

## Agenda – Public Accounts Committee

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Meeting Venue:	For further information contact:
Video Conferencing via Zoom	Fay Bowen
Meeting date: 21 September 2020	Committee Clerk
Meeting time: 08.45	0300 200 6565
	<a href="mailto:SeneddPAC@senedd.wales">SeneddPAC@senedd.wales</a>

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In accordance with Standing Order 34.19, the Chair has determined that the public are excluded from the Committee's meeting in order to protect public health. This meeting will be broadcast live on [www.senedd.tv](http://www.senedd.tv)

### (Private Pre-meeting)

(09.15 – 09.45)

#### 1 Introductions, apologies, substitutions and declarations of interest

(09.45)

#### 2 Paper(s) to note

(09.45 – 10.05)

2a Medicines Management: Letter from the Welsh Government (28 August 2020)  
(Pages 1 – 2)

2b Management of follow up outpatients across Wales: Letter from the Welsh Government (28 August 2020)  
(Pages 3 – 12)

2c Radiology services – national summary report: Letter from the Welsh Government (28 August 2020)  
(Pages 13 – 14)



**2d Primary care out-of-hours services: Letter from the Welsh Government (28 August 2020)**

(Pages 15 – 71)

**3 Scrutiny of Accounts 2019–20: Senedd Commission**

(10.05 – 11.15)

(Pages 72 – 410)

Research Briefing

PAC(5)–18–10 Paper 1 – Senedd Commission: Annual Report and Accounts 2019–20

PAC(5)–18–10 Paper 2 – Senedd Commission: Diversity and Inclusion: Annual Report 2019–20

PAC(5)–18–10 Paper 3 – Senedd Commission: Official Language Scheme: Annual Report 2019–20

PAC(5)–18–10 Paper 4 – Senedd Commission: Sustainability: Annual Report 2019–20

PAC(5)–18–20 Paper 5 – [Response](#) from the Senedd Commission to the Chair, Finance Committee – Financial implications of COVID–19 pandemic, 7 July 2020

PAC(5)–18–20 Paper 6 – Correspondence with the Senedd Commission

Manon Antoniazzi – Chief Executive and Clerk of the Senedd

Nia Morgan – Director of Finance

Suzy Davies MS – Commissioner with responsibility for Budget and Governance

**4 Motion under Standing Order 17.42 to resolve to exclude the public from the meeting for the following business:**

(11.15)

Items 5, 6, 7, 8 and 9

**(Break)**

(11.15 – 11.25)

- 5 Scrutiny of Accounts 2019–20: Consideration of evidence received**  
(11.25 – 11.40)
- 6 Forward Work Programme**  
(11.40 – 11.50) (Pages 411 – 415)  
PAC(5)–18–20 Paper 7 – Forward work programme
- 7 Rough Sleeping in Wales – Everyone’s Problem; No One’s Responsibility: Audit Wales Report**  
(11.50 – 12.00) (Pages 416 – 419)  
Research Briefing  
PAC(5)–18–20 Paper 8 – [Audit Wales Report](#): Rough Sleeping in Wales – Everyone’s Problem; No One’s Responsibility (July 2020)
- 8 Counter Fraud in Wales: Audit Wales Report**  
(12.00– 12.10) (Pages 420 – 423)  
Research Briefing  
PAC(5)–18–20 Paper 9 – [Audit Wales Report](#): ‘Raising our Game’ Tackling Fraud in Wales (July 2020)
- 9 Asbestos Removal Programme at Ysbyty Glan Clwyd: Audit Wales Report**  
(12:10 – 12:20) (Pages 424 – 428)  
Research Briefing  
PAC(5)–18–20 Paper 10 – [Audit Wales Report](#): Asbestos Removal Programme at Ysbyty Glan Clwyd (September 2020)

Cyfarwyddwr Cyffredinol Iechyd a Gwasanaethau Cymdeithasol/  
Prif Weithredwr GIG Cymru  
Grŵp Iechyd a Gwasanaethau Cymdeithasol

Director General Health and Social Services/  
NHS Wales Chief Executive  
Health and Social Services Group

Nick Ramsay MS  
Chair Public Accounts Committee  
Welsh Parliament  
Cardiff Bay  
Cardiff  
CF99 1NA

## Agenda Item 2a



Llywodraeth Cymru  
Welsh Government

28 August 2020

Dear Mr Ramsay

### Medicines Management

Further to correspondence from the Clerk to the Committee dated 7 May, this letter provides a further update on progress requested by the Public Account's Committee in relation to recommendations made in its report on Medicines Management.

In my response to the Committee of 10 February, I advised that initiatives to improve repeat prescribing and reducing waste were addressed in our previous responses to recommendations 2 and 12 of the Committee's report. The All Wales Therapeutics and Toxicology Centre (AWTTC) has provided guidance on repeat prescribing and I expect health boards to be implementing that guidance. Additionally, in light of new ways of working brought about by COVID-19 we have issued additional guidance for primary care on effective [management of repeat prescribing](#), alongside accompanying [information for patients and the public](#).

As I advised in my letter of 10 February, Patient Safety Notice (PSN) 030 was the subject of a review in 2018. The review concluded the standards for medicine storage set out in the notice remain extant. The Royal Pharmaceutical Society's Professional guidance on the safe and secure handling of medicines, which was also published in 2018, provides further advice on safe storage of medicines that I expect NHS organisations to implement. Prior to COVID-19, work had been progressing to develop a standardised risk assessment to support NHS organisations in identifying the highest priority improvements to medicines storage. Final testing of the risk assessment was completed late in 2019 and had COVID-19 not intervened the revised PSN would have been issued in the spring. We are now preparing for the revised PSN to be issued before the end of the year and I will ensure a copy is sent to the committee when it issues.





Yours sincerely

A handwritten signature in black ink, appearing to read 'Andrew Goodall', written in a cursive style.

**Dr Andrew Goodall**

cc: Andrew Evans, Chief Pharmaceutical Officer, Welsh Government  
CGU Mailbox  
Cabinet Mailbox

## Agenda Item 2b

**Cyfarwyddwr Cyffredinol Iechyd a Gwasanaethau Cymdeithasol/  
Prif Weithredwr GIG Cymru  
Grŵp Iechyd a Gwasanaethau Cymdeithasol**

**Director General Health and Social Services/  
NHS Wales Chief Executive  
Health and Social Services Group**



Llywodraeth Cymru  
Welsh Government

Nick Ramsay, MS  
Chair Public Accounts Committee  
Welsh Parliament  
Cardiff Bay  
Cardiff  
CF99 1NA

28 August 2020

Dear Nick

**Progress Report to the National Assembly for Wales Public Accounts  
Committee Report on “Management of follow up outpatients across Wales”**

I have pleasure in enclosing a report as requested outlining the progress made against the recommendations in the above report.

Please do not hesitate to contact me should you require any further information on the points outlined in this report.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Andrew Goodall'. The signature is written in a cursive style with a long, sweeping tail on the final letter.

Dr Andrew Goodall

**Enclosure: Annex A**

**Progress Report to the National Assembly for Wales Public Accounts Committee Report on “Management of follow up outpatients across Wales”**

**Provided by: Director General Health and Social Services**

**Date: 28 August 2020**

Considerable progress has been made with both the management of follow up outpatients and the outpatient transformation programme as part of the Planned Care Programme.

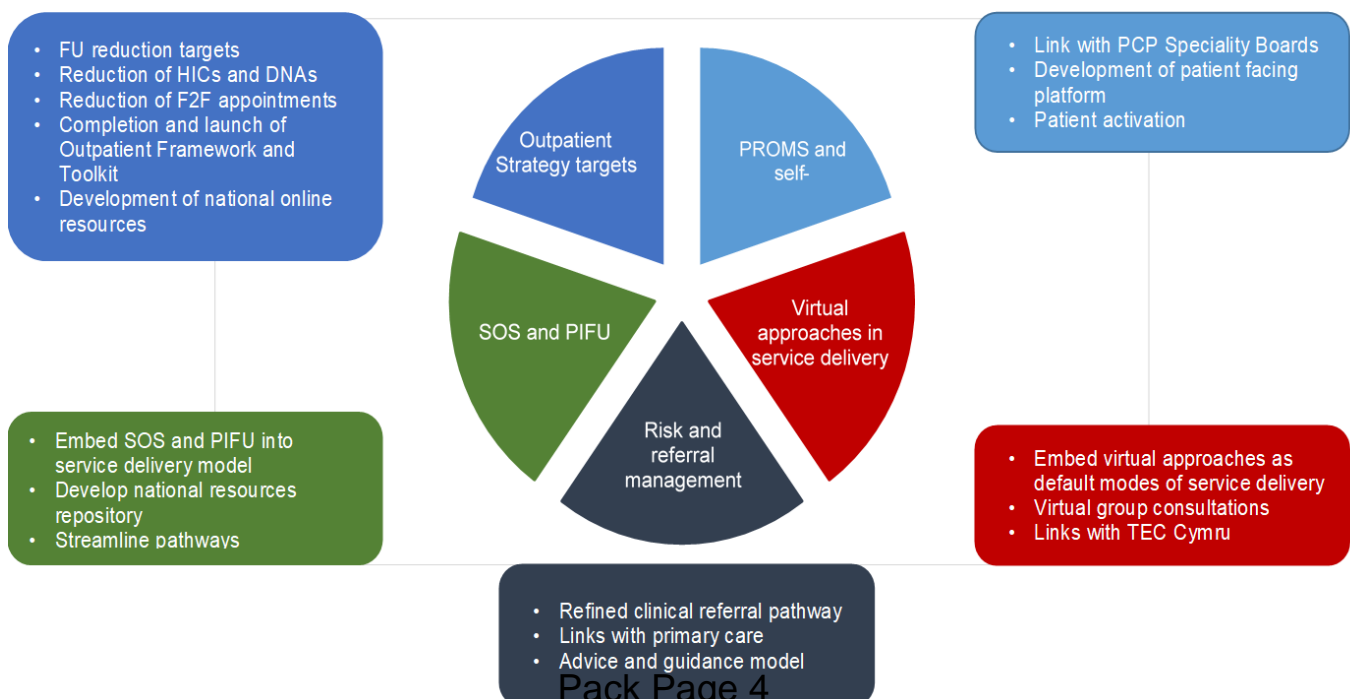
This report provides an update against the 10 recommendations within the National Assembly for Wales Public Accounts Committee Report on “Management of follow up outpatients across Wales” published in August 2019.

Whilst COVID-19 has impacted upon the deliverability of some of the planned actions, it has also been a great enabler and the outpatient service has adapted effectively to the challenges presented by COVID-19.

**Recommendation 1.** The Committee recommends that the Welsh Government sets out how the National Outpatient plan is based around the principles of prudent health care, and how the health boards will be accountable to the plan. We recommend that an implementation programme is drawn up to which sets out deliverables, which are SMART (Specific, Measurable, Attainable, Realistic/Relevant and Time Bound), against the plans objectives to prevent further deterioration against follow up outpatient targets

**Completed** – The Outpatient Transformation Strategy and Action Plan was developed in full consultation with health boards and is attached <https://gov.wales/outpatient-services-strategy-and-action-plan-2020-2023>

The following chart summaries the key priorities:



**Recommendation 2.** The Committee recommends the Welsh Government should review international best practice on performance data to ensure the targets and performance measures for Outpatients do not encourage gaming of the system and measure what clinically matters. The Welsh Government should ensure the new outpatient performance measures can be compared with other nations, are published regularly and have clear standards for what constitutes “good” performance

**Completed** – The research was completed in house. The table outlining our approach is attached as Annex A.

Following the research the targets and performance measures for outpatients for 2020/21 are as follows (further details are included in the strategy at <https://gov.wales/outpatient-services-strategy-and-action-plan-2020-2023>)

**Recommendation 3.** The Committee recommends that the Welsh Government provide the Committee with evidence that all health boards are making the required improvements against the new targets for outpatient follow up services by early 2020, and with a clear action plan for improvement for those Health Boards not displaying improvement.

**Completed.** Health boards have submitted plans for reduction in their follow up waiting lists with an agreed trajectory for March 2020. These are reviewed and monitored at each outpatient steering group and at Welsh Government Quality and Delivery meetings with the health boards.

Measure	Progress	Status
All health boards to have allocated a clinical review date to 95% of all patients on a follow up waiting list by December 2019.	At an All Wales level, in March 2020, 99.5% of patients had a documented review date, exceeding the 95% target.	TARGET ACHIEVED
All health boards to have allocated a clinical risk factor to 98% of patients on the eye care waiting list by December 2019.	98.4% of patients on an ophthalmology waiting list in Wales now have an allocated HRF.	TARGET ACHIEVED
All health boards to report accurately see on symptoms patient pathways by December 2019	All health boards are now reporting SOS activity on a monthly basis.	TARGET ACHIEVED
The follow up waiting list to be reduced by at least 15% by March 2020, a further 20% by March 2021 and a further 20% by March 2022	From an All Wales position, there has been a 14.5% reduction in the number of patients on the follow-up waiting lists, marginally short of the 15% target.	TARGET NARROWLY MISSED  However, progress in March 2020 was hampered due to COVID and the postponement of all routine activity.
Reduce the number of patients delayed by over 100% by at least	At the end of March 2020, a 22.4% reduction in the number of	TARGET ACHIEVED

15% by March 2020, a further 20% by March 2021 and a further 20% by March 2022	patients delayed by over 100% of their FU target date has been achieved	
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**Recommendation 4.** The Committee recommends that the Welsh Government clarifies with the Committee what the consequence will be for health boards which fail to meet the new outpatients' targets will be.

**Completed** – The Welsh Government wrote to the Chair of the Committee with the requested information in November 2019.

In summary the process outlined was as follows:

Progress against these targets are reviewed monthly by Welsh Government, supported by the Delivery Unit, in line with the performance management framework as follows:

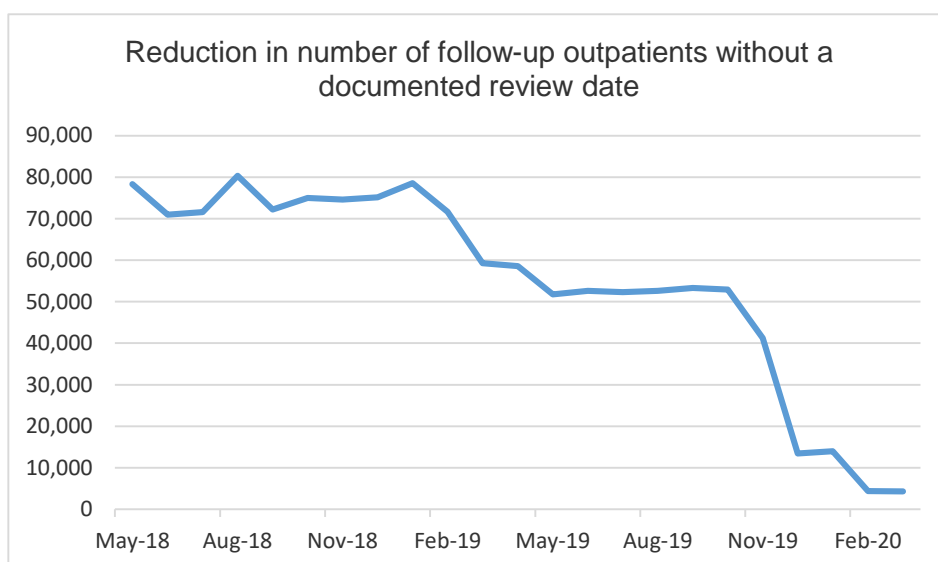
- Health boards completed a monthly report highlighting progress against the targets, implementation of the planned care follow up priorities, and the current position with regard to funded activity. The report required details of corrective action where progress is not being made.
- These reports are reviewed by Welsh Government who queried any issues and sought assurances when required. They were then reviewed by the outpatients steering group through effective peer review and support. Progress against the outpatient targets are discussed at health board Quality and Delivery meetings chaired by the Deputy Chief Executive of the NHS and Programme Delivery Director.
- Quarterly performance reviews with the health boards and Welsh Government against the progress being made.

This level of scrutiny provided a clear focus on achievement of the targets.

**Recommendation 5.** The Committee recommends that the Welsh Government provides the Committee with an update in early 2020 on progress made by all NHS bodies to ensure all patients in the follow up lists have an agreed review date, and sets out the actions to prevent large numbers being on the waiting list without agreed review dates.

**Completed** – Changes have been made to the patient administration system that mean that it is no longer possible to add a patient to the follow up waiting list without entering an agreed review date.

Health boards have also validated all patients without a target review date and at the end of March 2020, 99.5% of patients had a documented review date.



**Recommendation 6.** The Committee recommends the Welsh Government clarifies whether each health board has appropriately robust mechanisms to monitor and manage the clinical risks to patients waiting for a follow up outpatient appointment.

**Completed** - A full survey was undertaken to monitor and manage the clinical risks to all patients waiting for a follow up appointment in each health board. This revealed both good and bad practices and a number of sessions were held to standardise the approach.

The COVID-19 pandemic however has highlighted that more needs to be done to balance the risks to patients who are waiting on a follow up list. As a result the See on Symptoms pathway and Patient Initiated Follow up pathways have been developed and introduced with clear guidance as to how follow-up patients can access consultant review as necessary. These pathways are now in place and health boards are reviewing their follow up lists to ensure that patients are on the correct pathway.

Proposals to risk stratify the new referrals and those on the waiting list have been developed and are being discussed clinically. If accepted could commence in October 2020.

New clinically led guidelines for patients on the see on symptoms and patient initiated follow ups pathways have been introduced. This ensures that all that patients will be clinically reviewed before being discharged to these pathways from the follow up waiting with information on how to access services if clinically required.

**Recommendation 7.** The Committee recommends that the Welsh Government bring forward proposals for recording occasions when patients have come to harm as a result of waiting for a follow up outpatient appointment or treatment more generally. The information needs to be collated centrally on a Wales basis and published in an open and accessible format.

**Completed** - The existing serious incident reporting process requires all NHS organisations to report incidents of direct and avoidable patient harm during NHS treatment irrespective of specialty or where in the patient pathway they may be. This includes any harm incurred as a

result of an outpatient wait and should be reported, investigated and any learning shared as appropriate in line with any other form of patient harm, which could have been avoided.

The Welsh Government is currently refreshing its policy and processes around incident management and reporting to ensure immediate 'make safes' are put in place; more comprehensive coverage of incident reporting across specialties and settings; and greater focus is placed on the learning from these incidents, and how this learning is better disseminated on an all Wales basis to support patient safety improvements across Wales. This review will include ensuring information about incidents is published in an open and accessible format. This will be supported by recent legislation around duty of candour and quality.

**Recommendation 8.** The Committee recommends that the Welsh Government issues guidance to the health boards about sharing information with consultants on the numbers of patients on follow up outpatient lists without appointments booked.

**Completed** – As part of the survey carried out under recommendation 6 - all health boards through their directorate teams do have a process of making lists visible to their consultants. Although it was confirmed this was not done on a regular and consistent basis, and identified room for improvement.

NHS Wales Informatics Service (NWIS) are currently testing a process that will allow clinicians to directly view the Follow up Not Booked (FUNB) list via the clinical healthcare record system under Welsh Clinical Portal (WCP). This allows direct access to the patient's digital health record and functionality within WCP thus supporting workflow.

It is anticipated that this will be available to clinicians in October 2020

**Recommendation 9.** The Committee recommends the Welsh Government establishes mechanisms that enables good practice to be shared more consistently across NHS bodies and which hold NHS bodies to account for the adoption of that good practice.

**Completed** – The Welsh Government, the Planned Care Programme and Improvement Cymru have worked together to encourage the spread of good practice. The Planned Care Programme and the Outpatient Steering Group have held three best practice collaboration events, and published an on-line compendium of good practice.

A best practice carousel session has been established. At this session each health board presents a case study for other health boards to adapt (where applicable). Five of these sessions were held in 2019.

Health boards are sharing both examples of good practice and resources to be used in the new implementation handbooks for virtual activity which will all be incorporated into a national repository.

Due to COVID-19 the carousel has not carried on in the current financial year, however at each meeting of the Outpatient Steering Group (monthly) a health board will present an innovative approach. National support and guidance has been developed as part of the COVID-19 response and shared with the service to ensure a consistent approach to outpatients redesign. The guidance has been developed and shared with health boards across both primary care and secondary care.

Health boards are expected to incorporate best practice models within their service planning.

**Recommendation 10.** The Committee recommends that the Welsh Government should evaluate the approach undertaken in the development of the eye care services and consider adopting similar approaches across other specialisms, The Committee would welcome an update on this by July 2020.

**Completed** – The Delivery Unit has undertaken two implementation/evaluation reviews concerning the eye-care measure - resulting in changes of practices, data collection and data standards. Performance against the measures continued to improve prior to COVID-19 as highlighted in the review. The prioritisation undertaken on this cohort of patients has proved very helpful in understanding which patients needed to be seen during COVID-19 and those who were able to wait slightly longer.

This approach is now being considered across the system as its appropriateness for other conditions commencing with new and follow up outpatients. However this is not appropriate for all conditions and work is underway with the cancer community to switch to the single cancer pathway and with the cardiac community to re-consider component waits.



ANNEX A

Developing a conceptual framework for performance management of outpatients in Wales		
Alignment to strategic objectives	What are we doing	What we need to do
<p><b>Transforming the way we deliver outpatients across Wales</b> sets out the Welsh Government’s strategic vision for modernising the outpatient service delivery model. The document provides clear data to demonstrate how capacity is not keeping up with increasing demand leading to longer waits for outpatient services, poor patient experience and the potential for irreversible harm. The document further identifies targets for service improvement over the next 3 years and provides a high level action plan on how these will be achieved. The programme is strategically aligned to and/or driven by:</p> <ul style="list-style-type: none"> <li>▪ WAO: Management of follow up outpatients across Wales (2018)</li> <li>▪ A Healthier Wales (2018)</li> <li>▪ Prudent health care principles</li> <li>▪ Value-based healthcare principles</li> <li>▪ National Planned Care Programme</li> <li>▪ The Well-being of Future Generations Act (2015)</li> <li>▪ The forthcoming National Clinical Plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Taking an all-Wales approach to transforming and improving outpatient service delivery across Wales via the Outpatient Transformation Steering Group</li> </ul>	<ul style="list-style-type: none"> <li>▪ To continue with monthly Outpatient Transformation Steering Group meetings serving as a forum for communication, collaboration and sharing good practice.</li> <li>▪ Relevant sub-groups to drive individual work streams.</li> </ul>
High priority areas	What we are doing	What we need to do
<p>High priority areas have been identified within the outpatient strategy and action plan for 2020 to 2023 which include but are not limited to:</p> <p><u>Quantitative</u></p> <ul style="list-style-type: none"> <li>▪ Reduction of patients waiting for a follow up appointment</li> <li>▪ Reduction of patients waiting for a follow up appointment delayed past their review date</li> <li>▪ Reduction of avoidable routine follow ups</li> <li>▪ Reduction of appointments delivered face-to-face</li> <li>▪ Increase number of patients discharged to SOS and PIFU pathways where clinically appropriate</li> <li>▪ Increase the number virtual</li> </ul>	<p><u>Management of follow-ups</u> Remain a priority. Funding allocated to implement approaches to reduce follow ups and provide alternative ways of service delivery that contribute to achieving identified targets.</p> <p><u>SOS &amp; PIFU</u> WPAS 20.1 has been rolled out with additional functionalities to support the implementation of the SOS and PIFU models from 1<sup>st</sup> July 2020. The SOS implementation handbook is being updated to incorporate PIFU.</p>	<p><u>Self-management platform</u> Work is ongoing in health boards to introduce a patient facing platform to facilitate self-management of conditions. A national approach is being explored to provide a core platform to integrate health board systems to promote information sharing and continuity of care for patients receiving care from more than one health board.</p> <p><u>Risk stratification</u> Sub group commencing July 2020 to explore development of a risk stratification model</p>

<p>consultations and reviews</p> <ul style="list-style-type: none"> <li>Decrease DNAs and HICs</li> </ul> <p><u>Qualitative</u></p> <ul style="list-style-type: none"> <li>Develop a risk stratification model to manage the risk of harm to patients associated with long waits and to prioritise follow up appointments based on clinical need</li> <li>Improved referral management</li> <li>Empower patients to self-manage their conditions</li> <li>Improve the patient experience</li> </ul>	<p><u>Virtual activity</u></p> <ul style="list-style-type: none"> <li>As with SOS &amp; PIFU, WPAS 20.1 will support the implementation of the model from 1<sup>st</sup> July 2020. The handbook is being developed to support standardised implementation of the model.</li> <li>Attend Anywhere is being rolled out across secondary care in Wales to provide a digital platform for video consultations.</li> </ul> <p><u>Referral management</u> Consultant Connect has been rolled out across primary and secondary care to facilitate clinical advice and guidance for practitioners.</p>	<p>for follow up management.</p> <p><u>Referral management</u> Model to be developed to manage referrals into secondary care to ensure referrals are appropriate and cannot be managed in primary or community care:</p> <ul style="list-style-type: none"> <li>Development of a robust series of specialty specific referral criteria</li> <li>Development of advice and guidance models for patients.</li> </ul>
<p><b>Alignment to the organisation's objectives</b></p>	<p><b>What we are doing</b></p>	<p><b>What we need to do</b></p>
<p>Clear delivery plans to meet organisational objectives and aligned to strategic objectives submitted:</p> <ul style="list-style-type: none"> <li>As part of the IMTP process</li> <li>As part of the Outpatient Transformation Fund performance management process</li> </ul>	<p>Health boards are currently submitting bids against the outpatient transformation fund to plan and deliver outcomes aligned to the strategic objectives.</p>	<ul style="list-style-type: none"> <li>Develop robust conceptual performance management framework underpinned by theory</li> <li>Undertake quarterly performance management reviews with health boards based on the framework</li> </ul>
<p><b>Integration with IT and routine data collection</b></p>	<p><b>What we are doing</b></p>	<p><b>What we need to do</b></p>
<p>Robust data collection and reporting processes supported by integrated IT systems.</p>	<p><u>IT systems</u> WPAS 20.1 has been rolled out with functionalities that support delivery of outpatient models aligned with strategic objectives:</p> <ul style="list-style-type: none"> <li>SOS and PIFU as indicated above</li> <li>Virtual activity as indicated above</li> </ul> <p>Work has also been completed with health boards on PIMS.</p> <p><u>Routine data collection</u></p> <ul style="list-style-type: none"> <li>The monthly health board reporting template (Planned Care Programme and Outpatient Transformation) is being</li> </ul>	<p>Complete current pieces of work.</p>

	<p>reviewed to ensure alignment to strategic and organisational objectives and the outpatient transformation fund.</p> <ul style="list-style-type: none"> <li>• Work is ongoing with NWIS to review the Outpatient Data Set to ensure relevance and accuracy of data.</li> </ul>	
<b>Financial accountability</b>	<b>What we are doing</b>	<b>What we need to do</b>
<p>The Outpatient Transformation Fund 2020/21 provides financial support to health boards and trusts in Wales to improve outpatient service delivery. In accordance with the evidence, financial management forms part of the performance management process. Prior to awarding funding, organisations are required to provide financial plans on how funding will be spent to achieve identified outcomes. CI</p>	<p><u>Outpatient Transformation Fund</u> Bids are currently being submitted and considered.</p> <p>Financial governance arrangements in place.</p>	<p>Incorporate financial performance into the framework:</p> <ul style="list-style-type: none"> <li>• Clear outcomes aligned to financial expenditure</li> <li>• Clear milestones aligned to financial governance arrangements: health boards must provide evidence of meeting quarterly milestones prior to release of subsequent quarter's funding</li> </ul>
<b>International comparability</b>	<b>What are we doing</b>	<b>What we need to do</b>
<p>Sharing best practice nationally and internationally.</p>	<p>Exploration of international models in outpatient service delivery and performance management.</p>	<p>Incorporate into practice where relevant and appropriate.</p>

**Cyfarwyddwr Cyffredinol Iechyd a Gwasanaethau Cymdeithasol/  
Prif Weithredwr GIG Cymru  
Grŵp Iechyd a Gwasanaethau Cymdeithasol**

**Director General Health and Social Services/  
NHS Wales Chief Executive  
Health and Social Services Group**



Llywodraeth Cymru  
Welsh Government

Nick Ramsay MS  
Chair, Public Accounts Committee  
Welsh Parliament  
Cardiff Bay  
Cardiff  
CF991SN

28 August 2020

Dear Mr Ramsay

## **Radiology Services – Outstanding Actions for Public Accounts Committee**

In late 2016, the Auditor General, Wales Audit Office, commenced a review of radiology services at all health boards in Wales. Additional work identified a number of key challenges faced by NHS Wales at both a national and local level.

On the 20<sup>th</sup> November 2019, I wrote to health board chief executives requesting an update on action taken locally in relation to the following five challenges:

- Workforce
- Equipment
- Demand
- Management of Services
- Quality

Welsh Government have reviewed the responses and are seeking assurance from the National Imaging Programme Strategy Board (NIPSB) that the actions taken are appropriate and support the strategic direction as outlined in the Statement of Intent (Sol) for Imaging.

Welsh Government is seeking assurance that the actions identified within the WAO report have been incorporated into the Sol Imaging Implementation Plan and are monitored on a regular basis and reported to NIPSB to enable risks to be identified and mitigating actions to be taken accordingly.

The NIPSB expect to ratify a final report of progress against the recommendations of the AGW at the next scheduled meeting on 13 October 2020. It is expected that this report shall provide an accurate and detailed reflection of progress made by the programme. We further expect that this report will be submitted to the Committee for your consideration immediately after Board approval.

Yours sincerely



Dr Andrew Goodall

cc Rob Orford, Chief Scientific Advisor (Health)  
Frances Duffy, Director Primary Care and Healthcare Science and Allied Health Professions  
Chris Newbrook, Head of Branch Healthcare Science and Allied Health Professions  
Matthew Ager, Radiation Lead for Health  
Jane Fitzpatrick, Director Strategic Programmes /Strategic Advisor for Imaging & Pathology, Welsh Government  
Melanie Barker, Interim Associate Director Pathology and Imaging, NHS Wales Health Collaborative  
Chris Kalinka, Programme Manager, NHS Wales Health Collaborative

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Prif Weithredwr GIG Cymru  
Grŵp Iechyd a Gwasanaethau Cymdeithasol

Director General Health and Social Services/  
NHS Wales Chief Executive  
Health and Social Services Group

## Agenda Item 2d



Llywodraeth Cymru  
Welsh Government

Nick Ramsay MS  
Chair of the Public Accounts Committee  
Welsh Parliament  
Cardiff Bay  
CF99 1NA

Our Ref: AG/RP

28 August 2020

Dear Mr Ramsay

### **Update on progress against recommendations made in Public Accounts Committee and Wales Audit Office reports on Out of Hours Services**

You noted our response, dated 7 October 2019, to the Committee's Inquiry into Out of Hours Services and requested a comprehensive update on progress made against the recommendations in July 2020. You also asked us to provide you with an update on the Audit Wales recommendations made in their Out of Hours report that was published in July 2018. Please accept my apologies for the delay in providing you with this update.

A great deal of progress has been made against the recommendations of both reports and you will find a comprehensive update attached at **Annex 1**. Officials have had discussions with Audit Wales and have taken their feedback on board. This annex should be seen as a 'live' document and as such will be updated as and when any progress is made against the recommendations.

It is also worth noting that the continued rollout of the 111 is progressing well with 5 out of 7 LHBs soon to have fully implemented the service, with 111 also spanning All Wales for COVID related queries. The implementation of the on-line symptom checker (which has had over 1.2m hits over the last 6 months) plus a range of other digital services for clinicians and the public has made a significant difference and increased NHS resilience throughout the COVID period. We are now reviewing how the service can support some of the wider

unscheduled and urgent care services ahead of this winter whilst we also build a new IT system and we anticipate this being in place from Q3 onwards next year.

The COVID-19 pandemic of 2020 has had a profound effect upon the delivery of NHS services and the behaviour of the general public in the way they access healthcare. We have seen rapid developments to operational delivery within the NHS in order to ensure patients who are COVID positive receive the treatment they need and at the same time protect those who are most at risk. The 'lockdown' of the population to control the spread of COVID-19 saw a sharp reduction in attendance at Emergency Departments (EDs), and a large increase in the amount of calls to the NHS 111 service and use of the COVID-19 online symptom checker. Although 111 services are still operating at 30+% above pre-COVID levels, attendance to ED has not yet quite returned to the pre-COVID situation.

This change to the way the public access services is something we must seek to maintain beyond the current pandemic. For example, Cardiff and Vale UHB have recently implemented CAV 24/7 whereby patients are asked to phone first before attending ED. They will receive an initial triage from a call handler and if required will then be passed onto a clinician who will undertake a further triage. Following this the clinician will then make a decision on the best point of care for the patient. The model has gained nationwide interest and we look forward to seeing any future evaluation of this model. In light of this the 111 Programme Team and Urgent Primary Care colleagues within LHBs will now be reviewing the future strategy over the next few years.

I hope you find this update useful.

Yours sincerely



**Dr Andrew Goodall**  
Director General/ Chief Executive NHS Wales

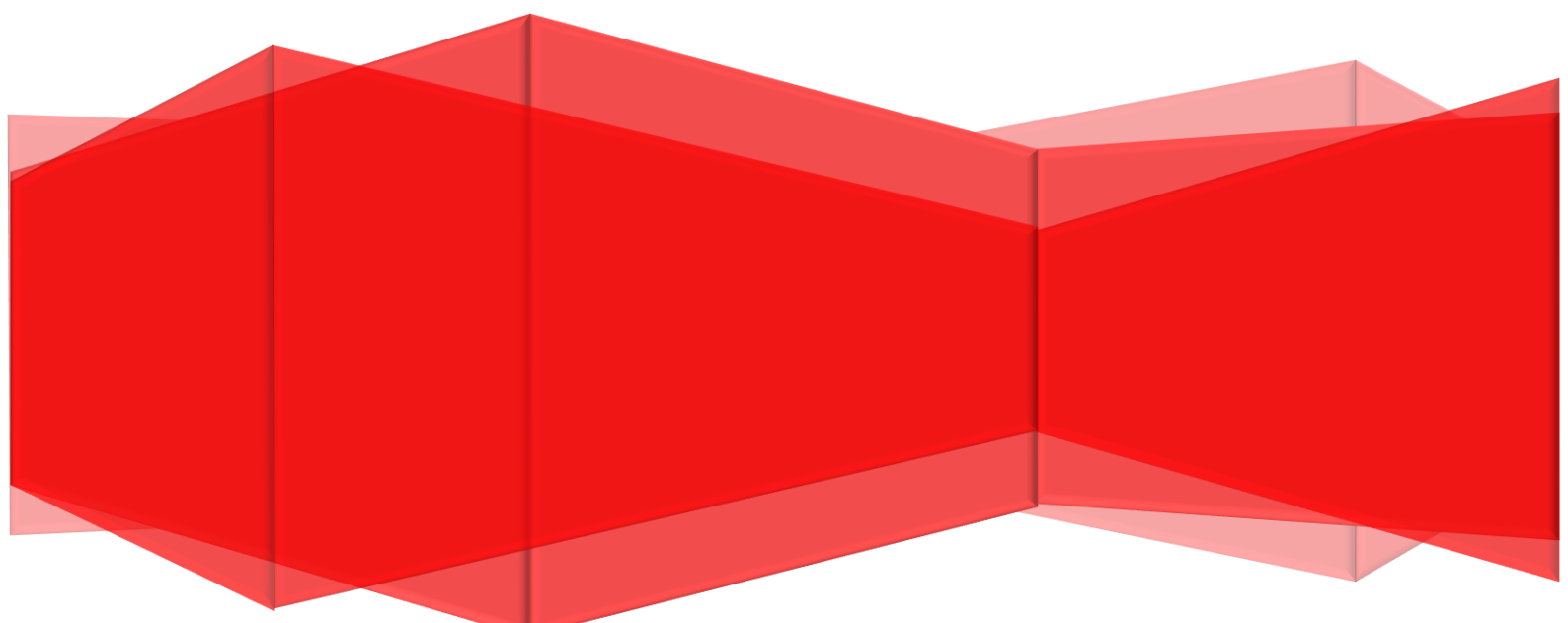


Llywodraeth Cymru  
Welsh Government

# Primary Care Out of Hours Services

**Response to WAO and PAC Recommendations**

Urgent Care Team, Welsh Government





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## **SECTION 1 – CONTEXT AND STRATEGIC DIRECTION**

### **Introduction**

The Wales Audit Office (WAO) published their audit of *Primary Care Out of Hours Services* on 12 July 2018.

The report recommendations call for greater involvement and leadership from both NHS and Welsh Government. It should be remembered that Local Health Boards have statutory responsibility for the delivery of primary care services in the 'out of hours' period. Each health board received an individual report during 2017 relating specifically to their local out of hours service from the WAO.

The report made 8 recommendations that stakeholders within both Welsh Government and the NHS were required to address. Following on the back of the WAO report, the Public Accounts Committee (PAC) undertook an inquiry of their own into Out of Hours services during spring 2019.

PAC took evidence from the NHS and Andrew Goodall, Simon Dean and Judith Paget attended a session with the Committee on Monday 29 April 2019. The Committee's inquiry looked at the findings of the WAO report and specifically considered:-

- Performance and patient experience
- Financial and clinical sustainability
- Information and performance management
- Integration of out of hours services with other services

The inquiry also considered:

- The scope of out of hours services
- National Standards
- Workforce Planning
- Staff Engagement
- Quality Assessments
- Spreading innovative practice
- National Leadership Arrangements
- The 111 Service

The Public Accounts Committee published their report in July 2019 and made 8 recommendations, 5 of which were accepted, 2 rejected and 1 noted.

The intention of this document is to present a narrative describing the evidence relating to the actions that have been undertaken against each of the recommendations from both the WAO and PAC reports.

### **Background**

While we were pleased to note the WAO report recognises that out of hours services are well regarded by the public, we accepted the recommendations contained within the report as being a helpful contribution to the delivery of an effective Out of Hours (OoH) service in Wales. In common with other parts of the UK there have been issues with recruiting clinical staff, in particular GPs in the OoHs period over the last few years.

Over the last 2 years, Welsh Government working closely with the NHS have been focussing on the areas highlighted in the WAO report delivering a range of national and local actions that are making the system more resilient. At the same time the ongoing rollout of 111 has increased resilience and created opportunities for more and better regional and national working.

The WAO made 8 major recommendations and we believe a significant amount of work has been undertaken, much of which was underway by the time the report was published.

In particular, we recognised the call for greater involvement and leadership from both the Welsh Government and the NHS and Judith Paget, the Chief Executive of the Aneurin Bevan University Health Board has been providing a strategic lead, chairing the National Primary Care Board, which co-ordinates key actions to greater integration of services 24/7 as part of the Primary Care Model for Wales.

Our shared ambition is to bring greater consistency and equity to the delivery of Out of Hours services across Wales, learning from the best practice that already exists. However, ultimately health boards remain statutorily responsible for the delivery of primary care services in the out of hours period.

### **The Primary Care Model for Wales**

Building upon the Primary Care Plan for Wales, the Primary Care Model for Wales describes the components required for delivery. The model was informed by pacesetter projects across Wales in response to the Primary Care Plan, and implementation of the model is driven through the Strategic Programme for Primary Care (2018). There are six work streams as part of the formal programme management structure of the Strategic Programme as follows:

- Prevention & Wellbeing
- 24/7 model
- Data & Digital
- Workforce and OD
- Communication & Engagement
- Transformation and the Vision for Clusters.

The Strategic Programme for Primary Care and the OOHS/111 Programme both report into the National Primary Care Board. There is 111/OOHs representation across the Strategic Programme work streams, notably on the 24/7 work stream which the Programme Director for 111 is the co-chair. This reinforces the 24/7 approach ensuring that the principles of delivery are the same whilst reflecting there may be different operating models in and out of hours. The resilience of, and access to, in hours services has a key bearing on OoH services. Therefore, OoHs services in Wales are now being planned in the strategic context of the Primary Care Model for Wales, as well as an integral part of the unscheduled care system.

In this context, our approach is part of a 24/7 service. We know services delivered during the in hours period can impact on demand for services out of hours. Some GP practices across Wales are facing challenges in terms of achieving sustainability and accessibility. Welsh Government are working in close collaboration with health boards and GP practices to address the challenges of GP recruitment and introduce access to a wider range of health professionals and signpost people to other local services such as community pharmacies.

In terms of attracting more GPs and other health professionals to Wales, our national and international campaign “This is Wales: Train, Work, Live” was launched in October 2016 to market Wales and NHS Wales as an excellent place for doctors, including GPs. The campaign has resulted in a significant increase in the fill rate for GP training. The baseline allocation for GP training places increased from 136 to 160 last autumn. Following the most recent recruitment process (2019), 186 GP training places have been filled surpassing not only the initial baseline allocation of 136 place but also the new increased allocation of 160. It is positive that more doctors are choosing Wales to train as a GP. Our strategy is for expansion of multi-disciplinary teams in primary care, including out of hours, led by GPs, by investing in a range of healthcare professionals, such as advanced practitioners, clinical pharmacists, mental health clinicians and therapists. We are also reforming the national contract for in hours primary care services to improve the way they are planned and delivered leading to more sustainable and accessible services.

Since the GP contract reform in 2004 that saw GP OoHs removed from the GMS contract, the delivery model for in and out of hours has been managed in a variety of ways and delivered through different providers (i.e. currently OoHs is delivered by Health Boards). The post 2004 legacy has created a number of structural issues with supporting systems that have taken significant time and effort to correct. However, it is recognised that there is the ‘golden thread’ of urgent care that runs across in hours and out of hours services. It is clear that the management of urgent primary care in hours has an impact on urgent primary care services out of hours and vice versa. Therefore, we need to consider the urgent primary care offer as a whole whilst recognising that service delivery will be slightly different in and out of hours but will revolve around seamless and effective care from a multi professional team on a 24/7 basis, with priority for the sickest people.

As part of the implementation of the Primary Care Model for Wales, the Strategic Programme for Primary Care has five specific work streams to progress actions. A key work stream within this is the *24/7 Model work stream*, intentionally labelled to ensure we consider what the overall offer is to the public. There is a recognition that across Wales the urgent care services offered to the public from Primary and Community Care are very different depending upon the time of day and often the location of the prospective patient. Whilst recognising the service delivery will be slightly different in and out of hours, the overall principles and components of the model should be the same, for example, call handling systems, the extended MDT and wider community service infrastructure (key components of the Primary Care Model for Wales).

The 24/7 work stream is focussed upon urgent care services within Primary and Community Care and should complement the work of the National Unscheduled Care Board. The work stream picks up actions highlighted in the OoHs Peer Reviews, investments in Primary and Community services associated with the winter period, escalation metrics and tools within primary care, access to and use of the totality of independent contractor footprint within a locality and the success of and

options for the delivery of clinical triage through in hours GMS services. This work will have a watching brief on the development of the population segmentation and risk stratification at cluster level.

### **The 111 Service**

The Welsh 111 service presents a significant opportunity to become the single access point of choice for people with urgent care needs, presenting strategic opportunities for simplifying access to a range of services and advice. Where 111 is rolled out in Wales, this is already making OoHs services more resilient – this can be seen in Swansea Bay, Hywel Dda, Powys and more recently Aneurin Bevan, where the 111 service manages people with urgent needs in the out of hours period. The 111 programme roll out, due to be completed by 2021/22, will initially support urgent primary care out of hours, providing greater national alignment for the call handling and clinical triage.

The 111 service is improving access by signposting people to local services and sources of help, using a free to call number as demonstrated through the Covid-19 pandemic, where 111 was rolled out across Wales to all LHBs for COVID related queries. In due course this will be delivered using other multimedia / digital opportunities and the on-line symptom checker was extensively used over the last 6 months with over 1.2m hits. There will be greater regional and national working to meet the demand for advice and treatment at peak times and to safely reduce the workforce at quiet times.

Contacts with patients will be increasing based around multi-disciplinary team working, these will be less reliant on GPs but place greater emphasis on their clinical leadership role. System architecture, including the Welsh Clinical Portal and updated Special Patient Notes, means clinical teams will have access to up-to-date clinical records, which is essential so people receive appropriate care, especially those with complex conditions and / or at the end of life.

Plans are in place to roll the service out in Cardiff in 2021 and Betsi in early 2022 however we are instigating a 'firebreak' in the rollout from now until next year to allow for the introduction of a new national 111 IT platform to support the service in the future. Following the implementation of the IT system, roll out of the 111 service will be extended to Betsi Cadwaladr as noted in 2022. Once rolled out in Cardiff 111 will provide access to the recently launched 'Phone First' service for non-emergency access to the Emergency Department in UHW. This will be the model elsewhere in Wales when 'Phone First' is rolled out.

## SECTION 2 - WALES AUDIT OFFICE RECOMMENDATIONS

The following section provides a narrative of evidence against the recommendations set out in the WAOs report of *Primary Care Out of Hours Services* published in July 2018. We have RAG rated where we feel we are against each recommendation. Please see key below:-

### Recommendation 1

**In parallel with the national roll out of the 111 telephone service, the Welsh Government should lead work to standardise the way that NHS websites, GP phone lines and other NHS information sources refer and signpost to out of hour's services. The work should also aim to provide a clear, nationally-agreed definition of the scope of out of hour's services and the circumstances in which the public should access them.**

In August 2018, we issued the following standard OoHs messaging to GP practices:-

- *Thank you for calling the xxx. The surgery is now closed. If you have a life threatening emergency please hang up and dial 999.*
- *If you require urgent medical attention call the out of hours service on xxxxxx or 111 (as appropriate).*
- *For other health advice and information please call NHS Direct on 0845 4647.*

The standard messaging was also provided to the practices in Welsh. The British Medical Association (BMA) Cymru were supportive of this approach and disseminated to the Local Medical Committee's (LMCs).

Regarding the standardisation of NHS websites, a Content Management System Replacement Project has been established. This project seeks to replace the NHS Wales content management system and is agreeing standards around the look, feel, content and navigation across the NHS Wales websites.

The Project Board is chaired by Prof. Hamish Laing with communications, technical and clinical representation. A website User Experience Design Consultancy company, Box UK has undertaken work with a broad range of stakeholders to develop robust, user driven designs. This is now being used to inform the development of the new sites and will inform the development of the Welsh Online Platform.

With regards to a clear definition of the scope of out of hours service, the Primary Care Model for Wales, described briefly in the introduction to this document, is about seamless services across the 24/7 period, where there is less of a distinction between in hours and out of hours. This will be based around a detailed understanding of the patterns of demand and a greater focus on making access to the right services easier for the public. The 111 service will be an important component of this. While equally crucial is the definition and model for urgent Primary Care which is currently being worked on by the 24/7 sub group mentioned above.

## **Recommendation 2**

**The Welsh Government is carrying out work to update the national standards for out of hours, to make sure the standards fit with the new ways of working between 111 and out of hours. The Welsh Government should introduce an annual report to describe the health boards' progress in implementing the new national standards.**

### Standards

The out of hours / 111 community were keen to create a single 'universal' suite of standards and quality indicators. The intention was to develop a set of measures that could be adopted, and used by all health boards, regardless of whether they are operating 111 or out of hours.

The new set of Standards and Activity Measures for 111 and OoH in Wales have been developed through close collaboration between out of hours/111 clinicians, service managers and the Welsh Government. These were shared widely with the NHS before being issued in March 2019. The Standards have been divided into three parts:

- Part A are delivery standards and activity indicators (AIs) which are required to be reported monthly at either a national or local level.
- Parts B and C are quality and development indicators which require WAST and health boards to collect and report the information either monthly, quarterly, six monthly or annually.

Whilst it is generally recognised that the Standards present a challenge to the current service, it was agreed that these 'stretch' Standards would continue to drive the development of the delivery model for out of hours. They will also drive improvement, innovation, regional / national working in a prudent manner. The new set of revised standards have been issued and are being monitored from 1 April 2019.

Although the evidence base is still relatively small it appears that delivery of these clinically based standards will be better using the 111 model, making it easier to get the right clinician to the right person at the right time.

### Annual Report

The Welsh Government required health boards to produce an annual report capturing performance against the Standards for the first time for 2017/18. The annual report template has been updated and developed and was issued to WAST and health boards in April 2019, ready for reporting in July 2019 on 2018/19 activity against the current Standards.

This process is now complete and the annual report for 2018/19 has been published on the Delivery and Performance website that sits within the NHS Intranet.

We will be commissioning an annual report for 2019/20 in due course.

### **Recommendation 3**

**To make out of hours services more attractive places to work, the Welsh Government should work with health boards to carry out a national project to engage with out of hours staff, to identify and address the factors that are causing poor morale and deterring staff from working in these services.**

#### **Peer Reviews**

As a mechanism to improve the delivery of services to patients and improve staff experience, the Peer Review process delivered in 2018 and again in 2019, was a clinically led, data driven and outcome focussed review of each health board's OoH service. It was designed to act as a 'critical friend' in offering advice and support as part of development of a safe effective OoHs service.

The Peer Review Panel was led by an independent chair (Dr CDV Jones) with membership including Clinical Directors, operational leads, Associate Medical Directors, Directors of Primary Care, the 111 Programme, HEIW and Welsh Government. The intended outcomes included:

- Recognise good practice and shared learning;
- Provide positive peer support for improvement;
- Offer increased clarity of direction for NHS Wales regarding the wider transformation for urgent primary care and greater consistency of approach both in hours and out of hours (24/7);
- Assist in the development of a clinically led, solution focussed, sustainable model for Wales;
- Giving staff at all levels within OoHs services a voice; and
- Highlighting the role of OoHs to the Executive function of Boards and WAST.

The output from each review was a summary report and action plan which was endorsed by local clinical leaders and the wider executive team.

Overall the Peer Review Panel was impressed by the ongoing dedication and commitment that was demonstrated by all staff and their continued focus on delivering high quality patient care. There was an evident 'passion' to deliver long term sustainable change aligned to the wider 24/7 urgent primary care agenda and the national 111 Programme.

Health Boards have a new cohort of clinical leaders and operational staff in place who are often in the vanguard of developing new approaches to urgent primary care both locally, regionally or nationally.

Key summary messages arising from the Peer Review visits were:

- Clinical teams and their wider organisations found the peer review visits constructive and assisted with wider learning and sharing of best practice.
- Local work environments are being reviewed to ensure they are conducive to patient care and staff welfare and that where appropriate, they broadly have access to a similar range of services as in-hour colleagues.
- Local and national workforce plans are being strengthened to ensure they support GPs leading and working within a wider multi-disciplinary team.



- Urgent Primary Care (OoHs) are adopting a more consistent approach to demand and capacity planning linked to workforce modelling with support from 111 and the Delivery Unit.
- Health boards are now all on the same version of Adastra so we can benchmark against standards in a more consistent manner going forwards.
- Improving effective non-clinical and clinical triage processes are critical to the effectiveness of the urgent care pathways. The 111 team are assisting the standardisation of these approaches across Wales and increasingly there will be greater scope for developing these at a regional or national level. Some of this work has been progressed this winter linked to mental health response and urgent dental capacity.
- The integration between 111, NHS Direct and OoHs will increasingly offer significant opportunities for wider system resilience.
- The role of the 111 clinical hub (over time) will increasingly offer urgent care advice and support for a number of key clinical pathways such as mental health, dental, palliative and paediatric advice.
- Maintaining and updating one central Directory of Services (across Health, Local Authorities and third sector) remains a critical component to support urgent primary care – particularly when there is an increasing range of services.
- There was variation in the reporting of Serious Incidents (SIs), near misses and never events. Processes are being strengthened locally to ensure ongoing learning between clinical teams (both locally and nationally) and for wider clinical governance purposes. Urgent Primary Care Services / the OoH Forum have reviewed their reporting mechanisms to ensure they are robust and effective and have linked to appropriate governance structures within each organisation.
- LHBs, 111 and Welsh Government are actively supporting a range of initiatives to support out-of-hours services as part of winter planning. Particular focus was on wider MDT input including pharmacy support, mental health, palliative care, advanced paramedic practitioners (APPs), Health Care Support Workers (HCSW) and initiatives to support improved access to urgent dental care. 2018/19 schemes have been evaluated and were actively supported and extended to cover Easter peak demand and most became practice as usual. Other initiatives have been put in place for 24/7 cover in 2019 led by Directors of Primary Care.
- Maintaining executive and senior clinical leadership is essential and specifically the role that urgent primary care (OOHs) plays in its wider function to support unscheduled care.
- A number of pilots have been instigated across organisations which reflect established (good) practice. It was agreed by executive and clinical teams that in most instances that subject to appropriate evaluation these should be mainstreamed and recognised as business as usual.

