with agility to the evolving needs of an expanded parliament for Wales. I very much look forward to this next exciting chapter in the Senedd's evolution.

*Manson*





## About our organisation

The Senedd Commission workforce supports the running of the Welsh Parliament/Senedd, making sure Members of the Senedd have the services they need to carry out their roles as elected members.

Our staff work in a variety of roles across our services, with different working patterns, varied skillsets and come from a variety of backgrounds, making our organisation a unique, dynamic place to work.

### How this Strategy fits in with our work

This People and Culture Strategy supports the delivery of the people and culture elements of the Senedd Commission's Corporate Strategy and Plan.

Our challenge is to ensure that the Senedd Commission is ready to support a larger Senedd (from 60-96 Members) following the election in 2026.

This strategy provides a roadmap for how we deliver our People and Culture vision via the priorities we have identified.

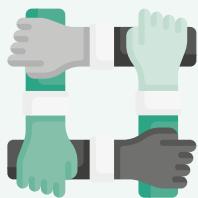


# Our Values

Our organisational values are at the very core of what we do and are used to shape the decisions we make and how we interact with each other.

Our values support how we build relationships and make the Senedd Commission the best possible place to work.

Our People and Culture Strategy is underpinned by our values.



## RESPECT

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



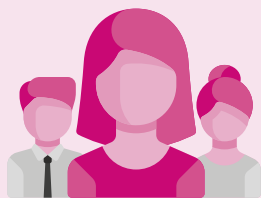
## PASSION

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

Our Values define what we do and how we do it, and they unite us as a single team.



# Our Vision

Defining our people and culture vision

▼ **Celebrating International Day of Disabled People:**  
3 December 2024






# Why we need the Strategy



**2025**

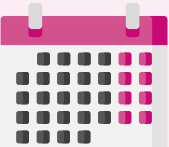
**WHERE WE ARE NOW**

Serving the needs of the current Senedd while future-focusing and planning for workforce and organisational readiness for an expanded Senedd.



**HOW WE GET THERE...**

**PEOPLE AND CULTURE STRATEGY**



**2028**

**WHERE WE WANT TO BE**

A ‘one-team’, unified workforce which has responded to the needs of an expanded Senedd since 2026. There is greater mobility within our workforce with defined career pathways.

# Our People and Culture Vision


By 2028, we are:



**2028**

**RESPECT**

A ‘one-team’ organisation whose leaders encourage a culture of collaboration, trust and shared purpose.



**2028**

**PASSION**

A forward-thinking workforce, effectively and efficiently meeting the Senedd’s evolving needs.



**2028**

**PRIDE**

An organisation where people thrive, having a fulfilling career which meets their aspirations through our investment in development, engagement and wellbeing.



# Identifying our Priorities

How did we identify our priorities for this Strategy?



### PURPOSE AND MISSION OF OUR ORGANISATION

What we do as an organisation and what we need our workforce to do.



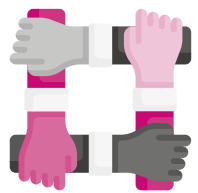
### CORPORATE STRATEGY AND CORPORATE DEVELOPMENT PLAN

Our organisational priorities which include scaling up for the Senedd's expansion and new ways of working (Senedd 26 Change Strategy).




### ORGANISATIONAL STRATEGIES

Understanding the Senedd Commission's operating environment and existing organisational strategies.



### WORKFORCE THEMES

Reviewed our existing People Strategy 2021-26 which provides a continuum of workforce themes: attract and retain; design and develop; value and engage; and health and wellbeing.



### INSIGHTS FROM COLLEAGUE ENGAGEMENT ACTIVITIES

Pulse surveys, People Surveys and feedback from our Workforce Steering Group, Diversity and Inclusion Steering Group, workplace equality networks and Trade Union Side (TUS).



### DATA AND PLANNING

Our Diversity and Inclusion Strategy, our Health and Wellbeing Strategy, our people/diversity data sets, and workforce planning activities.



# Horizon-scanning the future work context in the Senedd Commission

In designing our Strategy, we have also considered the following:



### WAYS OF WORKING

Hybrid and remote working and use of space for Members of the Senedd, their staff and the Commission’s workforce.




### RESOURCE PLANNING

Budget, service and workforce is aligned to the mid-term.



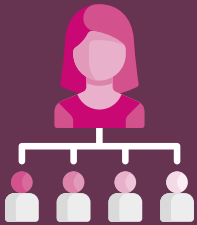
### DIGITAL CAPABILITY

Exploring and harnessing the benefits of emerging technologies such as Artificial Intelligence (AI) alongside human intelligence.