As stated previously, the new Standards upgraded in consultation with clinicians and managers from the service are key to driving forward both the new delivery model and a high quality response to patients.

## Other Initiatives

There are a wide variety of both national and local initiatives being undertaken to make OoHs a more attractive place to work. These are often aimed at reducing the general feeling of isolation by: creating a team culture, increasing its (OoHs) profile, and offering well defined roles for all staff by developing a cross cutting competency framework – clinical, managerial and administrative, better training and development opportunities, reducing the reliance on GPs and introducing new professionals / roles. For example:-

- Demand / capacity work – the tools for supporting demand capacity work are under developed in primary care. As part of the Strategic Programme Workforce Group, demand capacity models are being considered in order to provide a ‘once for Wales’ approach for in hours and out of hours primary care. Out of hours have been leading this work and are now implementing a single methodology for all Welsh health boards.
- All Wales roles for urgent care – a sub-group of the Urgent Primary Care (OoHs) Group is looking at developing national roles and has developed a set of core competencies for urgent care. This work will be particularly important as we consider the use of the role of urgent care practitioners in and out of hours.
- Workforce plan – the demand / capacity modelling and the development of national urgent care roles are critical to inform workforce plans. The Strategic Programme Workforce Group is taking workforce planning forward for both in and out of hours services to provide clusters and health boards with the tools to develop more robust workforce plans and in turn inform IMTP plans going forward. Health Education Improvement Wales (HEIW) is fully linked into the workforce group so any educational or training requirements can be considered as they arise.
- Website development – HEIW and 111 have undertaken a project to address Out of Hours recruitment difficulties via a website development that is dedicated to Primary Care Out of Hours provision of a one stop shop for information, education and direct contact details of local out of hours services. The purpose of the website is to highlight opportunities in OoHs and attract and recruit potential staff. The website launched in September 2019 and coincided with an active social media campaign designed to raise awareness of out of hours as a viable career option and to support marketing of recruitment opportunities and will link to the new GP Wales website. This is still in its infancy however the expectation is for this site to clearly communicate the wider attractiveness of the service to clinicians and to offer a range of information to them. This will in turn lead to an improvement in recruitment and retention overall.

#### **Recommendation 4**

**The Welsh Government should work with the health boards, ambulance service and the 111 Programme to develop a national workforce plan for the out of hours services. This should build on the engagement work in Recommendation 3. The plan should set out the mix of skills and competencies that multi-disciplinary out of hours teams need in future and the national level actions required to deliver that mix of skills.**

Again this recommendation needs to be seen in the context of the 24/7 model of Primary Care where the workforce may work in both in hours and out of hours and where the boundaries between the two are intentionally blurred. In both, a highly trained and skilled multi-disciplinary workforce is key to the consistent delivery of high quality and safe care, delivered at the right place and time for patients with urgent care needs.

Within the Urgent Primary Care (OOH) setting there is a need to develop a sustainable workforce with the right skills, behaviours and competencies and that there is a consistent approach to this across Wales.

The recent Peer Review of OOH services identified that within UPC (OOH) settings across Wales there was limited scope for career enhancement and career development for all clinical professionals engaged in working in UCP (OOH) and therefore there was a need for a greater emphasis on MDT working requiring a career and competency framework which supports the vision for a highly professional multi-disciplinary clinical workforce.

In order to develop such a framework a task and finish group was established (reporting to the UPC (OoHs) workforce group) comprising of clinicians working in either OOH or 111 and chaired by the 111 Workforce lead. The group have developed a draft summary framework and accompanying portfolio (attached at Appendix 3) which defines the core and supplementary skills and competencies required for each role. The framework is not intended to replace or contradict any of the requirements laid down by an individual team member's professional body, it is there to aid clinicians who wish to work in OOH either as a main or additional role.

Due to the diverse range of professionals working in the UPC setting there is a move away from the traditional role titles to ensure practitioners practising at a certain level have the equivalent knowledge, experience and skills to undertake the role, for example a paramedic and nurse at level 6 will have different core competencies according to their professional body and therefore the aim of the framework is to identify gaps in knowledge and competence and support practitioners to address those gaps to ensure the practitioner is competent to practice at that level within the OOH setting. With the support of HEIW a specific modular based educational programme is currently being developed to underpin the framework and provide opportunities for development of clinicians working in the OOH setting. To ensure the educational programme is developed and implemented in a timely manner the 111 Programme have funded an experienced out of hours clinician to work 1 day a week until 31 March 2020.

The framework is currently in draft form and the workforce lead has engaged with various peer groups and professional bodies to gain views and comments on the document. To date views have been sought from GPC Wales, RCN, RPS, Senior Paramedicine colleagues, OOH forum members, 24/7 group

members, Directors of Nursing, Directors of Primary Care, Directors of Therapies, Assistant Directors and Workforce and OD and HEIW colleagues. The feedback from the various groups / professional bodies has been positive and all welcome the introduction of such a framework. The framework is currently being tweaked in line with feedback received and it is anticipated that the document will be signed off in January. Whilst it was originally anticipated that the framework would be signed off in October the engagement process took slightly longer than anticipated.

### **Recommendation 5**

**The Welsh Government should work with health boards to introduce a regular national assessment of quality in out of hours services, to consider clinical audit, learning from incidents and patient experience. The assessment should also lead to a set of national and local improvement actions for the NHS in Wales.**

### **Peer Review**

As described in Recommendation 3, a peer review process was undertaken towards the end of 2018 and again in 2019 with all health boards. The output from each of these reviews was a summary letter that was used as the basis of a locally developed and owned action plan that the Health Board Executive Board was asked to endorse and support to achieve improvements in the out of hours service. Each review picked up clinical governance and challenged health boards to ensure that this was in place and robust. At the end of the 2018 review a document was created highlighting national issues and findings. One of these national issues was the need to implement a more rigorous approach to clinical governance and to embed this within health board governance processes.

The feedback received from health boards regarding the peer review has been extremely positive. They found the process extremely useful and have welcomed the undertaking of peer review visits during 2019. These reviews have noted a far more rigorous and inclusive approach to clinical governance.

### **Out of Hours Forum – Quality and Safety Group**

The Out of Hours Forum is a national meeting that consists of a number of stakeholders across the OoH service in Wales, and includes clinicians, operational managers, 111 team, Welsh Government officials etc.

In response to the WAO report, an OoH Quality and Safety Group has been established. This group is currently Chaired by Dr Sherard Lemaitre, Clinical Director, Cardiff & Vale UHB. The Quality & Safety Group focusses on quality indicators, clinical audit and serious incidents with a view to learning lessons and being able to support clinical decision making.

The Terms of Reference are attached at **Appendix 1** for your information:

## 111 / Out of Hours Standards

As referred to in Recommendation 2, the new set of Standards and Activity Measures for 111 and OoH in Wales include the following quality improvement standards:

- 100% reporting of 'serious incidents' to Welsh Government in agreed timescales via DATIX
- Clinical Audit undertaken to review any 'adverse incidents' reported through governance process (DATIX)
- Quality Improvement Methodology is used continually to develop local services and share good practice

### DATIX

Work is currently being undertaken to look at DATIX reporting in out of hours and mapping how serious incidents are reported / recorded within out of hours. This work will be used to identify areas for improvement feeding in to the work of OoH Forum Quality and Safety Group. Links have been established across teams within Welsh Government and this work is developing.

Colleagues within Welsh Government are also undertaking a procurement of new systems that will replace the current NRLS and DATIX systems. Conversation are ongoing on how OoH can feed into these new systems.

Whilst the above mentioned work is ongoing, the Out of Hours Forum Quality and Safety Group have drafted a good practice protocol for DATIX reporting. This is attached at **Appendix 2** for your information.

### Recommendation 6

**The Welsh Government should work with health boards, ambulance service and relevant all Wales groups to test and spread innovative practice in the provision of out of hours face to face appointments and home visits. This work should result in a clear model of face to face services for the NHS to implement locally or regionally.**

There are now a number of mechanisms in place to identify and share good practice. The 2018 peer review process identified much good practice within health boards and the process supported the sharing of this both during and after the review, both for those being reviewed and the reviewers. The national summary report contained evidence of good practice being shared across the OoHs community. The Review aimed at facilitating the sharing of this good practice to provide greater consistency of approach across Wales. Each health board is responsible for developing a locally owned action plan which will capture best practice and these, together with a inaugural national conference that took place in early summer 2019 which helped share key national learning points.

The Peer Review Process for 2019 has helped to reinforce the sharing of good practice across Wales and is providing evidence of this good practice being implemented across Wales. A summary report will be widely circulated once all visits have been concluded.

The implementation and roll out of the 111 service in Wales is providing an opportunity for health boards to review and plan their clinical triage, triage and wider community support model and how this can be delivered consistently.

Health boards are starting to embed a more rigorous assessment of demand and will remain responsible for the face to face and home visiting service and the local adoption and roll out of the Primary Care Model for Wales which is about seamless multi professional care across the 24/7 period.

The OoHs Quality and Safety Forum which meets approximately every 6 weeks has been very active in this area, providing the opportunity for clinical leaders and managers to discuss and share learning and best practice.

### **Recommendation 7**

**Welsh Government should review the national leadership arrangements for out of hours services. The review should consider whether there is a need for more specific leadership of out of hours at a national level. The review should also consider the role of the All Wales Out of Hours Forum and whether its work is sufficiently joined up with that of the other national NHS groups.**

Judith Paget, Chief Executive, Aneurin Bevan UHB was appointed strategic lead of Out of Hours services (12 July 2018) and Richard Bowen (Programme Director 111 /OOHs) took on a lead role to implement many of this operational issues directly impacting on the services as noted. A task and finish 'Out of Hours Strategic Group' was established to look at what strategic actions / support was needed to improve OoH services in Wales. The Group is looking at a number of opportunities including:

- Peer Review (described above);
- Understanding demand as part of meaningful workforce planning;
- Multi-disciplinary working;
- Death verification processes; and
- Preparation for the 111 roll out.

### **Out of Hours Quality and Safety Forum**

As referred to above, the OoH Forum is a national meeting that consists of key stakeholders across the OOH service in Wales, and includes clinicians, operational managers, 111 team Welsh Government officials etc.

Members of the Forum also hold seats on other key strategic groups such as the National Unscheduled Care and Primary Care Programme Boards, 111 Implementation Board, Directors of Primary Care meeting etc.

Accountability and governance arrangements for the Forum has been revised and updated and all Clinical Directors who lead local OOH Services sit on this group along with a representative from the Associate Medical Directors group. Each have a duty to formally report back to their statutory organisations and their respective Quality & Safety Sub Committees. Leads also report national issues directly to the 111 Board chaired by Judith Paget.

### **National Strategic Leadership**

The Out of Hours Strategic Group is overseeing a number of pieces of work such as those above and two new streams:

- A Workforce and Educational Working Group; and
- Developing a 'better offer' to Out of Hours staff and reducing the feeling of isolation.

### Local Leadership

It has been clear from both the peer reviews that local leadership has improved significantly in the period after the Report was issued. There is evidence of Out of Hours achieving far greater visibility within each health board and a new generation of clinical leaders emerging across Wales in Out of Hours, bring a fresh view and new ideas as demonstrated with recent appointments in Aneurin Bevan and Cwm Taf Morgannwg.

### **Recommendation 8**

**Welsh Government and the 111 Programme should clarify the timescales for finalising and assessing the business case for the integrated computer system to replace existing systems in 111 and out of hours services, to ensure decisions on affordability are taken as soon as possible.**

The Full Business Case was submitted to Welsh Government in November 2019, was scrutinised by the Infrastructure Investment Board in December and approved in February 2020. WAST also formally took on the Contracting Authority function in March 2020 (as per the plans) and NHS Wales are implementing the new SALUS system which is planned to be in place for 6 of the 7 LHBs and WAST in Q3 2021. Betsi will follow implementing both 111 and the new SALUS IT system.

The purpose of the 111 Wales Procurement Programme was to procure an integrated information solution to support the new 111 service, replacing the existing NHS Direct Wales CAS and the multiple GP Out of Hours Adastra systems across each of the health boards.

The replacement system will provide a fully managed service, hosted in an NHS Wales Datacentre with the following features:

- A single integrated solution covering call handling, triage and clinical assessment;
- Links to 999 and Emergency Department systems;
- Ability to integrate with the NHS Wales IT infrastructure, as well as providing records to the relevant repositories;
- Provide multi-channel access for citizens wishing to access the service;
- Be available in both desktop and mobile settings; and
- Have a fully integrated, evidence based, decision support system, available to both clinical and non-clinical call handlers.

The procurement of a new system is a key enabler for ensuring the long term success of the 111 programme and will support and underpin NHS Wales in making changes to the wider urgent care and unscheduled care system.

### SECTION 3 – PUBLIC ACCOUNTS COMMITTEE RECOMMENDATIONS

The following section provides a narrative of evidence against the recommendations set out in the Public Accounts Committee's inquiry of *Primary Care Out of Hours Services* published in July 2019. We have RAG rated where we feel we are against each recommendation. Please see key below:-

#### **RECOMMENDATION 1**

**We recommend the Welsh Government ensure there is capacity within the Out of Hours service to provide patients with reassurance and help them to access the service most appropriate to their needs.**

This recommendation was accepted although Health Boards are responsible for providing out of hours services, we recognise that they must continue to work with Welsh Government in delivering a resilient sustainable service. Using a nationally developed model, health boards are currently undertaking a significant piece of work to analyse and understand the exact nature and timing of their demand. This will be used to ensure that rotas include the right balance of clinicians to meet this expected demand.

Health boards actively manage shift fill for all out of hours staff groups, including but not confined to GPs. A submission of clinical staffing levels is shared with Welsh Government and other partners twice a week. This information is available to, and discussed on, the NHS Daily Executive Conference calls to assist in operational planning and resilience.

The development of one central Directory of Services (DoS), across Health, Local Authorities and third sector, remains a critical component in supporting urgent primary care. This is particularly important when there is increasing range of health and well-being services working within and across organisational boundaries. DoS information is crucial in sign posting patients to the correct service whether this is by the patients themselves or through professionals, or the 111 service. For example, a Health and Well-being App providing access to the DoS for professionals was launched in the summer, while the public have access to the DEWIS and NHS (D) W websites.

#### **RECOMMENDATION 2 - RECOMMENDATION WAS REJECTED**

**Recommendation 2: We recommend the Welsh Government reviews the way it allocates funding to health boards for out of hours services to ensure that allocations more accurately reflect the current service needs and provide greater transparency in terms of investment and actual spend.**

Funding for out of hours services is contained within the overall GMS allocation to health boards. The recommendation focuses on the allocation. It is for health boards to determine the appropriate level of investment in these services, using either the GMS allocation, or drawing on their substantial levels of discretionary funding, this does not therefore relate directly to central allocations. This blend of funding reflects the wider range of services now in place to support out of hours services. It is crucial that local organisations understand local services. Given this, we agree that it would be timely to review the current definition of expenditure to ensure funding is more transparent and reflects the wider range of services now in place to support out of hours access.



### **RECOMMENDATION 3**

**We recommend the Welsh Government share good practice across Health Boards in Wales in making out of hours services more attractive places to work, such as the approach taken in Aneurin Bevan University Health Board.**

As previously discussed in this document, this is already well in train. A Peer Review was undertaken of each health board in the late autumn of 2018 and again in 2019. Making out of hours a better place to work was a significant theme, while the review provided an opportunity to share best practice.

Following the review a summary report was produced that captured best practice from across Wales, this was shared with all health boards and WAST earlier this year. Further, the All Wales Quality and Safety OoHs / 111 Forum, a meeting of clinical and managerial leads has reorganised reinforcing the sharing of best practice relating to quality, safety and management. For example the clinical section shares and learns from clinical incidents and near misses, while the managerial section has helped delivered the new policy relating to Verification of Death training. A new website will be launched in the September which aims to provide a range of information to help inform clinicians about the benefits of working in out of hours (see also Recommendation 4 below).

The peer review identified 'isolation' as a key factor in some clinicians' decision not to work in the out of hours. There is still work to do but the move to multi-disciplinary team working, the implementation of 111 and the embedding of out of hours in the 24 /7 model of primary care all help to reduce this feeling of isolation, making out of hours a much more attractive proposition for all staff.

### **RECOMMENDATION 4**

**We are concerned about the general decline in GP numbers not just for out of hours services but daytime services too across Wales. We recommend the Welsh Government actively develop policies to increase GP numbers.**

The *Train, Work, Live* campaign is actively targeting GPs and GP trainees and is supported by 2 incentive schemes for GP trainees. The fill rate for GP training has improved significantly in recent years and as a result, we have increased the number of GP places from 136 to 160 this year, with the intention to further increase the number of places in the near future. We are also working with Health Education and Improvement Wales HEIW to further increase the number of GP training places from August 2021.

We have also introduced and continue to develop a number of tools to support primary care workforce sustainability, including establishing an all Wales Locum Register for locum GPs. This is a pivotal first step to structure the provision of sessional work to support our GP partners working in Wales.

HEIW have undertaken a project to address out of hours recruitment difficulties via a website development that is dedicated to Primary Care Out of Hours. The purpose of the website is to highlight opportunities in out of hours and attract potential and existing staff. The website was launched in September 2019.

## **RECOMMENDATION 5**

**We recommend the Welsh Government resolve issues with the quality of data available on GP numbers as a matter of urgency as there needs to be better data available, including on out of hours care. If multidisciplinary teams are delivering the out of hours services, it is imperative to know who works in each team, where they are delivering the service to, and be able to track the staff numbers over years.**

NHS Wales Shared Service Partnership (NWSSP) has been engaged by the Welsh Government to procure and implement the Wales National Workforce Reporting System (WNWRS), this provides a secure web based tool developed to capture **all** practice staff information for General Practices.

With the introduction of the WNWRS we hope to improve data quality across the board and we continue to work with all relevant stakeholders to ensure the data is of the highest quality. We are depending on GP practices providing as complete and accurate information as possible to support production of higher quality statistics.

We will explore the potential for further development of the WNWRS with NWSSP, to consider how information for clinicians working in out of hours can be captured and develop a proposal by the end of December 2019. If this development is not feasible, we will work with health boards and primary clusters to collect accurate and complete workforce data for GPs working in alternative settings, including out of hours

## **RECOMMENDATION 6 - RECOMMENDATION WAS REJECTED**

**We are concerned that there appears to be a number of issues arising from the pay inequalities of GPs compared to England as well as taxation issues as reported to us in evidence. We recommend that the Welsh Government seek to address these issues and provide us with an update on any action taken to do so.**

Although there appears to be some anecdote relating to pay inequalities in the east of Betsi Cadwaladr, we have no hard evidence of this and it doesn't appear that this is a national issue. We are also aware of the issues with taxation in relation to HMRC IR 35 but these are non-devolved issues. Health boards have acted collectively in response to these issues, while Welsh Government have tracked progress and impact. There are however bigger and more general concerns with pensions and the Minister for Health and Social Services is pursuing these with the UK Government.

## **RECOMMENDATION 7**

**We recommend the good practice at CVUHB in terms of strengthening its performance management is shared with other health boards and that the Welsh Government explore in more detail how it can enhance the sharing of good practice. The Welsh Government may wish to consider, where possible, to give greater direction on such practice and monitor compliance with any directions issued.**

We are working with the Welsh out of hours community to strengthen the emphasis on understanding the nature of the demand within individual health boards both in terms of case mix and time of the day. This involves developing the good practice already developed in CVUHB around

demand and capacity modelling so that it can be used across Wales. A 'Once for Wales' model has been developed and is being utilised by each health board this winter. We believe that developing the clinical model based on demand is the key. Once these building blocks are in place we will increase the emphasis on performance management.

**RECOMMENDATION 8 - NOTED**

**We recommend that our successor committee of the sixth assembly examine the progress and success of the implementation of the 111 service following full roll out in 2021/22.**

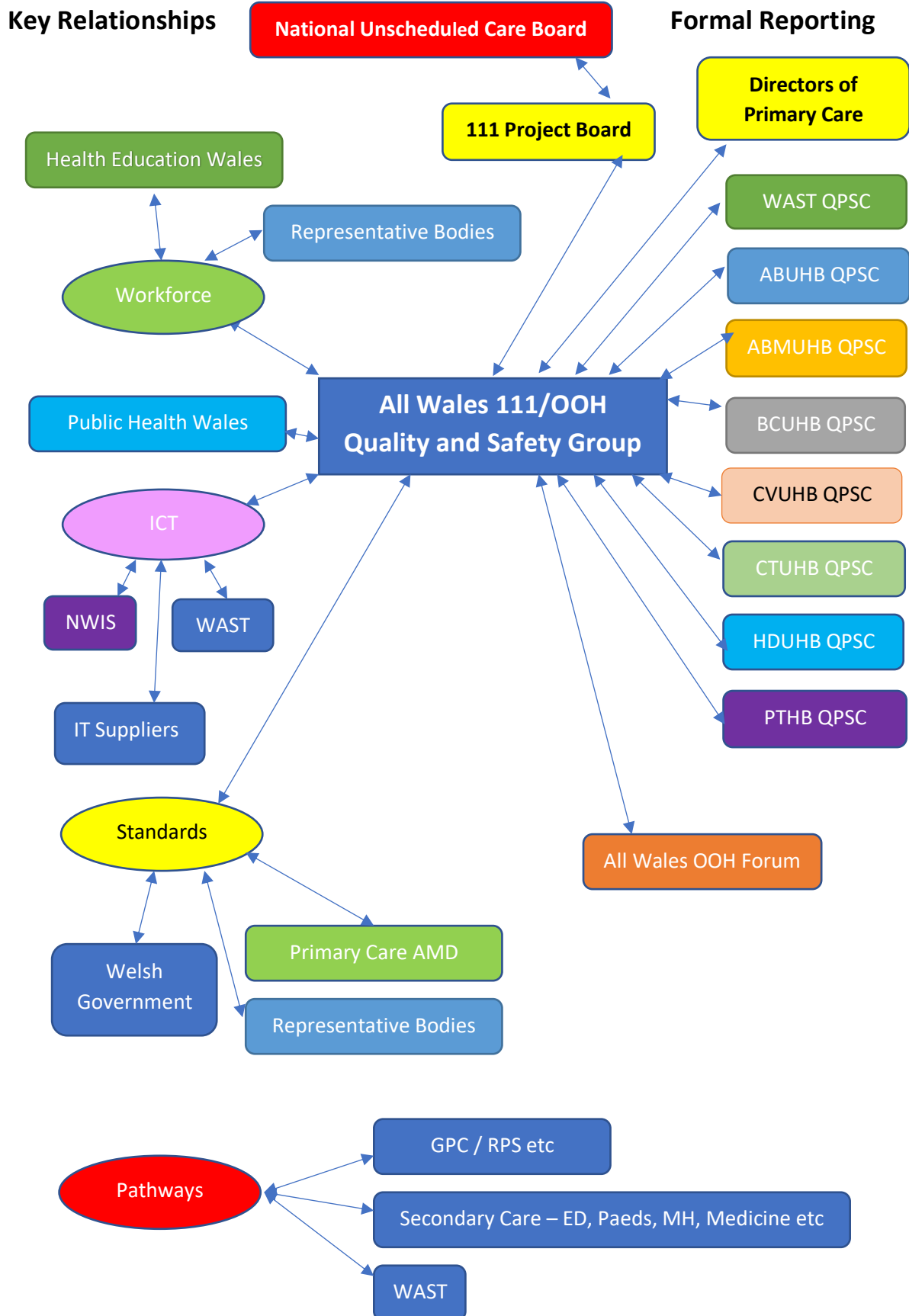
We were pleased to **note** that the Committee recognise the success of the 111 roll out to date and recognise the opportunities presented by the service. We would welcome the committee of the sixth assembly examining the progress and success of the 111 service. This will continue to remain a key priority for NHS Wales in the future and we are actively supporting a number of initiatives to ensure its long term success.

<b>Committee</b>	<b>All Wales 111/OOH Quality and Safety Group</b>
<b>Purpose</b>	<p>The purpose of the All Wales 111/OOH Quality and Safety Group is to provide Welsh Ambulance NHS Trust (WAST) and Local Health Boards (LHBs) with:</p> <ul style="list-style-type: none"> <li>• Evidence and timely advice relating to the provision of Urgent Out of Hospital Health Care</li> <li>• Assurance in relation to arrangements for safeguarding and improving the quality and safety of patient centred health care by 111 Wales, provided by WAST and associated Out of Hours (Urgent Primary Care) services provided by LHBs.</li> <li>• Provide specific assurance in relation to the Clinical Support Hub and its cross organisational roles and responsibilities.</li> </ul> <p>In accordance with its stated objectives and the requirements and standards determined for NHS Wales.</p>
<b>Membership</b>	<p><b>Chair:</b></p> <ul style="list-style-type: none"> <li>• Medical Director or Associated Medical Director for Primary Care of WAST or LHBs</li> </ul> <p><b>Vice Chair:</b></p> <ul style="list-style-type: none"> <li>• Senior Clinician from 111/OOH teams</li> </ul> <p><b>WAST / LHB OOH Representatives</b> – from each organisation</p> <ul style="list-style-type: none"> <li>• Senior clinician</li> <li>• Operational Manager</li> </ul> <p><b>The above representatives will feed back to their local professional groups, covering medical, dental and allied professionals.</b></p> <p><b>111 Wales Project Team</b></p> <ul style="list-style-type: none"> <li>• Director or deputy</li> <li>• Senior Clinician (Incident Coordinator)</li> <li>• Pharmacist Lead</li> </ul> <p><b>By Invitation</b> The Committee may extend invitations to attend as required to representatives within Wales NHS including but not limited to:</p> <ul style="list-style-type: none"> <li>• Welsh Government – Primary or Community Care</li> <li>• Community Health Council</li> <li>• Public Health Wales</li> <li>• Health Education Wales</li> <li>• Human Resources</li> </ul>

	<p>Invitations for Broader Clinical Stakeholder Engagement via:</p> <ul style="list-style-type: none"> <li>• Emergency Medicine</li> <li>• Mental Health</li> <li>• Paediatrics</li> <li>• Dentistry</li> <li>• Microbiology</li> <li>• Optometry</li> <li>• Professions Allied to Medicine</li> <li>• Representatives from key professional bodies</li> </ul> <p>All members of the group may co-opt any other members as necessary and therefore membership may not be limited to that specified within the TOR.</p> <p><b>In attendance</b></p> <p>Executive Directors / or deputies holding portfolios containing aspects of quality, safety, complaints or service improvement can attend from time to time, or as requested by the Group's Chair</p> <p><b>Secretary:</b> Secretarial Support will be provided through the 111 Wales Project Team</p> <p><b>Costs for member's</b> time to attend shall be borne by their representative organisation.</p>
<p><b>Duties:</b></p>	<p>The Group will in respect of its provision of advice to WAST and the LHBs: (<i>Italics = Specific advice to WAST CSPT sign off processes when time permits</i>).</p> <p><b>Quality:</b></p> <ul style="list-style-type: none"> <li>• <i>The group can specifically review and advise on the Decision Support Software for call handlers and clinicians provided as a solution within the 111/OOH IT solution.</i></li> <li>• <i>The Group can advise and recommend local (and in time national or all Wales) modifications on decision support software considering NHS Wales policy – e.g. pandemic or other localised public health outbreaks or incidents.</i></li> <li>• The Group will make national recommendations on antimicrobial use in the urgent primary care setting, taking in account of LHB Policies and guidance. This in turn will assist in the standardisation of antimicrobial availability across Welsh OOH services.</li> </ul>

	<p><b>Safety</b></p> <ul style="list-style-type: none"> <li>• Lessons are learned and shared across 111 and Out of Hours service from patient safety incidents, complaints and claims.</li> <li>• Significant national risks are actively identified, shared and robustly managed across 111 Wales and Out of Hours services</li> <li>• Noting the outcomes from the above, the group (with the endorsement of LHB and WAST Medical Directors) should consider the implications for NHS Wales following the publication of any review/investigation reports arising from external regulators.</li> </ul> <p><b>Workforce</b></p> <ul style="list-style-type: none"> <li>• Highlights national issues or concerns regarding the workforce regarding selection, training, support, responsiveness and health and well-being.</li> </ul> <p><b>Quality, Safety and Performance Management</b></p> <ul style="list-style-type: none"> <li>• Advise on the initial development of NHS Wales strategies for the development of a high quality and safe services, or pathways for patient seeking advice relating to new or urgent health needs whilst in the community.</li> <li>• Consider the implications for quality and safety relating to corporate strategies across NHS Wales in relation to meeting the needs of patients presenting with new or urgent health problems within the community</li> <li>• Consider the quality and safety implications for NHS Wales resulting from reports on service performance against Healthcare Standards for Wales with respect to 111 Wales and LHB Out of Hours Urgent Primary Care Services.</li> <li>• The Group will advise Welsh Government, WAST and LHBs on the adoption of a set of key indicators of the quality of care, against which NHS Wales performance will be regularly assessed and reported on through Annual Reports.</li> <li>• The Group will produce an annual report summarising national performance and local variance against the key indicators.</li> </ul>
<p>Access</p>	<ul style="list-style-type: none"> <li>• The group will have oversight on performance and access indicators for 111 (and by agreement with LHBs) on OOH standards and can provide peer support on wider service delivery and transformation.</li> </ul>

	<ul style="list-style-type: none"> <li>The group can also offer wider input on the delivery of regional solutions to OOHs and 111 working to facilitate improved patient safety and quality of care.</li> </ul>
<p>Meetings</p> <p>Frequency:</p>	<p>At least 8 members of the group should be quorate with at least one of the members being the Chair or Vice Chair</p> <p>Meetings shall be held no less than quarterly but usually alternate months or otherwise as agreed appropriate by the Chair of the Group.</p>
Reporting	The minutes and associated recommendations will be reported to the Quality and Safety Committees of WAST and LHBs, Directors of Primary Care and 111 Project Board with copies being shared with Welsh Government and All Wales Out of Hours Forum.
Feeder groups	The Group may, subject to approval by the 111 National Board establish specific task and finish groups to carry out aspects of their work as and when required.
Applicability of Standing Orders	It is not envisaged that the work of this group will directly impact on individual organisation's Standing Orders however if there is any potential conflict then this will be reviewed by the Board Secretaries and /or Medical Directors in the first instance.
Review	The terms of reference and operating arrangements shall be reviewed annually by the Group, the 111 National Programme and shared with appropriate organisations across NHS Wales







## **GOOD PRACTICE PROTOCOL – DATIX REPORTING FOR URGENT PRIMARY CARE OOH SERVICES**

### **INTRODUCTION**

Reporting incidents, near misses and concerns is essential for improving patient and staff safety, developing more effective processes and providing a record of incident occurrences. DATIX tools tend to be applied universally throughout Health Boards which means they have to cover a vast array of circumstances and areas of work – this can lead to too many user choices or difficulty in knowing which options to select on the report.

As part of the peer review process in 2018, it was noted that the reporting of DATIX in OOHs services was low, compared to other services.

There could be many reasons for this, for example:-

- Staff do not need to fill in DATIX reports very often and therefore do not build up the experience finding the whole experience daunting when they are required to complete one.
- GPs who work in OOHs are sessional GPs and do not often have access to reporting tools such as DATIX, unless they are employed by the Health Board.

### **PURPOSE**

This document aims to provide a national Good Practice guide for all Out of Hours Service providers to encourage standardisation and reduce variations in practice.

### **DEFINITION OF A REPORTABLE INSTANCE**

The Occupational Safety and Health Association defines an incident as *"an unplanned, undesired event that adversely affects completion of a task."*

In NHS terms this would mean anything that impacts on the safe and timely delivery of healthcare provision. The severity of this could range from near-miss (could have happened but was avoided) to actual harm (death). By reporting all unexpected incidents that impact of service delivery and the actions taken at the time (if any) to mitigate the risk, service delivery changes can be made (and justified) if they can show improvement and reduction in future occurrences.

## **COMMON TYPES OF INCIDENTS**

- Complaints from Staff, Patients or Contractors about staff or patient attitude
- Complaints from Staff, Patients or Contractors about service provision (accessing service and availability)
- Accidents involving staff, patients or contractors
- Delay in Patient Care (this could be due to service demand or failure to act)
- Misdiagnosis
- Confidentiality breach
- Medication errors
- Faulty equipment
- Incidents involving violence and aggression

## **RESPONSIBILITIES**

- The identifier of a reportable incident should be the person responsible for completion of the Datix report.
- In the first instance, Datix should be completed on the Datix Health Board system.
- With prior agreement a 'responsible person' can be nominated to complete the Datix on the identifiers behalf and a desk top reporting tool has been created for this purpose (Attached). OOHs services need to ensure this is on every member of staff's desktop via their IT departments. This should be e-mailed to key personnel (see below), if e-mail is not possible this should be printed and put in an envelope and put in a safe place.

## **SCOPE**

This Good Practice Guide is a protocol for OOHs providers to use and adapt to their own needs and will be agreed and formulised at the Urgent Primary Care OOHs group as well as the Quality and Safety 111/OOHs forum.

## **PROCEDURES**

All DATIX reports should also be reported on a quarterly basis to the All Wales Quality and Safety OOHs/111 Forum to encourage shared clinical learning and active recording of types of incidents to aid themes and trends.

Key information to record:

- Date and time of incident
- Name(s) of parties involved; whether actively or witnesses
- Nature of the Incident (facts only. No opinions or supposition)
- Case reference number, vehicle registration, other specifics to support investigation
- Location of incident
- Immediate circumstances
- Immediate remedial action taken
- Further action required, if any
- Route for feedback, if requested

## RECOMMENDATIONS TO OOHS PROVIDERS

- Each OOHS service to share the good practice guide with all staff.
- Each OOHS service to ensure they have named staff on each shift for the forms to be returned to or completed by.
- Each OOHS service to have a designate place for the forms to be returned to (if e-mail not possible) in a sealed envelope for attention of the management team.
- Standardised investigation and feedback process to be adopted by the management team (this includes entering onto the Health Board DATIX system).
- Each OOHS service to provide quarterly information on DATIX to the 111 team and to include key themes and learning outcomes.
- Each OOHS service to create their own protocol on DATIX following this guidance.

**DATIX PAPER BASED REPORT**

Date of Incident	
Time of Incident	
Name of incident reporter	
Contact Details (Email /Telephone)	
Department	Urgent Primary Care Service (OOHs)
Name(s) and Contact Details of Parties involved. (witness or actively affected)	
Location of incident (select from list)	
Type of Incident	
Case reference / Car registration (If applicable)	
Immediate details of the incident	
Immediate remedial action taken	
Further action recommended / required	
Route for feedback, if requested	

**FORM MUST BE E-MAILED TO..... FOLLOWING YOUR SHIFT OR IF E-MAIL NOT POSSIBLE RETURN TO .....**

**Competency  
framework for  
clinicians working in  
Urgent Primary Care  
(out of hours)  
services**



# **Competency Framework and Portfolio**

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- 2.3. Novice to Expert Taxonomy**
- 2.4. Taxonomy Applied to Career Pathway**
- 2.5. Self-Assessment**

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- 4.1. Urgent Primary Care Practitioner**
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## **Section 1:**

### **1.1. Introduction to the Urgent Care Practitioner**

The Urgent Care Practitioner (UCP) is the term used within Urgent Primary Care Out Of Hours (UPC OOH) in Wales and this document for a clinical, registered member of the OOH team regardless of their professional background (nurse, paramedic, pharmacist, allied health professional). Whilst due regard is made to the base professions, and the requirements within them, this framework serves to provide parity across these professions with regards to the level of competence of practitioners specifically within an UPC OOH setting.

### **1.2. The framework and working in Urgent Primary Care (OOH)**

This is your framework. It is designed to help you gather and collate evidence that supports your level of practice, whatever your clinical role in OOH is. This evidence is essential for your practice both for the PADR process under Agenda for Change and your revalidation requirements for your professional body.

This document defines the core and supplementary skills and competencies for each clinical role within OOH. It is designed to stay with you for the whole of your career in the service, supporting your progression through the career pathways.

There are no set rules for what constitutes evidence for this portfolio; this is for you to decide with your assessor. There are some templates/tools to support gathering of evidence within the document but it is up to you if and how you use them. Examples of other forms of evidence may include a certificate from a course, notes from an informal discussion, a reflection on practice, a case study or a thank you card from a patient.

One piece of evidence may provide proof of competence for several different competencies. This can be logged and tracked in the Competency Portfolio and the Evidence Log.

This portfolio is designed to work alongside other portfolios currently in use across Wales e.g. Advanced Practice Portfolios, RSP/111 Transition portfolios. These portfolios will have competencies in common with this UCP portfolio and therefore can themselves be used as evidence of attainment of competency by simply mapping the competencies that are common to each.



### **1.3. How to use this Framework/Portfolio**

#### **Step 1. Choose a Named Mentor/Assessor**

Completing the portfolio and framework will take time and dedication from both you and your mentor. Your Named Mentor/Assessor should be a GP or Senior Practitioner that regularly works for an OOH service that has a good understanding of competence development and this framework. This Mentor/Assessor will be your final sign off as having shown competence at the required level within the framework.

Individual competencies within the portfolio, or assessments done to achieve competencies can be assessed by any clinician that practices in the area that competence is being assessed.

#### **Step 2. Map your current competency**

It is important that you map where you currently are in relation to the competencies in order that you can plan with your assessor/mentor/tutor your development.

This is the point where, if you have another portfolio that has already been completed and assessed, you map this across into this portfolio. If a competency within the framework or portfolio is demonstrated as complete, this can be directly dropped into the UCP framework and signed off by your Named Mentor/Assessor, there will be no requirement for further assessment of these competencies provided the required level of competence for role is met.

Once prior learning has been incorporated into your portfolio, identify the gaps in your practice/knowledge and think about what you will need to do to address those gaps.

#### **Step 3. Draft a Development Plan**

Once you have completed step 2 it's important to meet with your Named Mentor/Assessor to discuss your development plan. This will include setting a timeframe for completion of tasks and also to plan in checkpoints for you and your mentor. It will also give you an opportunity to discuss and arrange any learning activities that your mentor may be able to help with such as shadowing or attendance at a course.

#### **Step 4. Gathering Evidence**

As a general rule, there is an expectation of a triad of evidence for each competency within the portfolio. For example, a mini-cex done in practice with a case-based discussion on the case and a documented reflection on practice. As previously stated, there are no set rules for what constitutes a single piece of evidence.

You will need to think about the evidence you submit and whether it truly meets demonstrates competence rather than knowledge. For example, you may attend a course where you have learned about the pathophysiology and assessment of a particular condition. In isolation this would not demonstrate competence, but a reflection on the learning and then a Direct Observation of Practice demonstrating the use of that knowledge in practice would.

#### **Step 4. Assessment**

It is anticipated that the formal assessment will be a dynamic process between you and your Named Mentor/Assessor. As each section in the portfolio becomes complete, the relevant section of the framework can be signed off.

Competencies not required for your role can be assessed at any time, and as you progress through the career framework and up the levels, each competency will be reassessed with new evidence to demonstrate the ability to work at a higher level. This continual building of new evidence will demonstrate your progression and should inform your employers of your level of practice through the PADR process.

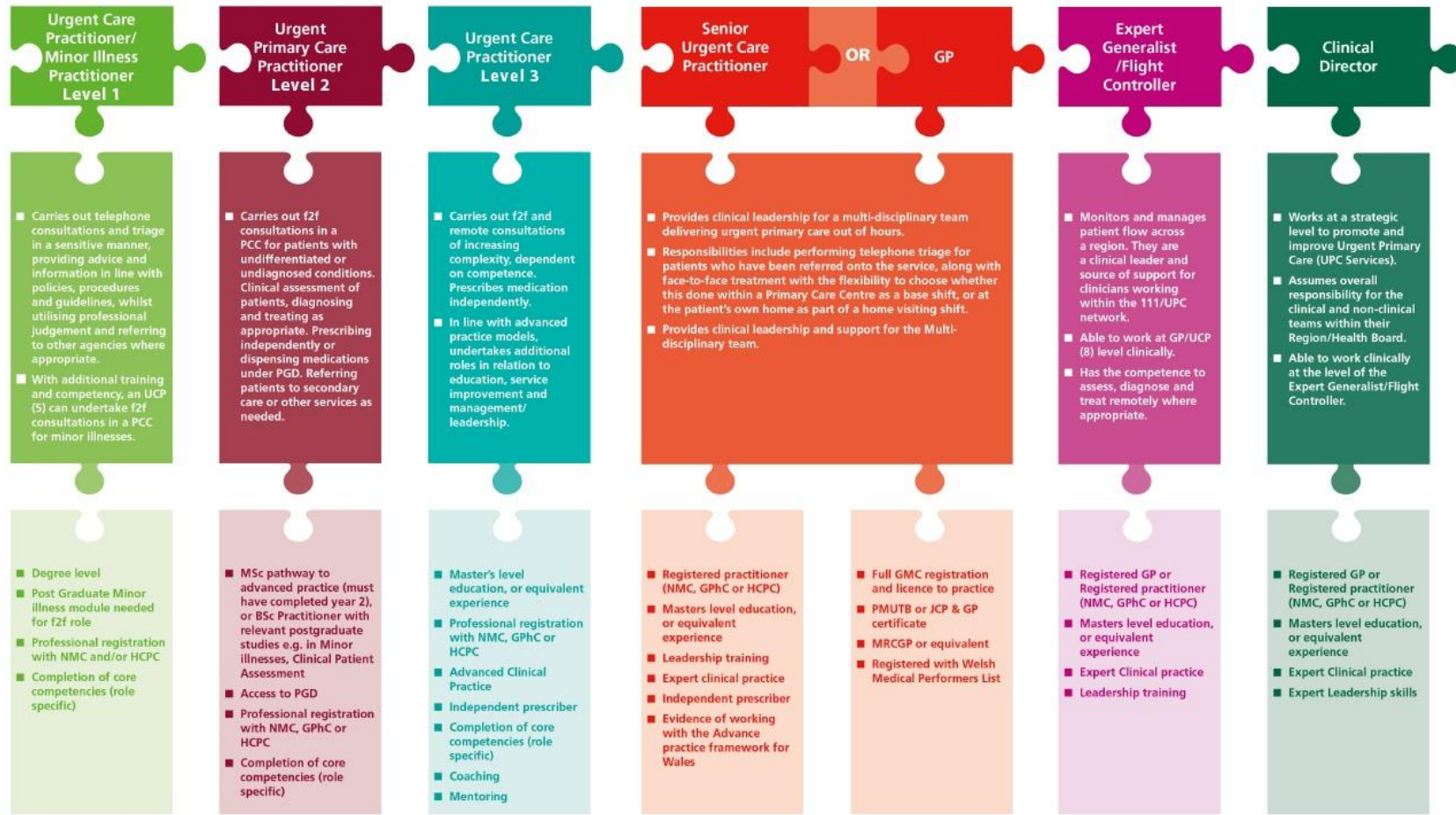
## Section 2: The Urgent Primary Care (OOH) Career Framework

### 2.1. Career Pathway



# Urgent Primary Care (OOH) Clinical Workforce Framework

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Note: Nurses/Allied Health Professionals may enter the career pathway at any point based on qualification and experience.

## 2.2. Education/Qualification requirements – Medical/Clinical roles

Profession/Role:	Salary scale/Banding	Qualification/Education requirements	Role specific
<b>Clinical Director</b>	Medical & Dental or AfC depending on professional background	<ul style="list-style-type: none"> <li>• Full GMC Registration &amp; License to practice or Professional registration with NMC, GPhC and/or HCPC</li> <li>• PMETB or JCPTGP Certificate</li> <li>• MRCGP or equivalent MSc in Advanced Practice/Advanced Clinical Practice or equivalent experience and competency as defined in this Framework</li> <li>• Non-medical prescribing</li> </ul>	Visible on Welsh Performers List and/or Expert level of competence as defined in this Framework.
<b>Expert Generalist/Flight Controller</b>	Medical & Dental or AfC depending upon professional background	<ul style="list-style-type: none"> <li>• Full GMC Registration &amp; License to practice or Professional registration with NMC, GPhC and/or HCPC</li> <li>• PMETB or JCPTGP Certificate</li> <li>• MRCGP or equivalent MSc in Advanced Practice/Advanced Clinical Practice or equivalent experience and competency as defined in this Framework</li> <li>• Non-medical prescribing</li> </ul>	Visible on Welsh Performers List and/or Expert level of competence as defined in this Framework.
<b>GP</b>	Medical & Dental – BMA Salary model, incl. Pay Enhancement for OOH working	<ul style="list-style-type: none"> <li>• Full GMC Registration &amp; License to practice</li> <li>• PMETB or JCPTGP Certificate</li> <li>• MRCGP or equivalent</li> </ul>	Visible on Welsh Performers List
<b>Senior Urgent Care Practitioner</b>	AfC, incl. Pay enhancement for unsocial hours	<ul style="list-style-type: none"> <li>• MSc in Advanced Practice/Advanced Clinical Practice or equivalent experience and competency as defined in this Framework</li> <li>• Non-medical prescribing</li> <li>• Evidence of working with the Advanced Practice framework for Wales</li> <li>• Professional registration with NMC, GPhC and/or HCPC</li> </ul>	Leadership & Management competencies Significant knowledge of Primary Care/OOH policies, practices and clinical governance. Evidence of working within core competencies as defined by OOH

<b>Urgent Care Practitioner level 3</b>	AfC, incl. Pay enhancement for USH	<ul style="list-style-type: none"> <li>• MSc in Advanced Practice/Advanced Clinical Practice or equivalent experience or Postgraduate studies in Minor Illness, Clinical Patient Assessment modules</li> <li>• Non-medical prescribing Professional registration with NMC, GPhC and/or HCPC</li> </ul>	Evidence of working within core competencies as defined by OOH
<b>Urgent Care Practitioner level 2</b>	AfC, incl. Pay enhancement for USH	<ul style="list-style-type: none"> <li>• MSc pathway in Advanced practice (must have completed year 2), or equivalent experience or Postgraduate studies in Minor Illness, Clinical Patient Assessment modules</li> <li>• Non-medical prescribing – optional</li> <li>• Degree in nursing/paramedic sciences or equivalent</li> <li>• Professional registration with NMC, GPhC and/or HCPC</li> </ul>	Evidence of working within core competencies as defined by OOH
<b>Urgent Care Practitioner / Minor Illness Practitioner Level 1</b>	AfC, incl. Pay enhancement for USH	<ul style="list-style-type: none"> <li>• Postgraduate studies in Minor Illness</li> <li>• Degree in nursing/paramedic sciences or equivalent</li> <li>• Professional registration with NMC, GPhC and/or HCPC</li> <li>• Non-medical prescribing – optional</li> <li>• Relevant Degree in nursing/paramedic or allied healthcare sciences or equivalent</li> <li>• Professional registration with NMC, GPhC and/or HCPC</li> </ul>	Evidence of working within core competencies as defined by OOH

### 2.3. Novice to Expert Taxonomy – Benner’s Stages of Skill Acquisition

Benner’s (1984)<sup>(1)</sup> Stages of Skill Acquisition provides a framework to describe the concept that expert nurses develop skills and understanding of patient care over time through a sound educational base as well as a multitude of experiences. The theory outlines five levels or stages of nursing performance: novice, advanced beginner, competent, proficient and expert.

For the purpose of this document these stages have been applied to all clinicians to describe the knowledge/skill development of non-patient facing and patient facing roles within the Urgent Primary Care (OOH) service to help illustrate the career progression opportunities that can exist within OOH.

Please note that for roles where there is a requirement to undertake both patient facing and non-patient facing functions it is possible to be at different stages of skill acquisition, i.e. you may be expert Triage practitioner, and a competent Clinical Practitioner at the same time, however this should describe the skill development and journey expected in your career within OOH, supplemented by your competency portfolio.

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<sup>1</sup> P. Benner (1984) Model of Skills Acquisition [http://currentnursing.com/nursing\\_theory/Patricia\\_Benner\\_From\\_Novice\\_to\\_Expert.html](http://currentnursing.com/nursing_theory/Patricia_Benner_From_Novice_to_Expert.html)

## 2.4. Taxonomy Applied to Career Pathway

Taxonomy	Novice	Advanced Beginner	Competent	Proficient	Expert
<b>Role</b>	<i>New to role, no prior experience of working as a clinician within a primary care/OOH setting</i>	<i>Knowledge has been consolidated, able to practice safely within scope of role.</i>	<i>Additional learning identified. Operates independently as a clinician, but under supervision of a senior clinician whilst developing advanced practice skills.</i>	<i>Operates independently as a Clinical Practitioner within scope of role. Advancing skills through additional knowledge and competence.</i>	<i>Operates independently as an Advanced Clinical Practitioner, within recognised framework. Leads service.</i>
<b>Urgent Care Practitioner</b>	<ol style="list-style-type: none"> <li>1. New to role/service qualified within patient facing role.</li> <li>2. Assessment of competence and learning needs undertaken.</li> <li>3. Will practice only with direct clinical supervision available on site (ACP/Lead Nurse/GP)</li> <li>4. Must undertake essential education such as telephone consultation skills, ADAstra training etc.</li> </ol>	<ol style="list-style-type: none"> <li>1. 6 months post qualification/commencement in role.</li> <li>2. Role specific competencies achieved.</li> <li>3. Will practice with direct/indirect clinical supervision available.</li> <li>4. Attends appropriate training to supplement knowledge.</li> <li>5. Developed telephone triage skills (competent practitioner).</li> </ol>	<ol style="list-style-type: none"> <li>1. Progressing additional postgraduate studies in clinical practice (MSc pathway to Advanced Practice modular approach)               <ol style="list-style-type: none"> <li>1. Additional competencies identified for completion.</li> <li>2. Attends appropriate training to supplement knowledge.</li> <li>3. Demonstrates and maintains competencies in daily practice.</li> <li>4. May mentor other triage clinicians.</li> <li>5. May undertake audit of triage calls using appropriate framework.</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1. Holds MSc in Advanced Clinical Practice or equivalent level of qualification and/or satisfactory completion of the competency portfolio.</li> <li>2. Non-medical prescribing module undertaken/in progress.</li> <li>3. Provides mentorship to newly appointed/trained triage clinicians.</li> <li>4. Role specific competencies achieved.</li> <li>5. Will develop skills to work across pillars of advance practice.</li> <li>6. Lead role identified.</li> </ol>	<ol style="list-style-type: none"> <li>1. Evidence of working across all pillars of advance practice</li> <li>2. Educated to MSc level</li> <li>3. Independent prescriber</li> <li>4. Will undertake research and actively participate/lead service improvement initiatives.</li> <li>5. Provides clinical leadership.</li> <li>6. Review and analyse audits to inform future design of training programmes.</li> <li>7. Collaborate with GPs and lead on developing new or reviewing existing protocols.</li> </ol>

## 2.5. Self-Assessment

We believe Benner's model will help you to undertake a self-assessment of your practice against the competencies required within OOH as your career develops. This will also assist your clinical supervisors in evaluating your competence and development within the OOH Service. The following table provides descriptions against each stage to support you with this;

<b>Novice</b>	<ul style="list-style-type: none"> <li>• Beginner with no experience</li> <li>• Taught general rules to help perform tasks</li> <li>• Rules are: context-free, independent of specific cases, and applied universally</li> <li>• Rule-governed behaviour is limited and inflexible</li> </ul>
<b>Advanced Beginner</b>	<ul style="list-style-type: none"> <li>• Demonstrates acceptable performance</li> <li>• Has prior experience of actual situations to recognize own limitations and identify and adopt good practice</li> <li>• Principles, based on experiences, begin to be formulated to guide actions</li> </ul>
<b>Competent</b>	<ul style="list-style-type: none"> <li>• Typically, a practitioner with experience on the job in the same area or in similar day-to-day situations</li> <li>• More aware of long-term goals</li> <li>• Gains perspective from planning own actions based on conscious, abstract, and analytical thinking and helps to achieve greater efficiency and organization</li> </ul>
<b>Proficient</b>	<ul style="list-style-type: none"> <li>• Perceives and understands situations as whole parts</li> <li>• More holistic understanding improves decision-making</li> <li>• Learns from experiences what to expect in certain situations and how to modify plans</li> </ul>
<b>Expert</b>	<ul style="list-style-type: none"> <li>• No longer relies on principles, rules, or guidelines to connect situations and determine actions</li> <li>• Background of greater experience</li> <li>• Has intuitive grasp of clinical situations</li> <li>• Performance is now fluid, flexible, and highly-proficient</li> </ul>



## Section 3: The Competency Portfolio and Framework

### 3.1. Competency Portfolio and Framework Key

The competencies required for working in Urgent Primary Care (OOH) are detailed in the attached Portfolio. There are 17 sections, organised into 3 areas;

- General
- Triage
- Clinical

The framework in Section 4 demonstrates the expected level of competence for each role. All clinicians should read and be familiar with the competencies specific to their job.