### A LARGER SENEDD

Expanding from 60-96 Members of the Senedd.



### WORKFORCE DEVELOPMENT

Growing and retaining our own talent and balancing that with attracting and retaining new talent.



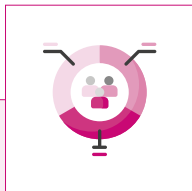
### MULTI-GENERATIONAL WORKING

Understanding the different motivations and leadership styles across different generations and how that shapes our workplace.

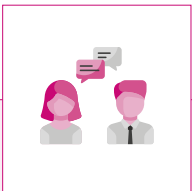


# Our Strategic Framework

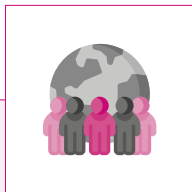
This Strategy forms part of the Senedd Commission’s corporate governance and planning arrangements, pulling together existing strategies and relevant workstreams.



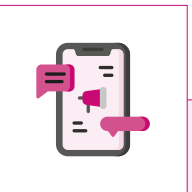
Corporate Strategy and Corporate Development Plan; Senedd 26 Change Strategy.



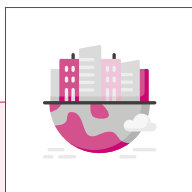
Official Languages Scheme.



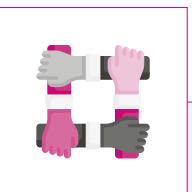
Diversity and Inclusion Strategy and Wellbeing Strategy.



Communications and Engagement Strategy and Internal Communications.



Carbon Neutral Strategy, Estates Strategy and ICT Strategy.



Dignity and Respect Framework.





# Our People and Culture Objectives

We have identified six overall objectives with accompanying action plans.

▼ **Celebrating International Day of Disabled People:**  
3 December 2024





# Our six strategic priorities



**EVOLVE**  
An adaptive and future-focused workforce

We will continue to ensure that our workforce is aligned with the Senedd Commission’s Strategy and evolving parliamentary priorities through service and workforce planning.



**OPTIMISE**  
Maximise efficiency and effectiveness

We will train and develop staff (growing our own), leverage the benefits of technology and work across organisational boundaries to enhance our processes and services and optimise productivity.



**COLLABORATE**  
A unified, collaborative organisation

We come together to provide an outstanding service to the Senedd. In line with our values, leaders promote a sense of shared purpose at all levels, supporting their teams through change, ensuring a feedback loop exists to support continuous improvement.



**VALUE**  
Rewarding and recognising

We recognise and celebrate the contribution our colleagues make and the expertise they bring. We design and implement fair pay frameworks and engaging non-financial benefits.



**THRIVE**  
A happy, healthy workforce

Health, safety and wellbeing is championed by all and colleagues are enabled and empowered to make choices that support them to live well and work well.



**BELONG**  
An inclusive workplace

A workplace culture where diversity is valued and inclusion prevails.



# 1. Evolve

Future-focusing, sharing information and aligning priorities

What we will do and why	How we will do this	By when	How and when we will know our efforts are effective	Alignment
<p><b>Anticipate and plan for future workforce needs and development.</b></p> <p>Adapt our workforce accordingly to meet changing demands and ways of working to meet the evolving needs of the Senedd.</p>	<p>Support delivery of the Medium-Term Resourcing Framework through strategic workforce planning and service planning.</p> <p>Update Workforce Plan.</p>	<p><b>Annually – by end Q1</b></p>	<ul style="list-style-type: none"><li>■ Resource matches demand for services (service and budget planning round).</li><li>■ People have required skills and abilities – insights provided by skills mapping exercise (by end Q3 2025-26).</li><li>■ Insights and challenge from Workforce Steering Group.</li></ul>	<ul style="list-style-type: none"><li>■ Medium-Term Resourcing Framework (including service planning)</li><li>■ Workforce Plan</li></ul>
<p><b>Ensure colleagues see alignment between their contribution and our organisational priorities, successes and achievements.</b></p>	<p>Annual People Survey.</p>	<p><b>18-month reporting cycle</b></p>	<ul style="list-style-type: none"><li>■ Insights from our annual People Survey (% of colleagues who understand their objectives and organisational priorities) 18-month reporting cycle.</li></ul>	<ul style="list-style-type: none"><li>■ People Engagement Activities</li></ul>
<p><b>Structures, services and the workforce align with the Senedd Commission’s priorities</b> to support the Senedd.</p>	<p>Through annual budgeting, service and workforce planning.</p> <p>Horizon-scanning and scenario planning.</p>	<p><b>Annually</b></p>	<ul style="list-style-type: none"><li>■ Resource matches demand and services delivered to time and within budget (service and budget planning round).</li></ul>	<ul style="list-style-type: none"><li>■ Workforce, service and budget planning</li></ul>



2. Optimise

Developing our talent, leveraging the benefits of technology and working across organisational boundaries to maximise efficiency and effectiveness.