Area	Content
General	<ol style="list-style-type: none"><li>1. Organisational</li><li>2. Communication</li><li>3. Personal and People Development</li><li>4. Health, Safety &amp; Security</li><li>5. Quality, Service Improvement &amp; Research</li><li>6. Equality and Diversity</li><li>7. Information Systems &amp; Documentation</li><li>8. Health &amp; Wellbeing</li></ol>
Triage	<ol style="list-style-type: none"><li>9. Telephone Triage</li></ol>
Clinical	<ol style="list-style-type: none"><li>10. Core Clinical Competencies</li><li>11. Adult (16+) Clinical Competencies</li><li>12. Child (3yr – 16yr) Clinical Competencies</li><li>13. Pre-Verbal Child (0-3yr) Clinical Competencies</li></ol>

### 3.2. Competence Development and Educational Support

Some clinicians joining Urgent primary Care (OOH) will already have attained core clinical competencies through their education, learning and development and work experience. There is a requirement for all clinicians to ensure their competence is mapped and aligned to this framework. The service will then offer support to fill any knowledge gaps identified. This may be through self-directed study, clinical supervision in practice or specific training programs within the following areas:

- Telephone consultation skills
- Diagnostic reasoning
- Cardiovascular
- Respiratory
- Gastrointestinal
- Neurological
- Ear, Nose & Throat
- Ophthalmology
- Musculoskeletal
- Dermatology
- Genitourinary
- Endocrine/Metabolic
- Mental Health
- Women's Health
- Men's Health
- Sexual Health
- Paediatrics
- End of Life Care
- Independent Prescribing
- Leadership
- Mentorship
- Coaching

# 4.1 Urgent Care Practitioner Competency Framework

This is a tabular summary of the clinical portfolio. It demonstrates the minimal level of competence in each area expected for each role. Sign and date in box when minimal level achieved. Clinical Competencies (Section 10 onwards are only required at UCP Level 1 if the practitioner has a F2F role (Minor Illness). Novice and Advanced Beginner would indicate the need for supervised practice in that area, Competent and above would be autonomous practice. Where Novice or Advanced Beginner is shown for role, this is indicative and not a requirement.

Novice	Advanced Beginner	Competent	Proficient	Expert	
Competency	Urgent Care Practitioner				Expert Generalist
	Level 1	Level 2	Level 3	Senior	
<b>1. Organisational</b>					
1.1. Practicing the Health Board's Values and Behaviours					
<b>2. Communication</b>					
2.1. Communication with Patients					
2.2. Communication within Teams					
<b>3. Personal and People Development</b>					
3.1. Personal Development					
3.2. People Development					
<b>4. Health, Safety &amp; Security</b>					
4.1. Procedures and Processes					
4.2. Vaccines and Drugs					
4.3. Emergency Situations					
4.4. Infection Control					
4.5. Mandatory Training					
<b>5. Quality, Service Improvement &amp; Research</b>					
5.1. Service Improvement					
5.2. Audit					
5.3. Research					
<b>6. Equality &amp; Diversity</b>					
6.1. Population Needs					
<b>7. Information Systems &amp; Documentation</b>					
7.1. IT & Telephone Systems					
7.2. Documentation					
<b>8. Health &amp; Wellbeing</b>					
8.1. Health Promotion and Public Health					

Novice	Advanced Beginner	Competent	Proficient	Expert	
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Competency	Urgent Care Practitioner				Expert Generalist
	Level 1	Level 2	Level 3	Senior	
<b>9. Telephone Triage</b>					
9.1. General Competencies					
9.2. Adult (16yr+) Competencies					
9.3. Child (3yr – 16yr) Competencies					
9.4. Infant & Pre-Verbal (0yr-3yr) Child Competencies					
<b>10. Core Knowledge Competencies</b>					
10.1. Diagnosis, Decision Making & Management					
10.2. Cardiovascular					
10.3. Respiratory					
10.4. Gastro-Intestinal (GI)					
10.5. Neurological					
10.6. Ear, Nose & Throat (ENT)					
10.7. Ophthalmology					
10.8. Musculoskeletal (MSK)					
10.9. Dermatology					
10.10. Genitourinary (GU)					
10.11. Endocrine/Metabolic					
10.12. Mental Health					
10.13. Women's Health					
10.14. Men's Health					
10.15. Sexual Health					
10.16. End of Life Care					
10.17. Pharmacotherapy and Medicines Management					
10.18. Child Health					

Novice	Advanced Beginner	Competent	Proficient	Expert	
Competency	Urgent Care Practitioner				Expert Generalist
	Level 1	Level 2	Level 3	Senior	
<b>11. Adult (16+) Clinical Competencies</b>					
11.1. Cardiovascular					
11.2. Respiratory					
11.3. Gastro-Intestinal (GI)					
11.4. Neurological					
11.5. Ear, Nose & Throat (ENT)					
11.6. Ophthalmology					
11.7. Musculoskeletal (MSK)					
11.8. Dermatology					
11.9. Genitourinary (GU)					
11.10. Endocrine/Metabolic					
11.11. Mental Health (MH)					
11.12. Women's Health					
11.13. Men's Health					
11.14. Sexual Health					

Novice	Advanced Beginner	Competent	Proficient	Expert	
Competency	Urgent Care Practitioner				Expert Generalist
	Level 1	Level 2	Level 3	Senior	
<b>12. Child (3yr – 16yr) Clinical Competencies</b>					
12.1. Cardiovascular					
12.2. Respiratory					
12.3. Gastro-Intestinal (GI)					
12.4. Neurological					
12.5. Ear, Nose & Throat (ENT)					
12.6. Ophthalmology					
12.7. Musculoskeletal (MSK)					
12.8. Dermatology					
12.9. Genitourinary (GU)					
12.10. Endocrine/Metabolic					
12.11. Mental Health					
<b>13. Infant &amp; Pre-Verbal (01-3yr) Child Clinical Competencies</b>					
13.1. Cardiovascular					
13.2. Respiratory					
13.3. Gastro-Intestinal (GI)					
13.4. Neurological					
13.5. Ear, Nose & Throat (ENT)					
13.6. Ophthalmology					
13.7. Musculoskeletal (MSK)					
13.8. Dermatology					
13.9. Genitourinary (GU)					
13.10. Endocrine/Metabolic					

# 4.2 Paediatric Urgent Care Practitioner Competency Framework

This is a tabular summary of the clinical portfolio. It demonstrates the minimal level of competence in each area expected for each role. Sign and date in box when minimal level achieved. Clinical Competencies (Section 10 onwards are only required at UCP Level 1 if the practitioner has a F2F role (Minor Illness). Novice and Advanced Beginner would indicate the need for supervised practice in that area, Competent and above would be autonomous practice. Where Novice or Advanced Beginner is shown for role, this is indicative and not a requirement.



Novice	Advanced Beginner	Competent	Proficient	Expert	
Competency	Paediatric Urgent Care Practitioner				Expert Generalist
	Level 1	Level 2	Level 3	Senior	
<b>1. Organisational</b>					
1.2. Practicing the Health Board's Values and Behaviours					
<b>2. Communication</b>					
2.1. Communication with Patients					
2.2. Communication within Teams					
<b>3. Personal and People Development</b>					
3.1. Personal Development					
3.2. People Development					
<b>4. Health, Safety &amp; Security</b>					
4.1. Procedures and Processes					
4.2. Vaccines and Drugs					
4.3. Emergency Situations					
4.4. Infection Control					
4.5. Mandatory Training					
<b>5. Quality, Service Improvement &amp; Research</b>					
5.1. Service Improvement					
5.2. Audit					
5.3. Research					
<b>6. Equality &amp; Diversity</b>					
6.1. Population Needs					
<b>7. Information Systems &amp; Documentation</b>					
7.1. IT & Telephone Systems					
7.2. Documentation					
<b>8. Health &amp; Wellbeing</b>					
8.1. Health Promotion and Public Health					

Novice	Advanced Beginner	Competent	Proficient	Expert	
Competency		Paediatric Urgent Care Practitioner			Expert Generalist
		Level 1	Level 2	Level 3	Senior
<b>9. Telephone Triage</b>					
9.1. General Competencies					
9.2. Adult (16yr+) Competencies					
9.3. Child (3yr – 16yr) Competencies					
9.4. Infant & Pre-Verbal (0yr-3yr) Child Competencies					
<b>10. Core Knowledge Competencies</b>					
10.1. Diagnosis, Decision Making & Management					
10.2. Cardiovascular					
10.3. Respiratory					
10.4. Gastro-Intestinal (GI)					
10.5. Neurological					
10.6. Ear, Nose & Throat (ENT)					
10.7. Ophthalmology					
10.8. Musculoskeletal (MSK)					
10.9. Dermatology					
10.10. Genitourinary (GU)					
10.11. Endocrine/Metabolic					
10.12. Mental Health					
10.13. Women's Health					
10.14. Men's Health					
10.15. Sexual Health					
10.16. End of Life Care					
10.17. Pharmacotherapy and Medicines Management					
10.18. Child Health					

Novice	Advanced Beginner	Competent	Proficient	Expert
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Competency	Paediatric Urgent Care Practitioner				Expert Generalist
	Level 1	Level 2	Level 3	Senior	
<b>11. Adult (16+) Clinical Competencies</b>					
11.1. Cardiovascular					
11.2. Respiratory					
11.3. Gastro-Intestinal (GI)					
11.4. Neurological					
11.5. Ear, Nose & Throat (ENT)					
11.6. Ophthalmology					
11.7. Musculoskeletal (MSK)					
11.8. Dermatology					
11.9. Genitourinary (GU)					
11.10. Endocrine/Metabolic					
11.11. Mental Health (MH)					
11.12. Women's Health					
11.13. Men's Health					
11.14. Sexual Health					

Novice	Advanced Beginner	Competent	Proficient	Expert	
Competency		Paediatric Urgent Care Practitioner			Expert Generalist
		Level 1	Level 2	Level 3	Senior
<b>12. Child (3yr – 16yr) Clinical Competencies</b>					
12.1. Cardiovascular					
12.2. Respiratory					
12.3. Gastro-Intestinal (GI)					
12.4. Neurological					
12.5. Ear, Nose & Throat (ENT)					
12.6. Ophthalmology					
12.7. Musculoskeletal (MSK)					
12.8. Dermatology					
12.9. Genitourinary (GU)					
12.10. Endocrine/Metabolic					
12.11. Mental Health (MH)					
<b>13. Infant &amp; Pre-Verbal (0yr-3yr) Child Clinical Competencies</b>					
13.1. Cardiovascular					
13.2. Respiratory					
13.3. Gastro-Intestinal (GI)					
13.4. Neurological					
13.5. Ear, Nose & Throat (ENT)					
13.6. Ophthalmology					
13.7. Musculoskeletal (MSK)					
13.8. Dermatology					
13.9. Genitourinary (GU)					
13.10. Endocrine/Metabolic					

# Agenda Item 3

By virtue of paragraph(s) vi of Standing Order 17.42

Document is Restricted

# Annual Report and Accounts: 2019-20

June 2020



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.

An electronic copy of this document can be found on the Senedd website:  
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**Cardiff Bay**  
**CF99 1SN**

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Welsh Parliament

**Senedd Commission**

(known as the National Assembly for Wales Commission until 5 May 2020)

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# Annual Report and Accounts: 2019-20

June 2020









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# OVERVIEW

This Overview section provides information on the purpose, structure and strategic goals of the Commission and some key activities which have taken place over the past year

# Foreword



**Elin Jones MS**  
Llywydd, Welsh Parliament

I am pleased to present this Annual Report covering my fourth year as Llywydd. I began the year representing the National Assembly for Wales and end it as Llywydd for the Welsh Parliament – Senedd Cymru.

But our name is less important than what it represents; our drive to scrutinise government and be a voice to the people of Wales. And during this period, that is more important than ever.

As I write this, Wales remains in lockdown. The Covid-19 pandemic has meant we're all facing unprecedented challenges. Hundreds of families have lost loved ones and we are all having to re-adjust to social distancing.

This meant we have had to change how we work. In the face of adversity, the Senedd led the way in our innovation as we became one of the first Parliaments in the world to meet as a virtual Plenary. Legislatures from across the globe have subsequently turned to us for advice.

Our determination to continue to meet as a Parliament reflects our desire to hold Ministers to account and reflect the views of the public. It is a subject which runs as a

golden thread through the Annual Report; from committee inquiries to the development of our Youth Parliament.

The past year has also given us a chance to reflect. As we mark 20 years of the Senedd we asked voters how they want to be involved in our work. Wales's first Citizens' Assembly saw 60 people independently chosen to reflect our nation come together for a weekend to discuss various options on a way forward. I am pleased that some of those suggestions have already been enacted.

Embedding a culture of dignity and respect within the organisation has continued with training sessions for staff and Members as well as the "Call It Out" campaign to challenge unacceptable behaviour.

I would like to thank all Commission staff for continuing to so effectively support the delivery of Senedd business and for the enthusiasm and energy they bring to meeting new demands, especially in these uniquely challenging times.

# Introduction



**Manon Antoniazzi**

Chief Executive and Clerk of the Senedd

In my introduction to last year’s Annual Report, I concluded by remarking that I was confident the Commission’s staff had the commitment, skills and collective ambition to deliver all that was required of us.

Events of the past few weeks have tested us, but the resolve, dedication and drive of officials in reacting to the challenges posed by the Covid-19 pandemic have truly demonstrated our values in action.

As the severity of the situation unfolded, we were able to take rapid steps to ensure the Assembly was able to continue to meet to undertake the essential work of legislating, scrutinising the Welsh Government and holding Ministers to account. We will describe these measures fully in next year’s Annual Report. Meanwhile, I am pleased to present an account of a year of sector-leading innovation underpinned by sound stewardship of resources in the service of our

Parliament and the people of Wales.

On 6 May we became the Welsh Parliament; the Senedd. As the Senedd and Elections (Wales) Act 2020 received Royal Assent in January, it marked the culmination of a long and complicated process for the many Commission colleagues who were involved in its passage.

Despite our new title, you will notice this document mostly refers to the institution as the Assembly; a reflection of the fact we’re looking back over the past 12 months before the change to our name.

Throughout the year, Committees have been supported in producing

a series of important reports on subjects of public interest: on behalf of train passengers they looked into rail disruption; for the thousands who look after loved ones they investigated to ensure unpaid carers are properly recognised; and for future pupils they highlighted concerns about the teaching of Welsh history.

The 2019-20 financial year saw us celebrate the past and plan for the future. We marked 20 years since the first Assembly Elections in 1999 with the Gwlad festival, which included events held all over Wales during the summer. But, even as we contemplated our past, much of the festival's discussion focused on the way ahead. As such, it was appropriate that our flourishing Youth Parliament Members played such a central role in the programme.

We also addressed our own future needs as we published our new People Strategy. For the first time it will straddle this Senedd term and the next; providing continuity as well as the chance to review changing priorities. Our commitment to diversity and inclusion has remained at the core of our policy development, as well as a determination that the Senedd should provide a supportive, respectful working environment.

Our environmental report reflects our dedication to be a greener

organisation. After introducing beehives onto the estate last year we have worked with RSPB and Bug Life to improve our pollinator habitat which included building a small pond.

Year-on-year efforts to improve our energy efficiency are also bearing fruit. We have halved our energy footprint compared to our 2012-2013 baseline year, therefore substantially surpassing the target for this metric already.

Our commitment to ensure people can work in the language of their choice continued as we conducted our first language skills survey. Its aim was to ensure that teams across the organisation have the necessary language skills to deliver exemplary bilingual services.

As I write this introduction, it's difficult to look too far beyond the current Covid-19 pandemic. Wales has suffered its share of casualties, and many aspects of life will change for good. As governments across the UK plan how to come out of the lockdown, parliaments too will be considering how some of their new ways of working may become permanent. And while that will pose a new set of challenges, I remain confident that we, as Senedd Commission staff, will ensure that our Parliament has everything it needs to remain at the heart of Welsh public life.



# Statement of Purpose

## The National Assembly for Wales

The National Assembly for Wales is the democratically elected body that represents the interests of Wales and its people, makes laws for Wales, agrees Welsh taxes and holds the Welsh Government to account.

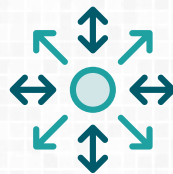
## The Assembly Commission

The Assembly Commission serves the National Assembly to help facilitate its long-term success as a strong, accessible, inclusive and forward looking democratic institution and legislature that delivers effectively for the people of Wales.

## Assembly Commission Strategic Goals for the Fifth Assembly



To provide outstanding parliamentary support



To engage with all the people of Wales and champion the Assembly



To use resources wisely

## 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

## Priorities for the Assembly Commission for the Fifth Assembly

- Members are able to excel in their parliamentary roles, supported by responsive and innovative services.
- The Assembly has the necessary resources and expertise to represent Wales's interests, as the UK withdraws from the EU.
- The Assembly is supported to deliver constitutional reform to create a parliament that works for Wales.
- An ambitious and engaging Youth Parliament that enhances the Assembly and inspires young people to participate in the democratic process.
- There is greater understanding of the role of the Assembly and how to get involved, evidenced by higher levels of engagement.
- The Assembly's work and reputation are enhanced by developing and improving our connections with parliaments across the world.
- Commission staff are one team and everyone understands their contribution to achieving the Commission's goals.
- All Members, staff and visitors can work in a safe environment where dignity and diversity is respected.
- Financial, project and other controls enable the Commission to deliver, and we evidence value for money in everything we do.



### PRIDE

We embrace innovation and celebrate our achievements together as a team

WE ARE  
**ONE TEAM**

## Commissioners

The Government of Wales Act 2006 prescribes that the National Assembly for Wales (the Assembly) appoints Assembly Commissioners who are responsible for providing the Assembly with the staff and resources they need to carry out their roles effectively for the people of Wales.



**Elin Jones AM:** Plaid Cymru

**Elected: 11 May 2016 – Present**

The Llywydd is Chair of the Assembly Commission and also has responsibility as a Commissioner for communications and engagement.

Elin attended 7 out of 7 Commission meetings.



**Suzy Davies AM:** Welsh Conservatives

**Appointed: 9 June 2016 – Present**

Commissioner with responsibility for budget and governance, including Audit and Risk Assurance Committee membership.

Suzy attended 6 out of 7 Commission meetings.



**Joyce Watson AM:** Welsh Labour

**Appointed: 9 June 2016 – Present**

Commissioner with responsibility for equalities, and the Commission as the employer of Assembly staff.

Joyce attended 7 out of 7 Commission meetings.



The Commission is chaired by the Llywydd and is made up of four Assembly Members who have been elected by the Assembly. Each member of the Commission holds a specific portfolio of responsibilities for the Fifth Assembly.

The variation in the number of meetings is due to their respective terms of office.



**David Rowlands AM:** UKIP Wales 6 May 2016 – 20 May 2019  
Brexit Party 20 May 2019 - Present

**Appointed: 15 November 2018 – Present**

Commissioner with responsibility for security and Assembly resources.

David attended 6 out of 7 Commission meetings.



**Sian Gwenllian AM:** Plaid Cymru

**Appointed: 22 November 2018 – 28 January 2020**

Commissioner with responsibility for official languages, and delivery and transformation of services to Members.

Sian attended 6 out of 6 Commission meetings.



**Rhun ap Iorwerth AM:** Plaid Cymru

**Appointed 28 January 2020 – Present**

Commissioner with responsibility for official languages, and delivery and transformation of services to Members.

Rhun ap Iorwerth attended 1 out of 1 Commission meetings

# Independent Advisers

The Commission appoints Independent Advisers to ensure that Commissioners and the Assembly's executive team are provided with constructive challenge and assurance that governance arrangements are correct, effective and appropriate.



**Hugh Widdis**

November 2013 - October 2019

Hugh served as a member of the Assembly Commission Audit and Risk Assurance Committee. His term ended as an Independent Adviser in October 2019.

Hugh Widdis attended 2 out of 3 Audit and Risk Assurance Committee meetings.



**Ann Beynon**

November 2018 - Present

Ann took up her appointment as an Independent Adviser in November 2018 and she is a member of the Audit and Risk Assurance Committee and the Remuneration, Engagement and Workforce Advisory Committee.

Ann Beynon attended 4 out of 4 Audit and Risk Assurance Committee meetings and 4 out of 4 Remuneration, Engagement and Workforce Advisory Committee meetings.



**Robert (Bob) Evans**

November 2018 - Present

Bob took up his appointment as an Independent Adviser and a member of the Audit and Risk Assurance Committee in November 2018. In February 2019, he was appointed Chair of the Audit and Risk Assurance Committee.

Bob Evans attended 4 out of 4 Audit and Risk Assurance Committee meetings.

The variation in the number of meetings is due to their respective terms of office.



**Ceri Hughes**

November 2018 - Present

Ceri took up her appointment as an Independent Adviser in November 2018 and serves as a member of the Remuneration, Engagement and Workforce Advisory Committee.

Ceri Hughes attended 4 out of 4 Remuneration, Engagement and Workforce Advisory Committee meetings.



**Sarah Pinch**

November 2018 - Present

Sarah took up her appointment as an Independent Adviser in November 2018 and has been appointed as Chair of the Remuneration, Engagement and Workforce Advisory Committee.

Sarah Pinch attended 3 out of 4 Remuneration, Engagement and Workforce Advisory Committee meetings.



**Dr Aled Eirug**

April 2019 - Present

Aled took up his appointment as an Independent Adviser in April 2019 and serves as a member of the Audit and Risk Assurance Committee.

Aled Eirug attended 4 out of 4 Audit and Risk Assurance Committee meetings.

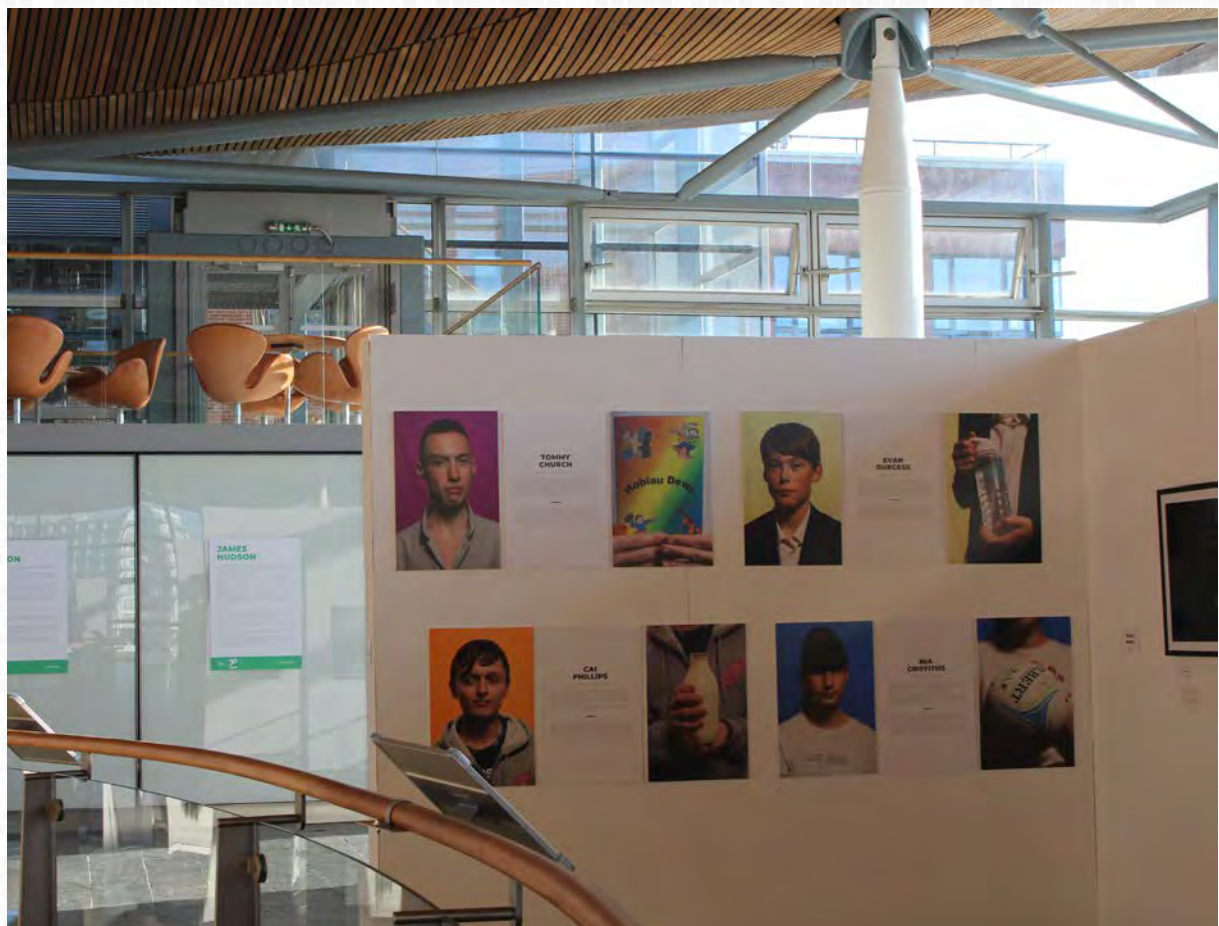


The Independent Advisers' primary role is to act as members of the Audit and Risk Assurance Committee or the Remuneration, Engagement and Workforce Advisory Committee and help to ensure that Commissioners and the Commission's senior management team are supported and constructively challenged in their roles. They are individuals with a wealth of boardroom, government and public sector experience, at the highest levels, to help the Commission meet its own high standards of good governance and efficient use of public money.

The Independent Advisers are involved in a number of the activities and service areas of the Commission, acting as critical friends on projects and sometimes participating in the meetings of the Commission.

### Remuneration

Independent Advisers receive non pensionable pay of £5,000 per annum, with £7,000 per annum for the Chairs.









# Commission Senior Leadership



**Manon Antoniazzi**  
**Chief Executive and Clerk**

In accordance with the Government of Wales Act 2006, the Assembly Commission delegates its functions, including responsibility for the management of staff, to the Chief Executive and Clerk, subject to a number of exceptions and conditions. The Chief Executive is also the Principal Accounting Officer for the Commission. To support her, the Chief Executive has a team of Directors who share the responsibility for strategic corporate management in addition to the specific responsibilities outlined below.



**Siwan Davies**  
**Director of Business**

Provision of specialist parliamentary, legal, constitutional and research services to the Assembly, ensuring the efficient and effective delivery of Assembly business including the passing of legislation through the Assembly and providing impartial expert advice to Assembly Members.



**David Tosh**  
**Director of Resources**

Provision of ICT, Estates and Facilities, Human Resources functions, Programme and Change Office, Security, Procurement and Corporate Governance and Assurance. The Director of Finance/Head of Financial Services, Nia Morgan, responsible for corporate financial strategy, planning, budget management, payments and pensions reports to David Tosh.



**Arwyn Jones**  
**Director of Communications and Engagement**

Provision of Commission and Members' support services, including support to the office of the Llywydd and the senior management team, secretariat services to the corporate Boards and Commission, as well as managing translation and reporting and official languages scheme. Ensures efficient and effective delivery of our corporate communications, visitor engagement and public information services.

Arwyn took over the Director role in September 2019; it was previously held by Craig Stephenson (see below).



**Craig Stephenson**  
**Director of Engagement**

Craig left the Commission as part of the voluntary exit scheme in September 2019.



**Elisabeth Jones**  
**Chief Legal Adviser**

Elisabeth left the Commission as part of the voluntary exit scheme in May 2019.

The post provides provision of advice, constructive challenge and assurance across the range of responsibilities of the Llywydd, Commissioners, Committees and to the Clerk and senior management, including matters considered to raise particularly novel or complex legal questions. The post is currently vacant and legal advice to the Commission is currently provided by Huw Williams on an interim consultancy basis.

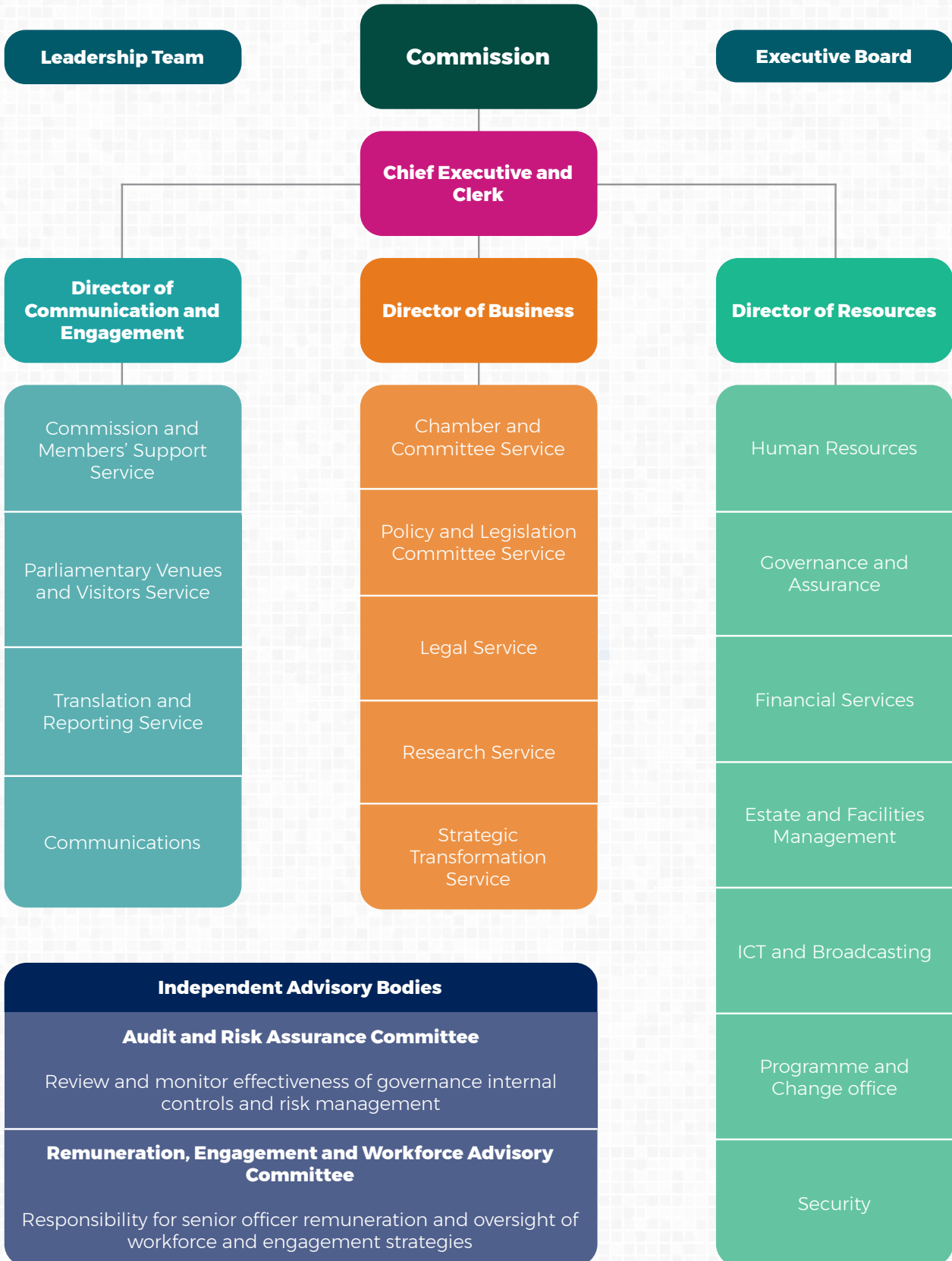
# Commission Management

The Executive Board is responsible for ensuring that the Commission’s financial and staffing resources are planned to meet known requirements. Specifically, it is responsible for planning and prioritising the Commission’s project fund which is focussed on the maintenance of the estate, the delivery of effective ICT services and the delivery of new projects to improve the performance and effectiveness of services.

A significant element of the Executive Board’s responsibility is to provide strategic oversight and leadership of the Commission’s change programme. The Executive Board is chaired by the Chief Executive and includes the Directors, Director of Finance/ Head of Financial Services, Head of Human Resources and Inclusion and Head of Legal Services. It is the strategic decision-making body for all matters delegated by the Commission. It is also an advisory body to the Commission, in setting the Commission’s Strategy, goals and priorities, the budget, and managing corporate risks.

The Leadership Team includes the members of the Executive Board and all Heads of Service. The Leadership Team’s primary responsibility is to ensure the effective delivery of operational plans and priorities.

# GOVERNANCE STRUCTURE



# Risk Management

The Commission operates a tiered risk management process by which risks are identified and managed at service or project level, regularly reviewed and risks that become significant are then escalated to corporate risks to be owned by the relevant Director.

The risk mitigation approach is assured by Executive Board's quarterly review and our Audit and Risk Assurance Committee also reviews corporate risks at its meetings, and selects a specific risk for a 'deep dive' assessment.

Through this period we have been actively managing corporate risks in the areas listed below (some of these risks have been managed throughout the whole year, some added in year while others have now been removed):

- the Commission's corporate capacity to deliver its priorities;
- accommodation capacity;
- dignity and respect;

- constitutional reform;
- Brexit;
- safeguarding;
- cyber security and compliance with the General Data Protection Regulations (GDPR);
- support contract arrangements for Legislative Workbench software; and
- the impact of Covid-19.

Further information on the identification, and management of risks, together with details of the risks added and removed can be found in the Governance Statement on page 112.



## Summary of activity

Commission Strategic Goal	Commission Priorities	Identified Corporate Risks	Areas identified for focus and development during 2019-20	Progress made during 2019-20	Looking forward to 2020-21
Pack Page 122 to provide outstanding Parliamentary support	Members are able to excel in their parliamentary roles, supported by responsive and innovative services.	Support contract arrangements for Legislative Workbench software	Starting to plan for how our services can best support Members in the Sixth Senedd.	There are several reviews of areas of work being undertaken which will shape the services we provide Members in the Sixth Senedd, in particular a review of our communications services and the new Communications Strategy; the support provided to Members as employers by Members' Business Support, support for committee Members; and Committee recommendations including the review being undertaken by the Standards of Conduct Committee and the Committee on Senedd Electoral Reform.	Planning effectively for the start of the Sixth Senedd  Accelerating the review of support to Committees
	The Assembly has the necessary resources and expertise to represent Wales's interests, as the UK withdraws from the EU.	Brexit		Having carried out wide-ranging inquiries into the impact of Brexit on Wales and through engagement with a broad range of stakeholders, committees were prepared for the UK leaving the EU at the end of January 2020. To ensure Welsh interests are safeguarded during the withdrawal process, the External Affairs and Additional Legislation Committee continued its examination of the implications for Wales arising from Brexit and it raised Welsh interests with key UK and EU actors.	
	The Assembly is supported to deliver constitutional reform to create a parliament that works for Wales.	Constitutional reform	Planning effectively to ensure a smooth and orderly transition to the Assembly's name change, scheduled for May 2020.	Under the direction of the Senedd Reform Project Board, a Name Change Integrated Team was established to "bring together representatives from services across the Assembly to plan, co-ordinate and implement the Assembly's name change, both throughout the Assembly and with external partners". It has put in place simple but effective governance to guide the delivery of the name change project.	

Further information on the corporate risks and the progress made on the areas identified for focus and development during 2019-20 can be found in the Governance Statement on page 105.

Commission Strategic Goal	Commission Priorities	Identified Corporate Risks	Areas identified for focus and development during 2019-20	Progress made during 2019-20	Looking forward to 2020-21
	An ambitious and engaging Youth Parliament that enhances the Assembly and inspires young people to participate in the democratic process.	Safeguarding	To review and take forward the work of the Youth Parliament, ensuring continuing good practice in relation to safeguarding and linking its work effectively with that of the Assembly.	<p>At a corporate level the organisation has worked to address and mitigate against the safeguarding risks identified and has appointed a dedicated Safeguarding Officer in Human Resources to lead on and address all safeguarding issues relating to the Welsh Youth Parliament and the wider organisation.</p> <p>The first joint session between Members of the Welsh Youth Parliament and Assembly Members was held and the Welsh Youth Parliament published its first major report, Life skills in the Curriculum.</p>	
<p>engage with the people of Wales and champion the Assembly</p> <p>Page 123</p>	There is greater understanding of the role of the Assembly and how to get involved, evidenced by higher levels of engagement.		Ensuring effective political and external engagement with stakeholders to support the Llywydd and the development of the Assembly Reform programme, including the <i>Senedd and Elections (Wales) Bill</i> .	<p>The Senedd Reform Project Board, accountable to the Chief Executive, was established to oversee planning and delivery of the Assembly Commission's legislative strategy and programme of reform. It maintains strategic oversight of stakeholder engagement, informed by regular discussions with the Llywydd, to ensure effective delivery of the elements of the <i>Senedd and Elections (Wales) Act</i> for which the Commission has responsibility.</p> <p>A Citizens' Assembly was held which examined how people currently engage with decision-makers at the Assembly and discussed new ways to enable citizen participation.</p> <p>The Commission held detailed discussions about holding a week of Assembly Business in Mold. However, due to the outbreak of coronavirus, plans have been postponed.</p>	Refocusing of services around public engagement with clear outcomes
	The Assembly's work and reputation are enhanced by developing and improving our connections with parliaments across the world.			We continue to play an active role in promoting Welsh democracy to international audiences both in Wales and abroad, and, this period has seen the Assembly deliver a busy and ambitious work programme as part of the Framework for International Engagement.	

Commission Strategic Goal	Commission Priorities	Identified Corporate Risks	Areas identified for focus and development during 2019-20	Progress made during 2019-20	Looking forward to 2020-21
	Commission staff are one team and everyone understands their contribution to achieving the Commission's goals.	The Commission's corporate capacity to deliver its priorities		The People Strategy: 2019 - 2023 provides a clear focus on our priorities. Our strategic ambitions centre on four interrelated aims, each supported by our commitments to diversity, inclusion and our organisational values.	Refreshing governance awareness across the organisation
All Members, staff and visitors can work in a safe environment where dignity and diversity is respected.		Dignity and respect  The impact of Covid-19	Completing our response to the Standards of Conduct Committee recommendations and mainstream activities across the organisation to help embed a culture of dignity and respect.	All of the Committee's recommendations which were addressed to the Commission have been considered and a number of changes and improvements have been introduced. Future work will see a campaign to further increase awareness, alongside the continuing review of our policies and practices to ensure that a culture of dignity and respect remains embedded throughout.  We established governance arrangements around our response to the Covid-19 pandemic. Our decision making processes have evolved as the severity of the situation has unfolded, and as the UK Government policy moved from containment to delay.	Evaluating lessons learned and the long term impacts of the Covid-19 pandemic
Financial, project and other controls enable the Commission to deliver, and we evidence value for money in everything we do.		Cyber security and compliance with the General Data Protection Regulations (GDPR)	Commission a review of corporate recruitment – examining the whole lifecycle of the existing process with the aim of making improvements to how we can be more agile in recruiting in the long term. This will run alongside (but in advance of) the introduction of a new online recruitment system.	Cyber security is a corporate risk which has been reviewed regularly, including by the Audit and Risk Assurance Committee. This threat remains high and the Commission has responded by continuing to introduce a range of protective measures and awareness raising campaigns.  The review was undertaken and made a number of recommendations, which we have taken forward in the year. A change to branding, focussing on our people has already seen an increase in the number and diversity of applications. A number of process changes have been made and new selection panel guidance has been produced. The new Online Recruitment and Tracking System, to be introduced in 2020, will enhance the process for applicants significantly.	On-going work around cyber-security and reviewing physical security to keep pace with change  Re-energising our efforts around Data Protection / GDPR compliance  Evaluating our approach to project and programme management, including the effectiveness of the Programme and Change Office

Pack Page 127  
To use sources wisely





# PERFORMANCE ANALYSIS

This Performance Analysis section provides details on how we have progressed work on the Commission’s priorities under our strategic goals.

## SUPPORTING PLENARY



**12 Individual  
Member debates**



**70 Plenary  
sessions**

## QUESTIONS ASKED IN PLENARY



**45 Topical Questions**



**1,225 Oral Questions**



**1,648 Written  
Questions**



**3 Emergency  
Questions**

# PROVIDE OUTSTANDING PARLIAMENTARY SUPPORT

In this section of the Annual Report we describe how we have delivered Assembly business.

## SUPPORTING LEGISLATION



**6** new Bills introduced



**6** Bills passed to become Acts\*

\*(including one committee Bill and one Commission Bill)

## SUPPORTING COMMITTEES



**377** Committee meetings



**97** Committee reports



## Brexit

As outlined in last year's Annual Report, the main impact of Brexit on the Assembly has related to its work as a legislature, with a substantial amount of Brexit related legislation being considered by the Assembly, including UK Brexit Bills requiring devolved consent.

Having carried out wide-ranging inquiries into the impact of Brexit on Wales and through engagement with a broad range of stakeholders, committees were prepared for the UK leaving the EU at the end of January 2020. Reports were prepared on topics as diverse as the impact of Brexit on Higher and Further Education in Wales, environmental principles and governance post-Brexit, and sustainable farming scheme proposals.

To ensure Welsh interests are safeguarded during the withdrawal process, the External Affairs and Additional Legislation Committee continued its examination of the implications for Wales arising from Brexit and it raised Welsh interests with key UK and EU actors. This included work to understand the impact on EU citizens living in Wales, scrutiny of the Welsh Government's preparations for Brexit, and publishing an assessment of the implications for Wales arising from the Withdrawal

Agreement and Political Declaration.

Consideration of an unprecedented volume of subordinate legislation has been undertaken by the Constitutional and Legislative Affairs Committee, as Welsh and UK Ministers sought to correct the statute book ahead of EU law ceasing to apply.

In supporting Members, Commission staff have responded rapidly to emerging situations and developments in the negotiations on Brexit, producing written and oral briefings on the agreements, declarations and legal developments often at short notice.

The Commission have continued to engage external expertise through the Brexit Academic Framework which enables the commissioning of short, focused pieces of work relating to Brexit, as well as providing some training for staff and Members on Brexit implications for devolved policy

areas such as health and social policy.

Assembly committees are now responding to the post-Brexit challenges they anticipated, including scrutiny of UK international agreements (with the EU and others), UK-wide common policy frameworks, the UK's changing constitution, and Wales' place in the world after Brexit. Regular liaison with the other UK parliaments through Member-led channels, and between officials at all levels on all aspects, including forthcoming business and future mechanisms for interparliamentary working, has been crucial. Work has been ongoing to support the co-ordination of the Assembly's engagement with EU institutions and Brussels-based representations, including coordinating discussions on the Assembly's future relationship with EU institutions and partners post-Brexit.







## Constitutional Reform

The Senedd and Elections (Wales) Act 2020 received Royal Assent on 15 January 2020.

Unlike most legislation considered by the Assembly, the Bill was not developed and introduced by the Welsh Government. Rather, it was introduced by the Llywydd, on behalf of the Commission.

The new law extends the franchise for elections to the legislature to include 16 and 17-year-olds and qualifying foreign citizens. This is the biggest change to the electoral franchise in Wales since the voting age was reduced from 21 to 18 in 1969.

The Commission and Welsh Government agreed a Memorandum of Understanding to work collaboratively in developing the legislative proposals relating to the franchise changes. This was considered best use of public resources, and ensured that, where possible, the Commission's changes to the franchise were consistent with the Welsh Government arrangements for local government, thereby providing a coherent administrative framework for devolved Welsh elections.

The Act also:

- Renames the National Assembly for Wales as Senedd Cymru or

Welsh Parliament. Assembly Members will be known as 'Aelodau o'r Senedd' or 'Members of the Senedd'. The name change will take legal effect in May 2020.

- Changes the rules on who can stand for election to the Senedd. Certain disqualifying offices now only have effect at the point that a Member returned in an election takes the oath or makes the affirmation of allegiance. This means a person in such an office can wait to see if they are elected before resigning from their job. Previously, they would have had to resign when standing for election.

The Act disqualifies Members of the House of Lords from being Members of the Senedd. From 2021, any Members of the House of Lords who are elected to the Senedd will be required to apply for leave for absence from the House of Lords before they are allowed to serve in the Senedd.



The Act also extends the deadline for the first meeting of the Senedd after an election; and clarifies the Commission's powers to charge for goods and services.

The Act's constitutional significance meant that it required the support of a supermajority of Members in order to be passed. On 27 November 2019, 41 of the 60 Members voted in favour of passing the Bill, including the Llywydd and the Deputy Presiding Officer.

The lowering of the voting age was a key recommendation of the report, A Parliament that works for Wales, which was published in December 2017 by the Expert Panel on Assembly Electoral Reform. The same report also recommended that the size of the Assembly should be increased by 20 to 30 additional Members, elected through a more proportional electoral system with accountability to electors and diversity at its heart.

On 10 June 2019, the Llywydd wrote to all Members to explain that while she was confident that the case in favour of increasing the number of Members had been made, there was not yet consensus on how Members should be elected. For this reason, the Commission decided it was not possible to legislate on Phase

2 of electoral reform in the Fifth Assembly.

However, the Commission would continue to explore issues relating to the size of the Assembly and how Members should be elected, thereby assisting the public debate and political parties as they consider their views on these matters.

On 10 July 2019, the Assembly agreed that an increase in the number of Members is needed and called for further cross-party work to take these matters forward.

A new Committee (the Committee on Assembly Electoral Reform) was therefore established on 18 September 2019, to look at the recommendations of the Expert Panel on Assembly Electoral Reform. The Committee is aiming to:

- consolidate and add to the existing evidence base;
- inform and engage the public; and
- outline a roadmap for reform to inform political parties' consideration of their policy positions and manifestos for the 2021 Senedd election.

The Committee had intended to hold a citizens' assembly over two weekends in July 2020 with

the findings forming part of the evidence base upon which the Committee would reach conclusions and make recommendations. However, due to the pandemic outbreak of Covid-19 these meetings had to be cancelled.

The Committee intends to publish its report early in the autumn 2020 term. The Committee will be dissolved following a Plenary debate on its final report.

The Commission will engage with and respond to the Committee's inquiries and recommendations, with the Llywydd and the Chief Executive and Clerk having provided oral and written evidence to the Committee in the course of its work. The Commission is also preparing for the Sixth Senedd on the basis of there being 60 Members with a view to mitigating its impact on the ability to scrutinise Ministers.



— PROGRESS OF SENEDD AND ELECTIONS BILL —

- **The Senedd and Elections (Wales) Bill introduced:** 12 February 2019
- **Stage 1:** Committee considerations of general principles – Start February 2019 - report published in June 2019
- **Stage 1:** Debate in Plenary on general principles – July 2019
- **Stage 2:** Committee consideration of amendments – Start July 2019
- **Stage 2:** Consideration took place in a Committee of the Whole Assembly October 2019
- **Stage 3:** Plenary consideration of amendments – November 2019
- **Stage 4:** Passing of the Bill in Plenary – November 2019
- **The Senedd and Elections (Wales) Act 2020 received Royal Assent:** January 2020

— NAME CHANGES —

<p style="text-align: center;"><b>National Assembly for Wales</b></p> <hr style="border-top: 1px dotted #ccc;"/> <p style="text-align: center;"><b>Assembly Commission</b></p> <hr style="border-top: 1px dotted #ccc;"/> <p style="text-align: center;"><b>Chief Executive and Clerk of the Assembly</b></p> <hr style="border-top: 1px dotted #ccc;"/> <p style="text-align: center;"><b>Assembly Member (AM)</b></p> <hr style="border-top: 1px dotted #ccc;"/> <p style="text-align: center;"><b>Fifth Assembly</b> (up to 5 May 2020)</p> <hr style="border-top: 1px dotted #ccc;"/> <p style="text-align: center;"><b>Assembly committee</b></p>	<p style="text-align: center;"><b>Welsh Parliament</b></p> <hr style="border-top: 1px dotted #ccc;"/> <p style="text-align: center;"><b>Senedd Commission</b></p> <hr style="border-top: 1px dotted #ccc;"/> <p style="text-align: center;"><b>Chief Executive and Clerk of the Senedd</b></p> <hr style="border-top: 1px dotted #ccc;"/> <p style="text-align: center;"><b>Member of the Senedd (MS)</b></p> <hr style="border-top: 1px dotted #ccc;"/> <p style="text-align: center;"><b>Fifth Senedd</b> (from 6 May 2020)</p> <hr style="border-top: 1px dotted #ccc;"/> <p style="text-align: center;"><b>Senedd committee</b></p>
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KEY CHANGES OF THE ACT



Lowers the voting age for Assembly elections to 16



**Senedd Cymru  
Welsh Parliament**

Changes the name of the Assembly



Makes other changes to the Assembly's electoral and internal arrangements



Changes the law relating to disqualification from being an Assembly Member





URAYESHUR BAINAN



CASEY-JANE BISHOP



CHARLEY DUKE-HOLLAND



ELLIE MURPHY



## Supporting Committees

The Assembly's committees draw together Members from across the political spectrum to undertake key work on behalf of the Assembly.

The work of committees focusses on three main areas:

- to oversee the process for making Assembly legislation;
- to scrutinise, or hold to account, the Welsh Government, public bodies and senior public office-holders; and
- to undertake their own studies of key areas of Welsh life through policy inquiries, publishing their findings and requiring the Welsh Government and others to respond.

Each committee is supported by an integrated team comprising clerking, research, legal, translation and communications staff.

Here are just a few examples of the broad range of work undertaken by Assembly Committees in 2019-20.

### **Legislation: Developing a new approach to large-scale consultation**

The Children, Young People and Education Committee scrutinised the Welsh Government's Children (Abolition of Defence of Reasonable Punishment) (Wales) Bill. The Bill's purpose was to abolish the common law defence of reasonable punishment so it is no longer available in Wales to parents as a defence to assault or battery against a child.

Recognising the likely interest in this Bill, the Committee created an online portal as part of its public consultation to make it easier for the general public and organisations to share their views with Members, and for those views to be analysed comprehensively.

In addition, the Committee commissioned the Data Science Campus at the Office of National Statistics to undertake independent data science analysis of the responses, to identify the main issues raised by respondents. This was used alongside the Committee's own analysis of the responses – 655 in total – to ensure that the range of views was reflected in the Committee's final report.