What we will do and why	How we will do this	By when	How and when we will know our efforts are effective	Alignment
<p><b>Attract new talent</b> alongside developing and retaining the talent of our existing workforce <b>“growing our own” to develop their careers with us</b> – and experience a culture of continuous learning and development.</p> <p>We create time for our workforce for learning and will define our career pathways.</p>	<p>As part of enhanced workforce planning:</p> <ul style="list-style-type: none"><li>■ Initiate a workforce skills mapping exercise and assess findings.</li></ul>	<p><b>Start by end Q1 2025-26 and insights by end Q3 2025-26</b></p>	<ul style="list-style-type: none"><li>■ Reduction/elimination of skills gaps (Annual).</li><li>■ Evaluation of learning outcomes and % of performance development conversations/objectives met (Annual).</li><li>■ Year-on-year increase in retention rates for people in the 1-3 years’ service category.</li><li>■ Voluntary turnover: % and reasons for leaving (Quarterly).</li><li>■ Vacancy rates (%) (Quarterly) and recruitment metrics (Annually).</li></ul>	<ul style="list-style-type: none"><li>■ Corporate Plan</li><li>■ Workforce Plan</li><li>■ Recruitment Policy</li><li>■ Talent Strategy and Attraction Plan</li><li>■ D&amp;I Strategy and insights from annual diversity data monitoring</li><li>■ Communications and Engagement Strategy</li><li>■ Official Languages Scheme</li></ul>
	<ul style="list-style-type: none"><li>■ Develop and implement a Talent Strategy which includes career pathways, grading guidance and enables succession planning to provide greater transparency for staff.</li><li>■ Update Attraction Plan to outline approach to recruitment outreach.</li></ul>	<p><b>Draft Strategy by end Q3 2025-26</b></p>		
	<p>Annual Learning Needs Analysis.</p>	<p><b>Q4 Annually</b></p>		
	<p>Organisational commitment to dedicated time for learning and development.</p>	<p><b>Performance Development Review (PDR) round</b></p>		
<p><b>Use digital technology to innovate and support colleagues</b> – looking within and beyond our organisation for inspiration.</p>	<p>Explore potential for using (generative) AI for routine/administrative tasks via an AI pilot and ensure our workforce has the training it needs to be able to utilise emerging technologies for its own benefit.</p>		<ul style="list-style-type: none"><li>■ Increase in workload efficiency/time savings.</li><li>■ Improve accessibility for those with additional needs.</li><li>■ Improve wellbeing and support a better work/life balance.</li></ul>	<ul style="list-style-type: none"><li>■ ICT Strategy</li><li>■ People Engagement Activities</li></ul>
		<p><b>Q3 2025/26</b></p>	<ul style="list-style-type: none"><li>■ Results from AI Microsoft Co-Pilot trials.</li></ul>	



### 3. Collaborate

Enhancing leadership capability, managing change effectively and fostering a sense of shared endeavour.