## Scrutiny: Autumn rail disruption

Quality of rail provision, and the delays and overcrowding suffered by passengers across the rail network, are consistently identified by the public as areas of concern.

In March 2019 the Economy, Infrastructure and Skills Committee published a report into autumn 2018's rail disruption, following which Members met with providers to discuss preparations being made for autumn 2019. Despite these preparations figures for cancellations and passenger time lost in autumn 2019 were worse than in 2018. Recognising the varied and complex reasons behind these problems, Members felt it was important to ensure every level involved in delivery of the rail service was scrutinised.

In 2020, the Committee held publicly broadcast sessions on performance and accountability with the Minister for Economy, Transport and North Wales, Ken Skates AM, Transport for Wales, KeolisAmey and Network Rail. In his session the Minister announced "something in the region of £2.3m in penalty notices have been issued to KeolisAmey".

Using the scrutiny process, the Committee worked on behalf of rail passengers to identify areas for improvement, help the public understand what is going wrong, and require organisations delivering our rail services space to explain what they are doing to put things right.

## Policy Inquiry: Caring for our future

In November 2019, the Health, Social Care and Sport Committee published the findings of its inquiry into the impact of the Social Services and Well-being (Wales) Act 2014 in relation to unpaid carers.

Unpaid carers are responsible for delivering the vast majority of care in Wales, estimated as being equivalent to £8.1 billion a year. The 2014 Act was intended to provide strengthened rights and better services for these carers. However, by 2018 evidence had emerged to suggest that it was not having the desired effect. It was in this context that the Committee undertook its inquiry.

As part of its evidence-gathering, the Committee was particularly keen to hear from people with lived experience of being an unpaid carer. It held a roundtable event with carers and support staff with a wide range of experiences, including caring for people with dementia, mental ill health, cancer and stroke. It also held a session with young carers, as part of

a workshop marking Young Carers Awareness Day.

Based on the evidence it heard, the Committee made 31 recommendations to the Welsh Government, all aimed at ensuring that the role and significant contribution of unpaid carers of all ages are properly recognised, valued and supported.

The Government has formally responded outlining actions underway or planned in response to the Committee's recommendations. The report and response will be the subject of a debate in the Assembly.

### **Policy Inquiry: Teaching Welsh history, culture and heritage**

In 2018 a poll by the Culture, Welsh Language and Communications Committee identified public concern about 'how Welsh history, culture and heritage is taught in our schools'. There was a sense of urgency to the inquiry because the Welsh Government was consulting on wide-ranging changes to the school curriculum.

The Committee heard from teachers, history societies, pupils and academics, who raised concerns that the changes could compromise pupils' understanding of what had shaped their nation and Wales' contribution to the world. Concerns were also expressed that the contribution of ethnic minority communities to Welsh history might not receive sufficient attention.

The Committee published its report, Teaching of Welsh History, in November 2019. The Welsh Government has already accepted a recommendation to revise initial teacher training and teaching materials to include a greater focus on diversity. In line with the recommendation, Estyn (the education and training inspectorate in Wales) will carry out a review of the current teaching in schools to assess the extent to which schools are currently meeting their requirements to teach Welsh content.

## Academic Engagement

We have continued to develop a series of initiatives to maximise the engagement of academics in the work of the Assembly, leading to improved knowledge exchange. Academic engagement with the Assembly’s work helps us to deliver on all three of our strategic goals.

A few examples:

- Seven academic fellows were selected to work alongside the Research Service during 2019. Each produced a number of published research outputs and provided verbal briefings to committees to help them with their scrutiny work. For example, Dr David Dallimore has produced three Research Briefings on the integration of early childhood education and care and briefed Members of the Children and Young People Committee which preceded their scrutiny session with the Deputy Minister.
  - A major academic conference was held at the Senedd in November 2019. The Political Studies Association Parliaments Group annual conference was attended by nearly 70 delegates,
- including people from as far afield as Canada, Bahrain and Oman.
  - A student from Cardiff University has started a three-year collaborative PhD with the Research Service on the “Continuing Significance of EU Law for the National Assembly for Wales during UK Withdrawal and Beyond”. She will spend on average 2 days a week at the Assembly to help support our Brexit work.
  - We hosted a further five UKRI-funded PhD interns for three-month placements with the Research Service during 2019. Six more will be joining us during 2020.







## Bilingual Services

Our work over the past year has focused mainly on the language skills survey, reviewing and updating service language schemes and capacity planning.

The main aim of the work was to understand more about the language skills of our staff and to ensure that teams across the organisation have the necessary language skills to deliver exemplary bilingual services. This work will mean that bilingual working is a natural part of everyday life at the Assembly and is particularly important if we are to realise our ambition to be a truly bilingual organisation leading the way in Wales and beyond. The results of this work can be seen across the organisation, with teams thinking differently about language skills, and sharing expertise.

During the year, the Chief Executive and Clerk, on behalf of the Commission, signed a Memorandum of Understanding with the Welsh Language Commissioner. In accordance with the National Assembly for Wales (Official Languages) Act 2012, the Commission is not subject to Welsh Language Standards or accountable to the Welsh Language Commissioner. However,

the official languages scheme states that our service standards compare favourably with the Welsh Language Standards, and states that the Commission would not wish to fall below the spirit of these Standards. The Memorandum establishes an informal relationship between the two organisations, which allows us to exchange ideas and share best practice. Officials from both organisations will meet periodically, and the first meeting was held in March 2020.

We have also made innovative use of technology this year to deliver bilingual services during the unprecedented Covid-19 pandemic. In order to ensure that Assembly Members were able to continue with the vital work of scrutinising legislation and holding the Welsh Government to account at a time when they were unable to be present on the estate, urgent action was needed. We investigated the technology available to hold online meetings for large numbers of people, bilingually and decided to use Zoom software.

This was due to its ability to allow simultaneous translation. On 1 April 2020, the first virtual meeting of the fully bilingual emergency Assembly was held. We have been praised nationally and internationally for this approach, and have subsequently advised several public bodies and local authorities on holding virtual meetings using simultaneous translation.

The language skills team has also used Microsoft Teams and

Skype software to provide remote language skills training. Learners have attended their normal lessons online, and tutors have adapted the provision to ensure that we maintain our bespoke and tailored approach to learning. The Language Skills Team will evaluate the provision in order to ascertain what works well so that we can use our experience to develop services and resources for delivering distance learning in the future.







## Response to the Covid-19 pandemic

The Commission, like every other parliamentary body in the UK and worldwide, has had to make unprecedented decisions to manage the impact of the Covid-19 pandemic whilst still maintaining essential parliamentary activity and ensuring the safety of Members, staff and the public.

Our decision making processes have evolved as the severity of the situation has unfolded and we continue to follow the guidance and information issued by the UK and Welsh Governments.

Paramount in all of our planning and decision making has been the necessity to ensure that the Assembly can continue to meet to undertake essential business, namely: business related to Covid-19, the legislative programme, statutory requirements and other time-critical business. A number of key actions taken by the Assembly included:

- During the week of 16 March, Business Committee met and decided to suspend all non-essential business. By the end of that week, all committees had ceased meeting.
- During the last regular Plenary meeting held on 18 March the Assembly agreed new emergency Standing Orders

to facilitate the continuity of essential business, including:

- the election of an Acting Chair for the purposes of chairing Plenary meetings, in case the Llywydd and Deputy Presiding Officer are unable to chair the meetings;
- the election of a Designated Presiding Officer to exercise the full range of functions, in case the Llywydd and Deputy are unable to act at all;
- exclusion of the public from meetings of the Assembly, on the grounds of public health.

On 23 March, the Business Committee agreed:

- To schedule one Plenary meeting a week for the foreseeable future (excluding a one week recess post Easter);
- To meet as an 'Emergency Senedd' - comprising up to

16 of the 60 Members - with reduced attendance from each political group (6 Government, 3 Conservatives, 2 Plaid Cymru, 1 Brexit, with all 4 independent Members entitled to attend);

- Committees should not meet until further notice.

On 24 March the first emergency Plenary meeting was held. The order of business was a Statement from the First Minister, a Statement from the Health Minister, and a Legislative Consent Motion seeking agreement that provisions in the Coronavirus Bill in so far as they fall within the legislative competence of the Assembly, should be considered by the UK Parliament. Further emergency Standing Orders included:

- Provision for the Llywydd to recall the Assembly, with the agreement of the Business Committee, to consider a matter of urgent public importance relating to public health;
- A reduced quorum of four (from ten) for the purposes of voting;
- Weighted voting, with a nominee from each political group voting on behalf of their group;

- Disapplying the requirement to have Oral Questions each Plenary sitting;
- A temporary process for handling subordinate legislation, which involves scrutiny being undertaken by the Assembly, rather than a committee.

On 27 March, Business Committee agreed that the next ‘Emergency Senedd’ to be held on 1 April take place virtually.

The first ‘virtual’ Plenary meeting, the first parliamentary session to be held by video-conferencing in the UK, was held on Wednesday 1 April. Attendance was decided using the ‘Emergency Senedd’ model, allowing for 16 Members, and the session was made available in full on Senedd.tv at the end of the meeting. The order of business was a Statement from the First Minister, a Statement from the Health Minister, and a Statement from the Minister for the Economy and Transport.

Building on the success of the 1 April meeting, Business Committee agreed that the ‘Emergency Senedd’ should continue to meet virtually.

The next virtual Plenary met on 8 April and was broadcast live. The number of Members participating



doubled. The order of business was a Statement from the First Minister, a Statement from the Health Minister, and a Statement from the Minister for the Environment, and Stage 1 of the Local Government and Elections (Wales) Bill. There was a weighted vote.

At time of writing, the 'Emergency Senedd' continues to meet virtually once a week.

After trialling the Zoom platform successfully for Plenary meetings, the same technology was extended to committees. Business Committee agreed a rolling four week timetable for Committee business, beginning in the week of 27 April, with virtual meetings, broadcast live.



### SHARING OUR WORK



**79,397**

followers on our main corporate social media accounts

### ENGAGING WITH PEOPLE



**18**

outward visits

**23**

inward visits



20th Anniversary digital campaign reached **3,557,563** people in May 2019

**9,300** people visited the Senedd as part of the Urdd Eisteddfod

**12** Welsh Youth Parliament Regional Meetings have been held

# ENGAGE WITH ALL THE PEOPLE OF WALES AND CHAMPION THE ASSEMBLY

This section of the Annual Report highlights the work we have done to raise awareness of the Assembly and its work and to make it more accessible to all the people of Wales.





## Anniversary - 20 years of devolution

To mark 20 years since its establishment in 1999, the Assembly held a number of events over the Summer of 2019. The programme of events debated and celebrated the achievements made over the past 20 years and focused on the future of Wales. The Assembly engaged with people, communities and organisations across the country.

To kick start the programme, on 6 May 2019, exactly 20 years since the people of Wales voted in the first ever Assembly election, the Assembly hosted a fun-filled jamboree, which included a colourful parade around Cardiff Bay and lots of interactive activities for people of all ages.

On 7 May, Assembly Members, former Assembly Members and key stakeholders from across Wales came together for a reception to celebrate 20 years of devolution.

Following speeches by Elin Jones AM, Llywydd of the National Assembly for Wales and Mark Drakeford AM, First Minister of Wales, radio and television presenter Huw Stephens presented the evening celebrating Wales' cultural talent.

National Poet of Wales, Ifor ap Glyn, read his specially commissioned poem, The Assembly at 20. Musicians Robin Huw Bowen and

Kizzy Crawford also performed.

In September, a long weekend of activities in the Senedd and Pierhead, as part of the GWLAD – Future Wales Festival, saw the Assembly working with a range of partners to showcase talks, comedy performances and even a rock concert.

Mini-festivals in Caernarfon, Carmarthen and Wrexham during November included family activities, shows and performances to entertain and inform people about the work of the Assembly.

A photographic exhibition, Many voices, One Nation, curated in partnership with Ffotogallery as part of the festival, aimed to capture the richness and diversity of the geography, culture and society of Wales. The exhibition toured around the country from October 2019.







Reflecting on the last 20 years of devolution, Elin Jones AM, the Llywydd stated:

“

*It's fair to say that the period since the first Assembly Members were elected in 1999 has not been without its challenges. Indeed, we were, to all intents and purposes, starting from scratch.*

*But that new dawn also provided us with the opportunity to plough our own furrow. From the beginning, this was a fully bilingual Parliament, and an inclusive one, with equality characterising us from the very first day.*

[...]

*Piece by piece, a Parliament has been constructed and a nation built, and today we stand on the solid foundations of the early architects of devolution.*

”



On looking forward, Mark Drakeford AM, First Minister of Wales, went on to state:

“

*I hope that, in the next 20 years, we will be able to say that progressive politics will have been preserved here in Wales, that it is still a place where collective solutions are crafted to collective problems, and where systems are changed to reach into the lives of those with the least, not just those with the most, and that we can demonstrate, as we are in this Assembly term, that that progressive trend in Welsh politics is by no means at an end.*

[...]

*I'm confident that Wales will continue to light the way towards a more prosperous, a more equal, and a greener society, and a society that is fair to all.*

”



## Urdd Eisteddfod

The Urdd Eisteddfod came to Cardiff Bay in May 2019, and the Assembly played a key role in hosting the festivities. For the first time ever, entry into the Urdd was free in order to bring in new audiences.

During the week, 9,300 people visited the Senedd to see the Art, Design and Technology exhibition, and engage with information and activities promoting both the Assembly and the Welsh Youth Parliament. The Pierhead was used as the Welsh Learners’ Pavilion and welcomed almost 8,000 visitors.

Following on from its popularity during the National Eisteddfod in 2018, allowing the public to sit in the Llywydd’s chair to have a photo taken, again proved to be a hit with many visitors.

During the week staff promoted four key actions:

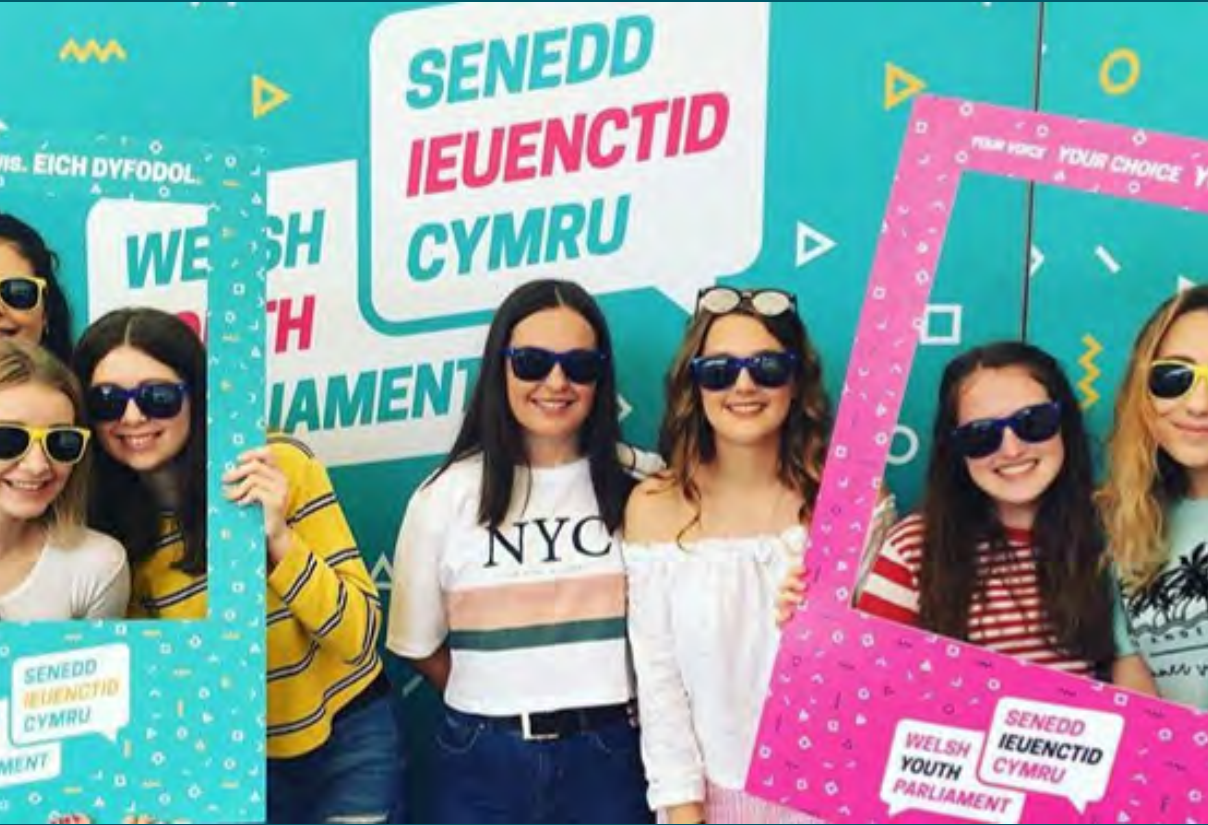
- Raise awareness of the Welsh Youth Parliament;
- Draw attention to the Assembly’s 20 year anniversary;

- Promote the work of Assembly committees in areas specifically relating to the Welsh language, arts, culture & children / young people; and
- Encourage responses to relevant live consultations.

Feedback forms completed by some of the visitors show that 70% said their visit had increased their interest in the work of the Assembly, and over 50% said it had increased their understanding of the Assembly.

In addition to the Urdd Eisteddfod, the Assembly also used the Royal Welsh Show, the National Eisteddfod and Pride Cymru as summer opportunities to meet the people of Wales and invite them to engage with the work of the Assembly.







## WELSH YOUTH PARLIAMENT

*During the year the Welsh Youth Parliament notched up a number of notable firsts.*

- A historic joint first session in June 2019 between Members of the Welsh Youth Parliament and Assembly Members, with a joint declaration outlining the Assembly and Welsh Youth Parliament's commitment to work together on behalf of the young people of Wales being unanimously agreed.
- The Welsh Youth Parliament ran its first consultation on Life Skills in the Curriculum and created its first report, which included a number of recommendations. The report was later debated in the Chamber with the Minister for Education, the Chair of the Children, Young People and Education Committee and the Children's Commissioner for Wales.
- The Welsh Youth Parliament marked 30 years of the United Nations Convention on the Rights of the Child by attending a formal Children, Young People and Education Committee. They had an opportunity to show children's rights in action by updating the Committee on the work and priorities of the Welsh Youth Parliament to date and informing the Committee's inquiry on children's rights in Wales.

Welsh Youth Parliament Members also got involved by taking part in events to mark 20 years of devolution, summer shows and the GWLAD festival.



# THE YEAR IN STATS:



**12 REGIONAL MEETINGS HAVE BEEN HELD**



**2X RESIDENTIAL MEETINGS OF ALL 60 WYPMS**



**NEARLY 7,000 PEOPLE ENGAGED WITH**



**186 REQUESTS FOR MEDIA INTERVIEWS**



**2X REGIONAL EVENTS IN NORTH AND SOUTH WALES**

## Citizens' Assembly

In July 2019, 60 people from across Wales gathered at Gregynog Hall in Newtown to form a Citizens' Assembly – a first for Wales. They tackled the issue of how people in Wales can shape their future through the work of the Assembly.

Participants were selected through a civic lottery process, which involved using a postcode database to send letters to 10,000 households in Wales and asking if an addressee, over the age of 16 years, would like to take part in the Citizens' Assembly. From those that expressed an interest, stratified random sampling was used to select 60 participants that accurately reflected the makeup of the Welsh public. This included age; educational level; ethnicity; gender; geographical spread; Welsh language skills and whether they were voters or non-voters in the 2016 Assembly Elections.

***“When a letter came through the door inviting me to participate in the Citizens' Assembly I was intrigued and didn't know what to expect - but after going through the process I came away buzzing, and feeling very positive. Often you can feel very detached from the political process - but it was nice to be included and listened to. The idea of taking ideas to a cross section of the population for discussion really***

***appealed to me - it made me feel that the system is interested in its citizens”***

- Mark Curry, Citizens' Assembly member.

At the meeting, the Citizens' Assembly debated, then voted on what they believed to be the key challenges facing Wales – these included health services, mental health services and education. They also voted on areas they felt are working well in Wales including maintenance and access to historic buildings; high quality local produce and food; and environmental protection with good progress on recycling.

A key aspect of the Citizens' Assembly was to look at how people currently engage with decision-makers at the Assembly and discuss new ways to enable citizen participation, for example, new ways that people could participate in Assembly committee inquiries and consultations; ways members of the public could be involved in questioning



government; enabling people to have a say in how the budget in Wales is approved; and in setting the wider political agenda.

Citizens' Assembly members were clear that the Assembly should continue to do more to engage people across the country and the use of innovative ways like citizens' assemblies and online platforms were welcomed.

On 29 September 2019, as part of the GWLAD festival, the Citizen's Assembly's report was presented to the Assembly for consideration and action.

Subsequently, the Assembly launched a new online platform and organised a Citizens'

Assembly. However, due to the pandemic outbreak of Covid-19 this Citizens' Assembly has been postponed for a future date.

***The Citizens' Assembly was a great idea. Some people only ever engage with the process when they go to vote but this is an effective way to reach people who wouldn't normally be involved in the political process. It is a great way to bridge the gap between people and politics.***

***It was a great experience and I hope everyone will have more of a say in future."***

- Poppy Jones, Citizens' Assembly Member and 6th form student from Cardiff



## International engagements

The Assembly continues to play an active role in promoting Welsh democracy to international audiences both in Wales and abroad, and, this period has seen the Assembly deliver a busy and ambitious work programme as part of the Framework for International Engagement.

Through our participation in international networks, our membership of the Conference of European Regional Legislative Assemblies, as well as in bespoke inward and outward visit programmes, we have positioned the Assembly as an innovative Parliament, ready to engage and share best democratic practice across the world.

Some notable highlights of the engagement programme this year have included two Members of the Welsh Youth Parliament attending the 10th Commonwealth Youth Parliament in India, the Llywydd visiting Brussels for a programme of meetings and St David's Day events and the Assembly hosting an official visit from the Catalan Parliament Speaker, Roger Torrent. In February 2020, a Llywydd led visit to Canada included programmes at the Federal Parliament in Ottawa, as well as to the National Assembly of Quebec, which covered a wide range of issues, including, official

languages, audit and risk and youth engagement.

The Assembly continues good working relations with international organisations such as the Commonwealth Parliamentary Association and the Westminster Foundation for Democracy to promote good governance within evolving and developing democracies. As part of the Commonwealth Parliamentary Association, Assembly Members have participated in numerous programmes and activities including, the annual conference in Kampala, Uganda where the Deputy Presiding Officer had prominent roles in chairing and addressing sessions on Parliamentarians with Disabilities and Women Parliamentarians. As part of the Westminster Foundation for Democracy, the Assembly has hosted visits from parliamentary delegations from Sri Lanka and the Maldives. There is already evidence of changes implemented in the Maldives parliament, based on the



Assembly committee model.

Assembly Members have also participated in Plenary meetings of the British-Irish Parliamentary Assembly where discussions focussed on climate change and Brexit. A British-Irish Parliamentary Assembly Committee enquiry visited Cardiff and took evidence on the issue of minority languages within its jurisdictions.

Commission officials have continued to play an important role in promoting Welsh democracy to our international audiences by sharing expertise of their roles within a variety of Commission service areas. This has included giving presentations to numerous visiting delegations to the

Assembly and Commission staff visiting developing legislatures, at the request of our international network partners, in order to share advice and expertise on developing Research Services and Members' Professional Development support in the parliaments of The Gambia and Malawi, respectively.

The Assembly has, in partnership with the Welsh Government, also hosted numerous visits to Cardiff Bay by senior diplomats. Meetings have been facilitated between the Llywydd and Deputy Presiding Officer with the Ambassadors of Germany, Finland, Austria, Serbia, Peru and Norway.



## APPRENTICESHIP SCHEME

**136% increase in applications from previous year**  
**43% increase in applications from BAME candidates from the previous year**



## FINANCIAL RESPONSIBILITY

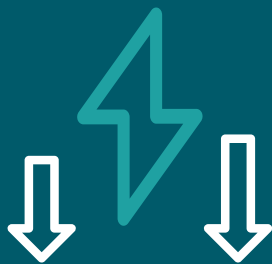


**39% of procurement expenditure with Welsh suppliers**

**Operational budget underspend 1.2% for the year**



## ENVIRONMENTAL RESPONSIBILITY



**49% decrease in total energy emissions compared to 2012-13 baseline**



**100% diversion of waste from landfill**

# USE RESOURCES WISELY

This section of the Annual Report highlights how we use our resources to support the business of the Assembly and how we ensure we use them efficiently and effectively.

## AWARDS AND ACCREDITATION







## Our People

As the Assembly continues to evolve, our ability to ensure that we have an agile workforce depends on our people having the right skills, knowledge and behaviours to both deliver our current goals and to prepare for future requirements and challenges.

During 2019 we published our new five-year People Strategy: 2019 - 2023 which provides a clear focus on the priorities over the life of the Fifth Assembly and beyond. For the first time, the Strategy deliberately straddles two Assembly terms, providing both a level of continuity, and an opportunity to review priorities in line with the strategic direction set by the Sixth Assembly.

Our strategic ambitions centre on four interrelated aims, each supported by our commitments to diversity, inclusion and our organisational values.

We want to **attract, retain and recognise** the widest range of talent:

- We have focussed on diversifying our workforce and have had another successful year of recruiting a diverse cohort of apprentices by working closely with schools and community partners, and used this opportunity to invest in developing our new generation of leaders as apprentice buddies.
- We have diversified our approach to difficult-to-recruit areas through targeted graduate schemes, an internal secondment programme, and advertised explicitly flexible roles appealing to a diverse market.
- We have developed an internal mentoring programme in partnership with our BAME staff network, continued with our academic engagement partnerships as an alternative approach to diversifying our workforce, and worked with a host of institutions and bodies to support individuals and groups who want to understand more about the Assembly by spending a short time with us.
- We have continued to showcase the Commission as an exemplar through external accolades, including awards for an Autism Friendly organisation and Estate, Top 10 Family Friendly places to work, Stonewalls Top Employer for Wales for LGBTQ+



an accolade for our LGBTQ+ staff equality network, and a reaccreditation of our Investors in People Gold standard.

We want to ensure that we have the flexibility to respond to changing priorities by investing in our people, **building a portfolio of experience, skills and expertise**; embedding a culture of innovation and creating a shared understanding with each other, and with Assembly Members:

- During the year we have exploited every opportunity afforded to us by the Voluntary Exit scheme, from making small but impactful changes through to service wide restructuring.
- We have worked with staff across areas to co-design alternative approaches for continuous improvement. This has included the development of new Performance and Development Review and skills gap processes. To better support this approach we have invested in interactive technology which supports our ethos of one team, reduces waste, and supports our diversity and business continuity commitments by ensuring that business can be supported remotely as necessary.

We have focussed on building our organisational capability through **values-led leadership**, engaging

with each other in such a way that we maximise our organisational performance as one team:

- We have embedded our organisational values through training and behaviours, promoting them alongside our aims and priorities for the Fifth Assembly. We have showcased our values in action through our new annual recognition awards.
- We have continued to support the Assembly's commitment to Dignity and Respect, and have focussed on a successful Call it Out campaign which has seen a large number of AMs, AM Support Staff and Commission staff sign up to the pledge.
- We have embedded a suite of training to support Dignity, Respect, and the confidence to challenge, entered a partnership with Survivors Trust to provide an independent sexual harassment support helpline, and launched an eLearning programme designed to support those who lead or manage others.
- We have built on the positive results of the staff survey, reviewing areas where there are opportunities to do more, including focussing differently on leadership and change through executive development.

Our commitment to creating an environment which is conducive

and beneficial to both employees and visitors means that we continuously strive to develop a work culture that promotes the **health and wellbeing** of our people:

- We have reviewed and audited our practices, supported staff through training on existing areas including mental wellbeing, Health and Safety, and musculoskeletal support, and new diverse areas of interest including safeguarding and menopause.
- We have continued to work on removing any perceived stigma around health conditions and increase knowledge and understanding through regular events, promotion campaigns, and working with our Workplace equality networks to share experiences and provide peer support.





## Diversity and Inclusion

The Diversity and Inclusion Annual Report 2019-2020 includes detailed information of our work in this area, as well as accompanying workforce and recruitment diversity monitoring data, and our equal pay and gender pay gap reporting data. This report is available via our website.

Some of the highlights of the year include:

- Our response to Covid-19 Business Continuity has focussed on diversity and inclusion. We have ensured that we have understood business needs and balanced these with the individual needs and support required by our Assembly Members and colleagues, to keep them well informed and safe.
- We marked 20 years of Devolution with an all staff event, celebrated our staff through a new recognition scheme, and launched a special Slate in-house magazine 20th edition to mark the occasion.
- We launched a successful 'Call it Out' campaign which built on the progress we have made with our Dignity and Respect commitment, empowering everyone to do something if they witness inappropriate behaviour in our workplace.
- Through our commitment to widening inclusion through recruitment, we included candidates, both successful and unsuccessful, in our review of recruitment practices. This has resulted in new, more inclusive branding, and clearer processes to enhance the candidate experience to good effect, and we are working on improving this further in the coming months.
- Our commitment to developing our apprentices was further underlined as Mahima Khan, our first BAME apprentice, won QSA Apprentice of the Year Awards. This year's apprenticeship scheme has attracted more applications than ever before.
- We were awarded the number 1 workplace in Wales for LGBTQ+ employees by Stonewall UK and we also retained our spot in the UK Top 10 for the 6th year running. This year we were also awarded Highly Commended Network Group.
- We launched our menopause guidance to support women who are going through this difficult transition in the

workplace. We also held awareness sessions for line managers and colleagues on how they can support their co-workers.

- We have been working with external providers to deliver face to face and online diversity and inclusion training to all Assembly Member staff. Highlights include Let's talk about race, Cultural Awareness, our new Skill Boosters catalogue and mindful webinars.
  - We have marked many successful diversity and inclusion events throughout the year, these include our Diversity and Inclusion week, Pride, Men's Mental Health breakfast, Wales Ability launch and our LGBT Panel discussion.
- We also signed up to the Race at Work Charter. This Charter helps businesses improve racial equality in the workplace and is composed of five principle calls to action for leaders and organisations across all sectors.
  - We worked in partnership with Business in the Community as a combined core partnership covering gender, race and wellbeing.
  - Work has started in preparation for the next Assembly term on the Remuneration Board's Determination, which is focused on removing potential barriers to standing for election as a means of helping to attract a diverse range of candidates.

Mahima Khan  
QSA Apprentice of the Year



## Financial management of our budget

The Commission must provide the Assembly with the staff, property and services required to fulfil its role as a strong, accessible and forward-looking democratic legislature that delivers effectively for the people of Wales.

The Commission's budget is used to meet the running costs of the Assembly as well as the costs of Assembly Members' salaries and allowances, as determined by the independent Remuneration Board.

The Commission has continued to refine the way it presents its budget based upon the scrutiny and feedback it has received from both the Public Accounts and Finance Committees.

The budget approach adopted for 2020-21 is consistent with that laid out in the 2019-20 budget document for non-pay and project fund budgets.

The direct link to movements in the Welsh Block has now been removed as per the guidelines provided in the Finance Committee's Statement

of Principles. The Commission's budget aims to be transparent, prudent and is set in the context of the long term financial funding situation in Wales.

It considers the budgetary requirement of the Commission for the upcoming three financial years and how the Commission prioritises its resources to ensure services are not compromised.

Assembly Members unanimously approved the 2020-21 budget on 13 November 2019.





Croeso  
i'r Senedd  
—  
Welcome  
to the  
Senedd







## Environmental impacts

During this past year, we have implemented several environmental initiatives around our buildings and wider estate, both to reduce our consumption of utilities and provide a more hospitable habitat for flora and fauna.

Building on the introduction of our beehives last year, we have worked with RSPB and Bug Life to improve pollinator habitat around our Cardiff Bay estate as part of their Urban Buzz initiative, including a wildflower strip, more diverse garden area and small pond.

We installed a significant number of energy-saving measures throughout the year, including more LED lights, with passive infrared sensors to minimise their use, as well as significant improvements to the way our primary office accommodation is heated.

These efforts, coupled with a further greening of the UK's electricity grid, have helped reduce our energy footprint to half the level of our 2012-2013 baseline year. We have therefore substantially surpassed the target for this metric already, and as we move into the final year of our current carbon strategy our focus now is a new strategy that will take us from 2021 right through until 2030.

Our environmental work continues under the banner of a formally-certified management system which includes an annual audit by a UKAS-accredited body against





the requirements of ISO14001. A summary of our performance is provided, alongside the required statistical data, but further information can be found in our Sustainability Annual Report, available via our website.

### Energy

We have seen a reduction in energy use this year, particularly electricity. Gas use has also reduced, despite a longer heating period than last year. Some of these savings are attributable to the energy efficiency measures installed throughout the past year, including more efficient lighting and controls, efficiency improvements with the heating and cooling systems, as well as more time-control mechanisms on heat sources and water boilers.

The installation of new more efficient gas boilers for our primary accommodation building, Ty Hywel, has also helped to off-set the winter heating period.

Lower gas and electricity consumption has been off-set by increases in utilities costs, with electricity prices rising by approximately 16% this year, and gas by 20%. Given the nature of our operations, electricity is by far the largest component of our utilities demand and, as such, we have seen costs rise despite our efforts to minimise use. We continue to purchase energy through the Welsh Government's National Procurement Service, in-line with most of the rest of the Welsh public sector.





## Waste and resources

During 2019, in response to a change in operational requirements, we switched contractors for our waste management provision and in doing so were able to significantly lower the cost of the service. We believe a similar amount of waste was produced to last year, albeit with more going to the energy recovery facility, and we are working with the new contractor to ensure effective reporting. None of our waste is sent to landfill.

Our rainwater harvesting system normally efficiently supports our water demand, but due to the rainwater tanks needing to be emptied, cleaned and re-filled for maintenance work, we have experienced an increase in the amount of water used on the estate this year.

Our use of paper has reduced again this year, aided in part by the provision of follow-me centralised printing, helping to reduce unnecessary paper use.

## Travel

Business travel has been similar to last year, with slightly more miles covered by road and rail, and fewer air miles than for the same period in 2018-19. However, the carbon efficiency of our travel has been improving, with more staff opting to use low or ultra-low emission vehicles (including our electric pool car), as well as even the occasional zero-carbon trip on one of our pool bikes.

We continue to promote sustainable and healthy travel options with staff, both for business trips and commuting.

Greenhouse Gas Emissions <sup>1, 2, 3</sup>		2012-13 (baseline)	2016-17	2017-18	2018-19	2019-20
Non-financial indicators (tCO2e)	Total gross emissions scope <sup>4</sup>	329	308	297	239	236
	Total gross emissions scope <sup>5</sup>	1,470	1,133	955	732	643
	Total gross emissions scope <sup>6</sup>	432	396	390	316	261 <sup>7</sup>
	Total outside of scope emissions	298	4.1	5.3	7.4	6.0
	Total gross emissions	2,588	1,846	1,659	1,304	1,156
	Total net emissions	2,290	1,841	1,654	1,296	1,150
Expenditure on accredited offsets (e.g. Government Offsetting Fund)		£0	£0	£0	£0	£0
Financial Indicators (£)	CRC Gross Expenditure	N/A	N/A	N/A	N/A	N/A

<sup>1</sup> All energy data now contains current and retrospective transmission and distribution emissions and well-to-tank emissions where applicable.

<sup>2</sup> All travel data now contains current and retrospective well-to-tank emissions for fuel use.

<sup>3</sup> Excludes Assembly Member and AMSS travel January to March 2020 due to delayed reporting requirements. Previous years have been adjusted as final claims for those years have been processed.

<sup>4</sup> Includes costs for electricity and air conditioning in offsite server farm from 2010 until its discontinuation in June 2018.

<sup>5</sup> All energy data now contains current and retrospective transmission and distribution emissions and well-to-tank emissions where applicable.

<sup>6</sup> All travel data now contains current and retrospective well-to-tank emissions for fuel use.

<sup>7</sup> Excludes Assembly Member and AMSS travel January to March 2020 due to delayed reporting requirements. Previous years have been adjusted as final claims for those years have been processed.

Energy Consumption <sup>8,9</sup>		2012-13 (baseline)	2016-17	2017-18	2018-19	2019-20
Non-financial indicators (kwh)	Electricity (renewable tariff from 2018)	3,194,890	2,623,244	2,602,054	2,647,115	2,596,810
	Gas	1,741,299	1,481,681	1,452,075	1,314,772	1,289,334
	Biomass (renewable)	840,438	308,850	409,770	492,420	404,690
Non-financial indicators (tCO2e)	Total energy emissions	1,880	1,563	1,363	1,066	962
Financial Indicators (£)	Total energy expenditure	458,168	377,993	431,187	467,404	521,093

Waste consumption		2015-16	2016-17	2017-18	2018-19	2019-20
Non-financial indicators (tonnes)	Total waste arising	123	140	142	128	103
	Recycled/ Recovery	118	136	138	124	104
	Energy Recovery	-	-	4.04	4.07	43.0
	Landfill	3.7	5	0	0	0
	Waste composted	12.5	15.9	17.0	17.0	17.5
	Hazardous waste	0.4	0.15	0.4	0.3	0.2
	Paper purchased (A4 million sheets equivalent)	2.48	1.99	2.92	2.73	2.33
Financial indicators (£)	Expenditure on all waste disposal	33,266	36,455	33,008	31,649	27,025

<sup>8</sup> Includes costs for electricity and air conditioning in offsite server farm from 2010 until its discontinuation in June 2018.

<sup>9</sup> All energy data now contains current and retrospective transmission and distribution emissions and well-to-tank emissions where applicable.

Water consumption		2014-15 (baseline)	2016-17	2017-18	2018-19	2019-20
Non-financial indicators (m <sup>3</sup> )	Supplied (direct)	6,117	5,347	4,158	6,064	6,281
	Collected (indirect)	1,554	853	578	542	515
	Abstracted (indirect)	0	0	0	0	0
Financial indicators (£)	Expenditure on supply and sewerage	22,245	19,376	15,424	12,189	18,065

Official Travel <sup>10, 11</sup>		2013-14 (baseline)	2016-17	2017-18	2018-19	2019-20
Non-financial indicators (miles)	Business travel	884,176	820,851	724,400	732,235	625,557 <sup>12</sup>
	Owned and leased vehicles	31,949	15,803	16,512	16,705	13,003
Financial Indicators (£)	Expenditure on official business travel	349,775	328,532	337,805	301,200	246,101 <sup>13</sup>

<sup>10</sup> All travel data now contains current and retrospective well-to-tank emissions for fuel use.

<sup>11</sup> Excludes Assembly Member and AMSS travel January to March 2020 due to delayed reporting requirements. Previous years have been adjusted as final claims for those years have been processed.

<sup>12</sup> Excludes Assembly Member and AMSS travel January to March 2020 due to delayed reporting requirements. Previous years have been adjusted as final claims for those years have been processed.

<sup>13</sup> Excludes Assembly Member and AMSS travel January to March 2020 due to delayed reporting requirements. Previous years have been adjusted as final claims for those years have been processed.



The information provided has been developed for our Annual Report and Accounts in accordance with HM Treasury’s Sustainability Reporting Guidance for the 2019-20 financial year. We also use the DEFRA conversion factors for 2019 for carbon dioxide equivalent (CO<sub>2</sub>e) figures. CO<sub>2</sub>e is a universal unit of measurement that allows the global warming potential of different GHGs to be compared. Emissions are reported based on a financial control approach for the core administrative estate only.

A full summary of our environmental performance can be found in the Sustainability Annual Report, available on our website.



# Corporate Key Performance Indicator Report

Our Corporate Key Performance Indicator Report looks at how the Assembly Commission performed against its strategic goals for the period April 2019 to March 2020.

Following comments from the Public Accounts Committee and the Audit and Risk Assurance Committee, at the beginning of 2019 we undertook a review of our Key Performance Indicators (KPIs) to focus them more closely around the Commission's goals and priorities and to make them more challenging. This new set of KPIs are being reported.

Some of these measures are static, and will continue for the remainder of the Fifth Assembly, while we have also included a set of measures that provide 'stretch' to improve performance in a number of identified areas, and these will be reviewed annually.



## To provide outstanding parliamentary support

### Progress during the year:

All KPI targets for providing outstanding parliamentary support were achieved.

A consistently high performance on the Record of Proceedings (RoP) with the publication targets being met 100% throughout the year.

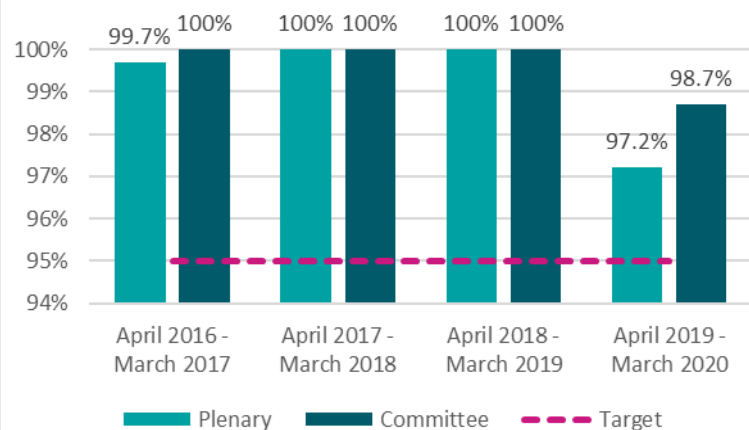
Although there was a slight decrease in Plenary and Committee meetings taking place within statutory requirements compared to previous years, these were still completed well within target.

We have seen an increase in the average score from the Assembly Member (AM) and Assembly Member Support Staff (AMSS) satisfaction survey for providing outstanding parliamentary support.

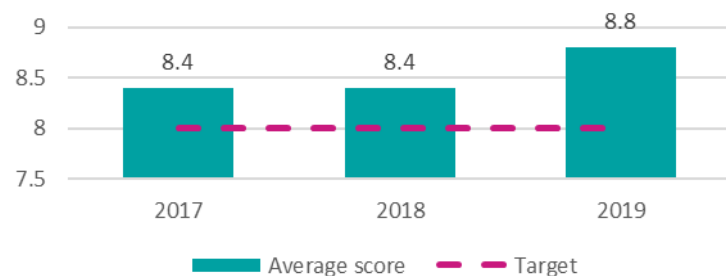
### RoP published to deadline April 2019 - March 2020



### Plenary and Committee meetings taken place within statutory requirements



### The AM/AMSS satisfaction survey for providing outstanding parliamentary support



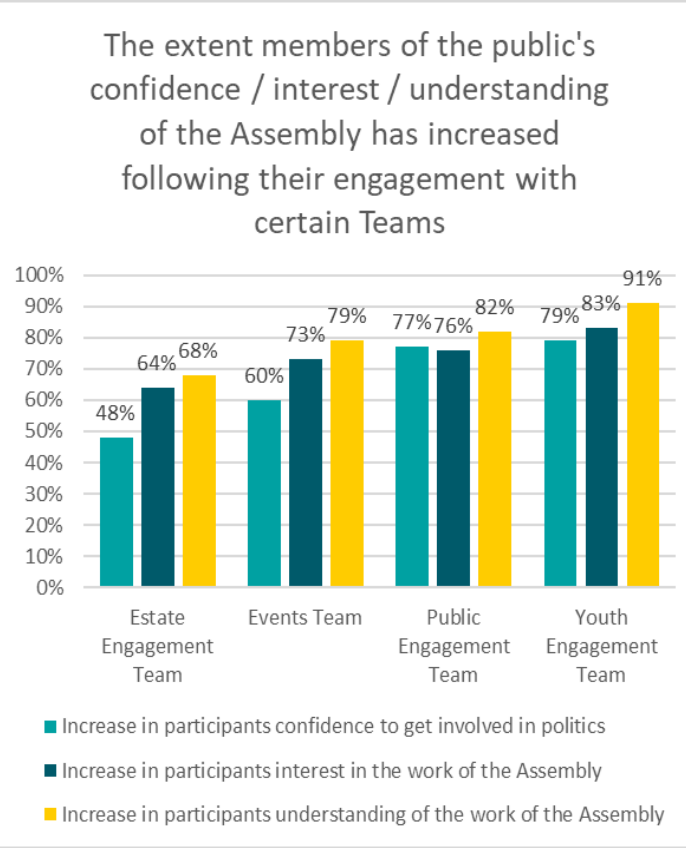
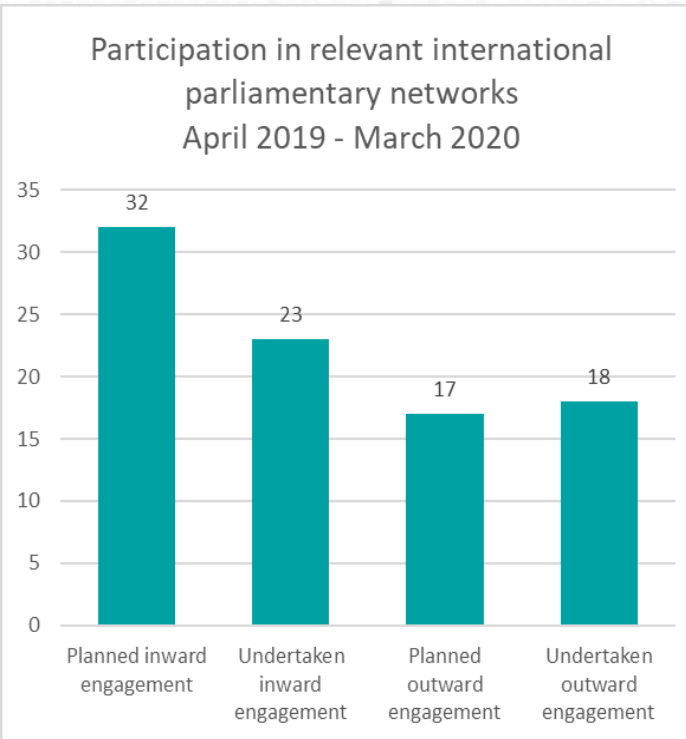


## To engage with all the people of Wales and champion the Assembly

### Progress during the year:

Over the past year we have participated in relevant international parliamentary networks to enhance the profile of the Assembly and showcase our work to international audiences. As expected when planning such engagements, some external factors resulted in a number of planned inward engagements being cancelled, but we saw a minor increase in undertaken outward engagements.

During this year, 485 AM Sponsored events and 495 tours were held on the estate. We have delivered a number of new public engagement initiatives including a Citizens Assembly and GWLAD Festival, and been engaging people in committee consultations. We continue to engage with young people by delivering outreach sessions in schools, colleges, and youth groups, as well as welcoming groups to our education centre. These engagement activities have seen an increase in the public's confidence, interest and understanding of the Assembly's work.



## To engage with all the people of Wales and champion the Assembly

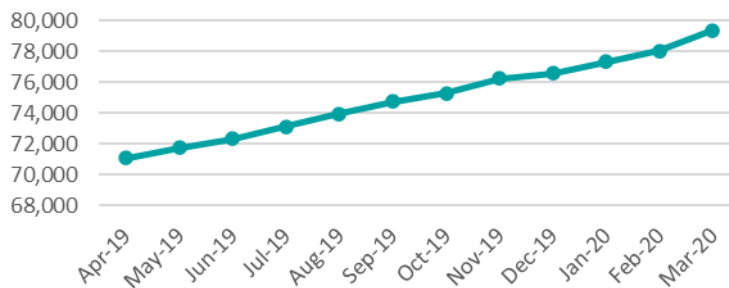
### Progress during the year:

This financial year sees a 11.7% increase in followers across the main Assembly social media accounts (main Assembly Wales / Cynulliad Cymru Facebook pages, Twitter channels, LinkedIn, Instagram and YouTube). The growth rate was sustained well throughout the year with increases associated with key events, such as around the digital promotions and activities on the Assembly's 20th anniversary and the final stages of the *Senedd and Elections (Wales) Bill*.

There has been a concerted effort to actively engage the media around the work of the committees and this has seen some success with peaks and troughs over the year, usually following the Assembly term/year cycle. October 2019 was the busiest and most successful month with many communication campaigns around committee work coinciding at the same time.

Due to the outbreak of Covid-19 all committee work was suspended in March 2020.

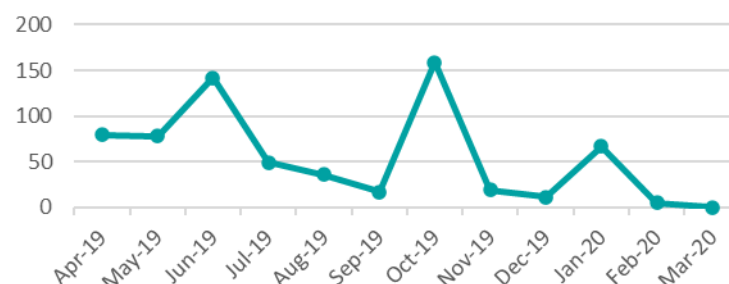
Increase in the number of followers on our main corporate social media channels



Reach as a result of promotion of committee inquiry and report launches



Media distribution platforms engaged with as a result of promotion of committee inquiry and report launches



## To use resources wisely

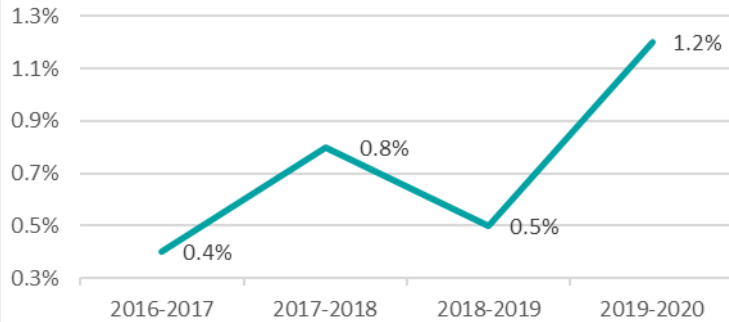
### Progress during the year:

The end of year operational outturn is within target of the approved Commission's operational budget for the financial year. Our unqualified accounts, certified by the Auditor General for Wales, are accompanied by an ISA260 report which confirms no significant issues have been raised.

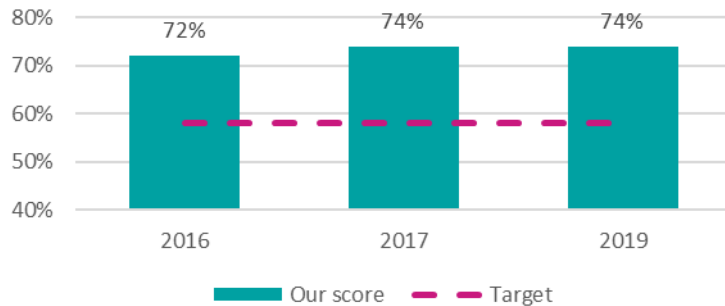
We continue to gain a high engagement score to the staff survey and perform higher than the Civil Service People Survey median score of 58%. Our next staff survey will be conducted in partnership with our Investors in People accreditation due in March/April 2020.

There has been a year on year increase in the average number of Welsh language learners enrolled across all levels. The introduction of Courtesy Level Welsh training and language skill levels has seen take-up of learning and refreshing at all levels increase.