What we will do and why	How we will do this	By when	How and when we will know our efforts are effective	Alignment
Ensure our leaders are values-led and lead us through change inclusively. They work in partnership at all levels in the organisation <b>minimising silo working, role modelling inclusive behaviour and promoting a culture of shared purpose</b> . Effective feedback loops to colleagues are in place.	Define channels for communication via Leadership Team.	By end Q2 2025/26	<ul style="list-style-type: none"><li>■ Insights from our People Survey and Wellbeing/ Dignity and Respect Pulse Surveys (18-month reporting cycle).</li><li>■ Feedback from ENGAGE staff engagement network; workplace equality networks, TUS.</li></ul>	<ul style="list-style-type: none"><li>■ Diversity and Inclusion Strategy</li><li>■ Talent Strategy</li><li>■ Performance Development Review</li><li>■ Internal communications</li></ul>
	Invest in change management skills development.	By end Q1 2025/26		
	Initiate refresh of our behavioural (competency) framework.	Scope by end Q1 2025/26		
	Refresh Performance Development Review process.	Scope by end Q1 2025/26		
Ensure <b>our leaders operate strategically and inclusively and are measured against their contribution</b> to the delivery of this strategy.	Develop and implement a leadership development programme and embed People Strategy objectives in performance development reviews for Executive Board and Leadership Team.	By end Q4 2025/26	<ul style="list-style-type: none"><li>■ Insights from our People Survey and Wellbeing/ Dignity and Respect Pulse Surveys.</li></ul>	<ul style="list-style-type: none"><li>■ People Engagement Activities</li><li>■ Performance Development Review</li><li>■ Diversity and Inclusion Strategy</li></ul>
		PDR round	<ul style="list-style-type: none"><li>■ Performance development review outcomes.</li><li>■ Feedback from Workforce Steering Group and Diversity and Inclusion Steering Group.</li></ul>	
Ensure <b>all team members know their role and responsibilities</b> in helping deliver this Strategy.	Communications plan.  Shared commitments for implementing People Strategy developed and communicated to all staff.	By end Q1 2025/26	<ul style="list-style-type: none"><li>■ Insights from our People Survey (18-month cycle).</li></ul>	<ul style="list-style-type: none"><li>■ People Engagement Activities</li><li>■ Governance and assurance</li></ul>



4. Value

Rewarding our colleagues and recognising the contribution they make to our organisation.

What we will do and why	How we will do this	By when	How and when we will know our efforts are effective	Alignment
Design and <b>implement a sustainable, competitive and fair pay framework.</b>	Undertake pay deal negotiations with Trade Union Side.	<b>By end Q1/2 2025-26</b>	<ul style="list-style-type: none"><li>■ Agreed pay deal.</li></ul>	<ul style="list-style-type: none"><li>■ Pay and Reward Strategy</li><li>■ Diversity and Inclusion Strategy</li></ul>
Take necessary actions to <b>eliminate any identified pay gaps.</b>	Undertake pay deal negotiations with Trade Union Side.	<b>Q2/3 Annually</b>	<ul style="list-style-type: none"><li>■ Pay gap reporting insights – reduction in or elimination of gaps (Q1).</li><li>■ Annual equal pay audit (Q1).</li></ul>	<ul style="list-style-type: none"><li>■ Diversity and Inclusion Strategy</li><li>■ Pay gap reporting</li></ul>
Celebrate the <b>contribution of our workforce recognised by peers.</b>	Annual Recognition Awards.	<b>Q3 Annually</b>	<ul style="list-style-type: none"><li>■ Engagement levels for Recognition Scheme nominations (end Q3).</li></ul>	<ul style="list-style-type: none"><li>■ People Engagement Activities</li></ul>
Design and <b>offer engaging non-financial benefits as part of the total reward package.</b> Ensure colleagues are aware of what is available to them in terms of benefits.	Regular updates to staff.	<b>Quarterly annually</b>	<ul style="list-style-type: none"><li>■ Rates of engagement with and take-up of range of benefits.</li><li>■ Rates of take-up for career breaks and sabbaticals.</li></ul>	<ul style="list-style-type: none"><li>■ Wellbeing Strategy</li></ul>



5. Thrive

Supporting our colleagues to thrive: a happy, healthy and engaged workforce.

What we will do and why	How we will do this	By when	How and when we will know our efforts are effective	Alignment
Design and implement positively impactful <b>health and wellbeing initiatives that benefit colleagues.</b>	Implement our Wellbeing Strategy – occupational health, employee assistance programme, financial wellbeing, healthy workforce.	Ongoing	<ul style="list-style-type: none"><li>■ Take –up rates for access to services: Employee Assistance Programme, Occupational Health, Wellbeing initiatives and feedback on usage.</li><li>■ Percentage of staff that agree that the organisation has a wellbeing culture (Wellbeing Survey results).</li><li>■ Year-on-year decrease in mental health-related absence and staff experiencing work-related stress (Quarterly People Insights Dashboard).</li><li>■ Sickness absence levels are below Civil Service/ Public Sector levels/similar-sized organisations (Quarterly People Insights Dashboard).</li></ul>	<ul style="list-style-type: none"><li>■ Wellbeing Strategy</li><li>■ Wellbeing Surveys and People Survey</li><li>■ Agile Working Framework</li></ul>
<b>Involve our workforce in decision-making and designing how things are done</b> – communicating in a timely and purposeful manner, so colleagues are informed and can contribute.	Work in partnership with Trade Union Side and the recognised unions via Partnership Forum; with ENGAGE, our all-staff engagement network, and our workplace equality networks to engage and involve the workforce in consultation and discussion.	<b>Termly - Partnership Forum meetings and All-Staff meetings</b>	<ul style="list-style-type: none"><li>■ Colleague feedback from Partnership Forum and workplace network activity.</li><li>■ People Survey and pulse survey results.</li></ul>	<ul style="list-style-type: none"><li>■ TUS Partnership Forum</li><li>■ Diversity and Inclusion Strategy</li></ul>
<b>Provide a safe and inclusive space to work for our staff to enable them to carry out their roles safely and effectively.</b> Enable staff to work effectively, safely, inclusively and sustainably whether on an in-person, virtual or hybrid basis.	Managers and staff receive the mandatory training they need to make this happen.	<b>Annual - rolling programme</b>	<ul style="list-style-type: none"><li>■ Mandatory training attendance (%).</li><li>■ Insights gathered from Wellbeing and Dignity and Respect pulse surveys and People Survey.</li></ul>	<ul style="list-style-type: none"><li>■ Health, Safety and Wellbeing Strategy</li><li>■ D&amp;I Strategy</li><li>■ Dignity and Respect Framework</li><li>■ Estates Strategy and</li><li>■ Carbon Neutral Strategy</li><li>■ Mandatory Training Framework</li></ul>
	Develop Hybrid Working Policy.	<b>Q1 2025-26</b>		



6. Belong

A collaborative, inclusive workplace

What we will do and why	How we will do this	By when	How and when we will know our efforts are effective	Alignment
Diversity and Inclusion is built into everyday decision-making, through planning, service and project design and delivery.	Ensure robust data collection systems are in place and comprehensive, intersectional data analysis is undertaken.	By end Q1 Annually	<ul style="list-style-type: none"><li>■ Data insights via annual diversity reporting.</li><li>■ Insights from cross-organisational D&amp;I Steering Group, TUS and that of our workplace equality networks (and ENGAGE network).</li></ul>	<ul style="list-style-type: none"><li>■ Diversity and Inclusion Strategy</li><li>■ Equality impact assessments</li></ul>
Ensure our workforce is aware of its responsibilities regarding Equality, Diversity and Inclusion throughout the employee lifecycle.	Ensure colleagues have the information and training they need to know how to support an inclusive workplace. Provide mandatory Dignity and Respect and Diversity and Inclusion Training on rotation.	Ongoing annually	<ul style="list-style-type: none"><li>■ Percentage of staff who understand their role and responsibilities in fostering an inclusive organisation. (People Survey).</li></ul>	<ul style="list-style-type: none"><li>■ Diversity and Inclusion Strategy</li><li>■ People Survey</li><li>■ Wellbeing and Dignity and Respect pulse surveys</li></ul>
Provide a psychologically- safe working environment where people can speak up safely if they witness and/or experience behaviour that is not in line with our values and D&R framework.	Robust Dignity & Respect (D&R) reporting mechanisms and support are in place. Colleagues receive mandatory training regularly.  D&R Pulse Survey.	Annually - Autumn Term	<ul style="list-style-type: none"><li>■ Percentage of staff who feel that they can bring their whole self to work (and exploring the reasons why those staff who feel they can't do so).</li><li>■ Percentage of staff who feel their voice is heard/ they are empowered in the workplace.</li><li>■ Case work rates and insights from Dignity and Respect pulse surveys.</li></ul>	<ul style="list-style-type: none"><li>■ Dignity and Respect Framework</li></ul>
	Develop protocol for Commission officials' relations with Members of the Senedd.	End Q3 2025-26		
Develop a workforce, at all levels, that is representative of the society we serve.	Through development of our Talent Strategy, support development of existing workforce and attract new talent where required.	Draft Talent Strategy by end Q3 2025-26	<ul style="list-style-type: none"><li>■ Representation (%) of ethnic minority and disabled staff is distributed across all levels of the organisation, particularly at senior level where there is historic and current underrepresentation. (Annual Diversity and Inclusion Workforce, Recruitment and Pay Monitoring Reports).</li><li>■ Continued reduction in disparity of recruitment conversion rates for ethnic minority and disabled job applicants.(Recruitment diversity monitoring information).</li></ul>	<ul style="list-style-type: none"><li>■ Diversity and Inclusion Strategy</li><li>■ Talent Strategy and Attraction Plan</li><li>■ Official Languages Scheme</li><li>■ Learning Needs Analysis</li></ul>



# Our ‘ONE TEAM’ commitment to implementing our Strategy

As Executive Board, we will:

- Be committed to, and accountable for, setting the priorities within this Strategy; targets and goals for its delivery will be reflected within the annual Performance Development Review (PDR) process for all Executive Board members [PDR objective for EB Members] and progress will be reviewed quarterly via the People Insights Dashboard [Quarterly reporting on progress and workforce planning].
- Role model positive behaviours and provide effective internal communications about our People objectives [Corporate Strategy/ Service Catalogue / PDRs]; engage managers, staff, trades unions and other stakeholders in positive, ongoing dialogue about these objectives over time and celebrate success.
- Incorporate our People and Culture Strategy clearly within our decision-making processes and ensure that its aims and objectives are properly resourced over the life of the Strategy.

As Leadership Team Members, we will:

- Be visible leaders and bring to life our values by consistently role-modelling positive behaviours to support a collaborative, innovative workplace culture that stretches across the entire Commission workforce, working as ‘one team’. [People Survey and Pulse Survey Results].
- Maintain clarity and consistent, measurable actions when discussing, communicating and reviewing strategic objectives, time-bound deliverables, well-being action plans, learning and development frameworks, and continuous improvements for services, teams, managers, and staff. [Service Plan, PDRs]. Provide regular feedback and coaching to help staff develop and improve where required.
- Work in line with our Wellbeing commitment to ensure that there is a workplace culture that is fully aligned to our values, where everyone is supported, listened to and encouraged to develop, addressing behaviours which are incompatible with our values quickly and fairly, and addressing areas where performance falls below the requirements of our Strategy quickly and fairly.



# Our ‘ONE TEAM’ commitment to delivering the Strategy

As managers, we will:

- Model our values in how we lead our teams and resolve any issues promptly and fairly.
- Meet with our team regularly and provide clarity on the team’s objectives; make time to discuss the development needs of each team member and where possible, provide opportunities for development [PDRs].
- Providing regular feedback and coaching to help staff develop and improve where required. Be open to receiving constructive feedback and embracing challenges.

As team members, we will:

- Bring to life our organisational values by ensuring that everyone can be proud of the work we deliver together and proud of each other as colleagues, that we show a real passion for our work, doing the very best we can always, and that we treat everyone with dignity and respect, including understanding and respecting different ways of working.
- Work with our managers to put in place clear plans for the year ahead, covering our job, our development and our wellbeing, and that we work hard to deliver all of those goals.
- Ensure that we raise any issues constructively and promptly and, where appropriate, work to find positive outcomes.





# People and Culture Strategy Roadmap

## Our three-year roadmap

The Senedd Commission’s Executive Board will receive regular updates on progress via a People and Culture Dashboard.

The roadmap provides an overview for how we see our priorities being delivered over the next three years.

### Annual activities from 2025 through to 2028:

Service, budget and workforce planning; People Survey and pulse surveys; Learning Needs Analysis; Recognition Awards; Data Analysis and Pay Gap Reporting; mandatory training.



2025-26

Year 1

Developing capacity (recruitment) and capability (growing our own) for Seventh Senedd needs

#### Capacity via recruitment

- Refreshed recruitment policy in place
- Recruitment plan agreed with all Heads of Service/Directors
- Ensure sufficient capacity in HR to deliver recruitment
- Target establishment is defined and agreed
- Target start dates for roles are all clear and agreed

#### Capability via growing our own

- Skills mapping exercise designed and undertaken
- Learning Needs Analysis undertaken
- Review policies to ensure that we are maximising our existing workforce’s chances of progressing their careers via the new posts/opportunities for planned growth
- Talent Strategy initiated and Attraction Plan updated
- Scope behavioural framework refresh
- Performance Development Review Refresh
- Utilise insights from AI Opportunities exploration



2026-27

Year 2

Delivery and integration – harnessing a “one team” approach

- Ensure our workforce is trained, skilled, inducted and ready to ensure smooth delivery of services to the Senedd
- Ensure everyone feels included in the team –via timely corporate communications and the need for managers to be able to lead effectively, through team building and other activities
- Performance Development Reviews to be undertaken effectively
- Corporate workshops and other engagement activities (to bring everyone together)



2027-28

Year 3

Review and refresh

- Take stock of where we are using staff engagement activities (e.g. surveys, workshops, etc.) and to look towards 2030 and to develop our plans accordingly
- Understand operating environment of an expanded Senedd
- Develop the next iteration of the People Strategy / Workforce Plan
- Negotiate the next pay deal with TUS









**Senedd Cymru**  
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