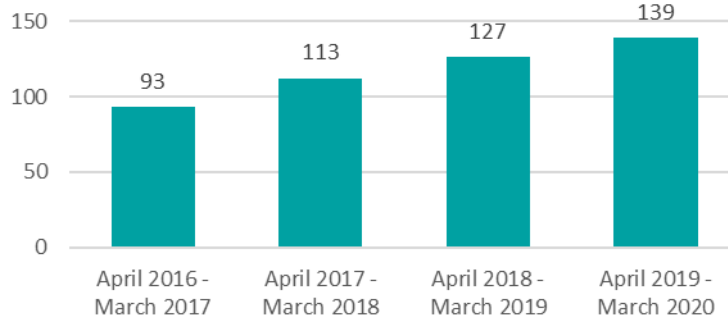
End of year operational outturn is within the range 0% to 1.5% of the approved operational budget



The overall engagement index score from the staff survey is at, or above, the Civil Service Median score



Average number of Welsh language learners enrolled across all levels is maintained or increased





### ‘Stretch’ Indicators

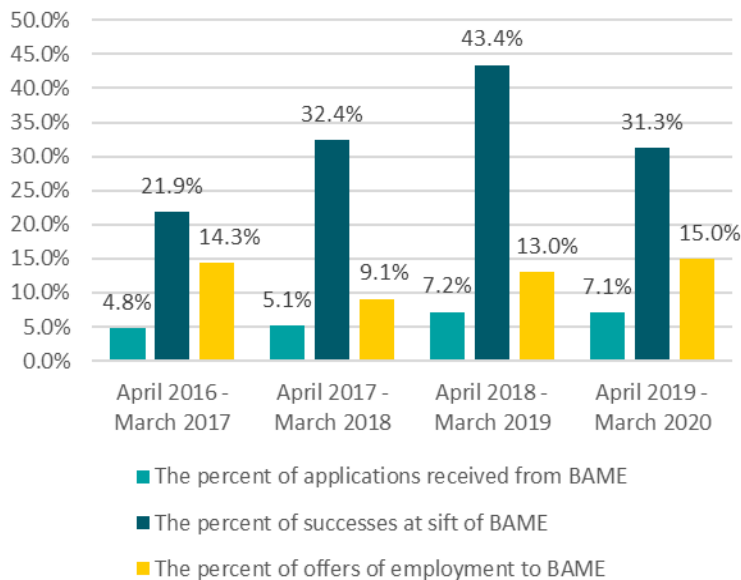
#### Progress during the year:

We have a target to increase the number of applications for externally advertised jobs from individuals identifying as black, Asian and minority ethnic (BAME) year on year for the next 3 years.

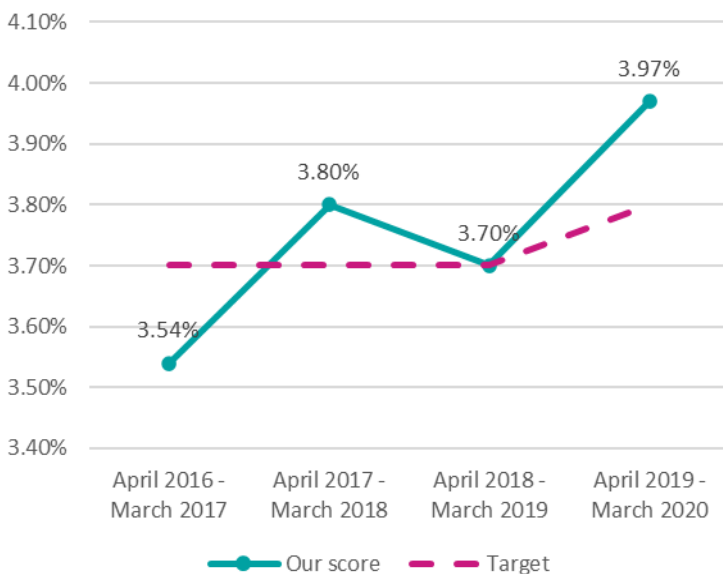
Over the last two years we have seen an increase in the number of applications received from BAME compared to 2016-2017. However, this is still a small percentage of the overall received applications and we are undertaking work to raise awareness of the Assembly as an employer within BAME communities.

Absence rates for the rolling 12 month average at the end of March 2020 have increased from last year. Monthly incidences of absence had consistently stayed below the CIPD benchmark (3.8%) since April 2019, unfortunately a large spike in January 2020 has resulted in a rolling 12 month average which exceeds the benchmark. Absence continues to be a focus.

#### Increase applications for externally advertised jobs from individuals identifying as BAME



#### Staff rolling 12 month average sickness absence rate is at, or below, the public sector average as reported by the CIPD





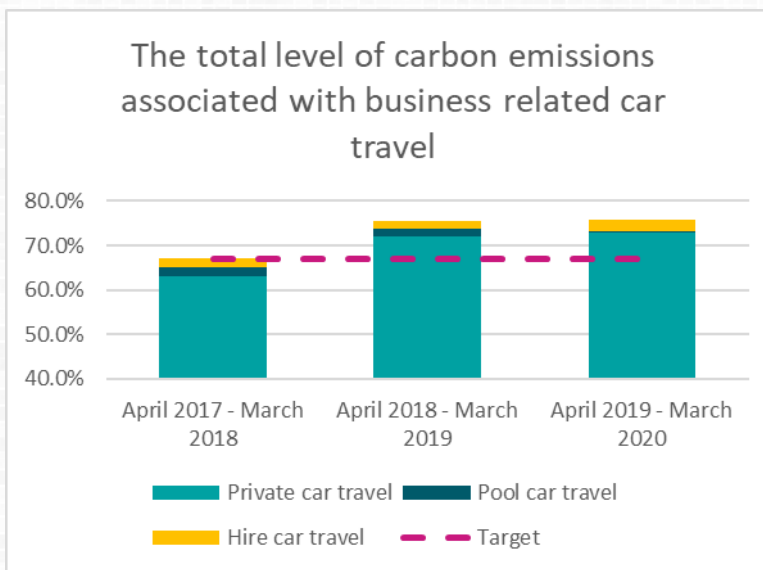
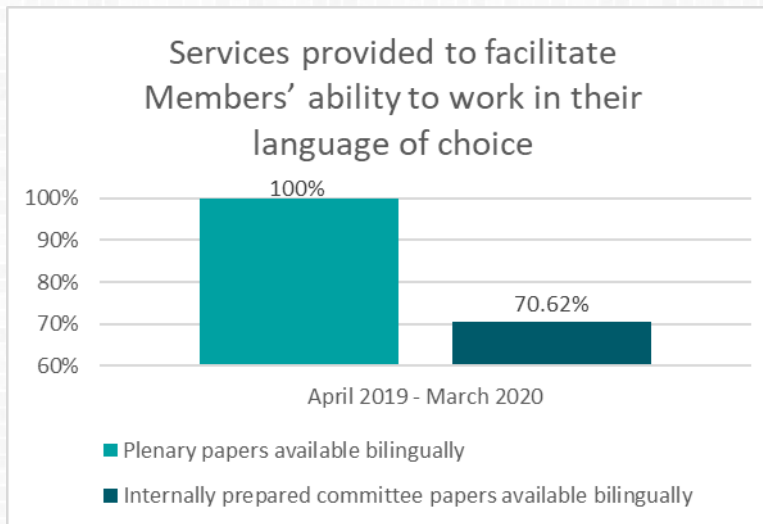
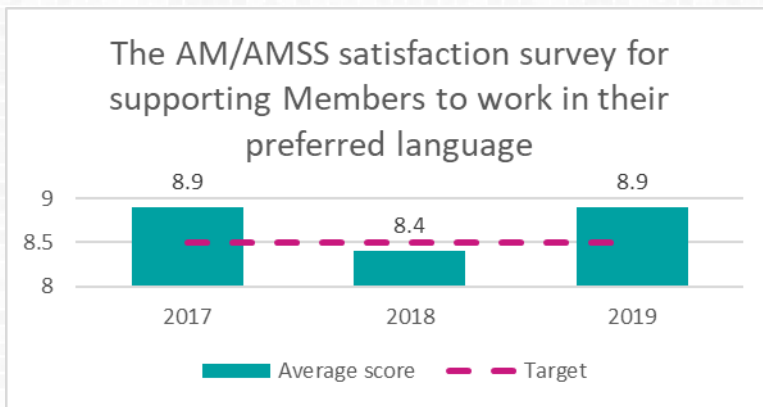
## ‘Stretch’ Indicators

### Progress during the year:

In 2019, we saw an increase in the average satisfaction score from the AM/AMSS satisfaction survey for supporting Members to work in their preferred language, compared to 2018. The next satisfaction survey will be completed in September 2020.

In order to facilitate Members’ ability to work in their language of choice in Plenary and Committees we aim to deliver 100% of papers bilingually by agreed timescales. Although we are delivering a high percentage of papers to agreed timescales, we have some way to go before reaching our target for committee papers.

Our target is to reduce our total level of carbon emissions associated with business car travel to below the 2017-2018 baseline of 67%. The switch to an electric pool car during 2018-2019 resulted in a decrease in the pool car carbon footprint (0.1% in 2019-2020). However, the last two years have seen a decrease in air travel mileage which, while positive, has increased the relative percentage of car use.



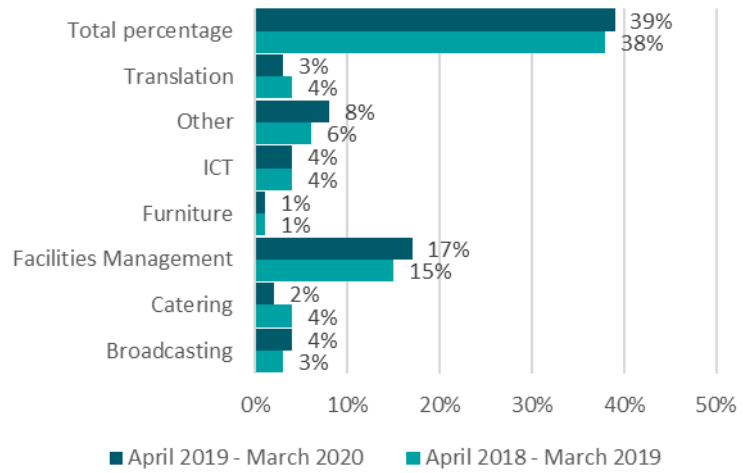
## ‘Stretch’ Indicators

### Progress during the year:

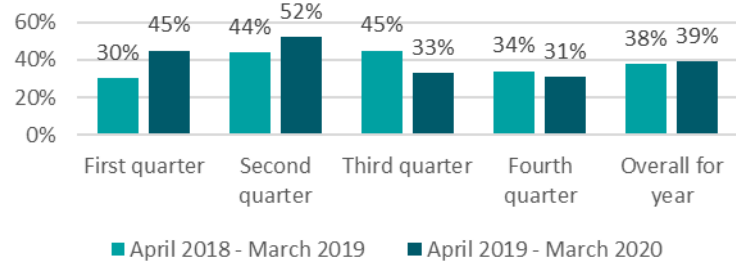
During the year we have seen some increases and decreases in the percentage of Commission spend with Welsh suppliers for a number of different sectors. Overall, we have seen a slight increase with 39% of spend for 2019-2020 being with Welsh suppliers. We are undertaking work to encourage tenders from more Welsh suppliers where possible and hope to see this percentage increase over the next year.

Digital promotions and activities saw the social media analytics reach of certain campaigns increase at key milestones throughout the year. The 20th anniversary celebrations began in May 2019 with a digital campaign, including the launch of a dedicated website, that reached the single highest monthly number of people. While in October - November 2019 social media reach on Assembly reform peaked as the *Senedd and Elections (Wales) Bill* passed through the Assembly legislative process, before being agreed in November 2019.

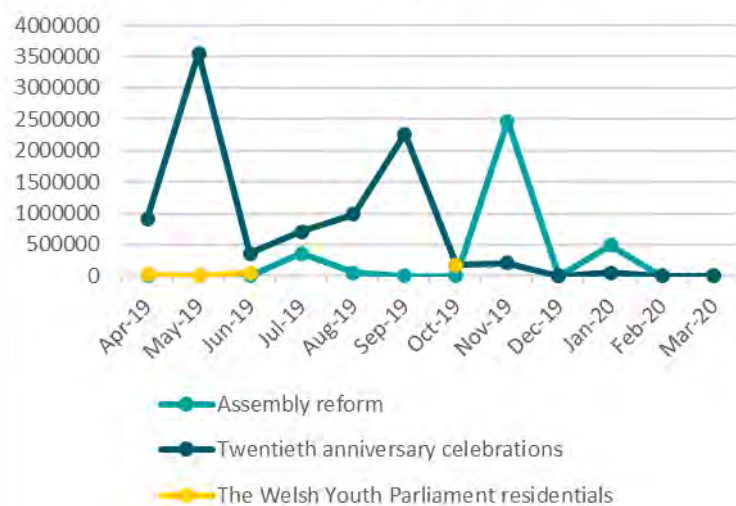
### Increase the percentage of Commission spend with Welsh suppliers to 43% by the end of the Fifth Assembly



### Percent spend with Welsh suppliers



### Social media analytics reach



**Manon Antoniazzi**

Chief Executive and Clerk of the Senedd

Date: 15 June 2020











# ACCOUNTABILITY

Overview

Performance Analysis

Accountability

Financial Statements

# Corporate Governance

This report, which has been signed by the Chief Executive and Clerk as Principal Accounting Officer in line with Treasury rules, provides information about senior remuneration and audit.

## Directors' report

### **Commissioners and other office holders**

Information on the Llywydd (Presiding Officer) and Commissioners is included on pages 14 - 15.

### **Independent Advisers**

Information on the Independent Advisers and Independent Committee members is included on pages 16 - 17.

### **Senior management**

Information on the Chief Executive and Clerk, and senior management having responsibility for directing the major activities of the Commission during the year is included on pages 20 - 21.

### **Significant interests held by Members**

A Register of Financial and Other Interests of Members is available at [www.senedd.wales](http://www.senedd.wales) and [www.senedd.cymru](http://www.senedd.cymru).

## Personal data related incidents

There was one incident of personal data loss requiring reporting to the Information Commissioner's Office between 1 April 2019 and 31 March 2020. There were five incidents of personal data breach reported internally, which were investigated and managed internally. Given that the likelihood of damage or distress to the data subject in each case was considered to be low, no further escalation was required.

## Diversity, Inclusion and Staff engagement

Information on the Commission's policies and activities relating to diversity, inclusion and staff engagement can be found within the Remuneration Report (pages 121-135).

## Auditor

The Accounts of the Senedd Commission are audited by the Auditor General for Wales. The Audit Report can be found at page 141. The estimated external audit cost for the audit of these financial statements is £57,958 (2018-19, £55,900). No additional non-statutory audit work was incurred during 2019-20 (2018-19, nil).

## Disclosure of information to the Auditor General for Wales

So far as I am aware:

- there is no relevant audit information of which our auditor is unaware; and
- I have taken all the steps that I ought to have taken in order to make myself aware of any relevant audit information, and to establish that our auditor is aware of that information.

## Accounts Direction

The accounts set out in pages 136-151 have been prepared in accordance with the Treasury Direction issued under Section 137 of the *Government of Wales Act 2006*. The financial statements comply with the requirements specified in HM Treasury's Financial Reporting Manual and are supported by explanatory notes. These accounts set out the financial impact of decisions made by the Commission both within the financial year and arising from previous financial years.

Information about the Senedd and Commission is also available on the Senedd website at [www.senedd.wales](http://www.senedd.wales) and [www.senedd.cymru](http://www.senedd.cymru).

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**Manon Antoniazzi**

Chief Executive and Clerk of the Senedd

Date: 15 June 2020

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## Statement of Commission and Principal Accounting Officer responsibilities

The Chief Executive and Clerk of the Senedd is, by virtue of Section 138 of the *Government of Wales Act 2006*, the Principal Accounting Officer for the Commission.

The Chief Executive and Clerk of the Senedd has prepared the statement of accounts in accordance with the Direction issued by HM Treasury and with the accounting principles and disclosure requirements set out in the Government Financial Reporting Manual. The Resource Accounts are prepared on an accruals accounting basis and give a true and fair view of the Commission's state of affairs at the year-end and of its net resource outturn; resources applied to objectives; statement of comprehensive net expenditure statement of financial position; cash flows, and statement of changes in taxpayers' equity for the financial year.

In preparing the accounts the Chief Executive and Clerk of the Senedd has:

- complied with the accounts direction issued by HM Treasury;
- complied with the relevant accounting and disclosure requirements and applied suitable accounting policies on a consistent basis;
- made judgements and estimates that are reasonable and prudent;
- stated whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the accounts; and
- prepared the accounts on a going concern basis.

The relevant responsibilities of the Principal Accounting Officer, including the responsibility for the propriety and regularity of the finances of the Commission and for the keeping of proper records, are set out in a Memorandum issued by HM Treasury.

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**Manon Antoniazzi**

Chief Executive and Clerk of the Senedd

Date: 15 June 2020

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# Governance Statement

This Statement, which is signed by the Chief Executive and Clerk as Principal Accounting Officer, sets out the way in which the Commission is governed and managed and how it is accountable for what it does. It outlines assurances on the effectiveness of the Commission's governance framework in delivering its strategic goals for the year ending 31 March 2020.

## Governance framework

Under the terms of the *Government of Wales Act 2006*, the Commission delegates its functions, including responsibility for the management of staff, to the Chief Executive and Clerk (the Chief Executive) subject to a few exceptions and conditions. This includes the governance arrangements to facilitate the effective operation of the Commission to deliver against its strategic goals.

The governance framework comprises the structures, systems, processes, and the culture and values, by which the Commission is directed and controlled. It defines accountability, relationships and responsibilities among those who work with and in the organisation, determines the rules and procedures through which the Commission's goals and objectives are set, and provides the means of attaining these and monitoring performance. The framework addresses: strategic and operational planning; management of risk and performance; information governance; procurement; and financial management. Corporate policies and codes of conduct ensure everyone working at, or with, the Commission is aware of the need to operate to the highest governance standards. There are also policies on fraud, corruption and bribery, and whistleblowing.



## Compliance with governance principles

The Commission has adopted and complies with a set of governance principles and supporting provisions<sup>14</sup> which are consistent with HM Treasury and Financial Reporting Council codes of practice and the International Framework: Good Governance in the Public Sector. The Assurance section of this statement (page 113) describes how evidence of this compliance has been gathered through the Commission's Assurance Framework which includes assurance statements from senior management.

## Governance structure

### The Commission

The Commission is the corporate body which is responsible for ensuring that property, staff and services are provided for the Senedd to operate effectively. It comprises the Llywydd (Presiding Officer) who is its Chair, and four Commissioners. Further information on the Commission is included within the Overview section of the Annual Report.

The Commission's Principal Accounting Officer is the Chief Executive and Clerk who is accountable to the Commissioners for the delivery of their strategic goals and priorities and personally accountable to the Senedd for the organisation and quality of management in the Commission, including its use of public money and the stewardship of its assets. Senedd staff are employees of the Commission.

### Commission Committees

As part of the governance framework, the Commission has an Audit and Risk Assurance Committee and a Remuneration, Engagement and Workforce Advisory Committee, membership details of which can be found within the Overview section of the Annual Report. These are independent advisory bodies with no executive powers and produce and publish their own Annual Reports.<sup>15</sup>

The Audit and Risk Assurance Committee's role is to review the comprehensiveness, reliability and integrity of assurances and whether they

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<sup>14</sup> [https://senedd.wales/en/abthome/about\\_us-commission\\_assembly\\_administration/comm-corporate-framework/Pages/governance\\_principles\\_supporting\\_provisions.aspx](https://senedd.wales/en/abthome/about_us-commission_assembly_administration/comm-corporate-framework/Pages/governance_principles_supporting_provisions.aspx)

<sup>15</sup> <https://business.senedd.wales/mgIssueHistoryHome.aspx?IId=13291>



meet the Commission and the Accounting Officer's needs. It has a focus on internal and external audit reports including the implementation of recommendations; the Commission's Annual Report and Accounts; reports on risk management; major projects, and governance and internal control arrangements.

The Remuneration, Engagement and Workforce Advisory Committee makes recommendations on matters regarding the remuneration and terms of service of the Chief Executive and other senior posts and matters associated with the Commission's strategic approach to engagement and workforce development. This assists the Commission in ensuring that remuneration arrangements meet the highest standards of probity and accountability for the use of public funds.

## Other

Outside the Commission's governance framework, there is also an independent Remuneration Board with statutory functions to determine the salaries and other financial support available to Members. This Board produces and publishes its own Annual Report.

## Decision taking and business management

The Commission meets on a regular basis to provide direction and to oversee delivery of the Commission's strategic goals and objectives. The Commission delegates its day-to-day management functions to the Chief Executive. The formal delegation<sup>16</sup> outlines exceptions and areas on which the Chief Executive must consult with the Commission. There is also an established system of delegated authorities to control resource management which covers finance, staffing and other resource responsibilities, such as procurement. The Commission administration is divided into three Directorates: Business; Resources; and Engagement and Communication, reporting to the Chief Executive. The Director of Finance is a member of the Resources Directorate. The Directorates are further sub-divided into service areas, led by Heads of Service.

The Commission's decision-making structure consists of an Executive Board and a Leadership Team. Further details on the Executive Board and

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<sup>16</sup> [https://senedd.wales/en/abthome/about\\_us-commission\\_assembly\\_administration/comm-corporate-framework/Pages/delegation\\_of\\_assembly\\_commission\\_functions.aspx](https://senedd.wales/en/abthome/about_us-commission_assembly_administration/comm-corporate-framework/Pages/delegation_of_assembly_commission_functions.aspx)

Leadership Team can be found on page 22 in the Overview section of the Annual Report.

## Planning and performance measurement

The Commission's strategy for the Fifth Assembly, 2016-21<sup>17</sup>, which was agreed in June 2016, has provided direction and informed planning at a corporate and service level. A review of this strategy during 2018-19, alongside a thorough review of capacity, resulted in a revised set of corporate priorities up until the next election in May 2021, as outlined in a 'Senedd on a page'<sup>18</sup> document.

At the end of 2019 and beginning of 2020, the Executive Board dedicated time to reflecting on progress against the strategy and learning to be drawn from experience. It considered future factors which could drive and shape organisational direction, in order to review the goals and priorities for the Sixth Senedd. The Executive Board will need to revisit organisational priorities in light of the evolving needs and scenarios arising from the Coronavirus pandemic.

The Leadership Team carries out regular reviews and scrutiny of service and capacity plans which helps ensure effective deployment of our resources for current and future demands across the Commission. The organisation of resources within and across directorates and service areas is also now done continuously which enables the quick re-assignment of staff in response to emerging priorities and pressures.

The Commission's Corporate Performance Report includes Key Performance Indicators which demonstrate the Commission's performance across services. A review of performance measures resulted in the introduction of more relevant, challenging and outcome-focused measures.

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<sup>17</sup>[https://senedd.wales/NAfW%20Documents/About%20the%20Assembly%20section%20documents/Commissionstrategy-Englishbranded1\(final\).pdf](https://senedd.wales/NAfW%20Documents/About%20the%20Assembly%20section%20documents/Commissionstrategy-Englishbranded1(final).pdf)

<sup>18</sup><https://senedd.wales/NAfW%20Documents/About%20the%20Assembly%20section%20documents/Commission-on-a-Page-en.pdf>



## Progress and performance

In last year's Governance Statement, a number of areas for focus and development were identified; progress is outlined below:

### **Ensuring effective political and external engagement with stakeholders to support the Llywydd and the development of the reform programme, including the *Senedd and Elections (Wales) Bill***

In July 2018 the Commission agreed to pursue a two phase strategy, reflecting where there was sufficient consensus to proceed and where there was still further work to be done.

The first phase of reform was to be delivered in time for the 2021 elections, through the *Senedd and Elections (Wales) Act* which came into force after receiving Royal Assent on 15 January 2020. Further information on this can be found at page 35 in the Annual Report.

The second phase focuses on the capacity of the Senedd and electoral system. In June 2019, the Commission concluded that it would not be possible to legislate within this Senedd. Consideration of the Expert Panel's report is being undertaken by the Committee on Senedd Electoral Reform which was established in September 2019. The Committee is taking forward stakeholder and public engagement in respect of the "phase 2" recommendations by the Expert Panel. Further information on this can be found at page 35 in the Annual Report.

The Senedd Reform Project Board, accountable to the Chief Executive, was established to oversee planning and delivery of the Commission's legislative strategy and programme of reform. Its remit excluded oversight of the delivery of scrutiny of the Bill. It maintains strategic oversight of stakeholder engagement, informed by regular discussions with the Llywydd, to ensure effective delivery of the elements of the *Senedd and Elections (Wales) Act* for which the Commission has responsibility.

The Senedd Reform Project Board is responsible for overseeing support for the Llywydd and the Commission in their interactions with Committee on Senedd Electoral Reform.

A Memorandum of Understanding was put in place in 2018 with the Welsh Government to govern the preparation of the votes at 16 elements of the Act. This proved effective in ensuring a robust electoral framework for votes at 16

for Senedd elections in Wales, anticipating the introduction of a correspondingly enlarged franchise for local government elections as well, as proposed in the Welsh Government's Local Government Bill. The Memorandum of Understanding ensured that the Llywydd and Commission had expert policy, legal and drafting advice during the passage of the Bill in relation to voter registration.

Commission officials attend the Wales Electoral Co-ordination Board, and the Wales Electoral Practitioners' Working Group. The Wales Electoral Co-ordination Board plays a key role in co-ordinating the planning of all-Wales electoral events, activity and electoral modernisation and reform. It facilitates greater collaboration between Returning Officers, Electoral Registration Officers and key partners in Wales. The discussions have helped inform the Commission's policy and implementation planning. The Llywydd also attended the Wales Electoral Co-ordination Board during the passage of the Bill.

The Commission is contributing positively to awareness raising for younger people. This includes engaging directly with younger people, including Youth Parliament Members, and education professionals to ensure that any resources are effective, as well as enabling younger people to co-produce the resources which are being created for them. The resources will be available in May 2020 on the Hwb platform.

The Commission is also a member of the Welsh Government's Democratic Renewal Steering Group and participates in the votes at 16 sub-group. This group is facilitating the exchange of information between key partners and engagement with stakeholders representing young people, education and local government.

Senedd reform is an important driver for the refreshed Communications strategy in the run up to the 2021 election. This was agreed by the Commission in January 2020.

### **Planning effectively to ensure a smooth and orderly transition to the Assembly's name change, scheduled for May 2020 should the Bill pass**

Under the direction of the Senedd Reform Project Board, a Name Change Integrated Team was established to "bring together representatives from services across the Commission to plan, co-ordinate and implement the name change, both throughout the organisation and with external partners".



It has been responsible for producing guidance to staff, Members and the public. It has put in place simple but effective governance to guide the delivery of the name change project with a view to enabling post-legislative scrutiny, as the Commission agreed to do so during the scrutiny of the Bill.

The integrated team has been effective in escalating risks and issues to the project board, and subsequently the Executive Board and Commission for decision. It also produced a revised plan as a result of the impact of the Covid-19 pandemic, two months before the name change was due to happen.

The name change takes place on 6 May 2020. An evaluation of the project and lessons learnt will be taken during the course of 2020.

### **Starting to plan for how our services can best support Members in the Sixth Senedd**

As mentioned, the Executive Board has already given consideration to its future priorities for the Sixth Senedd, informed by key drivers for change such as Brexit, public appetite for political engagement and potential scenarios arising from Constitutional Change and Senedd Reform.

There are several reviews of areas of work which are either underway or in early planning stages, which will shape the services provided to Members in the Sixth Senedd, in particular a review of our communications services; the support provided to Members as employers by Members' Business Support, support for committee Members; and committee recommendations including the review being undertaken by the Standards of Conduct Committee and the Committee on Senedd Electoral Reform. These changes will be facilitated by components of the People Strategy, such as the new recruitment system and review of the competency framework for staff (see page 63) which will enable us to have the right skills in the right place.

The Leadership Team planning exercise for 2021-22 was scheduled for March 2020 but postponed to April 2020 due to the Covid-19 pandemic. This has helped us to re-set expectations and incorporate new insights. The ability of the organisation to adapt quickly to new ways of working is proving to be an excellent learning opportunity which will also inform the future strategy.

## Completing our response to the Standards of Conduct Committee recommendations and mainstream activities across the organisation to help embed a culture of dignity and respect

The Commission has considered all of the Committee's recommendations which were addressed to the Commission and a number of changes and improvements have been introduced:

- The Commission has delivered awareness training across the organisation and embedded it into our induction and professional development programmes.
- We ran a successful Call it Out campaign and got around 100 people, including from Members, their staff and Commission staff, to sign up to the pledge.
- Through conducting anonymous checks, the organisation has the assurance that the Dignity and Respect website pages are user friendly and accessible.
- Our Contact Officers are providing an important, trusted service, providing user-focused advice, guidance and emotional support where required.
- Specialist external support is available for any complainants regarding sexual harassment or sexually inappropriate behaviour.
- An Annual Dignity and Respect Survey is undertaken which includes a series of questions around experiences and awareness of the complaints procedures and processes. This is issued to Members, their staff and Commission staff.
- The confidential Investors in People survey has also provided a positive opportunity for more independent feedback.

Future work will see a campaign to further increase awareness, alongside the continuing review of our policies and practices to ensure that a culture of dignity and respect remains embedded throughout the organisation. Work includes launching a management eLearning programme for all Members, Members' support staff and Commission staff.

As the report recommendations were being implemented, the Standards of Conduct Committee identified the need for a more far reaching examination



of the Standards regime to ensure that the process was fair and equitable to all – which is one of the primary aims in the Committee’s report. The Committee has commenced a root and branch examination of the Code of Conduct and associated procedures. The Chief Executive, as Accounting Officer, gave evidence to the Committee at the outset of the inquiry outlining areas of concerns with the Standards process.

**To review and take forward the work of the Youth Parliament, ensuring continuing good practice in relation to safeguarding and linking its work effectively with that of the Senedd**

New and temporary safeguarding risks arose and were identified in the course of preparing for the Welsh Youth Parliament residential weekend. Careful project management, planning and cross-service discussions meant that controls were put in place to mitigate these risks.

The Welsh Youth Parliament team has undertaken in-depth training and dealt with real world examples. Their work has been praised by external experts. At a corporate level the organisation has worked to address and mitigate against all the safeguarding risks identified and has appointed a dedicated Safeguarding Officer in Human Resources to lead on and address all safeguarding issues relating to the Welsh Youth Parliament and the wider organisation.

During June 2019, the Welsh Youth Parliament also held a joint session with Members of the Senedd. Further details on this and other work of the Welsh Youth Parliament can be found on page 60 of this Annual Report.

**Commission a review of corporate recruitment – examining the whole lifecycle of the existing process with the aim of making improvements to how we can be more agile in recruiting in the long term. This will run alongside (but in advance of) the introduction of a new online recruitment system**

The review was undertaken and made a number of recommendations, which have been taken forward in the year. A change to branding, focussing on our people, has already seen an increase in the number and diversity of applications. A number of process changes have been made and new selection panel guidance has been produced.

The new Online Recruitment and Tracking System to be introduced in 2020 will enhance the process for applicants significantly. As well as releasing the

Recruitment Team from administratively intensive tasks so that they can provide more proactive support and guidance, other benefits from this new system in terms of governance will include: ensuring compliance with data protection legislation (including GDPR); and improving statistics and reporting. This will provide more robust outputs and allow us to better monitor spending, measure return on investment and use our recruitment budget more efficiently.

## Financial management and performance

Our financial management and performance reflects the Commission's continuous improvement ethos. We have continued to make improvements in financial control, reporting and forecasting to ensure we make best use of available resources.

Early in the year, a series of exercises was undertaken to prioritise investment proposals. This gave Executive Board clarity over the forward work programme and the project fund. Each quarter, service and project budgets are tested in order to ensure any change in the level of funds required is identified promptly and, where appropriate, funds re-allocated.

An internal audit on fixed assets took place in the autumn and there was a positive outcome, where the fixed assets arrangements were assessed as providing 'Substantial' assurance. This is the highest level of assurance where the framework of governance, risk management and control is adequate and effective.

During the year a number of initiatives have been taken forward. A new budget management / forecasting template has been developed; this provides budget holders with greater visibility of actual and forecast spend which in turn enables better control and closer scrutiny. An exercise was undertaken in the autumn of 2019, across all service areas, to review all open purchase orders to strengthen management and control in this area. Further, a series of focused training sessions has been run for services to improve understanding, cooperation and compliance.

The effectiveness of financial management was reflected in:

- a clean audit of the 2018-19 accounts: positive feedback from the Audit and Risk Assurance Committee Chair and no areas for improvement raised by the Wales Audit Office;



- a reduction in the Audit Fee for 2018-19 for the fourth year running, reflecting the improvement in working practices and papers, allied to a refreshed audit approach resulting in an efficient, smooth audit process; and
- a positive outcome from the internal audit.

The Chief Executive and the Commission's Executive Board welcome scrutiny and oversight of all aspects of its financial management. We have continued to receive challenge from the Commission and Finance Committee around the level and use of Commission resources. In May 2019, the Finance Committee issued a Statement of Principles<sup>19</sup> to bodies directly funded from the Welsh Consolidated Fund (directly funded bodies) to consider when formulating budget requests.

Finance and HR have led on producing and assuring the accuracy of information on establishment, headcount and budgets. This approach has had organisation-wide benefits in developing ownership of this information across all services, which will serve us well for the future.

The Finance team has been instrumental in developing options for future budget strategy and presentation, resulting in the Commission and Finance Committee welcoming this process for its transparency.

An extract from the scrutiny report on the draft budget for 2020-21 by the Finance Committee in October 2019 reads:

The Commission no longer utilises any underspend from the budget for the Remuneration Board's Determination in order to fund projects. The Committee welcomes the separation of the Remuneration Board and Commission budgets, as recommended by the Committee. The Committee welcomes the transparency this provides for the Assembly when asked to approve the funding for the Commission.

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<sup>19</sup> <https://business.senedd.wales/documents/s88393/Statement%20of%20Principles%20-%20May%202019.pdf>

## Risk identification and management

The system of internal control is based on a continuous process designed to identify, prioritise and effectively manage the risks to the achievement of the Commission's strategic goals and priorities, and compliance with policies and procedures.

The Commission's Executive Board carries out reviews of its corporate risks throughout the year. The Executive Board also carries out regular horizon scanning of emerging risks and closely monitors and reports on the risks identified to ensure the controls are adequate and that progress is being made on further actions to improve the controls.

At the start of the 2019-20 year, the corporate risk register contained some significant risks which have remained on the register because of their ongoing severity, particularly due to their potential impact, despite a sharp focus on mitigation actions.

These risks relate to the following:

- dignity and respect (both for Commission and Members);
- constitutional reform;
- Brexit;
- cyber-security;
- compliance with General Data Protection Regulation (GDPR); and
- safeguarding.

A new risk has been raised during the year around the support contract for the Legislative Workbench, a suite of legislative management applications which allows the Senedd and Welsh Government to manage legislation through its entire life cycle. Towards the end of the financial year a further risk was added around the Coronavirus (Covid-19) outbreak.

Cyber security is a corporate risk which has been reviewed regularly, including by the Audit and Risk Assurance Committee. This threat remains high and the Commission has responded by continuing to introduce a range of protective measures and awareness raising campaigns. Cyber security will continue to be kept in sharp focus going forward and will remain on the

annual internal audit plan, with regular updates to the Audit and Risk Assurance Committee.

Risks that have been removed in year included: risks around the Commission's capacity to deliver against the Commission's strategic goals; and accommodation capacity due to the controls in place which mitigate the risks as much as possible, however, both risks will continue to be monitored at a service level.

Other changes to the risk profile include:

- replacing the risk around safeguarding specifically on the Youth Parliament which is now managed at a service level, with a wider risk around safeguarding across all Commission services where there is activity involving engagement with young people;
- separating the risks around dignity and respect for the Commission and standards of conduct for Members due to the different management of mitigation; and
- assessing the wider constitutional risk which will include Brexit.

As well as considering individual corporate risks in detail and their cumulative impact, the Audit and Risk Assurance Committee has maintained an overview of the effectiveness of risk management arrangements. The Committee welcomed the continual assessment and visibility of risks and the focus on change and uncertainty and the new system which facilitates the capture, analysis and reporting of risk.

## Assurance

### Assurance Framework

The Commission's Assurance Framework has continued to provide an effective means of gathering evidence on levels of assurance to inform service-level assurance statements, which have in turn informed Directorate-level assurance statements. Scrutiny and challenge of the process for gathering evidence of assurance and the assurance statements by the independent Chair of the Commission's Audit and Risk Assurance Committee adds a further layer of assurance.



This provides confidence that the principles of good governance are well understood and being applied across the Commission and that any areas of relative weakness are being addressed.

### **Internal Audit**

In his role as Head of Internal Audit, the Commission's Head of Governance and Assurance provides assurance across a range of service areas and attends each meeting of the Audit and Risk Assurance Committee.

Internal audit work has maintained the balance of audits across service areas, including fixed assets, absence management and cyber security. The Covid-19 outbreak towards the end of the financial year has impacted on audits scheduled for the final quarter. Details of this have been reported to the Audit and Risk Assurance Committee and reflected on in the year end Head of Internal Audit Annual Report.

Internal audit reports have identified a number of areas where the Commission demonstrates good practice in terms of the systems and controls in place. However, where weaknesses or issues are identified, management continues to take positive action to address audit recommendations. For example, the Leadership Team have discussed in detail the findings from the absence management report and agreed that further training of line managers needs to take place.

Internal Audit and Audit Wales (as the Commission's external auditors) continue to have an effective working relationship in line with the joint working protocol. Audit Wales has taken account of the internal audit work on fixed assets and procurement.

The 2019-20 Head of Internal Audit's Annual Opinion and Report concludes that, "... the Accounting Officer can take moderate assurance that arrangements to secure governance, risk management and internal control, are suitably designed and applied effectively". The Audit and Risk Assurance Committee considered the report to be a good assessment of work undertaken during the year.

### **Other Governance Areas**

The Head of Governance and Assurance produced an Annual Report on Fraud and presented this to the Audit and Risk Assurance Committee,



alongside his Annual Report and Opinion for 2019-20. No incidents of fraud or whistleblowing have been reported during 2019-20.

The Senior Information Risk Owner reported that there was one incident of personal data loss that required reporting to the Information Commissioner's Office between 1 April 2019 and 31 March 2020. The Commission continues to use external frameworks and internationally recognised frameworks and standards to guide our governance and assurances around cyber-security. These help us to continue to develop and strengthen our cyber-security controls and to ensure that risks associated with information and data security are dealt with appropriately.

The Commission carries out formal compliance monitoring against legal and regulatory obligations, reports on which are published on the Commission's website. Examples of this are the Annual Equalities Report, the Official Languages Scheme Annual Compliance Report, the Annual Environmental Report, and the Annual Report of the Senior Information Risk Owner. The Governance Team have developed a specific governance module of the Commission Management Development programme and are liaising with Heads of Service to target and tailor this for specific teams.

Meetings between the Governance Team and Heads of Service take place through the year and, alongside the assurance statement exercise, help to identify any areas which need further focus or training. This is then addressed through further briefing or training sessions delivered by the Governance Team.

### **Independent Assurance**

The Commission's non-executive, Independent Advisers provide support and constructive challenge to the Commission and its work. This year has seen arrangements for the new Independent Advisers continuing to establish themselves as adding value to the Commission. Aside from their important roles on the Audit and Risk Assurance Committee and the Remuneration, Engagement and Workforce Advisory Committee they have helped in the inaugural staff recognition awards, challenged senior managers as part of the Assurance Statement process and continued to offer support during the difficult period of the Covid-19 outbreak.

The results of independent external recognition activities are also important to the Commission and reflect the inclusive culture and environment

in which Commission staff work. Further information on this is included within the Using Resources Wisely section of the Annual Report.

## Review of effectiveness of internal control and governance arrangements

Core to the review of the effectiveness of the governance arrangements was a self-review and challenge process completed by the Executive Board in February 2020.

This review considered the assurance statements from Directors which had been produced by taking account of detailed assurance statements from each Head of Service. The Chair of the Audit and Risk Assurance Committee attended the meeting to provide independent challenge.

The review covered assurances on:

- progress against key achievements;
- awareness of and compliance with governance principles, rules and procedures and the effectiveness of the governance arrangements;
- management of risks;
- progress against areas identified for improvement; and
- areas for focus or strengthening.

## The Impact of Covid-19

The Commission swiftly established governance arrangements around the organisation's response to the Covid-19 pandemic. The decision making processes have evolved as the severity of the situation unfolded.

At the end of February, a subgroup of Leadership Team, chaired by the Head of Governance and Assurance, was created to focus specifically on business continuity arrangements. This group developed an extensive matrix of trigger points, as the phases of the virus outbreak progressed, and the proposed actions to take as a result. For example, triggers included the first confirmed virus case in Wales, first confirmed case in Cardiff, first confirmed case at the Commission. Actions included limiting visitors, stopping engagement events, closing the estate completely and introducing working from home arrangements.



The triggers and actions were agreed with Commissioners at their meeting on 16 March. Among the decisions reached was to postpone all our planned public engagement activities, including Senedd Clwyd which had been scheduled for June 2020. The Commission also agreed the proposal that Executive Board (supplemented by the Chief Legal Advisor and the Llywydd's senior support officials) should take operational responsibility, with the Llywydd being the escalation point for political decisions. Executive Board in this guise initially met weekly but this quickly became daily in response to the pace of change. This decision-making process has proved to be effective.

Paramount in all of our planning and decision making has been the necessity to ensure that Members can continue to meet to undertake essential business, namely: business related to Covid-19, the legislative programme, and other time-critical business. Running in tandem with the corporate decision making have been the decisions taken by the Business Committee, including recommending a number of temporary Standing Orders, which were agreed the Senedd. This has ensured that parliamentary business could continue and by 1 April 2020 culminated in the first virtual plenary session taking place.

The decision making processes of the Business Committee, together with the effective planning and our deployment of specialised resources to support this initiative resulted in the Senedd being the first UK parliament (and one of the first in the world) to conduct a plenary session virtually. As the new financial year begun, weekly virtual plenary sessions continue and Committees have also begun to meet again, also virtually.

Since lockdown became effective from 23 March, Executive Board has continued to take a strategic lead on the Commission's response and the sub-group meeting has been replaced by the full Leadership Team. Both forums (Executive Board and Leadership Team) meet virtually. The Commission has quickly adapted to operating in this virtual way and decision making has not been impaired. All decisions taken to address risks and issues associated with our response to Covid-19 have been captured and are accessible to all of Leadership Team via Microsoft Teams. This decision log is already proving its worth as a record and will be more valuable in the future as an aide-memoire when we look back and draw lessons and conclusions.

As a precaution, arrangements have been put in place which would allow the Director of Resources to be appointed as Temporary Acting Accounting

Officer to provide some contingency, in the event that the present Accounting Officer becomes temporarily unable to perform her role.

Covid-19 remains a live issue which the Commission is actively managing daily. We continue to follow the latest government advice and we have also established a significant network with UK and other parliaments across the world.

## Areas of focus and development for 2020-21

The scale of future change facing the organisation remains significant. The Commission's plans for electoral reform, the implications of Brexit and other aspects of constitutional change and the operation of a small legislature with the high and growing workload, mean that the Commission will continue to face significant resource pressures next year.

The main strategic concern for the coming year remains our ability to continue to deliver the Commission's goals and priorities at the same time as facing a number of unprecedented challenges: including the implications of the UK's exit from the European Union as the end of the transition period approaches and the uncertainty brought about by the ongoing impacts of the Covid-19 pandemic.

Specific areas of focus and development for 2020-21 will include:

- evaluating lessons learned and the long term impacts of the Covid-19 pandemic;
- planning effectively for the start of the Sixth Senedd;
- on-going work around cyber-security and reviewing physical security to keep pace with change;
- evaluating our approach to project and programme management, including the effectiveness of the Programme and Change Office;
- accelerating the review of support to Committees;
- re-energising our efforts around Data Protection / GDPR compliance;
- refreshing governance awareness across the organisation; and



- the refocusing of services around public engagement with clear outcomes.

## Concluding statement

In summary, I am confident that the organisation has a very high standard of governance. The strength of this position is particularly important as the Commission continue to face significant challenges. I am satisfied that the weaknesses identified through our assurance processes have been addressed or are in the process of being addressed. I am also satisfied that, over the course of the year, the systems and processes within our governance framework were operated and developed effectively.

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**Manon Antoniazzi**

Chief Executive and Clerk of the Senedd

Date: 15 June 2020

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# Remuneration and Staff

This section of the report sets out financial information and commentary about Commission office-holders, staff and others paid by the Commission.

## Remuneration Policy

The independent Remuneration Board (the Board) established by the National Assembly for Wales (Remuneration) Measure 2010 has responsibility for setting Members' Pay and Allowances. The Board became operational in September 2010. The Board has been chaired by Dame Dawn Primarolo since September 2015.

The Chair receives a day rate of £333. The four other members of the Board (Ronnie Alexander, Dame Jane Roberts, Trevor Reaney and Michael Redhouse) receive a day rate of £267. As an independent Board, it publishes its own Annual Report. The Determination on Members' Pay and Allowances, published in April 2019, set Members' base salary for the 2019–20 financial year at £67,649 (2018-19, £66,847). The following positions were entitled to additional salaries as follows:



Position	From 1 April 2019	From 1 April 2018
Llywydd (Presiding Officer)	£43,338	£42,824
Deputy Presiding Officer	£22,197	£21,934
Senedd Commissioners	£13,741	£13,578
Committee Chairs (higher) <sup>20</sup>	£13,741	£13,578
Committee Chairs (lower) <sup>21</sup>	£9,154	£9,045
Business Committee Member	£9,154	£9,045

This table is subject to audit

From 1 April 2019 a leader of a political group without an executive role received an additional office holder's allowance calculated using a base level of £13,741 (2018-19, £13,578) plus an additional £1,057 (2018-19, £1,044) for every member of the group to a maximum additional salary of £38,052 (2018-19, £37,601).

The Commission does not provide any benefits-in-kind. Members of the Senedd are members of the Members of the Senedd Pension Scheme for which separate annual accounts are published via the Senedd website<sup>22</sup>.

The Commission pays the salaries and related costs of Welsh Ministers and the Counsel General and they are charged to the Commission's resource accounts for administrative efficiency. The Welsh Government Consolidated Resource Accounts contain the disclosure information.

## Commission office holders

The Commission was established in May 2007 under Section 27 of the *Government of Wales Act 2006* (the 2006 Act). The Commission is made up of five Commissioners: the Llywydd, who chairs the Commission, and four

<sup>20</sup> Committees were Children, Young People and Education; Climate Change, Environment and Rural Affairs; Constitutional and Legislative Affairs; Culture, Welsh Language and Communications; Economy, Infrastructure and Skills; Equality, Local Government and Communities; External Affairs and Additional Legislation; Finance; Health, Social Care and Sport and Public Accounts. A new committee, the Committee on Senedd Electoral Reform, was established on 18 September 2019.

<sup>21</sup> Committees were Petitions and Standards of Conduct. From 1 March 2020, the Chair of the Standards of Conduct Committee was paid at the higher Committee Chair rate.

<sup>22</sup> [www.senedd.wales](http://www.senedd.wales)



other Members of the Senedd appointed by the Senedd. The Commissioners who served during 2019–20 are listed on pages 14-15.

Their pension details are not included in the details below because only part of their remuneration related to their roles as Commissioners. Their accrued pension and Cash Equivalent Transfer Values (CETV) as Commissioners cannot be disaggregated from the total amounts accrued.

The salary costs for the Llywydd and the Deputy Presiding Officer<sup>23</sup> are a direct charge on the Welsh Consolidated Fund and are not charged to the Commission's resource accounts.

**Table 1: Single total figure of remuneration**

Name and title	Salary		Pension Benefits <sup>24 25</sup>		Total	
	2019-20 £'000	2018-19 £'000	2019-20 £'000	2018-19 £'000	2019-20 £'000	2018-19 £'000
Elin Jones MS – Llywydd	110-115	105-110	31	33	140-145	140-145
Ann Jones MS - Deputy Presiding Officer	85-90	85-90	33	35	120-125	120-125

This table is subject to audit.

<sup>23</sup> [https://senedd.wales/en/abthome/about\\_us-commission\\_assembly\\_administration/abt-presiding-officer/Pages/abt\\_us-deputy-presiding-officer.aspx](https://senedd.wales/en/abthome/about_us-commission_assembly_administration/abt-presiding-officer/Pages/abt_us-deputy-presiding-officer.aspx)

<sup>24</sup> The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) less (the contributions made by the individual). The real increase excludes increases due to inflation or any increase or decrease due to a transfer of pension rights. (Pension benefits are shown to the nearest £1,000).

<sup>25</sup> Some members may incur Annual Allowance tax charges as a result of pension accrual during the accounting period.

**Table 2: Llywydd and Deputy Presiding Officer – pension benefits**

Name and title	Real increase in pension £'000	Total accrued pension £'000	CETV at 31 March 2020 £'000	CETV at 31 March 2019 £'000	Real increase in CETV £'000
Elin Jones MS – Llywydd	0-2.5	40-45	774	717	17
Ann Jones MS – Deputy Presiding Officer	0-2.5	35-40	747	715	31

This table is subject to audit.

The Clerk of the Senedd (appointed under Section 26 of the 2006 Act) is the Chief Executive of the Commission and its Principal Accounting Officer. In practice the Commission has delegated its operational responsibilities to the Chief Executive and Clerk, with some exceptions. Its staff are appointed under paragraph 3 of Schedule 2 to the 2006 Act. The Commission is independent of Ministers of the Welsh Government.

The Commission has a duty to ensure that the Senedd is provided with the property, staff and services it requires to undertake its statutory obligations. This ensures the Senedd and its committees can convene, encourage public awareness of and engagement with the democratic process and support the aspiration to make the Senedd an accessible and effective parliamentary body that inspires the confidence of the people of Wales.

## Independent Advisers and Committee members

The Senedd Commission appoints Independent Advisers to ensure that Commissioners and the Senedd's senior management team are supported and constructively challenged in their roles. The Independent Advisers who served during 2019-20 are listed on pages 16-17.

## Commission senior staff

Appointments of Commission staff, on terms and conditions set by the Commission, are made on merit on the basis of fair and open competition. This approach is in line with civil service arrangements. Staff are not members of the Civil Service but are entitled to benefits under the Civil Service pension arrangements.

The Commission's senior staff are shown in the table below. These director-level posts were agreed in accordance with the Commission's Instrument of Delegation. Directors have declared that they hold no significant third party interests that may conflict with their duties.

The senior managers covered by this report hold appointments which are open-ended. Early termination, other than for misconduct or resignation, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme.

Name	Title and attendance at meetings
Manon Antoniazzi	Chief Executive and Clerk of the Senedd Manon Antoniazzi attended seven out of seven Commission meetings, four out of four Audit and Risk Assurance Committee meetings and four out of four Remuneration, Engagement and Workforce Advisory Committee meetings.
Siwan Davies	Director of Senedd Business Siwan Davies attended seven out of seven Commission meetings and two out of four Audit and Risk Assurance Committee meetings.
Dave Tosh	Director of Senedd Resources Dave Tosh attended five out of seven Commission meetings, four out of four Audit and Risk Assurance Committee meetings and four out of four Remuneration, Engagement and Workforce Advisory Committee meetings.
Craig Stephenson - to 13 September 2019	Director of Engagement Craig Stephenson attended three out of three Commission meetings.
Arwyn Jones - from 9 September 2019	Director of Communications and Engagement Arwyn Jones attended four out of four Commission meetings, two out of two Audit and Risk Assurance Committee meetings and two out of two Remuneration, Engagement and Workforce Advisory Committee meetings.
Elisabeth Jones - to 31 May 2019	Chief Legal Adviser

Aside from the Chief Executive and Clerk of the Senedd, the directors do not attend all Commission and Committee meetings. The directors attend relevant meetings that correspond to their individual responsibilities.



Table 3: Single total figure of remuneration

Name	Salary (£'000)		Pension benefits (to the nearest £1,000) <sup>26</sup>		Total (£'000)	
	2019-20	2018-19	2019-20	2018-19	2019-20	2018-19
<b>Manon Antoniazzi</b>	135-140	130-135	54	51	190-195	180-185
<b>Siwan Davies</b> from 4 February 2019	90-95	10-15	35	6	125-130	15-20
<b>Adrian Crompton</b> to 20 July 2018	-	35-40	-	8	-	45-50
<b>Dave Tosh</b>	110-115	110-115	47	38	155-160	145-150
<b>Craig Stephenson</b> to 13 September 2019	45-50	100-105	22	92	65-70	190-195
<b>Arwyn Jones</b> from 9 September 2019	45-50	-	19	-	65-70	-
<b>Elisabeth Jones</b> to 31 May 2019	10-15	80-85	22	16	35-40	95-100

This table is subject to audit.

“Salary” includes gross salary, overtime, recruitment and retention allowances. The Chief Executive and Clerk of the Senedd and the directors do not receive any bonus payments or benefits-in-kind.

The 2019-20 full year equivalent salary for Elisabeth Jones was £101,346, for Craig Stephenson was £101,346 and for Arwyn Jones was £86,228. The 2018-19 full year equivalent salary for Adrian Crompton was £124,953 and for Siwan Davies was £89,817.

Elisabeth Jones left the Senedd Commission on 31 May 2019 under agreed terms and the cost of £115-120,000 was provided for within the 2018-19 accounts and paid in 2019-20. Craig Stephenson left the Senedd Commission on 13 September 2019 under agreed terms and the cost of £125-130,000 was provided for within the 2018-19 accounts and paid in 2019-20. These

<sup>26</sup> The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) less (the contributions made by the individual). The real increase exclude increases due to inflation or any increase or decreases due to a transfer of pension rights.



payments were part of a wider Voluntary Exit Scheme detailed within note 2D of these accounts.

The post of Chief Legal Adviser, previously held by Elisabeth Jones, has remained vacant since 31 May 2019. Legal advice to the Commission is currently provided by Huw Williams on an interim consultancy basis. During June and July 2019 this service was provided to the Commission on a secondment basis by Huw Williams via Geldards LLP at a cost of £19,000. Between 1 August 2019 and 31 March 2020, this service has been provided to the Commission by Huw Williams on a consultancy basis at a cost of £80,000.

## Commission staff salaries

The relationship between the mid-point of the banded remuneration of the highest-paid director during the year ended 31 March 2020 and the median remuneration of the Commission staff is disclosed in the following table. Salaries are the annualised, full time equivalent remuneration of all staff (including agency and temporary staff) as at 31 March 2020. They do not include Employer's National Insurance or Superannuation contributions. There were no benefits-in-kind or performance related bonuses payable in 2019-20 or in 2018-19.

Measure	2019-20 Salary £	2018-19 Salary £
Band of highest paid director	135,000 – 140,000	130,000 – 135,000
Median total remuneration	37,647	34,315
Ratio	3.65	3.86

This table is subject to audit.

The main factor contributing to the increase of approximately ten percent in the median salary is the mid-point salary moving from one pay point to another. The ratio itself has decreased by around five per cent, as the salary of the highest paid director has also moved up one band.

In 2019-20 and 2018-19 there was no remuneration paid in excess of the highest-paid director. Remuneration ranged from £18,000, which ensured that employees received a Living Wage, to £138,000 (2018-19, £18,000 to £132,000).

Total remuneration includes salary. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions.

## Pensions

Table 4: Senior management - pension benefits

Real increase in pension <sup>27</sup> £'000	Total accrued pension <sup>28</sup> £'000	CETV at 31 March 2020 <sup>29</sup> £'000	CETV at 31 March 2019 £'000	Real increase in CETV £'000
<b>Chief Executive and Clerk of the Senedd: Manon Antoniazzi</b>				
2.5-5.0	15-20	257	206	31
<b>Director of Senedd Business: Adrian Crompton - to 20 July 2018</b>				
n/a	n/a	n/a	891	n/a
<b>Director of Senedd Business: Siwan Davies</b>				
0-2.5	0-5	28	4	18
<b>Director of Senedd Resources: Dave Tosh</b>				
2.5-5.0	45-50	701	633	32
<b>Director of Commission Services: Craig Stephenson - to 13 September 2019</b>				
0-2.5 plus a lump sum of 0-2.5	45-50 plus a lump sum of 140-145	1,059	1,033	14
<b>Director of Communications and Engagement: Arwyn Jones - from 9 September 2019</b>				
0-2.5	0-5	10	-	6
<b>Chief Legal Adviser: Elisabeth Jones</b>				
0-2.5	40-45	884	856	23

This table is subject to audit.

<sup>27</sup> Real increase in pension and related lump sum at pension age.

<sup>28</sup> Total accrued pension at pension age and related lump sum at 31 March 2020 for current post holders and at date they ceased to hold office for previous post holders.

<sup>29</sup> The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation or any increase or decreases due to a transfer of pension rights.

## Civil Service pensions

Pension benefits for Senedd staff are provided through the Civil Service pension arrangements. From 1 April 2015 a new pension scheme for civil servants was introduced – the Civil Servants and Others Pension Scheme or alpha, which provides benefits on a career average basis with a normal pension age equal to the member’s State Pension Age (or 65 if higher). From that date all newly appointed civil servants and the majority of those already in service joined alpha. Prior to that date, civil servants participated in the Principal Civil Service Pension Scheme (PCSPS). The PCSPS has four sections: three providing benefits on a final salary basis (classic, premium or classic plus) with a normal pension age of 60; and one providing benefits on a whole career basis (nuvos) with a normal pension age of 65.

These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, classic plus, nuvos and alpha are increased annually in line with Pensions Increase legislation. Existing members of the PCSPS who were within 10 years of their normal pension age on 1 April 2012 remained in the PCSPS after 1 April 2015. Those who were between 10 years and 13 years and 5 months from their normal pension age on 1 April 2012 will switch into alpha sometime between 1 June 2015 and 1 February 2022. All members who switch to alpha have their PCSPS benefits “banked”, with those with earlier benefits in one of the final salary sections of the PCSPS having those benefits based on their final salary when they leave alpha. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha, the figure quoted is the combined value of their benefits in the two schemes.)

Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a “money purchase” stakeholder pension with an employer contribution (partnership pension account).

Employee contributions are salary-related and range between 4.6 per cent and 8.05 per cent of pensionable earnings for members of classic, premium, classic plus, nuvos and alpha. Benefits in classic accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years’ initial pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum. Classic plus is essentially a hybrid with benefits for service before 1 October



2002 calculated broadly as per classic and benefits for service from October 2002 worked out as in premium. In nuvos a member builds up a pension based on their pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member's earned pension account is credited with 2.3 per cent of their pensionable earnings in that scheme year and the accrued pension is updated in line with Pensions Increase legislation. Benefits in alpha build up in a similar way to nuvos, except that the accrual rate is 2.32 per cent. In all cases members may opt to give up (commute) pension for a lump sum up to the limits set by the *Finance Act 2004*.

The partnership pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 8 per cent and 14.75 per cent (depending on the age of the member) into a stakeholder pension product chosen by the employee from the appointed provider – Legal & General. The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3 per cent of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.5 per cent of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of classic, premium and classic plus, 65 for members of nuvos, and the higher of 65 or State Pension Age for members of alpha. (The pension figures quoted for senior staff show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their benefits in the two schemes, but note that part of that pension may be payable from different ages).

Further details about the Civil Service pension arrangements can be found at the website [www.civilservicepensionscheme.org.uk](http://www.civilservicepensionscheme.org.uk)



## The Cash Equivalent Transfer Value (CETV)

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The figures include the value of any pension benefit in another scheme or arrangement which the member has transferred in to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own cost. CETVs are worked out in accordance with *The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008* and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

### Real increase in CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

### Pension liabilities

The treatment of pension liabilities and details of the relevant pension schemes are set out in the Statement of Accounting Policies within these accounts.

## Voluntary Exit Scheme

Details of obligations arising as a result of the 2018-19 Voluntary Exit Scheme can be found in Note 2 D (on page 169).

### Staff numbers

Staff numbers by category

All senior managers and staff are employees of the Commission. The average number of full time equivalent persons employed by the Commission across the year (including senior management) was as follows:

**Table 5: Average full time equivalent staff**

Category	2019-20	2018-19
Employed staff	434.72	432.49
Seconded staff	4.65	2.29
Temporary/casual staff	14.02	8.01
<b>Total</b>	<b>453.39</b>	<b>442.79</b>

This table is subject to audit.

At the end of the financial year, the Commission employed 459 full time equivalent staff (31 March 2019: 454).

**Table 6: Staff composition by gender and band\***

Category	31 March 2020				
	Female	Male	Non-binary	Other Gender Identity	Total
Directors	2	2	0	0	4
Staff	245	234	0	0	479
<b>Total</b>	<b>247</b>	<b>236</b>	<b>0</b>	<b>0</b>	<b>483</b>

Category	31 March 2019				
	Female	Male	Non-binary	Other Gender Identity	Total
Directors	3	2	0	0	5
Staff	241	232	0	0	473
<b>Total</b>	<b>244</b>	<b>234</b>	<b>0</b>	<b>0</b>	<b>478</b>

\*In the tables above staff employed are reported as full time equivalent numbers. However, the gender breakdown is reported as actual numbers.

Independent advisers are not included in the FTE figures or gender breakdown above.



## Sickness absence data

The overall sickness absence rate for the year was 4.00 per cent (2018-19, 3.66 per cent), or 8.80 (2018-19, 7.75) average working days per person. The Commission maintains a strategic focus on absence management and actively supports absences through line management, Human Resources and Occupational Health support. Absence related to mental health and wellbeing now accounts for 29% (down from 35% in 2018-19) of total absence. We continue to focus on how we can support staff to improve their wellbeing.

We have continued our work on initiatives to support and improve health and wellbeing. This year we have provided a range of awareness sessions on cancer, dementia and menopause along with a continued focus on mental health, providing training sessions on managing emotions, stress and understanding mental health and wellbeing for managers.

There has also been a focus on men's wellbeing, where we celebrated International Men's Health Day with a breakfast with a panel discussion covering men's mental health and prostate and bowel cancer and was supported by a number of activities thorough the month of November, such as a men's health MOT with the Occupational Health Adviser.

We also conducted a wellbeing survey, the aim of which was to understand the areas staff felt are important for wellbeing so we can focus on those activities as part of a refreshed wellbeing strategy. We believe that this work will support and improve employees' wellbeing and result in ongoing reduction in absence levels.

## Disability

We have measures in place to support employees who identify as having a disability. Our Vacancy Filling Policy references our guaranteed interview position for applicants who meet the minimum role requirements, which also applies internally for employees seeking promotion.

Reasonable adjustments are made, wherever possible, following discussions between employees and managers for employees in post or returning to work following injury or development of an illness that may have an impact on their ability to do their work.



## Trade union relationships

The Senedd Partnership Forum is a body consisting of management and TUS representatives. A recent review of the Partnership Agreement resulted in the creation of a strategic partnership meeting and an operational partnership meeting to ensure there is opportunity to discuss the breadth of issues across the Commission and both meet quarterly. Subjects for discussion may be raised by either side and are generally those that have an impact across the Senedd Commission. Each of the three official Unions (PCS, FDA and Prospect) have their own representatives but all three regularly work together to represent all Union members.

## Diversity and Inclusion

One of the Commission's priorities for this Senedd term is that 'All Members, staff and visitors can work in a safe environment where dignity and diversity is respected.' As such it is important the Senedd continues to be accessible to the people of Wales and beyond: making it relevant, easy and meaningful for people to interact with and contribute to its work. It is also important that we are an inclusive employer, enabling all of our staff to realise their full potential.

Further information can be found in our Diversity and Inclusion Annual Report.

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**Manon Antoniazzi**

Chief Executive and Clerk of the Senedd

Date: 15 June 2020

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# Accountability and Audit

## Statement of Senedd supply and supporting notes

### a) Summary of Resource Outturn 2019-20

		Budget	Outturn	2019-20	2018-19
		Total £'000	Total £'000	Net total outturn compared with budget: under spend / (excess) £'000	Outturn £'000
Resources for use by the Senedd Commission	Note SOS 01	40,291	39,818	473	38,216
Resources in respect of Remuneration Board decisions	Note SOS 01	15,697	14,956	741	14,731
Annually Managed Expenditure	Note SOS 01	1,650	1,562	88	1,418
		<b>57,638</b>	<b>56,336</b>	<b>1,302</b>	<b>54,365</b>

This table is subject to audit.

Explanations of variations between budget and outturn are given in SOS 01 and in the Performance Report.

The notes on pages 152 to 178 form part of these accounts

**b) Net cash requirement 2019-20**

		Budget	Outturn	2019-20	2018-19
		£'000	£'000	Net total outturn compared with budget: under spend /(excess) £'000	Outturn £'000
Net cash requirement	Note SOS 03	54,088	53,482	606	50,156

This table is subject to audit.

SOS 03 can be found in the Annex – regularity reporting, page 179.

## Notes to the Resource Accounts

**(Statement of Senedd supply)****SOS 01. Analysis of net resource outturn 2019-20**

	<b>Outturn</b>	<b>Analysis of approved budget</b>	<b>Outturn compared with approved budget</b>	<b>Analysis of revised budget</b>	<b>Outturn compared with revised budget</b>	<b>Outturn 2018-19</b>
<b>Revenue expenditure</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Staff salaries and related costs	23,596	23,784	188	24,749	1,153	23,507
Non staff costs	15,795	15,262	(533)	15,262	(533)	14,712
<b>Gross revenue expenditure</b>	<b>39,391</b>	<b>39,046</b>	<b>(345)</b>	<b>40,011</b>	<b>620</b>	<b>38,219</b>
Gross revenue income applied	(220)	(220)	0	(220)	0	(181)
<b>Net revenue expenditure</b>	<b>39,171</b>	<b>38,826</b>	<b>(345)</b>	<b>39,791</b>	<b>620</b>	<b>38,038</b>
Capital expenditure	647	500	(147)	500	(147)	178
<b>Net resource outturn (Commission expenditure)</b>	<b>39,818</b>	<b>39,326</b>	<b>(492)</b>	<b>40,291</b>	<b>473</b>	<b>38,216</b>
Members' salaries allowances and related costs	14,956	16,197	1,241	15,697	741	14,731
<b>Resource outturn</b>	<b>54,774</b>	<b>55,523</b>	<b>749</b>	<b>55,988</b>	<b>1,214</b>	<b>52,947</b>
Members' Pension finance costs	1,562	1,500	(62)	1,650	88	1,418
<b>Total net resource outturn</b>	<b>56,336</b>	<b>57,023</b>	<b>687</b>	<b>57,638</b>	<b>1,302</b>	<b>54,365</b>

This table is subject to audit



## Analysis of net resource outturn – Management commentary

The resource outturn, before pension finance costs, for 2019-20 was £54.8 million against a budget of £56.0 million resulting in an overall underspend of £1.2 million (2.1 per cent).

In previous years the Senedd Commission has redeployed un-used resources from the Members' Salaries and Allowances budget in order to fund priority requirements rather than having to request a Supplementary Budget.

From 2019-20 the Commission has established a Project fund so that the Commission and Remuneration Board budgets are kept separate. There was an underspend against Remuneration Board resources of approximately five per cent due largely to a high level of churn among Members of the Senedd support staff.

The operational underspend on resources for use by the Commission was £0.5 million or 1.2 per cent. This falls within the Commission's targets but is higher than would have been the case without the disruption arising from the Covid-19 pandemic in the final quarter of the year. During 2019-20 a number of areas of investment were taken forward. These included events to mark the 20th Anniversary of devolution, development of a new website, infrastructure works in Tŷ Hywel, rolling replacement of ICT equipment, especially audio visual and broadcasting systems, and technology solutions to support Plenary, Committees and research. Staff salaries and related costs were underspent against budget by approximately five per cent as a result of a high level of staff churn. This underspend was utilised to supplement the project fund.

The Commission's AME budget is for the non-cash accounting adjustment in respect of the future financial liability of the Senedd Members' Pension Scheme. The budget for 2019-20 was laid in November 2018 and the estimate required for AME spend of £1.5 million was made based on data available at the time.

In June 2019 the Commission received updated estimates from professional advisors. The new calculations reflected known changes to the variables which impact on the estimated liabilities of the scheme and resulted in a revised estimate for 2019-20 of approximately £1.65 million.

The Commission submitted a supplementary AME budget of £1.65 million to allow for some contingency to manage any variation from the estimate in the final year-end figures. The confirmed end of year figure was £1.56 million which meant there was an underspend of £0.1 million. The supplementary budget also returned £0.5 million of projected underspend within the Members' Salaries and Allowances budget.

**SOS 02. Reconciliation of outturn to net operating expenditure**

	Note	2019-20 £000	2018-19 £'000
Net resource outturn	SOS 01	56,336	54,365
Capital expenditure	4	(647)	(178)
Direct charges on the Welsh Consolidated Fund		761	728
Income payable to the Welsh Consolidated Fund	SOS 05	-	-
<b>Net operating expenditure</b>		<b>56,450</b>	<b>54,915</b>

This table is subject to audit

The direct charges on the Welsh Consolidated Fund £761,220 (2018-19, £728,112) are in respect of the salary costs of the Llywydd, Deputy Presiding Officer, Auditor General for Wales and the Public Services Ombudsman for Wales; and the salary costs and expenses of the Standards Commissioner, Acting Standards Commissioner and the Chair of the Wales Audit Office. These salaries and expenses are paid by the Commission but, as a direct charge on the Fund, are excluded from the net resource outturn.

## The Certificate and independent auditor's report of the Auditor General for Wales to the Senedd

### Report on the audit of the financial statements

#### Opinion

I certify that I have audited the financial statements of the Senedd Commission (known as the National Assembly for Wales Commission until 5 May 2020) for the year ended 31 March 2020 under the *Government of Wales Act 2006*. These comprise the Statement of Supply, Statement of Comprehensive Net Expenditure, Statement of the Financial Position, Statement of Cash Flows, Statement of Changes in Taxpayers' Equity and related notes, including a summary of significant accounting policies. These financial statements have been prepared under the accounting policies set out within them. The financial reporting framework that has been applied in their preparation is applicable law and HM Treasury's Financial Reporting Manual based on International Financial Reporting Standards (IFRSs) as adopted by the European Union.

In my opinion the financial statements:

- give a true and fair view of the state of the Senedd Commission's affairs as at 31 March 2020 and of its net cash requirement, net resource outturn and net operating cost for the year then ended; and
- have been properly prepared in accordance with HM Treasury directions issued under the *Government of Wales Act 2006*.

#### Basis for opinion

I conducted my audit in accordance with applicable law and International Standards on Auditing in the UK (ISAs (UK)). My responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of my report. I am independent of the body in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK including the Financial Reporting Council's Ethical Standard, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the



audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### **Emphasis of Matter**

We draw attention to Note 04 of the financial statements, which describes material valuation uncertainties regarding the valuations of the Senedd and Pierhead buildings arising from the current Covid-19 pandemic. Our opinion is not modified in respect of this matter.

### **Conclusions relating to going concern**

I have nothing to report in respect of the following matters in relation to which the ISAs (UK) require me to report to you where:

- the use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Principal Accounting Officer has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the body's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

### **Other information**

Legislation and directions issued to the Senedd Commission do not specify the content and form of the other information to be presented with the financial statements. The Principal Accounting Officer is responsible for the other information in the annual report and financial statements. The other information comprises the information included in the annual report other than the financial statements and my auditor's report thereon. My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my report, I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by me in the course of performing the audit. If I become



aware of any apparent material misstatements or inconsistencies, I consider the implications for my report.

## Opinion on regularity

In my opinion, in all material respects, the expenditure and income in the financial statements have been applied to the purposes intended by the Senedd and the financial transactions recorded in the financial statements conform to the authorities which govern them.

## Report on other requirements

### Opinion on other matters

As legislation and directions issued to the Senedd Commission do not specify the content and form of the other information to be presented with the financial statements, I am not able to confirm that other information within the Annual Report (outside of the financial statements) has been properly prepared.

In my opinion, based on the work undertaken in the course of my audit, the information given in the Annual Report is consistent with the financial statements.

Although there are no legislative requirements for a Remuneration Report, the Senedd Commission has prepared such a report, and in my opinion that part ordinarily required to be audited has been prepared in accordance with HM Treasury guidance.

### Matters on which I report by exception

In the light of the knowledge and understanding of the body and its environment obtained in the course of the audit, I have not identified material misstatements in the Annual Report or the Governance Statement.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- proper accounting records have not been kept;
- the financial statements and the part of the Remuneration Report to be audited are not in agreement with the accounting records and returns;

- information specified by HM Treasury regarding the remuneration and other transactions is not disclosed; or
- I have not received all of the information and explanations I require for my audit.

## Report

I have no observations to make on these financial statements.

## Responsibilities

### Responsibilities of the Principal Accounting Officer for the financial statements

As explained more fully in the Statement of Principal Accounting Officer's Responsibilities, the Principal Accounting Officer is responsible for preparing the financial statements in accordance with the *Government of Wales Act 2006* and HM Treasury directions made there under, for being satisfied that they give a true and fair view and for such internal control as the Principal Accounting Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Principal Accounting Officer is responsible for assessing the body's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless deemed inappropriate.

### Auditor's responsibilities for the audit of the financial statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of the auditor's responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website

[www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of my auditor's report.

## Responsibilities for regularity

The Principal Accounting Officer is responsible for ensuring the regularity of financial transactions.

I am required to obtain sufficient evidence to give reasonable assurance that the expenditure and income have been applied to the purposes intended by the Senedd and the financial transactions conform to the authorities which govern them.

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**Anthony J Barrett**  
Assistant Auditor General for Wales  
17 June 2020

24 Cathedral Road  
Cardiff  
CF11 9LJ

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The maintenance and integrity of the Welsh Parliament website is the responsibility of the Accounting Officer; the work carried out by auditors does not involve consideration of these matters and accordingly auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website.







# FINANCIAL STATEMENTS

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## Statement of Comprehensive Net Expenditure

For the year ended 31 March 2020

Income from operations	Note	2019-20 £'000	2018-19 £'000
Income from sale of goods and services	SOS 05	220	181
<b>Total operating income</b>		<b>220</b>	<b>181</b>
<b>Operating expenditure</b>			
Members, office holders and staff salary costs	2a	30,604	28,432
Members' other costs	2b	8,709	8,592
Members' Pension finance cost	2a and 9	1,562	1,418
Depreciation and impairment charges	3	2,213	2,319
Other administration costs	3	13,582	14,335
<b>Total operating expenditure</b>		<b>56,670</b>	<b>55,096</b>
<b>Net operating expenditure</b>		<b>56,450</b>	<b>54,915</b>
<b>Net expenditure for the year ended 31 March</b>		<b>56,450</b>	<b>54,915</b>
<b>Other comprehensive net expenditure</b>			
Items which will not be reclassified to net operating costs:			
Net gain on revaluation of property, plant and equipment	4	(4,639)	-
Actuarial (gain)/loss on pension scheme liabilities	2a and 9	(159)	1,631
<b>Comprehensive net expenditure for the year</b>		<b>51,652</b>	<b>56,546</b>

All activities are continuing.

There are no significant gains or losses other than those included within the Statement of Comprehensive Net Expenditure.

## Statement of Financial Position

As at 31 March 2020

Non-current assets:	Note	31 March 2020 £'000	31 March 2019 £'000
Property, plant and equipment	4	63,059	59,986
Intangible assets	5	-	-
<b>Total non-current assets</b>		<b>63,059</b>	<b>59,986</b>
Current assets:			
Inventories		10	13
Trade and other receivables	6	1,878	1,724
Cash and cash equivalents	7	60	292
<b>Total current assets</b>		<b>1,948</b>	<b>2,029</b>
<b>Total assets</b>		<b>65,007</b>	<b>62,015</b>
Current liabilities:			
Trade and other payables	8	(3,876)	(4,929)
<b>Total current liabilities</b>		<b>(3,876)</b>	<b>(4,929)</b>
<b>Total assets less current liabilities</b>		<b>61,131</b>	<b>57,086</b>
Non-current liabilities:			
Provisions	9	(19,602)	(18,148)
<b>Total non-current liabilities</b>		<b>(19,602)</b>	<b>(18,148)</b>
<b>Total less total liabilities</b>		<b>41,529</b>	<b>38,938</b>
Taxpayers' equity and other reserves:			
General Fund		40,699	41,344
Pension Fund Reserve	9	(19,431)	(18,028)
Revaluation Reserve		20,261	15,622
<b>Total equity</b>		<b>41,529</b>	<b>38,938</b>

**Manon Antoniazzi**

Chief Executive and Clerk of the Senedd

Date: 15 June 2020

The notes on pages 152 to 178 form part of these accounts

## Statement of Cash Flows

For the year ended 31 March 2020

	Note	2019-20 £'000	2018-19 £'000
Cash flows from operating activities			
Net operating expenditure	SOS 02	(56,450)	(54,915)
Adjustments for non-cash transactions:			
Depreciation, amortisation and impairment	4 and 5	2,213	2,319
Decrease in inventories		3	6
(Increase)/decrease in trade and other receivables	6	(154)	21
(Decrease)/increase in trade and other payables	8	(1,053)	664
Increase/(decrease) in payables relating to items not passing through the Statement of Comprehensive Net Expenditure		232	(219)
(Use)/creation of provisions		51	-
Pension finance costs	9	1,562	1,418
<b>Net cash outflow from operating activities</b>		<b>(53,596)</b>	<b>(50,706)</b>
Cash flows from investing activities			
Purchase of property, plant and equipment	4	(647)	(178)
<b>Net cash outflow from investing activities</b>		<b>(647)</b>	<b>(178)</b>
Cash flows from financing activities			
From the Welsh Consolidated Fund (supply)		53,542	50,448
From the Welsh Consolidated Fund (direct charges)		761	728
Payments to the Welsh Consolidated Fund		(292)	(73)
<b>Net cash inflow from financing activities</b>		<b>54,011</b>	<b>51,103</b>
Net (decrease)/increase in cash and cash equivalents	SOS 03	(232)	219
Cash and cash equivalents at beginning of year	7	292	73
<b>Cash and cash equivalents at end of year</b>	<b>7</b>	<b>60</b>	<b>292</b>

The notes on pages 152 to 178 form part of these accounts



## Statement of Changes in Taxpayers' Equity

For the year ended 31 March 2020

	Note	General Fund £'000	Revaluation Reserve £'000	Pension Reserve £'000	Taxpayers' equity £'000
<b>Balance at 31 March 2018</b>		<b>43,957</b>	<b>15,622</b>	<b>(14,979)</b>	<b>44,600</b>
Comprehensive net expenditure for the year		(54,915)	-	(1,631)	(56,546)
Transfer between reserves		1,418	-	(1,418)	-
Welsh Consolidated fund					
▪ Supply (authorised)		51,538	-	-	51,538
▪ Supply (not drawn)		(1,090)	-	-	(1,090)
▪ Direct charges		728	-	-	728
Amount payable to the Welsh Consolidated Fund					
▪ Supply		(292)	-	-	(292)
<b>Balance at 31 March 2019</b>		<b>41,344</b>	<b>15,622</b>	<b>(18,028)</b>	<b>38,938</b>
Comprehensive net expenditure for the year		(56,450)	4,639	159	(51,652)
Transfer between reserves	9	1,562		(1,562)	-
Welsh Consolidated Fund					
▪ Supply (authorised)	SOS 03	54,088	-	-	54,088
▪ Supply (not drawn)	SOS 03	(546)	-	-	(546)
▪ Direct charges		761	-	-	761
Amount payable to the Welsh Consolidated Fund					
▪ Supply		(60)	-	-	(60)
<b>Balance at 31 March 2020</b>		<b>40,699</b>	<b>20,261</b>	<b>(19,431)</b>	<b>41,529</b>

The notes on pages 152 to 178 form part of these accounts

# Notes to the Accounts

## 01. Statement of accounting policies

These financial statements have been prepared on an accruals basis in accordance with the 2019-20 Financial Reporting Manual (FReM) suitably adapted for the constitution of the Senedd and the Commission as specified by the *Government of Wales Act 2006*. The accounting policies contained in the FReM follow International Financial Reporting Standards (IFRS) to the extent that it is meaningful and appropriate to the public sector.

Where the FReM permits a choice of accounting policy, the accounting policy which has been judged to be most appropriate to the particular circumstances of the Commission for the purpose of giving a true and fair view has been selected. The Commission's accounting policies have been applied consistently in dealing with items considered material in relation to the accounts. In addition to the primary statements prepared under IFRS, the FReM also requires the Commission to prepare two additional statements of supply.

### Review of new standards

A review of all new standards and interpretations issued and effective in 2019–20 by the International Accounting Standards Board (IASB) and the International Financial Reporting Interpretations Committee (IFRIC) during the year has been completed.

The following standards and interpretations/amendments, which have not been applied in these financial statements, were in issue but not yet effective:

- IFRS 16 Leases;
- Amendments to IAS 1 – Classification of liabilities as current or non-current;
- Amendments to IAS 3 – Definition of a business;
- Amendments to IAS 1 and IAS 8 – Disclosure initiative – Definition of material; and
- IFRS 17 Insurance Contracts.

The Commission does not expect that the adoption of the standards and interpretations would have a material impact on the financial statements in future periods, except for IFRS 16.

### **IFRS 16 - Leases**

IFRS 16 'Leases' provides a single lessee accounting model, requiring lessees to recognise leased assets and the liabilities representing the right to use the leased items and the respective future lease payments.

The rental expense on operating leases previously recognised within the income statement is replaced by a depreciation charge and a finance charge. This will apply to all relevant leases unless the term is less than 12 months or the underlying asset has a low value. The Commission has adopted a de minimis level of £5,000.

IFRS 16 gives a narrower definition of a lease than IAS 17 and IFRIC 4 and requires that assets and liabilities will be recognised initially at the discounted value of the minimum lease payments, and that the assets, to be described as right of use assets, will be presented under property, plant and equipment. Therefore, implementation of IFRS 16 will increase the value of property, plant and equipment assets and the value of lease liabilities. The Commission has chosen not to apply IFRS 16 to intangible assets.

### **Impact on 20-21 accounts**

For leases signed as at 31 March 2021 (the date of initial application), that are currently reported under Note 10, the impact of adopting the new standard would increase the property, plant and equipment asset by around £112 million and the value of lease liabilities will also increase by around £112 million.

Depreciation and Finance Costs, which replace rental payments, will be charged to the Statement of Comprehensive Net Expenditure (SoCNE). Rental payments will be charged to the lease liability in future.

The adoption of IFRS 16 will result in a decrease of approximately £2.8 million in net cash outflow from operating activities, offset by a corresponding increase in net cash outflow from financing activities. There will, however, be no overall cash flow impact from the adoption of the new standard.



## Accounting convention

These accounts have been prepared under the historical cost convention, modified to account for the revaluation of fixed assets in accordance with International Financial Reporting Standards (IFRS).

## Property, plant and equipment

The minimum level for capitalisation of a tangible asset is £5,000 inclusive of irrecoverable VAT.

Professional valuations are obtained for land and buildings every three years as a minimum. Other tangible assets are not revalued but held at fair value as, in the opinion of the Commission, the amounts involved would not be material.

## Asset impairment

Property, plant and equipment are reviewed annually to ensure that assets are not carried above their recoverable amounts. Where these values are less than the carrying amount of the assets, an impairment loss is charged to the Statement of Net Expenditure.

## Assets under construction

Assets under construction are carried at historic cost as this is considered to be a satisfactory proxy for fair value. Once brought into use, the asset is transferred to the appropriate asset category and included in subsequent revaluations and impairment reviews.

## Intangible assets

Software licences are capitalised as intangible fixed assets and amortised on a straight line basis over the expected life of the asset.

## Donated assets

Donated assets are capitalised at current value on receipt and are normally revalued in the same way as purchased assets. The value of donated assets is credited with the value of the original donation and subsequent revaluations. The value of donated assets is included within the General Reserve in accordance with HM Treasury's guidance under the Clear Line of Sight Programme.



## Depreciation

Assets under construction are not depreciated. Depreciation is provided at a rate calculated to write off the value of buildings and other tangible assets by equal instalments over their estimated useful lives. Assets are analysed into relevant component parts to reflect the differing economic lives. Assets are not depreciated in the year of acquisition.

Asset lives are normally as follows:

Asset	Asset life
Land and Buildings:	50 years or an alternative period provided by a qualified (RICS) valuer
Fixed plant:	10 years, or an alternative period provided by the supplier at the time of purchase or valuation
Fixtures and fittings:	Five to ten years
ICT, audio visual and broadcasting equipment:	Four to six years
ICT infrastructure:	10 years
Intangible assets (software):	Five years
Motor vehicles:	Four years
Donated assets:	Assessed on receipt of asset

## Realised element of depreciation from revaluation reserve

Depreciation is charged on the revalued amount of assets. An element of the depreciation, therefore, may arise due to an increase in valuation and would be in excess of the depreciation that would be charged on the historical cost of assets. The amount relating to such an excess would be a realised gain on valuation and is to be transferred from the Revaluation Reserve to the General Fund, on disposal of the asset.

## Asset components

Property assets are reviewed through the triennial professional valuations to confirm whether any part of the asset has a significantly different useful life. Where this is the case the asset will be split into components and the different parts will be depreciated over their respective useful lives. Assets purchased in the interim period are reviewed by the Finance team and Asset Managers.

ICT assets are “grouped” into ICT; audio visual and broadcasting equipment; ICT infrastructure, and intangible assets. The different parts will be depreciated over their respective useful lives.

## Statement of comprehensive expenditure

Operating income and costs relate directly to the operating activities of the Commission. Income includes charges for goods and services provided on a full cost basis to external customers. Income and costs are shown net of Value Added Tax where it is recoverable.

The Commission reimburses Members in respect of expenses or costs incurred in each financial year in accordance with the Determination on Members' Pay and Allowances, subject to the various limits on expenses or costs set out in the Determination.

### Inventories

Inventories, including goods held for resale in the Commission's shop, are stated at the lower of cost and net realisable value.

### Foreign exchange

Transactions which are denominated in a foreign currency are translated into sterling at the exchange rate ruling on the date of each transaction.

### Cash and cash equivalents

Cash and cash equivalents comprise cash in hand and current balances with the Government Banking Service and with commercial banks which are readily convertible to a known amount of cash and which are subject to insignificant risk to changes in value.

### Leases

**Leased assets:** Leases of land and property that transfer substantially all of the risks and rewards of ownership are classified as finance leases. The leased assets are measured initially at an amount equal to the lower of their fair value and the present value of the minimum lease payments. Subsequent to initial recognition, the assets are revalued, in accordance with the accounting policy for land and buildings.

Assets held under other leases are classified as operating leases and are not recognised in statement of financial position.

**Lease payments:** Rentals payable under operating leases are charged to the statement of comprehensive expenditure in the period to which they relate.

## Segmental reporting

Management is satisfied that under the requirements of IFRS 8 the organisation has no additional disclosure to make.

## Employee benefits

Salaries, wages and the cost of all employment related benefits, including the liability associated with untaken annual leave, are recognised in the period in which the service is received from employees.

## Pensions

### Civil Service and Others Pension Scheme

Staff employed directly by the Commission and staff seconded to the Commission are eligible for membership of the Scheme. It is an unfunded multi-employer defined benefit scheme and the Commission is unable to identify its share of the underlying assets and liabilities. The valuation of the Scheme was completed as at March 2016 on 26 February 2019. Amounts payable to the Scheme are charged to the Statement of Comprehensive Net Expenditure when due.

Details can be found in the resource accounts of the Cabinet Office: Civil Superannuation Accounts

(<https://www.civilservicepensionscheme.org.uk/about-us/resource-accounts/>).

### The Members of the Senedd Pension Scheme (MSPS)

A pension scheme for the Members of the Senedd was originally established under the *Government of Wales Act 1998* and continues in force under the *Government of Wales Act 2006*. The scheme is a defined benefit scheme, and applies to the salary of Members and to any office holder salary. The cost of pensions provided for the Members is met by payment of charges calculated on an accruing basis, with liability for payment of future benefits charged to the accounts of the MSPS. Any liabilities of the fund arising from a deficit on assets would currently be met through increased funding by the Commission. In reporting on the assets and liabilities of the Scheme, the Commission has followed International Accounting Standard 19. In accordance with IAS 19, the Scheme Trustees are required to undertake a sensitivity analysis for each significant actuarial assumption as of the end of



the reporting period, showing how the defined benefit obligation would have been affected by changes in the relevant actuarial assumption at that date.

The MSPS prepares its own annual accounts, separate from the Commission's accounts, and these are available on the Senedd website<sup>30</sup>.

### Value Added Tax

The Commission is treated as a Crown Body for the purposes of the *Value Added Tax Act 1994* and accordingly for the purposes of Section 41 of that Act (application to the Crown) it is treated as a government department, and VAT on goods and services supplied to the Senedd may be recoverable. The Commission is standard rated for VAT on its trading activities, such as the Senedd shop.

### Provisions

The preparation of the financial statements requires various estimates and assumptions to be made that affect the application of accounting policies and reported amounts. The Commission recognises a provision in full in the year that the obligating event occurred. All such estimates and judgments are reviewed on an ongoing basis and any revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future period affected. The most significant areas of estimation and critical judgments are:

- **Members of the Senedd Pension Scheme.** Details of the actuarial assumptions can be found in Note 02.A and the Annual Report and Accounts for the Pension Scheme.
- **Dilapidations.** Generally, the Commission considers that, with the minimal backlog of maintenance and the annual review and agreement to the 10-year forward work programme, there is no current need to make a provision for general dilapidations. Advice regarding specific issues is sought and a provision made where deemed appropriate.

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<sup>30</sup> <https://senedd.wales/en/memhome/pay-expenses-financial-interests-standards/Pages/mem-pay.aspx>



## 02. A – Member and staff related costs

Information on Members and staff numbers (and other relevant disclosures) can be found in the Accountability Section – Remuneration and Staff Report.

### Member and staff related costs

**Table 7: Staff costs comprise**

Category	Staff £'000	Members and office holders £'000	Total 2019-20 £'000	Total 2018-19 £'000
<b>Salaries</b>				
Permanent Staff, Members and office holders	16,997	5,289	22,286	21,512
Temporary and Agency Staff	-	-	-	9
Seconded staff	227	-	227	85
<b>Social security costs</b>				
Permanent Staff, Members and office holders	1,839	667	2,506	2,427
Temporary and Agency Staff	-	-	-	1
Seconded staff	15	-	15	10
<b>Other pension costs</b>				
Permanent Staff, Members and office holders	4,590	1,052	5,642	4,478
Temporary and Agency Staff	-	-	-	1
Seconded staff	26	-	26	16
Subtotal Members, office holders and staff salary costs	23,694	7,008	30,702	28,539
Less recoveries in respect of outward secondments	(98)	-	(98)	(107)
<b>Total Members, office holders and staff salary costs</b>	<b>23,596</b>	<b>7,008</b>	<b>30,604</b>	<b>28,432</b>

The Commission pays the salary and related costs of the Welsh Ministers, as explained in the Remuneration Report within these accounts. Amounts paid to the Welsh Ministers are disclosed within the Welsh Government's consolidated resource accounts. As at 31 March 2020 there were 60 serving Members of the Senedd. At the year-end there were 42 office holder posts of which 14 formed the Cabinet: one First Minister, one Minister who is also

Counsel General, seven Ministers, one Deputy Minister and Chief Whip and four Deputy Ministers.

### Civil Service Pension arrangements

For 2019-20 employer's contributions of £4.567million (2018-19, £3.443million) were payable at one of four rates in the range 26.6 per cent to 30.3 per cent of pensionable pay, based on salary bands. The scheme's actuary reviews employer contributions every four years following a full scheme valuation. The contribution rates reflect benefits as they are accrued, not when the costs are actually incurred, and reflect past experience of the scheme.

New employees since 1 April 2015 are eligible to join either alpha or partnership. Alpha is a career average defined benefit pension scheme; partnership is a defined contribution pension scheme.

The partnership pension account is a stakeholder pension arrangement. Contributions due to the partnership pension providers at the Statement of Financial Position date were £23,455 (2018-19, £16,318). There were no contributions prepaid at that date.

Further details about the Civil Service pension arrangements can be found at the website [www.civilservicepensionscheme.org.uk](http://www.civilservicepensionscheme.org.uk).

### Members of the Senedd Pension Scheme

The Senedd provides a defined benefit scheme, governed by section 18 of the *Government of Wales Act 1998*. Section 20 (4) of and Schedule 11 to the *Government of Wales Act 2006* provides continuity for the Scheme. The *Government of Wales Act 2006* has not affected the legal status of the Scheme.

The Scheme provides benefits for Members of the Senedd and Office Holders. All Members of the Senedd are members of the Scheme from the date they enter the Senedd unless they specifically opt not to be.

The Remuneration Board as part of its Determination for the Fifth Senedd introduced a new career average pension scheme for Members. The Scheme was approved by HM Treasury in accordance with the *Public Service Pensions Act 2013* and introduced with effect from 6 May 2016. Members aged 55 or over on 1 April 2012 are subject to 'Transitional Protection' and

continue to have their benefits calculated on a final salary basis for an additional five years until 5 May 2021.

The Scheme has an accrual rate of 1/50th and pension age is linked to State Pension Age. The member contribution rate is 10.5 per cent for new members and for those who moved to the CARE scheme on 6 May 2016. Members aged 55 or over on 1 April 2012 are subject to 'Transitional Protection' and continue to have their benefits calculated on a final salary basis for an additional five years until 5 May 2021. These members will continue to contribute at their current rate of either 10 per cent or 6 per cent for 40th or 50th accrual respectively. The employer contribution rate is currently 19.9 per cent and is subject to a cap. The next actuarial valuation of the Scheme will take place as at 31 March 2020.

Normal Retirement Age is linked to State Pension Age (or 65, whichever is higher). Any Final Salary pension accrued before 6 May 2021 will continue to be payable at a Normal Retirement Age of 65.

The assets of the Scheme are held, separately from those of the Senedd Commission, by Mobius Life Limited, and are managed by four investment managers. The Trustees invest in a Diversified Growth fund ("DGF"), a Sustainable Real Return fund, an Absolute Return fund, a Private Markets fund, an ethical Equity Index fund, a Property fund and an Index Linked Gilts fund. During the year, the Trustees made a decision to move the funds that were previously invested in the Invesco Perpetual Global Targeted Returns fund to the BNY Mellon Sustainable Real Returns fund.

The Remuneration Board of the Senedd is the independent body responsible for setting the pay, allowances and pensions for Members of the Senedd and their staff. Details of pay and allowances are contained in the Board's Determination published in April 2019.

The principal funding objective is to maintain a fund of assets which is expected to be sufficient to provide the benefits promised to members and their beneficiaries. This objective is as advised by the Trustees of the Scheme, taking into account advice from the Actuary. The aim is to ensure that accruing benefits are paid for during members' participation in the Scheme and that the charges borne by the Senedd for accruing benefits are reasonably stable over time. These objectives are addressed by determining a contribution rate expressed as a level percentage of pensionable salary called the Standard Contribution Rate. This standard rate is such that it would be



just sufficient to finance the benefits under the Scheme, provided that experience is in accordance with the actuarial assumptions made. Depending on the size of the accumulated fund and the actual experience of the Scheme as disclosed at each three-yearly actuarial valuation, larger or smaller contributions may have to be paid for a period to allow, in particular, for amortising surpluses and deficits.

The Pension Scheme was set up in 1999 and is immature, with contribution income still exceeding regular outgoings on benefits. The weighted average duration of the scheme's liabilities is around 20 years.

**Table 8: The amounts recognised in the Statement of Financial Position are as follows**

	Note	31 March 2020 £'000	31 March 2019 £'000
Present value of scheme liabilities		(54,679)	(55,178)
Fair value of scheme assets		35,248	37,150
<b>Net liability</b>		<b>(19,431)</b>	<b>(18,028)</b>
Amount in the Statement of Financial Position			
Liabilities		(19,431)	(18,028)
Assets		-	-
<b>Net liability</b>	<b>9</b>	<b>(19,431)</b>	<b>(18,028)</b>

**Table 9: Analysis of amounts charged to the Statement of Comprehensive Net Expenditure**

	2019-20 £'000	2018-19 £'000
Current service cost	2,090	1,974
Interest on pension liability	1,347	1,304
Interest on scheme assets	(915)	(909)
	<b>2,522</b>	<b>2,369</b>
Allocated in the account as:		
Other pension costs	960	951
Pension finance costs	1,562	1,418
	<b>2,522</b>	<b>2,369</b>



**Table 10: Analysis of amounts recognised in the Statement of Change in Taxpayer's Equity (SCITE)**

	2019-20 £'000	2018-19 £'000
Actual return less interest on scheme assets	(3,220)	388
Experience gains and losses arising on pension liabilities	(635)	(370)
Changes in assumptions	4,014	(1,649)
<b>Net actuarial gains/(losses) recognised in SCITE</b>	<b>159</b>	<b>(1,631)</b>

**Table 11: Movement in liabilities during the year**

	31 March 2020 £'000	31 March 2019 £'000
Liabilities at 1 April	55,178	50,385
Current service cost (net of member contributions)	2,090	1,974
Member contributions (including net transfers-in)	502	497
Benefits paid during the year	(1,059)	(1,001)
Interest on pension liability	1,347	1,304
Actuarial (gains)/losses	(3,379)	2,019
<b>Liabilities at 31 March</b>	<b>54,679</b>	<b>55,178</b>

**Table 12: Movement in assets during the year**

	31 March 2020 £'000	31 March 2019 £'000
Assets at 1 April	37,150	35,406
Interest on scheme assets	915	909
Actual return less interest on scheme assets	(3,220)	388
Employer contributions	960	951
Contributions by Members (including net transfers-in)	502	497
Benefits paid and expenses	(1,059)	(1,001)
<b>Closing fair value of scheme assets at 31 March</b>	<b>35,248</b>	<b>37,150</b>

The Commission expects to contribute £996,470 to the Members of the Senedd Pension Scheme in 2020-21.

The major categories of scheme assets as a percentage of total scheme assets are as follows:

**Table 13: major categories of scheme assets as a percentage of total scheme assets**

	2019–20	2018–19
Equities	38%	45%
Alternative investments	20%	5%
Property	9%	9%
Fixed interest and cash	33%	41%
	<b>100%</b>	<b>100%</b>

The Pension Board carried out a review of the Scheme’s investment strategy in 2019. As a result of the review the assets of the Scheme invested in a diverse spread of funds as follows:

- Baillie Gifford Diversified Growth
- BNY Mellon Sustainable Real Return
- Legal & General Investment Management (“LGIM”) Managed Property
- Partners Group Generations
- LGIM Ethical Global Equity Index
- LGIM Over 5 Year Index-Linked Gilt

This strategy is forecast to deliver a similar expected level of return to the Scheme’s previous investment strategy.

Despite the diversification and volatility management measures that the Board has introduced in recent years, the Scheme’s investment portfolio generated a return of approximately -12% over the year to 31 March 2020. The actual return on scheme assets in 2019-20 was a loss of £2.2 million (2018-19, £1.420 million gain). This negative return was generated over the last quarter of the year as a result of the impact of Covid-19 on the financial markets. However, the investment strategy performed relatively well versus the equity markets over the same period, which were down approximately -20%.

## Principal actuarial assumptions at the Statement of Financial Position date:

**Table 14: Principal actuarial assumptions at the Statement of Financial Position date**

Assumption	31 March 2020	31 March 2019
Discount rate	2.25%	2.45%
Future earnings increases – in excess of discount rate	-1.75%	-1.90%
Future pension increases (CPI) – in excess of discount rate	0.25%	0.10%
Expectation of life at age 65 (years):		
Male	23.7	24.5
Female	25.1	25.9
Widows	23.9	24.6

### Sensitivity to main assumptions

If the real rate of return in excess of earnings changes by 0.5 per cent a year, the total actuarial liability would change by around 2.5 per cent and the change in total liabilities by circa £1.4 million.

If the real rate of return in excess of pension changes by 0.5 per cent a year the total actuarial liability would change by about 9 per cent and the change in total liabilities by circa £4.9 million.

If longevity at retirement were assumed to be 2 years greater, this would increase the total actuarial liability by about 6 per cent and would increase total liability by circa £3.3 million.

Amounts for the current and previous four periods are as follows:

**Table 15: Amounts for the current and previous four periods**

	31 March 2020 £'000	31 March 2019 £'000	31 March 2018 £'000	31 March 2017 £'000	31 March 2016 £'000
Defined benefit obligation	54,679	55,178	50,385	49,456	38,352
Scheme assets	35,248	37,150	35,406	33,713	29,669
Net liability	(19,431)	(18,028)	(14,979)	(15,743)	(8,683)
Experience gains and losses arising on pension liabilities	(635)	(370)	297	160	338
Actual return less interest on scheme assets	(3,220)	388	669	3,615	(1,041)

Further information on the Members of the Senedd Pension Scheme<sup>31</sup> can be found in the Annual Report and Accounts for the scheme for the year ending 31 March 2020.

<sup>31</sup> <https://senedd.wales/en/memhome/pay-expenses-financial-interests-standards/Pages/mem-pay.aspx>



## 02. B – Members’ other costs

Members’ other costs of £8.709 million (2018-19, £8.592 million) in the Statement of Comprehensive Net Expenditure consist of:

Category	2019–20 £'000	2018–19 £'000
Office Costs	889	982
Additional Costs	244	272
Members’ Staff Costs	7,370	7,119
Travel costs	206	219
<b>Total Members’ other costs</b>	<b>8,709</b>	<b>8,592</b>

Members’ staff costs include seven severance payments, totalling £35,907, made in 2019-20, (2018-19, one payment totalling £2,859).

The Senedd has a group stakeholder (defined contribution) scheme with AVIVA to which the Commission makes a monthly contribution of 10 per cent of gross salary for Members of the Senedd support staff. In addition, there is an option for the employee to make a regular monthly contribution. The Scheme was compliant with automatic enrolment legislation and the Scheme’s re-enrolment staging date was 1 January 2020. The employer pension contributions paid in 2019-20 were £700,461 (2018-19, £681,557).

During the year, a review of Aviva, as the Scheme’s provider, was carried out by the internal Scheme Governance Group (“the Group”) and the Group agreed that Aviva continues to be fit for purpose as the Scheme’s provider.

## 02. C – Commissioner for Standards

Under the terms of the National Assembly for Wales (Commissioner for Standards) Measure 2009, the Commission pays the salary of, and any related costs incurred by, the Commissioner. The Commission is responsible for ensuring that the salary and allowances agreed in the terms and conditions of the appointment of the Commissioner, and any reasonable liabilities incurred in the course of his duties, are charged to the Welsh Consolidated Fund.

The Commissioner for Standards was Sir Roderick Evans from 1 December 2016 to November 2019. In November 2019 Sir Roderick resigned from the post and Douglas Bain was appointed Acting Commissioner on a temporary basis. More information about Douglas Bain and his work as the Acting Commissioner is available from <http://standardscommissionerwales.org/>

### Staffing support

Since November 2018 the office has been supported by two members of Commission staff who are seconded on a whole time basis to assist with the increased amount of casework under consideration, to provide customer service and to ensure that the office runs effectively. The 2019-20 support staff costs are for a full year of the secondment arrangement compared with part-time support and part year secondment support in the prior year.

### Staffing hours and costs

Nature of cost	2019-20		2018-19	
	Hours	Costs	Hours	Costs
Commissioner Hours	220	-	336	-
Commissioner Costs	-	£17,900	-	£26,105
Acting Commissioner Hours	171	-	81	-
Acting Commissioner Costs	-	£12,898	-	£5,481
Support Staff Hours	2,995	-	1,333	-
Support Staff Costs	-	£123,630	-	£44,798
<b>Total Hours / Costs</b>	<b>3,386</b>	<b>£154,428</b>	<b>1,750</b>	<b>£76,384</b>

## 02. D – Voluntary Exit Scheme (VES)

The Senedd Commission launched a Voluntary Exit Scheme (VES) across all service areas on 22 November 2018. The closing date for applications was 18 January 2019. In total 24 people were given approval to leave.

At 31 March 2019 none of the staff who were granted approval had left and there was an obligation on the Commission to make payments to 24 members of staff during 2019-20. The total cost of this obligation at 31 March 2019 was £1,104,000. All 24 members of staff left the Commission and received their payments during 2019-20. There is no remaining obligation at 31 March 2020.

Exit package cost band	Total number of exit packages by cost band 2018-19
£0 - £20,000	5
£20,001 - £40,000	5
£40,001 - £60,000	8
£60,001 - £80,000	3
£80,001 - £100,000	1
£100,000 - £150,000	2
Total number of exit packages	24
<b>Total resource cost (£000s)</b>	<b>1,104</b>

There were no severance payments made to Commission staff in 2019-20, (2018-19, nil) in addition to the Voluntary Exit Scheme.

Two Directors are included within the number of exit packages shown above and details are therefore disclosed within the Remuneration and Staff report.

### 03. Other administration costs

Other administration costs of £15.8 million (2018-19, £16.7 million) in the Statement of Comprehensive Expenditure consist of:

	2019–20 £'000	2018–19 £'000
Leases – buildings	2,794	2,800
Leases – other	75	102
Accommodation and facilities costs	5,669	5,342
ICT costs	2,705	2,786
Administrative expenses	1,737	1,629
Staff related costs	602	1,676
<b>Other administration costs</b>	<b>13,582</b>	<b>14,335</b>
Depreciation, amortisation and impairment charges	2,213	2,319
<b>Total Other administration costs</b>	<b>15,795</b>	<b>16,654</b>

The estimated external audit cost for the audit of these financial statements is £57,958 (2018-19, £55,900). No additional non-statutory audit work was incurred in 2019-20 (2018-19, nil).



## 04. Property, plant and equipment

	Land and buildings	ICT	Furniture and fittings <sup>32</sup>	Assets under construction	2019-20 Total
	£'000	£'000	£'000	£'000	£'000
<b>Cost or valuation</b>					
<b>At 1 April 2019</b>	<b>61,641</b>	<b>6,817</b>	<b>1,376</b>	<b>12</b>	<b>69,846</b>
Additions	-	349	131	167	647
Reclassification	-	-	12	(12)	-
Revaluation	(510)	-	-	-	(510)
<b>At 31 March 2020</b>	<b>61,131</b>	<b>7,166</b>	<b>1,519</b>	<b>167</b>	<b>69,983</b>
<b>Depreciation</b>					
<b>At 1 April 2019</b>	<b>(3,432)</b>	<b>(5,628)</b>	<b>(800)</b>	<b>-</b>	<b>(9,860)</b>
Charged in year	(1,717)	(413)	(83)	-	(2,213)
Revaluation	5,149	-	-	-	5,149
<b>At 31 March 2020</b>	<b>-</b>	<b>(6,041)</b>	<b>(883)</b>	<b>-</b>	<b>(6,924)</b>
<b>Carrying amount at 31 March 2020</b>	<b>61,131</b>	<b>1,125</b>	<b>636</b>	<b>167</b>	<b>63,059</b>
<b>Carrying amount at 31 March 2019</b>	<b>58,209</b>	<b>1,189</b>	<b>576</b>	<b>12</b>	<b>59,986</b>

The carrying amount of Land and buildings held under lease arrangements as at 31 March 2020 is £4.250 million (31 March 2019 £3.803 million).

The latest revaluation of land and buildings was undertaken by DS Gibbon FRICS of Avison Young (UK) Limited, as at 31 March 2020, in accordance with the Royal Institution of Chartered Surveyors Valuation Standards. The Senedd and the Pierhead were re-valued at depreciated replacement cost (DRC) as a proxy for current value. The valuer's approach included calculating the cost of constructing modern equivalent buildings and depreciating the cost to account for the age and future economic life of the buildings.

The valuer has disclosed the following in response to potential uncertainties relating to the COVID-19 pandemic:

*The outbreak of the Novel Coronavirus (COVID-19), declared by the World Health Organisation as a "Global Pandemic" on the 11th March 2020, has*

<sup>32</sup> Furniture and fittings includes 'donated assets', consisting of the Mace donated by the Parliament of New South Wales for the opening of the Senedd.

*impacted global financial markets. Travel restrictions have been implemented by many countries.*

*Market activity is being impacted in many sectors. As at the valuation date, we consider that we can attach less weight to previous market evidence for comparison purposes to inform opinions of value. Indeed, the current response to COVID-19 means that we are faced with an unprecedented set of circumstances on which to base a judgement.*

*Our valuations are therefore reported on the basis of 'material valuation uncertainty' as per VPS 3 and VPGA 10 of the RICS Red Book Global. Consequently, less certainty – and a higher degree of caution – should be attached to our valuation than would normally be the case.*

Impairment reviews did not identify any indications of impairment at 31 March 2020 and hence no impairments have been recognised.

	Land and buildings	ICT	Furniture and fittings <sup>33</sup>	Vehicles	Assets under construction	2018-19 Total
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Cost or valuation</b>						
<b>At 1 April 2018</b>	<b>61,641</b>	<b>15,147</b>	<b>1,701</b>	<b>80</b>	<b>-</b>	<b>78,569</b>
Additions	-	-	166	-	12	178
Disposals	-	(8,330)	(491)	(80)	-	(8,901)
<b>At 31 March 2019</b>	<b>61,641</b>	<b>6,817</b>	<b>1,376</b>	<b>-</b>	<b>12</b>	<b>69,846</b>
<b>Depreciation</b>						
<b>At 1 April 2018</b>	<b>(1,716)</b>	<b>(13,448)</b>	<b>(1,211)</b>	<b>(80)</b>	<b>-</b>	<b>(16,455)</b>
Charged in year	(1,716)	(510)	(80)	-	-	(2,306)
Released on disposal	-	8,330	491	80	-	8,901
<b>At 31 March 2019</b>	<b>(3,432)</b>	<b>(5,628)</b>	<b>(800)</b>	<b>-</b>	<b>-</b>	<b>(9,860)</b>
<b>Carrying amount at 31 March 2019</b>	<b>58,209</b>	<b>1,189</b>	<b>576</b>	<b>-</b>	<b>12</b>	<b>59,986</b>
<b>Carrying amount at 31 March 2018</b>	<b>59,925</b>	<b>1,699</b>	<b>490</b>	<b>-</b>	<b>-</b>	<b>62,114</b>

<sup>33</sup> Furniture and fittings includes 'donated assets', consisting of the Mace donated by the Parliament of New South Wales for the opening of the Senedd.

## 05. Intangible assets

Intangible assets comprise software and software licences for major systems used by the Commission:

	Software £'000	2020 Total £'000
<b>Cost or valuation</b>		
<b>At 1 April 2019 and at 31 March 2020</b>	<b>884</b>	<b>884</b>
<b>Amortisation</b>		
<b>At 1 April 2019 and at 31 March 2020</b>	<b>(884)</b>	<b>(884)</b>
<b>Carrying amount at 31 March 2019 and 2020</b>	<b>-</b>	<b>-</b>

	Software £'000	2019 Total £'000
<b>Cost or valuation</b>		
<b>At 1 April 2018</b>	<b>2,317</b>	<b>2,317</b>
Disposals	(1,433)	(1,433)
<b>At 31 March 2019</b>	<b>884</b>	<b>884</b>
<b>Amortisation</b>		
<b>At 1 April 2018</b>	<b>(2,304)</b>	<b>(2,304)</b>
Charged in year	(13)	(13)
Disposals	1,433	1,433
<b>At 31 March 2019</b>	<b>(884)</b>	<b>(884)</b>
<b>Carrying amount at 31 March 2019</b>	<b>-</b>	<b>-</b>
Carrying amount at 31 March 2018	13	13

## 06. Trade and other receivables

	31 March 2020 £'000	31 March 2019 £'000
Amounts falling due within one year:		
Trade receivables	115	87
Other receivables	21	22
Prepayments	1,485	1,290
Recoverable VAT	257	325
	<b>1,878</b>	<b>1,724</b>

There were no receivable amounts falling due after more than one year.

## 07. Cash and cash equivalents

	2020 £'000	2019 £'000
Balance at 1 April	292	73
Net change in cash and cash equivalent balances	(232)	219
<b>Balance at 31 March</b>	<b>60</b>	<b>292</b>
The following balances at 31 March were held at:		
Government Banking Service	44	204
Commercial banks and cash in hand	16	88
<b>Balance at 31 March</b>	<b>60</b>	<b>292</b>



## 08. Trade payables and other current liabilities

	31 March 2020 £'000	31 March 2019 £'000
Amounts falling due within one year:		
VAT	15	15
Other taxation and social security	805	773
Trade payables	1,083	735
Accruals	1,913	3,114
Amounts due to the Welsh Consolidated Fund	60	292
	<b>3,876</b>	<b>4,929</b>

There were no payable amounts falling due after more than one year.

## 09. Provisions for liabilities and charges

	MS Pension Scheme £'000	Dilapidation Provision £'000	2019-20 Total £'000	2018-19 Total £'000
<b>Balance at 1 April</b>	<b>18,028</b>	<b>120</b>	<b>18,148</b>	<b>15,099</b>
(Decrease)/increase in provision	(159)	51	(108)	1,631
Pension finance cost	1,562	-	1,562	1,418
<b>Balance at 31 March</b>	<b>19,431</b>	<b>171</b>	<b>19,602</b>	<b>18,148</b>

Under IAS 19, a liability of £19.431 million is recognised for the Members of the Senedd Pension Scheme. Further information is provided on this in Note 02.A. Additional information on the dilapidation provisions can be found within the provisions section of Note 01 – Statement of accounting policies.

From the total provision of £19.602 million (2018-19, £18.148 million), no amount is expected to crystallise within one year (2018-19, £0 million).

## 10. Commitments under leases

### (a) Operating leases

Commitments under operating leases to pay rentals during the year following the year of these accounts are given in the table below, analysed according to the period in which payments are incurred.

Category	31 March 2020 £'000	31 March 2019 £'000
Land and buildings:		
Not later than one year	2,796	2,777
Later than one year but not more than five years	11,156	11,040
Later than five years	19,389	22,149
	<b>33,341</b>	<b>35,966</b>
Other – car, printers and copiers:		
Not later than one year	14	31
Later than one year but not more than five years	9	6
	<b>23</b>	<b>37</b>

### (b) Finance leases

There are no current obligations under finance leases.

## 11. Capital and other commitments

There were no contracted capital commitments at 31 March 2020 and 31 March 2019.

## 12. Other financial commitments

The Commission has contracts that make reference to early termination but do not quantify charges for such an event. Early termination would be a breach of contract and the contractor would be entitled to damages representing the loss of profit on the work which would have been done under the contract if it had run its full course. As this figure is variable for each contract, such contracts have not been included in this note.

### 13. Financial instruments

The Commission does not issue or trade in financial instruments such as loans and has no borrowings. It relies primarily on funding from the Welsh Consolidated Fund for its cash requirements, and is therefore not exposed to liquidity risks. It also has no material deposits, and all material assets and liabilities are denominated in sterling, so it is not exposed to interest rate risk or currency risk.

### 14. Related-party transactions

The Commission has a number of transactions with the Welsh Government and with other government departments and public bodies, including HM Revenue and Customs. Additionally, regular transactions take place with the Members' of the Senedd Pension Scheme (see Remuneration and staff report, page 121). Standing Orders of the Senedd require the Senedd, on a motion proposed by the Commission, to elect Trustees to the Members' of the Senedd Pension Scheme.

The Senedd may give special or general directions to the Commission for the purpose of, or in connection with, the exercise of the Senedd Commission's functions.

The Commission has not undertaken any material transactions directly with Commissioners, senior managers or their close family members nor with any organisations where Commissioners, senior managers or members of their close family hold positions of control or influence.

Caroline Jones, one of the Commissioners for the Fifth Senedd, was a trustee of the Members of the Senedd Pension Scheme from 25 January 2018. Caroline Jones resigned as a trustee on 5 June 2018.

Bob Evans, who is also an independent Adviser to the Senedd Commission's Audit and Risk Assurance Committee became the Commission representative to the Pension Board on 20 December 2018.

An independent Remuneration Board was established by the National Assembly for Wales Remuneration Measure 2010. The Remuneration Board determines the salaries and allowances of all Members of the Senedd and office holders. The Members may employ family members as their support staff. However, this is only permitted where the Member plays no part in the



fair and open selection process, which is conducted by Commission staff on their behalf.

The Commission decides the policies on salary and conditions for Commission staff. There are no restrictions in place relating to the employment by the Commission of family members of Commissioners or senior management.

Directors have declared that they hold no significant third party interests that may conflict with their duties. A Register of Financial and Other Interests of Members is available at [www.senedd.wales](http://www.senedd.wales) and [www.senedd.cymru](http://www.senedd.cymru).

## 15. Subsequent events

On 6 May 2020 the National Assembly for Wales became the Welsh Parliament or Senedd Cymru, commonly known as the Senedd. The legislation which introduced the new name also amended a number of other key terms including the Assembly Commission which, from 6 May 2020, became the Senedd Commission.



# Annex - Regularity Reporting

## Regularity Reporting

The Senedd Commission's budget is authorised by the Senedd via formal budget motions. These motions authorise the Commission's capital and revenue expenditure, as well as retainable income and the amount that may be drawn from the Welsh Consolidated Fund.

The Statement and supporting notes have been prepared in accordance with the 2019–2020 Government Financial Reporting Manual (FReM) suitably adapted for the constitution of the Senedd and the Commission as specified by the *Government of Wales Act 2006*.

### SOS 03 Reconciliation of Net Cash Requirement to (decrease) / increase in cash

	31 March 2020 £'000	31 March 2019 £'000
Net cash requirement	(53,482)	(50,156)
From the Consolidated Fund (supply) – current year	54,088	51,538
Amounts due from the Consolidated Fund not drawn	(546)	(1,090)
Amounts paid to the Consolidated Fund	(292)	(73)
<b>(Decrease)/increase in cash</b>	<b>(232)</b>	<b>219</b>

This table is subject to audit.

## SOS 04 Reconciliation of Net Resource Outturn to Net Cash Requirement 2019-20

	Note	Budget	Outturn	Net total outturn compared with budget: under spend/(excess)	Outturn 2018-19
		£'000	£'000	£'000	£'000
Net Resource Outturn	SOS 01	57,638	56,336	1,302	54,365
Accruals adjustments					
Non-cash items	See below	(3,900)	(3,775)	(125)	(3,737)
Changes in working capital other than cash		350	921	(571)	(472)
<b>Net cash requirement</b>		<b>54,088</b>	<b>53,482</b>	<b>606</b>	<b>50,156</b>

<i>Non-cash items</i>	Note	Budget	Outturn	Outturn compared with budget 2019-20	Outturn 2018-19
		£'000	£'000	£'000	£'000
Depreciation and amortisation and de-recognition	4 and 5	(2,250)	(2,213)	(37)	(2,319)
IAS 19 Pension finance cost and other provision movements		(1,650)	(1,562)	(88)	(1,418)
		<b>(3,900)</b>	<b>(3,775)</b>	<b>(125)</b>	<b>(3,737)</b>

This table is subject to audit.

**SOS 05 Analysis of income payable to the Welsh Consolidated Fund**

	<b>Budget 2019-20 £'000</b>	<b>Outturn 2019-20 £'000</b>	<b>Outturn 2018-19 £'000</b>
Retainable operating income	220	220	181
Subtotal	220	220	181
Amount retained	220	220	181
<b>Amount payable to the WCF</b>	-	-	-

There has been no other operating income in 2019–20 (2018-19, nil).

This table is subject to audit.





# Diversity and Inclusion: Annual Report 2019-20

June 2020



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.

An electronic copy of this document can be found on the Senedd website: **www.senedd.wales**

Copies of this document can also be obtained in accessible formats including Braille, large print, audio or hard copy from:

 Welsh Parliament, Cardiff Bay, CF99 1SN

 0300 200 6565

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

.....  
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# **Diversity and Inclusion:** Annual Report 2019-20

June 2020

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## Foreword

This report provides an update on activities related to diversity and inclusion over the period from 1 April 2019 to 31 March 2020.

***On 6 May we became the Welsh Parliament; the Senedd. As the Senedd and Elections (Wales) Act 2020 received Royal Assent in January, it marked the culmination of a long and complicated process for the many Commission colleagues who were involved in its passage.***

***Despite our new title, you will notice this document mostly refers to the institution as the Assembly; a reflection of the fact we're looking back over the past 12 months before the change to our name.***

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2019 marked the twentieth anniversary of the Assembly. In this time, we have made great strides towards promoting diversity and inclusion, and in ensuring these principles are at the heart of what we do as a Parliament.

In its first year, the Welsh Youth Parliament decided that one of its priorities should be promoting emotional and mental health support for children and young people in Wales, developing a survey for them as well as adults (parents, guardians and professionals). We have appointed a new Health and Safeguarding Advisor to support the on-going work of the Youth Parliament. They offer safeguarding advice and support to the Welsh Youth Parliament team, based on the individual needs and circumstances of the WYP members.

We had a highly successful Apprenticeship scheme this year with more applicants from underrepresented groups than ever before.

We've had extensive consultation on proposals for reforming the Assembly in which the public have actively been engaged. The work of our Assembly Committees is ever-broadening, capturing the views of increasingly diverse audiences.

We were also delighted to receive continued recognition from Stonewall for our approach to LGBT inclusion and celebrated our first BAME apprentice to win Apprentice of the Year.

We look forward to building on our achievements as we prepare for the sixth Senedd. We are committed to pursuing and delivering the goals set out in our Diversity and Inclusion Strategy and meeting our responsibilities towards the Equality Act 2010.

As always, we welcome your feedback on this report and on how we might consider doing things differently in the future.



**Manon Antoniazzi**

Chief Executive and Clerk to the Assembly



**Joyce Watson**

Assembly Commissioner with responsibility for employees and equalities







## Our Year in Highlights



We marked 20 years of Devolution with an all staff event, celebrated our values through a new staff recognition scheme, and launched a special in-house magazine, "The Slate", to mark the occasion.



We launched a successful Call it out Campaign which built on the progress we have made with our Dignity and Respect commitment, empowering everyone to do something if they witness inappropriate behaviour in our workplace.



Our commitment to developing our apprentices was further underlined as Mahima Khan, our first BAME apprentice, won QSA Apprentice of the Year Awards. This year's apprenticeship scheme has attracted more applications than ever before.



We were designated the best workplace in Wales for LGBTQ+ employees and we also retain our spot in UK Top 10 for the 6th year running. This year we were also awarded Highly Commended Network Group.



Our response to Covid-19 Business Continuity has taken into account diversity and inclusion. We have understood business needs and balanced these with the individual needs and support required by our Assembly Members and colleagues, to keep them well informed and safe.



We have been working with partners to provide new face to face and online Diversity and Inclusion training to all Assembly Member support staff.

## Our Diversity and Inclusion strategy

It is important that we continue to be accessible to the people of Wales and beyond: making it relevant, easy and meaningful for people to interact with and contribute to its work. It is also important that we are an inclusive employer, enabling all of our staff to realise their full potential.

Our Diversity and Inclusion Strategy 2016-21 sets out our priorities and objectives.

### Dignity and respect

We are committed to providing an inclusive culture that is free from harassment and we expect that everyone - including visitors, Assembly Members, Members staff and Assembly Commission staff, are treated with dignity and respect. Every May, we carry out a Dignity and Respect Survey, ensuring that we continue to introduce any necessary changes to build on the right culture.



**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 People

### Workplace Equality Networks

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We value the contribution that our workplace equality networks make to our workplace and the expert advice and insight they provide us with in terms of making inclusive policies, promoting an inclusive workplace and helping us to realise our ambitions set out in our Diversity and Inclusion Strategy. The networks engage in activities throughout the year:



**REACH** – the network focused on delivering sessions to develop skills and confidence for the members, with many new faces joining this year. As always, the network marked Black History Month, this year providing *Let's Talk about Race and Cultural Awareness* sessions for Staff. The network also showcased recipes from the Cultural Awareness cookbook,



**MINDFUL** – Building on last year, more members than ever have become trained Mental Health First Aiders, boosting their support as Mental Health Wellbeing champions. The network continues to promote on site wellbeing activities, and introduced the 'weekly wellbeing walk' encouraging staff to take a proper break away from their desks and get together with likeminded mindful work colleagues. Mindful have supported the





development of a dedicated wellbeing website, and resilience and Wellbeing Webinars to support staff whilst working at home during the Covid-19 Pandemic. There has been an active cross networking across the work led by the network on understanding and supporting the Menopause.

**INSPIRE** – Further to last year’s successful collection towards period poverty, the network has shifted its focus towards supporting staff through the menopause. Working with specialists, the network developed awareness raising sessions to improve understanding and reduce stigma, and publish guidance for staff. This document, launched on International Women’s Day 2020, provides advice to women who are experiencing menopausal symptoms on how best to manage these at work, and upskills line managers in supporting their teams.



**PLWS** –The LGBT+ network, formerly known as OUT-NAW, changed its name to PLWS. Members and allies took part in Pride Cymru’s march through the city centre to celebrate Wales’ annual and largest Pride event. The network also arranged and hosted a panel discussion with guest speakers from varying aspects of the LGBT+ community to discuss what has been learned since the modern civil-right movement, sparked at Stonewall, USA (1969). The award-winning network continues to work closely with Stonewall Cymru has introduced new workplace guidance on what pronouns are and how to include them in email signatures, whilst also regularly updating and reissuing LGBT+ guidance and support to all staff.



**EMBRACE** -The network hosted the first Wales Ability event, open to all. The event was a great opportunity to network and find ways to support each other, and to inform policy development, and wellbeing surveys. The network is focused on working with other networks on raising awareness of key issues by marking key dates in the Diversity and Inclusion Calendar, such as International day of persons with Disabilities, and exploring themes around Carers rights and hidden disabilities.

**TEULU** – As a recognised Working Families employer, the network has continued to develop on our commitments to carers and parents. We are introducing Jack’s Law to our parental leave policies, enhanced in line with our existing parental leave policies. During the unprecedented time of Coronavirus, in order to support employees, support has been provided to all staff no matter their needs, but have mindfully sought to support those staff with additional needs during a period of enhanced caring needs. This has

included amending policies, redistributing work, tools, guidance and signposts to additional support, and regular communication and recognition by senior Leaders.

**Engagement Network** - The network differs to our other networks as it includes all our employees. It is designed to support staff to become involved in projects, programmes in which they are interested, and to provide feedback which can lead to improvements. Activities during 19/20 have included marking the Assembly 20 Years anniversary, a revised Performance Development Review (PDR), an end to end Recruitment Review, improvements to Internal Communications, and the development of a Recognition Awards scheme.

## Apprenticeship Scheme 2019

We have continued to build on the success of the 2018 Apprenticeship Scheme, further developing our approach to outreach, eligibility criteria, development of internal staff and the experience of the apprentice. We have continued to focus on building relationships with organisations pre-recruitment through outreach: we engaged with school pupils, local communities, networks and third-sector organisations and communities to ensure our apprenticeship scheme was accessible to all, particularly reaching candidates from more marginalised and underrepresented communities.

Our inclusive, more accessible recruitment campaign reached 21,258 people, a tailored open day sold out and a simplified application process, resulted in an 70% increase in applications and a 43% increase in applications from BAME candidates. The new scheme continues to be tailored following apprentice feedback including the opportunity and resources to develop work-based skills that leads to the Diploma Level 3 in Business Administration.



## APPRENTICESHIP CASE STUDY

### QSA Apprentice of the Year Award Winner – Mahima Khan

We are delighted to announce that Mahima Khan, our Committee Support Officer, has not only been chosen as this year's winner of the Business Administration award at the 2020 Quality Skills Alliance (QSA) Apprenticeship Awards, but also won QSA apprentice of the year, she was chosen over all the list of category winners as the apprentice whose achievements best reflected QSA's values.

QSA is consortium of work-based learning providers made up of 23 partners and subcontractors. The awards celebrate excellence and achievement and Mahima Khan is a worthy winner. She has demonstrated excellence, adding value to any project with her eagerness to: get involved; go above and beyond and has continually pushed herself out of her comfort zone – she has been a real asset to the Assembly.

"In all honesty I am still in awe after being told that I got the award, I didn't think that I would be shortlisted, let alone win!

I feel very humbled to be recognised for the work that I have done over the past year. I have had amazing members of staff push me to go the extra mile, which gave me the confidence to push myself further and get over any fears that I thought would be stopping my progression here.

I've had an enlightening year as an Apprentice at NAFW, starting with the launch of the Welsh Youth Parliament to then being recognised for my support to the welcoming event for the Bangladesh Cricket team and also being part of the Six Nations grand slam celebrations at the Assembly where I got to meet the Welsh Rugby team. Thank you for making me feel incredibly welcomed, I look forward to the years ahead!" - Mahima Khan





## Learning and Development

The Commission have delivered more training this year than ever before, and our learning and development provision is underpinned by the concepts of diversity and inclusion. We have delivered a range of formal and informal training, including face-to-face training, workshops, and guidance and online resources ensuring that diversity is promoted is meaningful and accessible. During this period, colleagues have accessed a range of training including, understanding mental health, dignity and respect, menopause awareness, child mental health, supporting employees with cancer, autism awareness, dementia awareness and unconscious bias. We continue to expand their our approaches to ensure staff can access training remotely and continue to support our staff networks to help foster support in line with our values.

## Promoting Inclusion through Internal Awareness-Raising

Diversity and Inclusion Week: 1-5 July 2019

Annually, we run a Diversity and Inclusion week which focuses on awareness-raising activities and information provision within the workplace and also an externally focused social media campaign. *Manon Antoniazzi, our Chief Executive and Clerk* opened the week with a blog outlining our organisational commitment to Diversity and Inclusion.



## Workforce, Recruitment and Pay Diversity Data

Our workforce and recruitment data and equal pay and gender pay gap reports are published respectively as accompanying documents to this report to ensure ease of access to the information.

As last year, the **workforce and recruitment data** shows that we continue to attract and recruit a diverse range of people. We have recruited people from a range of ages, with disabilities, and from different races, religions and sexual orientations. We are continuing our work on increasing the diversity of our workforce in order to better represent the communities that we serve. Our recruitment review and the re-design of our candidate pack and used of social media for recruitment has enabled us to identify further opportunities for reducing barriers and encouraging a diverse range of applicants.

Our **equal pay data**, is positive and the equal pay lead that women have over men has decreased since last year which marks a positive step towards neutralising the Commission gender pay gap and this continues the trend over the last few years. Whilst there is undoubtedly further work to do, our data trends have improved during this monitoring period.

## Outreach, engagement and democratic participation

One of our ongoing objectives is to engage with all of the people of Wales and to champion the work of the Assembly. As a parliamentary body, it is important that the Assembly represents all of the people of Wales and that everyone has access to our work, our building and our information.

### Overview of public engagement

In the last year, we have engaged with people from all parts of Wales, in communities across the country, and on our estate. During this period over people across Wales have engaged with us through workshops, presentations, events and engagement activity related to committee consultations. Below, we celebrate some of our engagement work and share some of the highlights of the year.

### Welsh Youth Parliament

It's been a busy first year for the Welsh Youth Parliament with twelve regional meetings held in various locations across Wales, regional events on Life Skills in the Curriculum in north and south Wales and the Welsh Youth Parliament's first consultation and report on Life Skills in the Curriculum.

During regional meetings the WYPMs have been progressing their work programme on their three key issues, Emotional and Mental Health Support, Littering and Plastic Waste and Life Skills in the Curriculum. They have also received various training to develop their skills and have engaged with a range of Assembly business.



## Community Engagement Sessions

Our Community Engagement Team held 35 Community Sessions for 876 delegates over this year, involving a range of groups, including Mind Cymru, the National Autistic Society Cymru, the North Wales Women’s Centre, Gingerbread and Mantell Gwynedd. These sessions introduce citizens to the work of the Assembly - what we do in holding the Welsh Government to account, how citizens can engage with their Assembly Members and get involved in consultations and petitioning.

## Promoting diversity and inclusion

As part of our commitment to being an inclusive organisation we continue to promote diversity and inclusion to the public via events, social media and campaigns. We actively encourage a broad range of people from Wales and beyond to get involved with the work of the Assembly and to consider the Assembly as a potential employer of choice in a number of ways:



## Exhibitions

We've hosted a range of exhibitions on the Assembly estate, highlights of which include:

- **Many Voices One Nation**

Commissioned by the National Assembly for Wales, 'Many Voices, One Nation' forms part of the programme of events and activities throughout 2019/20 to mark the first 20 years of devolution in Wales. This touring exhibition uses photography and lens-based media to explore the hopes and aspirations for the future of Wales. The exhibition aims to capture the richness and diversity of the geography, culture and society of Wales, and, wherever possible, encourage public participation. Following a successful debut in the Assembly in September 2019, the exhibition has now toured to Aberystwyth and Merthyr Tydfil and will close at Galeri Caernarfon in June 2020.

- **BeLonging**

An exhibition celebrating Black History Month in October 2019, Be/Longing centred on the Commonwealth citizens who travelled to Wales after the Second World War to join others from the Caribbean islands who had made Wales their home long before. The installations and photographs are rooted in the lives of this older generation and aim to provide a glimpse into some of the everyday practices of people with roots as deeply embedded in Welsh soil as in the sand of the islands where they were born.

- **Pride Cymru Community Role Models**

The exhibition by Pride Cymru on a staff corridor celebrated 15 people from our LGBT+ community who have made a positive difference in Wales, some of which included colleagues and former colleagues. These inspirational people have increased the visibility and prominence of the LGBT+ community in Wales, standing up and working to make positive change.

- **Everywoman**

Marking International Women's Day 2020, this exhibition celebrates women's work that otherwise might go unnoticed. All exhibitors are members of the photography collective Phrame, whose focus is on promoting and supporting the work of emerging female photographers in the South Wales area.

## Visitors, tours and events

We promote the Assembly as a visitor attraction through connections with the local Cardiff Bay Waterfront Partners Group, through social media, through our outreach work and through Euan's Guide, a listings and review website that helps disabled people and their families know which venues are accessible.

We have made adjustments to enable visitors to participate in tours by adjusting the speed of tours and the complexity of language used.

We have hosted a vast array of inclusion-related events throughout the year, including events to mark:

- Baha'ullah event;
- Reach out – youth loneliness event;
- BASW Cymru Social Work Awards 2019;
- Going Gold for World Autism Day 2019,
- Trans Ageing and Care in Wales; *collaboration with Unique Transgender Network and the Older LGBT Network for Wales, Age Cymru*
- Restorative Change - ending domestic violence;
- LGBTIQ Gypsy, Roma and Traveller Conference;
- Political engagement event - recognising the skills of young persons with disabilities;

- Official Black History Launch & National Black History Youth Awards

## Promoting inclusion beyond Wales

### CASE STUDY

#### 64th Commonwealth Parliamentary Conference, Uganda

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Deputy Presiding Officer, Ann Jones AM, led the Assembly's delegation to the Commonwealth Parliamentary Association's (CPA) 2019 Annual Conference in Kampala, Uganda. Ann Jones AM played an active and leading role in the conference which was attended by over 500 Parliamentarians from across the Commonwealth. This included chairing a workshop on "The Role of Parliamentarians in Facilitating Persons with Disabilities as Electors, Candidates and Legislators" where she was able to draw on her own personal experience, as well as to showcase best parliamentary practice here in Wales.

## Widening the reach of the work of Assembly Committees

Assembly Committees work hard to ensure they hear from the broadest and most diverse range of people to inform their work. On each inquiry, committees will consider what forms of engagement and outreach will be most appropriate. As part of this, issues of inclusion are always at the forefront of their thinking. Committees continue to look for new and innovative ways of engaging and continue to make adjustments to ensure that participants can engage in the ways that work best for them, whether that by using online discussion forums, focus groups or just making it easier for people to give evidence in a formal setting.

### Children, Young People and Education Committee

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On the Committee's inquiry into Education Otherwise Than At School (EOTAS), Assembly Members visited three such settings supporting children and young people. The Committee created online surveys to gather the experiences of families who are accessing EAOTAS, and to gather staff perspectives. The Committee also undertook a number of roundtable sessions with stakeholders to gather evidence as part of its scrutiny of the Children (Abolition of Defence of Reasonable Punishment) (Wales) Bill. Acknowledging the sensitivities and strength of feeling surrounding this issue, the Committee created an online portal as part of its public consultation to make it easier for people to give evidence to a formal inquiry.

## Equality, Local Government and Communities Committee

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The Committee revisited their work on rough sleeping over the summer of 2019. The Committee initially reported in April 2018, with a wide ranging set of recommendations to the Welsh Government. In following this up, they decided to focus on engaging with those with lived experience of rough sleeping. This can often include people who are the least engaged in Assembly business. The Citizen Engagement Team held a number of focus groups across all areas of Wales during the Summer. This culminated in an informal committee session with Committee Members and those with lived experience. One of the issues that was raised repeatedly was support for rough sleepers who had both substance misuse and mental health issues – this resulted in Committee report which made recommendations to the Welsh Government for improvements in services, which was debated on the floor of the Assembly in January 2020.

## Health, Social Care and Sport Committee

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As part of its inquiry into health and social care in Welsh prisons, the Committee visited a number of prisons across Wales and took the opportunity to discuss the inquiry with groups of prisoners. The committee also held a roundtable stakeholder event to hear from different health and social care professionals, as well as those representing prisoners, about the accessibility and quality of services in Welsh prisons.

## Culture, Welsh Language and Communications Committee

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The report 'Count me in!' recommended that the Welsh Government should require all arts and cultural bodies in receipt of public funding to set out their objectives for tackling poverty and social exclusion in their strategic plans. The report also required those bodies to set out how they will co-design creative activities and content with these target audiences and increase access to apprenticeships.



## Climate Change, Environment and Rural Affairs Committee

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As part of its inquiry into fuel poverty in Wales, the Committee held a series of focus groups with people in, or at risk of, fuel poverty and with advice and support service providers. Four sessions were held across Wales, with participants from three Assembly regions. Participants were sourced through diverse bodies including Age Cymru, Bevan Foundation, Citizens Advice Bureau, Disability Wales, Tai Pawb, Trussell Trust and Universities in Wales. The output from the focus groups was used to inform the Committee's report.

## External Affairs and Additional Legislation Committee

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As part of its inquiry into changes to freedom of movement after Brexit, the Committee held focus group sessions involving EU citizens and individuals working for organisations and charities that represent them. These organisations directly support vulnerable groups and citizens who fall under protected characteristics such as disability, age, and sex.

## Legislation, Justice and Constitution Committee (formerly Constitutional and Legislative Affairs Committee)

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As part of our Stage 1 scrutiny of the Senedd and Elections (Wales) Bill, the Committee gathered the views of young people across Wales on lowering the minimum voting age in National Assembly elections to 16 and the requirement for accompanying political and citizenship education. Views were gathered via an online discussion board called Senedd Dialogue, and during focus group sessions with schools and youth groups.

## Diversity and Inclusion in our work

We support Assembly Commission staff to build diversity and inclusion into their work to ensure inclusive decision-making, service design and delivery, access to our estates and by taking into account diversity and inclusion when buying-in goods and services. We also support Assembly Members consider diversity and inclusion into their roles as employers, as service providers and into their work as caseworkers, scrutineers and legislators, and by engaging with the people of Wales.

### Non-Government Bills

The Senedd and Elections (Wales) Act 2020 was introduced in February 2019, accompanied by an Explanatory Memorandum, containing a range of detailed impact assessments, including Equality, Children's Rights and Languages. Following best practice, the impact assessments sought to evaluate the Act's impacts on all groups of people, not just those they positively impacted upon. For example, consideration was given to the impact of the Act on those children and young people who are not being enfranchised with the right to vote, as well as those who are, and the mitigations in place for such.

Updates to the impact assessments were provided in November 2019 and March 2020 to reflect the effect of amendments made to the Act in the course of its legislative journey, including the enfranchisement of qualifying foreign citizens to vote in Senedd elections. The Act received Royal Assent on 15 January 2020, lowering the voting age for Senedd elections from 2021 onwards to 16. A range of potential benefits arising from this change are identified in the Act's Explanatory Memorandum, including:

- strengthening democratic accountability, by enabling a wider section of the community to have a direct role in Senedd elections; and

- enabling increased engagement in voting over the longer-term (on the basis that an earlier experience of voting could lead to individuals maintaining their engagement).

## Accessible estate

We continually review the accessibility of our estate, undertaking monthly maintenance audits, as well as acting on feedback and adopting best practice. During this reporting period, we have undertaken further work to improve the physical accessibility of our estate, including:

- considering access requirements for all refurbishment work that have been carried out and completing Equality Impact Assessments as required;
- installation of a new access control system across the Cardiff Bay estate;
- installation of additional WC signage in the public café area of the Assembly;
- continuing with the program of installing LED lighting to improve visibility in the Assembly and other areas across the estate, including new LED lighting in the Ty Hywel reception area;
- implementation of recommendations following the Alzheimer's Society Cymru audit of the Assembly including the repositioning of existing signage and installation of additional internal signage;
- an external audit conducted on Induction Loop provision in meeting rooms and common areas throughout the estate with recommendations implemented.

## Research and Information for Assembly Members

Equality and human rights issues are embedded into the research and analysis provided to support Assembly Members and committees in their work. Activities in the last year included:

- Publishing regular blog posts on a wide range of equality issues such as: gender equality, community cohesion and racism, human rights, and equality impact assessments (among others);

- Updating gender equality indicators for Wales for the third year, and providing commentary to help Assembly Members scrutinise policies, legislation and budgets from a gender perspective. This is published each year to tie into the Assembly's debate on International Women's Day;
- Providing suggested questions for each committee on equality during the draft budget scrutiny;
- Ensuring equality is integrated in the drafting of suggested terms of reference for committee inquiries (such as the Equality, Local Government and Communities Committee's work into post-legislative scrutiny of the Violence against Women, Domestic Abuse and Sexual Violence Act, voting rights for prisoners, and the Blue Badge scheme in Wales, and the Children, Young People and Education Committee's inquiry into children's rights;
- Leading on the innovative concurrent inquiry of the Equality, Local Government and Communities Committee, the Children, Young People and Education Committee and Finance Committee to scrutinise the Welsh Government's approach to assessing the impact of its budget on equality and children's rights, and
- Providing a human rights analysis of the emergency Coronavirus Bill.

## Continuing Professional Development

During the year, a number of Assembly Members and Assembly Member Support Staff have participated in development opportunities to help inform them in dealing with matters of concern to their constituents, to deal with challenging situations in the course of their duties, or to ensure they are good managers of staff.

These activities include: Managing Casework, Unconscious Bias, Suicide Intervention, Mental Health Awareness and Mental Health First Aid, Management Development, Dealing with Challenging Situations, Building Personal Resilience, Modern Workplace Practices and Dignity and Respect in the Workplace.



## Remuneration Board

Diversity and inclusion is central to the Remuneration Board's work. Throughout its decision making processes the Board considers the impact of all of its decisions on the protected characteristics.

The Board has committed to ensuring that a wide range of candidates as possible are able to put themselves forward for election in Wales. In light of research commissioned by the Board to identify the barriers and incentives to standing for election in Wales, it has put forward proposals for consultation as part of its review of the Determination for the Sixth Senedd.

In preparing its draft Determination for consultation, the Board has focused on removing potential barriers to standing for election to the Senedd as a means of helping to attract a diverse range of candidates to stand for election. A decision on the proposals will be taken during 2020-21 once the consultation has closed.

## Appendix: Progress against our Strategy Objectives and Future Action Plan

### Objective One: Fostering Inclusive Leadership and an Inclusive Workplace Culture

#### Ensuring senior accountability and inclusive leadership

- Signed up to the Race at Work Charter. The Charter helps businesses improve racial equality in the workplace and is composed of five principle calls to action for leaders and organisations across all sectors.
- Engaged with Business in the Community to undertake a Diagnostic Tool for our Leadership.
- Developed a bespoke Executive Development Programme for our Leadership Team.
- Reviewed our performance management system which emphasises the role and responsibility of line managers to act as role models and to demonstrate leadership in relation to diversity and inclusion and how this in turn, influences the behaviour of their staff.
- Our HR Business Partners worked with our Heads of Service to develop action plans based on our staff survey results.
- Introduced a new Diversity and Inclusion e-learning catalogue which includes modules that focus on Leadership learning (such as Inclusive Leadership, Developing Leadership Skills, An introduction to Coaching, Emotional Intelligence, Performance Appraisals, Maximising potential through developing strengths and many more).

## Supporting and developing our Workplace Equality Networks (WENs)

- Welcomed new Chairs and Co-Chairs to lead our Networks, and more Allies and Members joined than ever before.
- Took a new approach of encouraging all Networks to work closer together through identifying common themes of intersectionality in the Diversity and Inclusion calendar
- Provided bespoke training for our Networks; this included Chair Training, Resilient thinking and Confidence and Presentation skills Training, to ensure members and chairs have the skills and confidence to lead their network.
- Re-define the role, responsibility and accountability of our WEN co-ordinator
- Piloted "time allocation for Chairs" to focus on Network specific projects on Friday Mornings which proved successful
- Encouraged Networks to make better use of our resources and set up ways of communicating digitally, including Yammer and Teams

## Objective Two: Building on our Approach to Organisational Development

### Identifying and removing barriers to inclusion

- Reviewed of our Recruitment Website to make it more accessible and easier to navigate. Concentrating on our Organisational Values and Our inclusive Workplace and showcasing our range of benefits, workplace equality networks and external recognition. This will be launched in 2020-21.
- Through our commitment to widening inclusion through recruitment, we included candidates, both successful and unsuccessful, in our review of recruitment practices. This has resulted in new, more inclusive branding, and clearer processes to enhance the candidate experience to good effect, and we are working on improving this further in the coming months.
- Procured a new Online Recruitment and Tracking System (ORATs) to simplify the candidate journey. It will also provide us with more accurate Management Information, which will help our work to increase the number of staff from underrepresented groups.
- Started the review our Corporate Induction, due to be launched next year.
- Undertook awareness raising through events and training such as Diversity and Inclusion week, Men's mental Health Breakfast, LGBT+ Panel discussion and more (see more detail in attached report)



## External benchmarking and recognition

These include:

- Rated among the top ten employers of LGBT staff in the UK for the sixth year running, and first in Wales in the Stonewall Workplace Equality Index.
- Awarded PinkNews' Public Sector Equality Award (2018-2019) for our ongoing commitment to being a role model creating and maintaining an inclusive environment for LGBTQ+ members of staff.
- Age Positive Employer Champion, demonstrating our commitment to ensure that we do not have any discriminatory practices regarding age through our recruitment and/ or retention of employees.
- Disability Confident Employer status by the Department for Work and Pensions.
- Top 30 Employer for Working Families for good practice when it comes to providing a working environment that allows for a positive work / life balance.
- National Autism Society Autism Friendly Award.
- Investors in People Gold Standard, recognition from the international mark of global excellence.
- Undertaken the Business in the Community benchmark for race, gender and wellbeing.

## Learning and development

- We offered 78 different internal courses to staff members, and of those courses they have delivered 200 sessions.
- Delivered formal and informal training to ensure diversity is promoted in a meaningful way, including face-to-face training, workshops and online resources. Examples include Understanding Mental Health for line managers, Dignity and Respect, Menopause Awareness, Child Mental Health, Supporting Employees with Cancer, Autism Awareness, Dementia Awareness and Unconscious Bias training.
- Further developed and produced a suite of factsheets, videos, and online training focusing on Diversity and Inclusion.
- Expanded and updated e-Learning offering to ensure staff can access training in the office and/or at home, and continue to support our staff networks to help foster support and improve and challenge inappropriate behaviour in line with our values.

## Inclusive workplace policies

- Development and roll out of a new Policy Hub which ensures all policies are located in one place. The Hub also ensures that policies are reviewed at regular intervals and Equality Impact Assessments are carried out
- We have agreed to include an enhanced Jack's Law section to special leave (4 weeks full pay as a day 1 right if your child dies at birth or whilst pregnant after 24 weeks).
- Launched our Menopause guidance
- Development of further Flexible Working Guidelines to adjust to the Coronavirus challenges, ensuring no particular group is disadvantaged during this period

## Objective Three: Supporting Assembly Members and their Staff to build Diversity into their work

### Supporting Assembly Members and their staff to build diversity and inclusion into their roles as employers, as service providers and into their work as caseworkers, scrutineers and legislators

- Delivered Diversity and Inclusion Inductions to Members and their staff.
- Supporting Members and their staff Professional Development by providing Diversity focused training including Managing Casework, Unconscious Bias, Suicide Intervention, Mental Health Awareness and Mental Health First Aid, Management Development, Dealing with Challenging Situations, Building Personal Resilience, Modern Workplace Practices and Dignity and Respect in the Workplace.
- Maintained a Members intranet page which includes up to date information and guidance documents to ensure Assembly Members and their staff can access Equality information readily.
- Provision of Equality and Access Fund.
- Work has started in preparation for the next Assembly term on The Remuneration Board's Determination, which is focused on removing potential barriers to standing for election as a means of helping to attract a diverse range of candidates.
- The Commission departments provide a range of ongoing support to enable Members to provide inclusive services, including Member Business Support, Research, Legal, HR, Plenary and Committees, ICT, etc.

### Engaging the people of Wales

Engaged with people from all parts of Wales, in communities across the country, and on our estate through workshops, presentations, events and engagement activity related to committee consultations. Examples include:

- Our Community Engagement Team held 35 Community Sessions for 876 delegates over this year, involving a range of groups, including Mind Cymru,

the National Autistic Society Cymru, the North Wales Women's Centre, Gingerbread and Mantell Gwynedd.

- Our Education and Youth Engagement team have involved, informed and empowered children and young people to engage with Assembly Business through both in our in-house education centre, and at schools, colleges and out-of-school settings across Wales. The team has delivered 294 sessions, engaging with some groups for the very first time. During this reporting period, 10,000 young people have engaged with us during arranged educational sessions.
- Welsh Youth Parliament Members attended various events in Wales i.e. Urdd Eisteddfod, Royal Welsh Agricultural Show, National Eisteddfod and PRIDE march. During these events, WYPMs had a chance to engage with other young people and promote their work and consultations.
- Promoted diversity and inclusion internally and to the public via events, social media and campaigns including Black History Month, IDAHOBIT, Autism awareness, International Women's day, Disabled Access day,
- Visitor, Tours and Events (please see attached report for detail)
- Exhibitions (please see attached report for detail)



## Objective Four: Supporting Assembly Commission Staff to build Diversity and Inclusion into their work

### Inclusive decision-making, service design and delivery

- We continue to consider equality, diversity and inclusion as part of our ongoing work, when developing policies, services and making changes to our estate by requiring leads to conduct Equality Impact Assessments.
- D&I team and Workplace Equality Networks provided specialist advice and have critically reviewed Policies and Procedures, as well as supported the development of Equality Impact Assessments for public events, to ensure diversity and inclusion is considered and any barriers are identified and mitigated against.
- Reviewed Service Area plans regularly in order to take into account diversity and inclusion considerations.
- Our Estate is continually reviewed to ensure it is accessible to all. This year, some examples include:
  - the installation of additional WC signage in the public café area of the Senedd.
  - Implementation of recommendation of an external audit conducted on Induction Loop provision in meeting rooms and common areas throughout the estate

### Taking into account diversity and inclusion when buying-in goods and services

- Equality is included as part of our sustainability risk assessments at the very start of the procurement process. It also forms part of our pre-qualification exercise for suppliers. Suppliers who fail to demonstrate their commitment to equality are not invited to tender.
- Post contract-award, we conduct regular contract review meetings with our suppliers and one of the standard agenda items is corporate social responsibility. We also have equality clauses in our terms and conditions.
- We are an accredited living wage employer and ensure that the living wage is paid to our in-house contractors. We are committed to ensuring fair and

transparent employment practices are in place throughout our supply chain. Consequently we seek to work with our suppliers to monitor and ensure fair employment practices and, acting reasonably, we reserve the right to request changes to any of those practices we consider to be unfair.

- All of our Contractors are encouraged to join our Workplace Equality Networks and attend their events

## Objective Five: Behaving as an Inclusive Employer which attracts and retains the widest pool of talent where all staff have the opportunity to realise their full potential

### Supporting our talented workforce

- We have LGBT Role Models who are available for staff to talk to in confidence.
- We promoted Inclusion through internal awareness-raising by holding events such as Mental Wellbeing Week; Holocaust Memorial Day, Wales Ability Launch, Men's Mental Health breakfast, LGBT History Month, Disability Access Day; Black History Month; International Day of Disabled People, Dignity and Respect in the Assembly; Trans Day of Visibility; Network Allies and blogs for International Women's day.
- We held Diversity and Inclusion Week, which included workshops, D&I training, internal and external blogs and staff news page articles.

### Recognising and addressing underrepresentation in our workforce

- We have engaged with Business in the Community (BITC) and other external organisations to identifying actions to support the career progression of BAME and disabled staff. We have completed BITC Diagnostic Tools, which, once assessed, will help us further develop our action plans.
- We worked with the Recruitment Team to reach BAME communities as part of our recruitment outreach activities in order to increase applications from this underrepresented group.
- Started to work with the National Deaf Children Society to develop a pilot 'Deaf Friendly Standards' programme
- Our 2019 Apprenticeship Scheme Outreach resulted in an increase in applications from 79 in 2018-19 to 135 in 2019-20 and a 43% increase in applications from BAME candidates.
- Signed up to the Citizens Cymru Wales Community Jobs Compact, a scheme that aims to bring local people and employers together to tackle poverty, unemployment and under-representation in the workforce.

## Collecting and using diversity data to identify and address any inequalities

- Our workforce and recruitment data and equal pay and gender pay gap reports are published respectively as accompanying documents to this report to ensure ease of access to the information.
- As last year, the workforce and recruitment data shows that we continue to attract and recruit a diverse range of people. We have recruited people from a range of ages, with disabilities, and from different races, religions and sexual orientations. We have carried out more external recruitment in order to increase representation within our workforce. This has seen an increase in applications from candidates a Black, Asian and Minority Ethnic (BAME) background and with disabilities, across different age groups and sexual orientations. More candidates offered employment have identified as disabled, .and this year's Apprenticeship Scheme received the most applications ever.
- In terms of equal pay data, it shows us that the equal pay lead that women have over men has decreased since last year which marks a positive step towards neutralising the Commission gender pay gap and this continues the trend over the last few years. Whilst there is undoubtedly further work to do, our data trends have approved across all protected characteristics during this monitoring period.



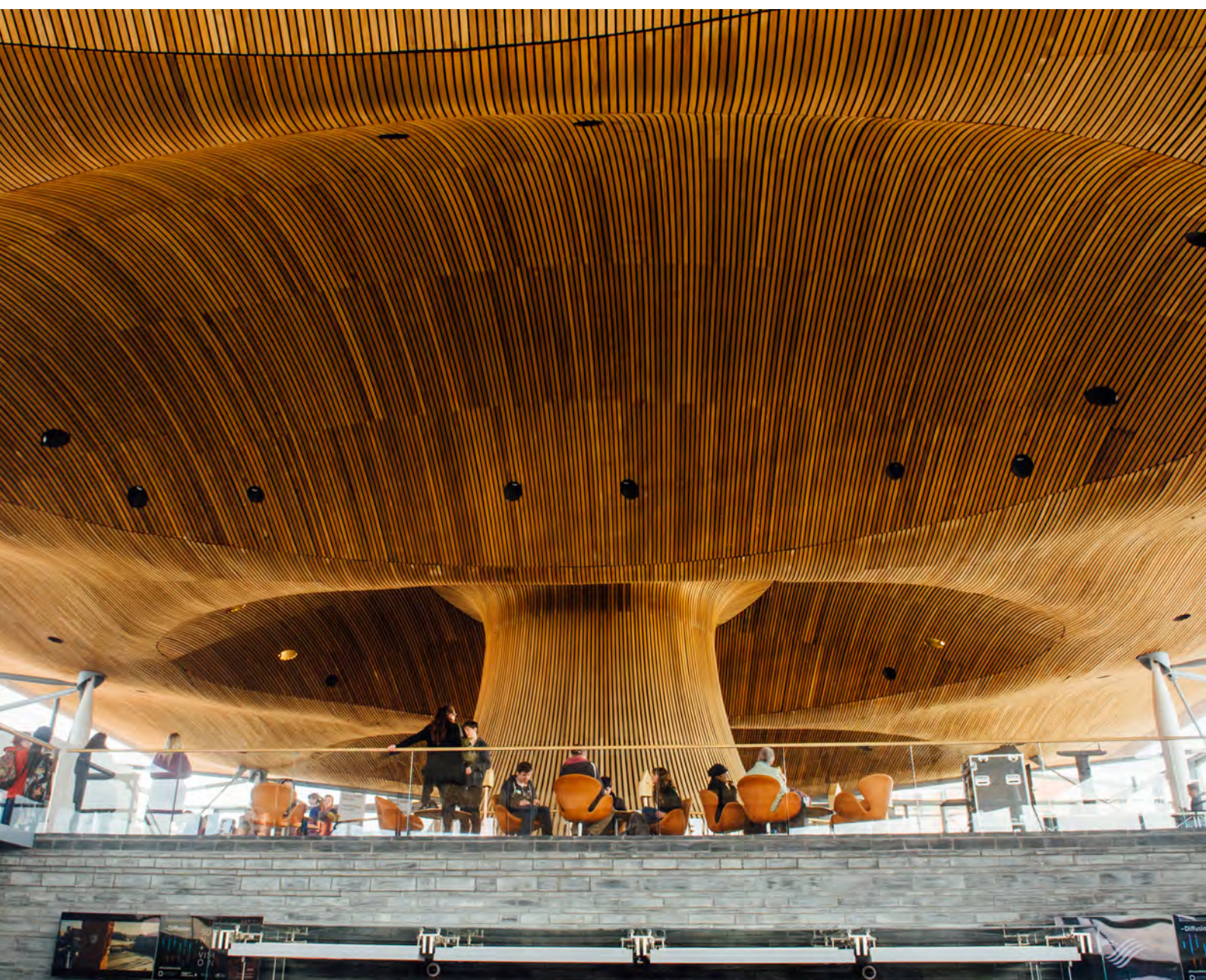
## What next?

### Actions for 2020-21

- Propose a new Diversity and Inclusion strategy through consultation.
- Increase diverse representation at all levels through attraction and internal and external promotions and mentoring initiatives.
- Promoting and celebrating our diverse and inclusive culture by working with other teams to reach underrepresented groups.
- Increasing the effectiveness of our Workplace Equality Networks (WENs) and our Diversity and Inclusion training.
- Continue to monitor and take action to reduce our equal pay, gender pay Race gap . We will prepare for future changes to new Legislation.

# Official Language Scheme: Annual Report 2019-20

June 2020





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.

An electronic copy of this document can be found on the Senedd website: **www.senedd.wales**

Copies of this document can also be obtained in accessible formats including Braille, large print, audio or hard copy from:

-  Welsh Parliament  
Cardiff Bay  
CF99 1SN
-  0300 200 6565
-  [Contact@senedd.wales](mailto:Contact@senedd.wales)

- 
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# **Official Language Scheme:** Annual Report 2019-20

June 2020

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WELSH  
YOUTH  
PARLIAMENT

SENEDD  
IEUENCTID  
CYMRU

WELCOME TO  
THE SENEDD  
CLUB



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## Foreword

It is with great pleasure that I present the Annual Report on the Official Languages Scheme on behalf of the Senedd Commission.

This year, we concentrated on language planning. A Welsh language skills survey was conducted, and its results were analysed. Heads of Service are using those results to inform capacity planning work across teams and to review their service language plans.

We have also been innovative with the Senedd and Elections Act (2020) by introducing voting for 16-year-old citizens, and of course changing the name of the institution. On 6 May 2020, the National Assembly for Wales became the Welsh Parliament or Senedd Cymru, commonly known as the Senedd. This change came into force after the end of the reporting period; however, it would be remiss of me not to refer to this historic change. The Senedd today is a very different institution to the original National Assembly established in 1999. By now it has full law-making powers and the ability to vary taxes. The new name will reflect its constitutional status as a national parliament.

Evidently this report will allude to the current Covid.19 pandemic, movement restrictions were put in place at the end of the reporting period. Once again, we have been in the vanguard in terms of our use of technology to deliver exemplary bilingual services. At the time of writing, Senedd Cymru was already amongst the first legislatures in the world to hold fully bilingual virtual meetings, with many other public and private bodies requesting advice and guidance from us and learning from our experience.

We will certainly be using our experience during this unprecedented time to learn how we can further incorporate technology in our bilingual service provision.

Looking ahead, we will be concentrating over the next few months on the preparations for the Sixth Senedd. Between now and the end of the Fifth Senedd, we will begin the work of reviewing the current Official Languages Scheme and prepare for the introduction of a new Scheme for the Sixth Senedd.

Finally, I wish to thank my predecessor, Siân Gwenllïan MS for her leadership and vision during her period as Commissioner. I look forward to building on the firm foundations she laid in order to achieve our ambition to be a truly bilingual institution.

Rhun ap Iorwerth MS

Commissioner with responsibility for Official Languages



haffi'r

shop

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# OUR PERFORMANCE

## Our Performance

### Our ambition and commitment

"Our ambition is to be a truly bilingual institution where Members of the Senedd, the public and the staff can choose to work or communicate naturally using either or both of the official languages, where the use of both languages is actively encouraged and facilitated, and where our exemplary bilingual services are continually being expanded and improved."

The Senedd Commission's commitment to bilingualism provides a firm foundation from which to achieve this ambition. Our values, our strategies and the services that we provide reflect the equal status of our two official languages.

We are an institution that operates on the basis of our values, and those values reflect a commitment to achieving diversity across the institution and to valuing and encouraging diversity within our workforce. We value all our staff members, regardless of their degree of bilingualism, for both the commitment they bring to the Assembly and their professional and parliamentary expertise. The principles of our dignity and respect policy are at the heart of everything that we do. We expect all staff members to be committed to providing outstanding parliamentary support and services to Members, their support staff and the public in both of our official languages.

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#### OUR VALUES

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##### 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

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## WE ARE ONE TEAM

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## Service Standards

Our work over the past year has focused primarily on the language skills survey, reviewing and updating service area language plans, and capacity planning. The main objective of this work was to enhance our understanding of staff members' language skills, and to assist us in ensuring that the necessary language skills were located within the appropriate teams. This is an approach that will make working bilingually a natural part of everyday life. The results of this work can be seen across the institution, with teams thinking differently about skills and sharing expertise. This work is particularly important if we are to realise our ambition of being a truly bilingual institution leading the way in Wales and beyond. During the course of the year, the Chief Executive and Clerk, acting on behalf of the Senedd Commission, signed a Memorandum of Understanding with the Welsh Language Commissioner. Due to our unique status under the National Assembly for Wales (Official Languages) Act 2012, the Senedd Commission is not subject to the Welsh Language Standards and is not accountable to the Welsh Language Commissioner. However, the Official Languages Scheme states that our service standards compare favourably with those Standards, and notes that the Senedd Commission would not wish to fall below the spirit of the Language Commissioner's Standards in any way. The Memorandum strengthens the relationship between the two institutions, which allows us to exchange ideas and share best practice. Officials from both institutions meet periodically, and the first meeting was held in March 2020.

## Feedback from Members and their support staff

The task of providing bespoke services to Members and their support staff, thereby allowing them to work effectively in their language of choice, is pivotal. In order to carry out this task, it is essential that we understand the Members' individual needs, and that we ensure that the services provided are bespoke and are available **by default**. We use any feedback that we receive to plan and prioritise resources in order to maintain the highest possible standards.



The feedback received from Members and their support staff regarding our provision has been generally positive. While no official survey was undertaken, we explored opportunities throughout the year to discuss our services with Members and their staff. Integrated team members serving each committee have regular discussions with Members, taking appropriate action to change processes, tailor provision and improve procedures. When the membership of a committee changes, the integrated team revisits the provision and ensures that it is adapted appropriately. The executive group for Member Support Staff meets regularly. These group meetings provide an opportunity to gather feedback from party Chiefs of Staff, and also to share messages regarding new services. The Contact Buddy system remains in operation. The Contact Buddies gather feedback from Members as and when they come into contact with them.

### Sharing expertise

Once again this year, a number of external organisations have met with us to discuss the Official Languages Scheme. These include:

- The Chartered Institute of Housing Cymru
- The Austrian Parliament
- The House of Lords
- Wales Millennium Centre
- Velindre University NHS Trust
- Hafren Dyfrdwy (Severn Dee) Water Company

Among the topics discussed were recruitment, the language skills matrix, language planning, the Language Skills Team and our use of technology.

The Language Skills Team has taken part in several training sessions and has shared good practice with the National Centre for Learning Welsh, including

the annual conference. The Tutor Manager is a member of the Centre's Advisory Board. We continue to assist with the piloting of new Work Welsh (Cymraeg Gwaith) courses as required. We will continue to nurture relationships in order to share best practice and learn from others.

## Workforce planning and language hubs

The Welsh Parliament has two internal languages of administration—Welsh and English. In accordance with the recruitment system established two years ago, language skills are considered each time a vacancy arises, or a new post is introduced. A member of the Official Languages Team is involved in the process of authorising any job advertisement, in order to ensure that the language skills that have been designated per post are in alignment with the language plan of the Service in question, or to advise on any changes to the identified skill levels.

As has been noted in the past, this work has naturally led to the development of hubs across the institution, with team members working primarily through one of the official languages. This is achieved by specifying various language skills requirements for different roles within teams. This can create an ethos that encourages and assists learners to improve their language skills through daily use with colleagues and customers. This year, the Policy and Legislation Committee Service ensured that the team that supports the Culture, Welsh Language and Communications Committee works mainly through the medium of Welsh.

In addition to the work of ensuring that key staff members have the appropriate skills to support committee Chairs in their language of choice, this evolution of the work of the Culture, Welsh Language and Communications Committee will ensure that any participants in proceedings feel comfortable doing so in their official language of choice.

## Statistical information

The statistical information gathered helps us to prioritise our thematic work over the duration of the Scheme, and to measure the success of any new work or ideas. Comparisons conducted over a three-year period show developing trends, and this will be valuable in relation to the task of planning for the Sixth Senedd. This year, we have included data collected as part of the language skills survey in order to demonstrate our staff members' range of skills.

## Recruitment

This year for the first time, we may review data covering a full 12-month period of recruitment. When drawing comparisons, it is important to note that the statistics for last year relate to the period from 16 July 2019 (the implementation date of the new recruitment system) to 31 March 2020 (the end of the reporting period). In the previous year, a 'Welsh essential' requirement was attached to 35 per cent of the posts advertised. The statistics provided below are a means of monitoring our recruitment methods, ensuring that they are fit for purpose, and that they will lead to the changes in the language skills pattern of the institution envisaged when the system was introduced in 2019.

Table 1: Number of posts advertised as requiring courtesy level Welsh, or with a higher language skills requirement.

External

	Posts advertised	Courtesy Level	Combination of skills	Levels 1-5
2018-19	54	35		19
2019-20	49	28	3	18

Internal

	Posts advertised	Courtesy Level	Combination of skills	Levels 1-5
2018-19	18	11		7
2019-20	22	16	1	18

Total

	Posts advertised	Courtesy Level	Combination of skills	Levels 1-5
2018-19	72	46		26
2019-20	71	44	4	23

Percentages

	Courtesy level posts	Combination of skills	Posts at levels 1-5
2018-19	64%		36%
2019-20	62%	6%	32%

**Senedd Business**

These statistics outline how business is tabled. The figures below do not include details relating to motions and amendments tabled by the Welsh Government as they are routinely tabled bilingually.



Table 2: Percentage of business tabled in Welsh per item

Year	Oral Question	Written Question	Motions	Amendments	Statements of Opinion	Topical Questions
2017-18	13%	7%	2%	7%	2%	10%
2018-19	11%	10%	3%	14%	5%	15%
2019-20	8%	8%	4%	4%	0%	9%

Table 3: Documents laid

Year	Number of documents laid	Number of documents not laid bilingually	Percentage
2017-18	431	109	25%
2018-19	1187	310	26%
2019-20	808	141	17.5%

All Commission documents are laid bilingually. Documents are prepared bilingually before being laid. Once again this year, the Welsh Government laid the highest number of documents, whether explanatory memoranda or documents relating to subordinate legislation, including documents laid on behalf of other bodies. Upon receipt of any monolingual document, the

Table Office checks whether a bilingual version is available. The issue of whether a document complies with the exemptions set out in the Standing Orders is a matter for those tabling the document, rather than for the Table Office. The Senedd expects organisations and bodies that are subject to Language Standards or Language Schemes to comply with those requirements when laying documents. Bodies that are not subject to Language Standards or Schemes are asked to act in the spirit of our Official Languages Scheme, respecting the right of Members of the Senedd to work in their language of choice.

The Welsh Government's practice of tabling English-only documents, particularly in cases where those documents relate to legislation that will be subject to scrutiny by Members of the Senedd, runs counter to the spirit of the Official Languages Scheme. In order for Members to be able to prepare for proceedings, and to be able to scrutinise those documents effectively, the documents need to be available bilingually. Since the publication of our annual report last year, the Welsh Government stated its intention to introduce a new system for prioritising the translation of documents relating to subordinate legislation. There is evidence (see data above) that this system has led to some improvement in the tabling of bilingual documentation. We will monitor the situation over the coming year, and we hope to see a further improvement by the end of the Fifth Senedd.

## Proceedings

Members of the Senedd may choose to contribute to Plenary proceedings and all official Senedd business in either language. Several factors influence the language choices of participants, and we are committed to supporting Members so that they may work in their language of choice at all times. Members of the Language Skills Team provide regular training for Members, the Tutors or Contact Buddies can also help them prepare to make contributions in Welsh.

All official business documents are available bilingually, and the interpretation service is available by default. Witnesses are briefed in advance regarding the bilingual nature of our business, and support is available at

committee meetings to enable witnesses to familiarise themselves with the interpretation equipment.

Table 4: Percentage of contributions in Welsh

Type of contribution	Percentage of contributions in Welsh 2017-18	Percentage of contributions in Welsh 2018-19	Percentage of contributions in Welsh 2019-20
Plenary Proceedings	20%	18%	16%
Committee Proceedings	8%	7%	6%

There has been a decrease in the percentage of contributions made in Welsh in Plenary and Committee proceedings. However, over the past year, a number of Members of the Senedd have made contributions, or given media interviews in Welsh for the first time. It is important that we acknowledge the significant commitment and effort made by these Members to learn or to improve their skills to such an extent that they have become sufficiently confident to use the language in public. We must ensure that we continue to celebrate these achievements.

As part of our preparations for the Sixth Senedd, we will consider our provision for supporting Members of the Senedd to prepare for and take part in proceedings, and we will consider any lessons learned from conducting and facilitating virtual meetings bilingually. Further to our correspondence some time ago with the BBC regarding the use of Welsh contributions and subtitling, we will consider if more can be done to encourage broadcasters to use contributions by Members of the Senedd in both languages.

## Committees

By the same token, enhancing the capacity of Members of the Senedd to prepare for taking part in Committee meetings is essential. All papers prepared by the Senedd Commission are available bilingually. When calling for evidence in relation to their inquiries, committee teams emphasise the need for evidence to be submitted bilingually, and in accordance with any statutory requirements imposed on bodies that engage with us. We acknowledge that it is not always possible for individuals or voluntary organisations to provide bilingual material. Any monolingual evidence submitted is published in the language in which it is submitted. Each committee makes its own arrangements for Member briefings, including timings and format. These decisions are based on the needs and wishes of committee members. The integrated teams engage in ongoing discussions with committee members to ensure that they are content with the arrangements relating to briefing papers. Naturally, these arrangements are reviewed when the membership of a committee changes.

Table 5: Papers published by Senedd committees in Welsh only

	2017-18	2018-19	2019-20
Papers drafted internally	0	0	0
Responses submitted to consultations	13	51	*1
Secretary of State for Wales and UK Government	0	0	0
Welsh Government	0	0	0
Individual Members	0	0	0
External individuals or organisations	9	21	22

\* Data on responses to consultations is no longer retained due to a change in the way we publish responses.



Table 6: Papers published by Senedd committees in English only

	2017-18	2018-19	2019-20
Papers drafted internally	40 <sup>***</sup>	96 <sup>***</sup>	13
Responses submitted to consultations	438	628	*
Secretary of State for Wales and UK Government	23	52	13
Welsh Government	174	263	218
Individual Members	3	3	5
External individuals or organisations	659	727	804

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\*\* Direct responses to correspondence received in English. In accordance with the Scheme, any written responses to correspondence from individuals or organisations are drafted and published in the language of choice of the recipient of our correspondence.

Table 7: Papers published bilingually by Senedd committees

	2017-18	2018-19	2019-20
Papers drafted internally	1172	781	864
Responses submitted to consultations	218	131	*
Secretary of State for Wales and UK Government	8	7	4
Welsh Government	580	993	898
Individual Members	6	11	4
External individuals or organisations	337	361	243

## Language Skills

This year, we undertook a survey relating to the Welsh language skills of Senedd Commission staff. WE aim to conduct one survey per Senedd until it is possible to update the HR and Payroll system in a way that allows it to collate this information and provide annual reports automatically. The survey was completed by 398 staff members, equating to 90 per cent of the 444 working staff members who were eligible to respond. The information was gathered through a simple online survey, and staff members were asked to self-assess. The Official Languages Team was available to provide support for anyone who was uncertain about their skill level, and the intention is to develop further resources in the coming year to support the staff in the self-assessment process.

Table 8 – Results of the survey

Level	Listening	Speaking	Reading	Writing
0	32	38	49	64
Courtesy	84	92	79	81
1	53	54	40	39
2	27	19	31	32
3	19	25	27	31
4	47	60	50	63
5	136	110	122	88

The results were also split into 3 groups, in order to provide an indication of the percentages of staff at different levels. The following groups were used:

- Level 0/courtesy (staff with basic skills)
- Level 1-3 (learners)
- Level 4/5 (fluent)

The results are very encouraging, with 46 per cent of respondents indicating that they have some Welsh language skills, and 42 per cent indicating that they are fluent. Only 11 per cent of the staff indicated that they felt that they had no Welsh language skills at all. The reasons for indicating an absence of any skills can be attributed to a number of factors - we will use the Performance Review and Development system to ensure that all staff members are confident in their skills. Line managers use their regular meetings to discuss individuals' training needs and to encourage them to be confident in using the skills that they have. Over the coming year, we will

explore the existing provision for regaining confidence in the use of language skills, and we will plan for similar provision in the Sixth Senedd.

Table 9 – Results as a percentage

Level	Listening	Speaking	Reading	Writing	Average
4-5	46%	43%	43%	38%	42%
1-3	25%	25%	25%	26%	25%
Courtesy	21%	23%	20%	20%	21%
0	8%	10%	12%	16%	11%









# **THEMES FOR THE OPERATIONAL DURATION OF THE SCHEME**





## Themes for the operational duration of the Scheme

### Theme 1: Recruitment

The recruitment system is now well established, and this year, the statistical information will include full-year data for the first time. It is evident from the results of this year's language skills survey that Senedd Commission staff have begun to familiarise themselves with the descriptors used in the language skills matrix. Language skills are also considered an integral part of the process of confirming all posts advertised. The process of confirming a post includes checking the level designated for the role against the language plan of the Service in question, and then considering whether that level remains appropriate, or whether it needs to be changed.

During the past year, the Human Resources Team has procured a new online recruitment system. A member of the Official Languages Team participated as a member of the procurement and selection group. Work is now being carried out to adapt the system to meet the unique requirements of the Senedd. As part of the roll-out of the online system, we will review our methods of assessing language skills to ensure that they remain fit for purpose. This will involve reconsidering the content and timing of the Courtesy-level Welsh assessment, and considering whether standardised methods can be developed or used when assessing language skills at levels 1-3, including online methods. We will consult the Leadership Team, the Executive Board, Commission staff and the Trade Unions before rolling out any changes.



## Welsh language skills matrix

### Courtesy

- pronounce Welsh names, answer the telephone, greet people or make introductions bilingually;
- understand and use proactively familiar, everyday, expressions; and
- understand very short texts where people are giving basic information about themselves or others in correspondence, on forms or to interpret content using the technology available

## Welsh language skills matrix

	Level 1	Level 2	Level 3	Level 4	Level 5
Listening	Understand familiar everyday expressions if people speak slowly and clearly.	Understand sentences or instructions when people speak slowly on familiar job-related matters.	Understand most job-related routine and non-routine discussions and instructions.	Understand discussions and instructions even on unfamiliar topics.	Understand all spoken Welsh, including complex discussions.
Speaking	Able to interact using everyday expressions, ask and answer basic questions on familiar topics.	Able to hold a conversation with someone else on familiar job-related matters.	Able to hold an extended conversation with a fluent speaker on most job-related routine and non-routine matters.	Able to speak and engage in discussion at length, confidently and without prompting.	Able to speak at length about complex issues, present arguments and lead discussions even on unfamiliar topics.
Reading	Understand very short, basic text.	Understand routine text and the gist of non-routine text on familiar job-related matters.	Understand most job-related routine and non-routine text when standard language is used.	Understand correspondence, newspaper articles and reports aimed at fluent Welsh speakers.	Understand all types of texts.
Writing	Able to pass on a simple message, make simple requests or fill in simple forms with basic information.	Able to write short texts on familiar job-related matters.	Able to write job-related routine and non-routine text.	Able to write different types of texts in styles that are appropriate to the reader in mind.	Able to write fluently, correctly and precisely, adapting style according to the audience.

## Theme 2: Language Skills

The Language Skills Team has continued to produce robust work over the past year, and the team is continually seeking innovative and flexible ways of delivering training. Members and their support staff, as well as Commission staff, may receive language skills training. This includes refresher training for those who wish to improve their written Welsh or regain confidence in using their written skills in the workplace.

Once again this year, several learners attended residential courses at Nant Gwrtheyrn, a venue which delivers courses for the National Centre for Learning Welsh, funded by the Welsh Government. A record number of Senedd Commission learners have registered for the WJEC's Welsh second language examinations this year, with 16 learners sitting examinations at Entry, Foundation and Intermediate levels. This uptake demonstrates the team's success in attracting learners and ensuring that they make consistent progress. It is not mandatory for our learners to sit examinations. We celebrate the success of all learners by providing regular feedback to their line managers, so that the progress that they make can be recorded in individual performance development reviews.

The Language Skills Team has developed the kind of informal learning provision that is essential in ensuring that staff members who are learning Welsh are able to practice their language skills. Over the year, several activities were held for learners, including quizzes, bingo sessions, a session on the national anthem, a walking tour, coffee mornings and an afternoon tea event. When learners are encouraged to use their skills in situations outside the classroom environment, their confidence increases. In turn, this creates an ethos that makes everyone feel comfortable using Welsh, whatever their skill levels.

Since February, the Language Skills Team has been piloting "the Welsh level checker" developed by the National Centre for Learning Welsh. The checker assesses individuals' skill levels in relation to speaking, listening, reading and writing. It is a particularly handy tool in the context of helping an individual

who has learned Welsh at school, or in previous roles, to understand their level and to register for the appropriate lessons with the team. To assist Commission staff, the team has also mapped the levels of the Welsh courses in relation to our language skills matrix. This gives our learners an indication of the level that they should be aiming for, and it helps them set realistic targets during their Performance Development Review.

In response to the unprecedented challenges of the Covid-19 pandemic, the Language Skills Team has utilised technology to continue to provide training. Learners have attended their usual lessons online, and the tutors have adapted their provision to ensure that everyone receives appropriate and bespoke training. For those staff members who are unable to participate in online lessons, the team has developed printable resources and signposted learners to resources that can be used on their mobile phones. We have also encouraged our mentors to continue holding regular online meetings, where possible, so that the learners can continue to practise their Welsh.

During the coming year, we will consider our provision for staff returning to work after a period of residential training, and our provision aimed at regaining confidence. The team will also evaluate the provision delivered during the Covid-19 period in order to learn lessons regarding what works well in the context of remote learning. It will be possible to use any bespoke resources that are developed to consider the development of remote provision for the Sixth Senedd.



## Case study – Apprenticeship Scheme

This year, it was decided that the language skills level requirement for our apprenticeships would be Courtesy level. As part of the recruitment process, an open day for prospective apprentices was held. The nature of the day reflected the bilingual ethos of the institution, and a member of the Language Skills Team gave a presentation to explain the Courtesy level Welsh assessment and a taster session. There was also an opportunity for prospective apprentices to undertake the Courtesy assessment during the day.

Following the recruitment process, 4 apprentices were appointed and as part of our training provision, they were registered for Welsh lessons. All 4 apprentices receive weekly lessons. They enjoy the opportunity to regain their confidence in terms of the skills they gained during formal education and to improve those skills as part of their formal apprenticeship.

Quote Asad Afzal (Apprentice):

*Since starting Welsh lessons here at the Senedd, I feel I have made good progress. If someone had told me a year ago that I would be working for the Senedd, attending regular Welsh lessons, and enjoying them I would not have believed them. Mae dysgu Cymraeg yn hwyl!*



## Theme 3: Language Planning

The actions taken since the introduction of the Official Languages Scheme for the Fifth Assembly in 2017 have inevitably led to changes in the bilingual capacity of the institution. Language planning is an essential part of the recruitment system, and the provision of language skills training means that skill levels across the institution are constantly changing. We committed to conducting a survey on the language skills of Senedd Commission staff in order to understand more about these changes, and to ensure that we could see positive results emerging from the work that had been undertaken to increase the level of basic Welsh language skills across the institution. It is also important that we are aware of the skill levels of all of our staff members to ensure that we optimise those skills.

The information was gathered via an online form, and the exercise was conducted on a service-by-service basis, with the Heads of Service distributing a link to the survey in the first instance. Both the service Co-ordinators and the Official Languages Team were available to offer advice and assistance during the review period, and to encourage colleagues to respond. Each service was granted a period of around a month to respond. The response was very positive, with 90 per cent of eligible staff providing details of their skills. The Official Languages Team has analysed the data and has provided detailed reports to all Heads of Service, so that they can use the information when reviewing their service area language plans. The information helps Heads of Service to understand the nature of the teams within their Services and contributes to their capacity and business continuity planning.

During the past year, all Heads of Service have reviewed and updated their Language plans in order to incorporate the information gleaned from the language skills survey. Each plan is distinct, reflecting the diverse nature and work of services. The plans also set out any arrangements that have been made between services in terms of the sharing and provision of bilingual capacity bilingual services.

In accordance with the targets set for the duration of this Scheme, our Bilingual Skills Strategy was reviewed this year. As part of the review, we considered how the progress and investment of our learners was recognised, the work of the Language Skills Team and the contribution of line managers. As the Language Skills Team had introduced and modified the learner contract system, and as feedback had been provided to line managers, we determined that no strategy was required for this element. Indeed, the targets specified within the Scheme are challenging in themselves. In conjunction with the ongoing work on capacity planning and the language plans of individual services, they provide a robust strategy for bilingual skills across the Senedd. In accordance with our commitment not to fall below the spirit of the Welsh Language Standards imposed upon their client institutions by the Welsh Language Commissioner, this issue was discussed with their officials.



## Theme 4: Proceedings

Work on ensuring that Members are able to prepare for, and participate in, proceedings in their language of choice has continued this year. Members receive their briefing papers in line with their language of choice and the interpretation service is available by default. Learners also receive bespoke support to help them prepare to make contributions during proceedings. Should the membership of a committee change, the integrated team in question will ensure that arrangements are made to support Members in their language of choice.

This year, the Senedd Commission carried out innovative work on bilingualism and the use of technology during the Covid-19 pandemic. At a time when Members were unable to attend the Senedd in person, urgent action was required to ensure that they were able to continue the vital work of scrutinising legislation and holding the Welsh Government to account. The ICT Staff conducted research into the technology that was available to conduct bilingual online meetings involving large numbers of people. A decision was made to use *Zoom* software. On 1 April 2020, the first virtual meeting of the “Emergency Senedd” was held in a fully bilingual format. The Senedd has attracted considerable national and international acclaim for its innovation, and we are now advising numerous public bodies and local authorities the conduct of virtual meetings using interpretation.



Llywydd Elin Jones MS chairs a Zoom meeting

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## Case study – Collecting evidence from Children and Young People

As part of the Children, Young People and Education Committee's inquiry into children's rights in Wales, the Committee provided a 'Meeting in a Box' resource for teachers, youth workers, and youth activity leaders to use to facilitate a workshop session about children's rights to gather the views of children and young people. This bilingual resource pack, available both digitally and in hardcopy, aimed to empower children and young people to share their views on children's rights. Facilitators were able to record these through a short survey to share with the Committee what was learnt, to inform the wider inquiry. The aim of the resource was to hear from as diverse a range of Welsh children as possible and ensure we weren't only speaking with groups already familiar with children's rights.

Language was an essential part of ensuring that we were able to engage with a diverse range of children. Providing a bilingual resource pack, and using people familiar with the children enabled them to discuss the subject in the appropriate language and at an appropriate level for the individual groups.

The lesson plan and accompanying resources sought to deliver the session for up to 35 young people within an hour timeframe and was adaptable to suit different groups of participants. The tool was designed to be used in the participants' setting and included activities for all levels of understanding of children's rights, the Committee's work and the National Assembly. The results of the survey were collated into a bilingual summary document and published to the Committee's inquiry webpage. The results were considered by Committee Members as part of the evidence gathering process. Many of the findings, and direct quotes from the children, young people and facilitators, were used in the Committee's report to help highlight their views about children's rights in Wales.





## Theme 5: Developing the bilingual ethos of the institution

### Awareness

During the course of the year, events were held to promote the use of Welsh, including Shwmae – Su'mae Day, Welsh Music Day, St Dwynwen's Day and St David's Day. As part of Shwmae week this year, Radio Cymru chose to broadcast a week of programmes celebrating the contribution of learners. During the course of the week, the Deputy Presiding Officer, Ann Jones MS, was interviewed by Shan Cothi on the Bore Cothi programme on Radio Cymru. The interview provided an opportunity to discuss her journey as a learner and the work-based provision available to her at the Senedd. The Official Languages Team continually seeks opportunities to collaborate with other teams. This year, there was an opportunity to work with the *Mindful* network, which is the staff mental health network. A collaborative drinks coaster was produced for St David's Day, based on the "Time to Talk" campaign. The coaster encouraged people to do "the little things" to help their colleagues speak Welsh. Bilingual sentences were developed for staff to use with their colleagues, and these were published on the St David's Day mats. The campaign was well received.

**Dydd Gŵyl Dewi**  
**St David's Day**

Ar Ddydd Gŵyl Dewi, beth am gael seibiant byr i sgwrsio â chydweithiwr? Yng ngeiriau Dewi Sant, "Gwnewch y pethau bychain..."

On St David's Day, why not take time to talk to a colleague. In the words of St David, "Do the little things..."

Sut wyt ti?  
How are you?

Hoffet ti sgwrs dros baned?  
Would you like a coffee and a chat?

Hoffet ti fynd am dro?  
Would you like to go for a walk?

**Cymraeg Dysgwyr** | **MINDFUL**

YTImSgiliaulaith@cynulliad.cymru Mindful@assembly.wales

Work is ongoing to ensure that all new staff members (whether Senedd Commission staff or Member support staff) receive information about our bilingual ethos, the services that are provided, and what is expected of them. A member of the Official Languages Team joins a member of the Language Skills Team in providing an induction session for newcomers. This session includes information about the Scheme, our bilingual ethos, and a taster lesson provided by a tutor. Following the appointment of a new Director of Communications and Engagement, we have also started the process of updating and re-recording the language-awareness video shown to new Senedd Commission staff – this video will be launched imminently.

## Technology

This year, the Senedd Commission participated in Mozilla's *Common Voice* scheme, which aims to teach machines about people's speech patterns. This online platform crowdsources recordings of people speaking in different languages, including Welsh. The intention is to turn the recordings into a source for developing Welsh voice-to-text technology. During the course of the year, the Senedd Commission held several events with the aim of gathering recordings and encouraging people to engage with the project on an ongoing basis. A special awareness-raising day was during which Members, support staff and Commission Staff, including the Llywydd and the Chief Executive, made vocal contributions to the project. We are monitoring developments in the area of voice-to-text technology and the latest advances in the theory and application of the technology. We will maintain our relationship with Microsoft to ensure that we remain in the vanguard in this area.

As part of the Senedd Commission's new engagement strategy, several members of the Translation and Reporting Service, in conjunction with the Communications service have received training in subtitling skills. and software options are being explored., this will enhance the ability of these teams to produce high-quality short video clips in a timely manner.



## Case study – Bank of terms, stock phrases and email templates

The Parliamentary Venues and Visitor Services team deal with many similar e-mail enquiries on a daily basis. In accordance with the service language plan, the language skills across the team vary, and not all members of the team are confident in drafting Welsh or bilingual responses to e-mails without support. The team felt that it would be possible to use the language skills of the fluent Welsh speakers to support less confident colleagues. Therefore, a bank of terms, stock phrases and email templates to cover common communications with customers was developed in order to enable all members of the team to work quickly and effectively.

Customers receive a response to their enquiries in their language of choice through a combination of individual team members' language skills, technology and the terminology and sentence bank. The system also means that one member of the team can deal with an enquiry from beginning to end without the need to transfer to a colleague. This in turn provides a better service to the customer.



## Monitoring and Compliance

Any complaints or cases of non-compliance with the requirements of the Scheme are recorded by the Official Languages Team. Complaints regarding provision can be made via the complaints procedure or by contacting the Manager of the Official Languages Scheme directly. Members or their support staff can contact their Contact Buddies to provide feedback on our bilingual services. The Official Languages Co-ordinators are responsible for identifying and dealing with any breaches of the Scheme in the first instance, with the support of the Official Languages Team as required. Any actions taken, along with any lessons learned, are recorded so that they can be shared in this annual report.

On occasion during the year, we have failed to meet the high standards that we have set or failed to meet the expectations of those who have come into contact with us. A number of complaints were received this year, most of which were dealt with through the informal process, without the need to resort to consideration under the formal complaints process. Details of the complaints received are included below:

### Information on our website

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As was the case last year, some complaints were received about Welsh links that led the reader to English documents, or links that were broken. Each time this happens, we revisit our processes in order to incorporate more detailed pre-publication checks. The problem is discussed with the relevant teams, with the emphasis placed on the need to check that documents are accurate in both languages at all times. Training or assistance is offered as required.

### Telephone calls

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One complaint was received regarding the lack of Welsh speakers available to deal with a telephone call this year. Discussion with the team in question revealed that the usual officials were unavailable to deal with the specific call

as a result of a staffing issue. Arrangements have now been made to ensure that a Welsh speaker is always available to respond.

#### Regulations relating to the National Health Service

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One complaint was received about the fact that the Welsh Government had laid an English-only Explanatory Memorandum of regulations relating to the Welsh Language Standards. This issue was also raised in an Oral Question to the Commission. Our expectations in terms of compliance with the statutory requirements in the Welsh Language Standards, the Official Languages Scheme and the Standing Orders have been restated. It was noted, however, that the complainant had also submitted a complaint to the Welsh Government, and that the response to that complaint would clarify the reasons why a bilingual version had not been made available.

#### Issues relating to Members

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This year, for the first time, we received some complaints from members of the public relating to Members' failure to comply with the requirements of the Official Languages Scheme. In our response we noted that the Scheme does not cover how Members communicate with their constituent. However, any materials funded by the Commission or Remuneration Board must be produced bilingually. We also provided details of the support available to help Members communicate with their constituents in the language of their choice.

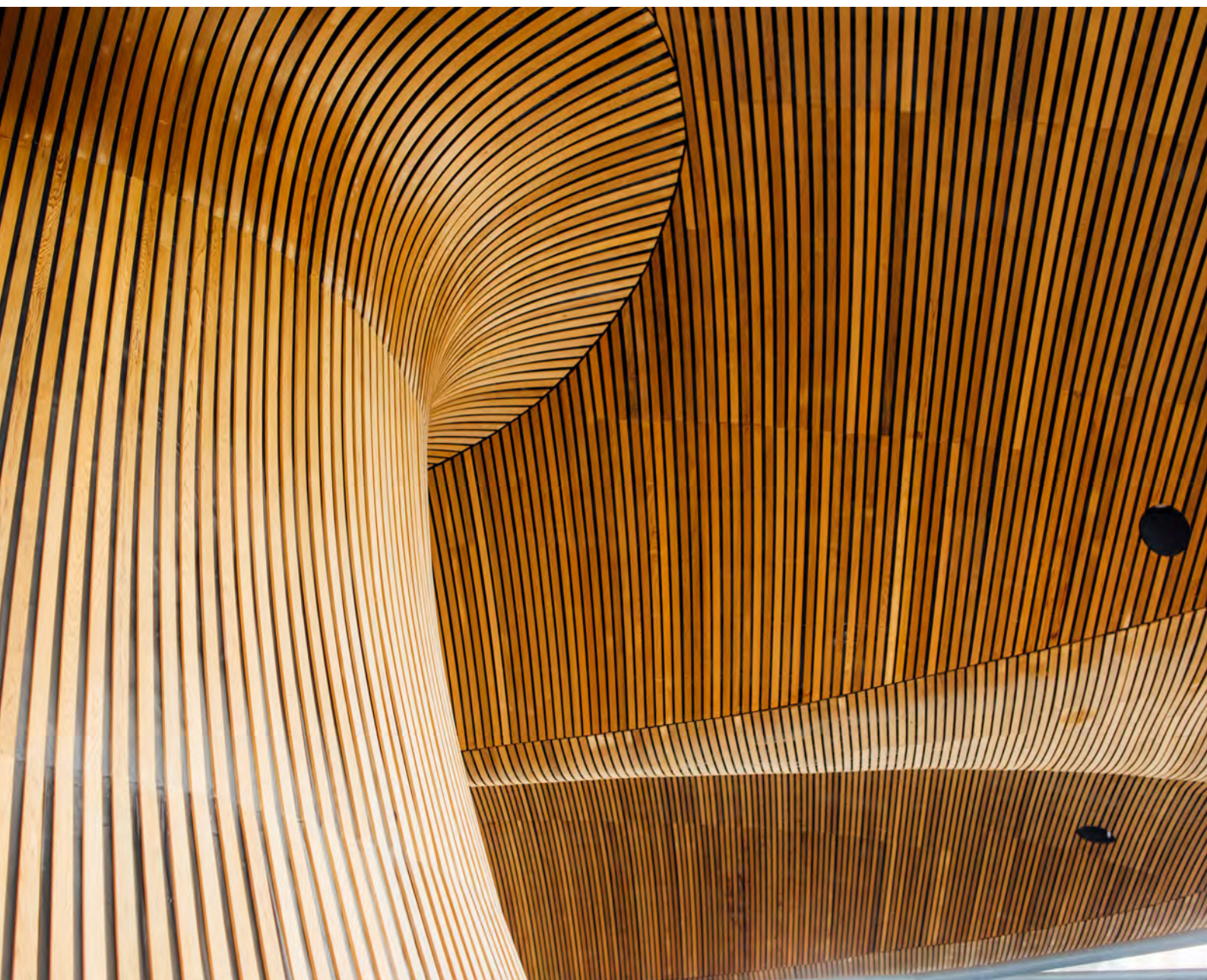
## Complaints received

Nature of the complaint	Response/Solution
<p>Link to the Annual Report on the Official Languages Scheme on the Documents Laid list broken.</p>	<ul style="list-style-type: none"> <li>▪ Fix the link and inform complainant;</li> <li>▪ Check that all other links to the report work.</li> </ul>
<p>Welsh versions of templates and documents for the new Performance and Development Review system not available at the same time as the English versions.</p>	<ul style="list-style-type: none"> <li>▪ Upload Welsh versions;</li> <li>▪ Inform complainant;</li> <li>▪ Review the publication processes to avoid the same thing happening again.</li> </ul>
<p>A member of the public unhappy with the support available for Members of the Senedd to respond to correspondence in the Language of choice.</p>	<ul style="list-style-type: none"> <li>▪ Discuss with the individual and explain the support available to Members;</li> <li>▪ Explain to the individual that the scheme does not refer to Members' correspondence with their constituents;</li> <li>▪ Contact the Member's team to confirm that they are aware of the support available for bilingual working.</li> </ul>
<p>No bilingual staff member available to respond in Welsh to a telephone call.</p>	<ul style="list-style-type: none"> <li>▪ Discuss the matter with the relevant team;</li> <li>▪ Confirm the arrangements for responding to telephone calls from Welsh speaking callers;</li> <li>▪ Ensure that the team is aware of the Process for dealing with telephone calls in Welsh.</li> </ul>
<p>English documents appearing on the Welsh website.</p>	<ul style="list-style-type: none"> <li>▪ Correct the error and publish the Welsh version of the documents;</li> <li>▪ Emphasise the need to check links when publishing to the website with the appropriate teams.</li> </ul>



# **Sustainability:** Annual Report 2019-20

June 2020





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.

An electronic copy of this document can be found on the Senedd website:  
**[www.senedd.wales](http://www.senedd.wales)**

Copies of this document can also be obtained in accessible formats including Braille, large print, audio or hard copy from:

 Welsh Parliament, Cardiff Bay, CF99 1SN

 0300 200 6565

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

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# **Sustainability:** Annual Report 2019-20

June 2020

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On 6 May we became the Welsh Parliament; the Senedd. As the Senedd and Elections (Wales) Act 2020 received Royal Assent in January, it marked the culmination of a long and complicated process for the many Commission colleagues who were involved in its passage.

Despite our new title, you will notice this document mostly refers to the institution as the Assembly; a reflection of the fact we're looking back over the past 12 months before the change to our name.

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Cynulliad Cenedlaethol Cymru  
National Assembly for Wales  
Senedd

## Introduction



**Manon Antoniazzi**  
Chief Executive and  
Clerk

In the final year of our current carbon reduction strategy, we are very proud to report a 49% reduction in energy emissions.

We have continued to make improvements to both our estate and the way we use it, in order to reduce our utilities demand. New boilers, LED lights, and a greater level of automation all help to reduce our demand on finite resources.

Small improvements around the estate this year have shown that, even in an urban environment, we can make our site more accommodating to a range of flora and fauna.

As we move into the final year of our current carbon strategy, we have developed our new longer-term plan; to take us from 2021 through to 2030. As a newly-named parliament, we aim to continue to set the highest possible standard as a public sector body to respond to the climate emergency.



**David Rowlands MS**  
Commissioner for  
Security and Resources





## Summary of Performance

During this past year, we have implemented a number of environmental initiatives around our buildings and wider estate, both to reduce our consumption of utilities and provide a more hospitable habitat for flora and fauna. These efforts, coupled with a further greening of the UK's electricity grid, have helped reduce our energy footprint to almost half the level of our baseline year seven years ago. As we move into the final year of our current carbon strategy our focus now is a new strategy that will take us from 2021 through to 2030.

A summary of improvements made to the estate and the way we operate includes the following:

- We replaced the main heating boilers in Ty Hywel with more efficient condensing units. The previous boilers were installed when the building was first opened and had reached the end of their operational life. The new units are able to operate much more flexibly and should help us realise significant gas savings.
- Following on from this, we installed new inverter driven pumps to move hot water around the building. They better moderate their flow speed; improving efficiency.
- We installed new PiR and microwave sensors in a variety of locations in order to minimize the use of lighting.
- We installed more LED lighting in several locations around the estate, including the parking areas, offering further savings.
- The high level dampers in the Senedd building were replaced. The new units offer better control and reduce draughts within the building.



- We upgraded some of the heating controls to improve efficiency and thermal comfort, as well as some of the air-handling units (AHUs) which serve the office space with fresh air.
- We made several changes to reduce pollution risk, including replacing a diesel storage tank and the grease trap for our catering effluent.
- A few of our tea point boilers were still without timers, so these were retro-fitted to reduce their operating hours.
- We conducted an audit of our catering and retail outlets to create a snapshot of where single-use plastic was still being supplied.
- We made biodiversity improvements, including installing a small pond in the Ty Hywel garden and planting some bulbs in our wildflower strip.
- We have started the planning of a new carbon reduction strategy, to provide direction from when our current targets expire in 2021.

Whilst the Senedd is not listed as a public body for the purpose of the Well-being of Future Generations (Wales) Act 2015, we are mindful of the 7 Welsh sustainability goals and this Report provides evidence of the progress we have made on reducing single-use plastics and managing our environmental impact.

Our environmental work continues under the banner of a formally-certified management system which includes an annual audit by a UKAS-accredited body against the requirements of ISO14001.



## Progress against targets

With a year remaining of our current carbon reduction strategy, we have far surpassed the original target of a 30% reduction in energy emissions; reporting a 49% drop over our baseline year.

Significant improvements to the estate, coupled with a continued drop in the carbon content of the UK's grid electricity, have seen us reporting almost half the footprint we generated back in 2012/13.

The efficiency of business travel has also continued to improve. Provisions for electric charging on the estate has helped encourage staff to switch to electric vehicles (EVs), and our own electric pool car has also acted as a catalyst for those looking to make the switch to an EV. We have far surpassed our target for business travel efficiency, aided by the introduction of the EV pool car and the discontinuation of the official car service by the current Llywydd, as well as an increase in the efficiency of staff members' private vehicles.

We have continued our work to minimise single-use plastic on the estate, and are looking forward to further improvements in this field in the forthcoming year.

**Table 1: Progress on targets**

Objectives	Targets	Progress
Reduction of carbon footprint	Reduce energy emissions by further 30% by 2020/21 (based on 2012/13 baseline)	<b>Achieved. 49% down on baseline year. 10% reduction on last year's figure.</b>
	Improve the efficiency of business-related car travel by 10% by 2020/21 (on 2013/14 baseline)	<b>Achieved. Efficiency has improved 32% since the baseline year.</b>
<b>Reduce the impact of waste</b>	Achieve zero waste-to-landfill by 2020/21	<b>Achieved. Now operating at zero waste-to-landfill</b>
	Transition from waste management to sustainable resource management by 2020/21	<b>In progress. Work on plastic packaging continuing.</b>
<b>Reduce water use</b>	Reduce the consumption of potable water across the estate by 5% by 2020/21 (based on 2014/15 baseline)	<b>Consumption is influenced largely by public demand and this year we experienced some maintenance issues. As a result we have seen an increase of 1.6% over the baseline year.,</b>

## Energy

As the data tables show, we have seen a significant reduction in energy use this year, particularly electricity. Gas use has also reduced, despite a longer heating period than last year. We are proud to report a 49% reduction in energy emissions since our baseline year.

Several factors have contributed to a lower energy footprint again this year, including the continued greening of the UK's electricity grid as more renewables are installed, as well as practical measures we have taken on site to reduce our demand.

The installation of new more efficient gas boilers for our primary accommodation building Ty Hywel has paid dividends in off-setting the winter heating period, which started earlier and finished later than it did in 2018-19 according to our *degree days* analysis.

Reduced electricity demand, and indeed some of the gas savings, are attributable to the efficiency measures installed throughout the past year. These have included more efficient lighting and controls, as well as efficiency improvements with the heating and cooling systems, the use of more efficient infra-red heaters and life-cycle replacement of air-conditioning units with more efficient ones. We have also added more time-control mechanisms on heat sources and water boilers.

These improvements have also been reflected in the Display Energy Certificate (DEC) scores for our buildings (an assessment of energy use by floor area in commercial buildings), with the Senedd building's rating improving this year, and Ty Hywel reaching a 'D' for the first time. Our DEC's are displayed in the reception areas of our buildings and published on the sustainability page of our [website](#).

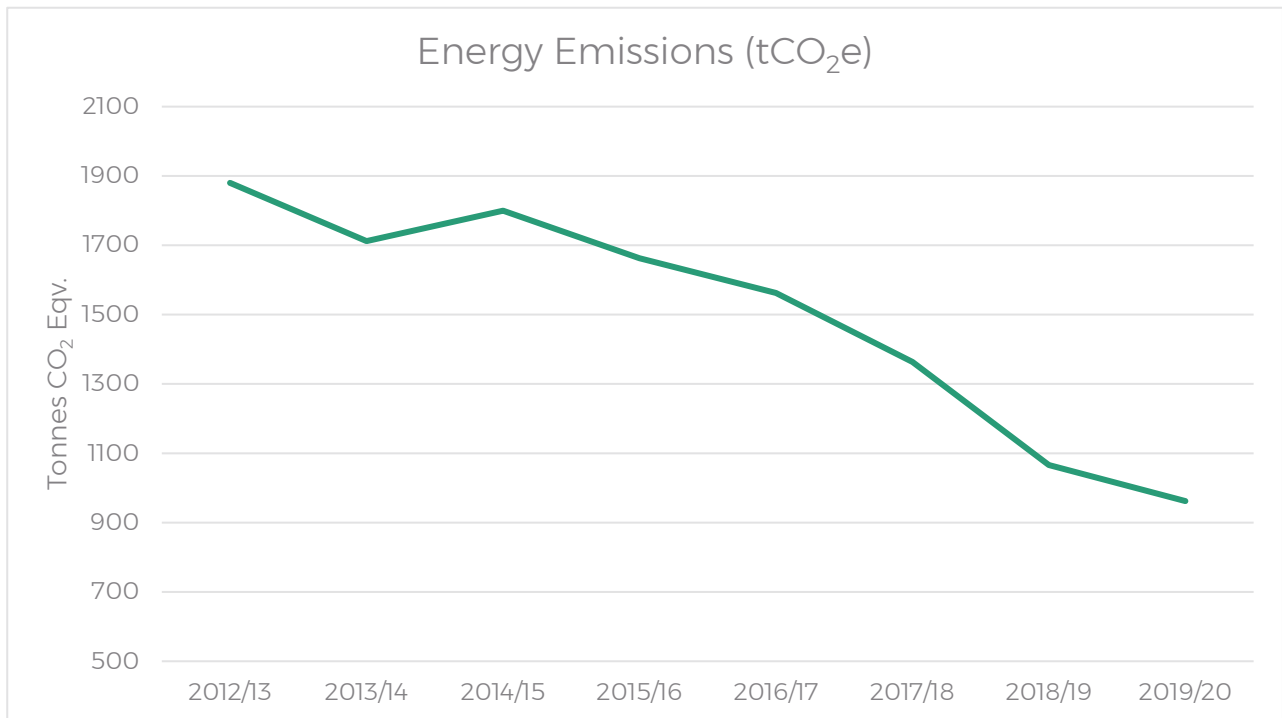
Lower gas and electricity consumption has been off-set by one of the biggest increases in utilities costs we have experienced in recent years. Electricity prices rose by about 16% this year, and gas a further 20%. Given the nature of our operations, electricity is by far the largest component of our utilities demand, and as such we've seen costs rise despite our efforts to minimise use. We continue to procure energy through the Welsh Government's National Procurement Service



(NPS); joining with the rest of the Welsh public sector to achieve the best possible prices.

We will continue to seek out new improvement opportunities to reduce our energy use during this forthcoming year, including both physical measures and further monitoring and analysis to identify options for greater energy efficiency. We will continue to maximise the use of biomass in the Senedd building; more than half the building's heating needs are met by this virtually carbon-neutral fuel source. We will also be looking to replace more of our lighting units with LEDs, and increase the provision of automatic switches for lighting.

**Figure 1: Energy Emissions (tCO<sub>2</sub>e)**



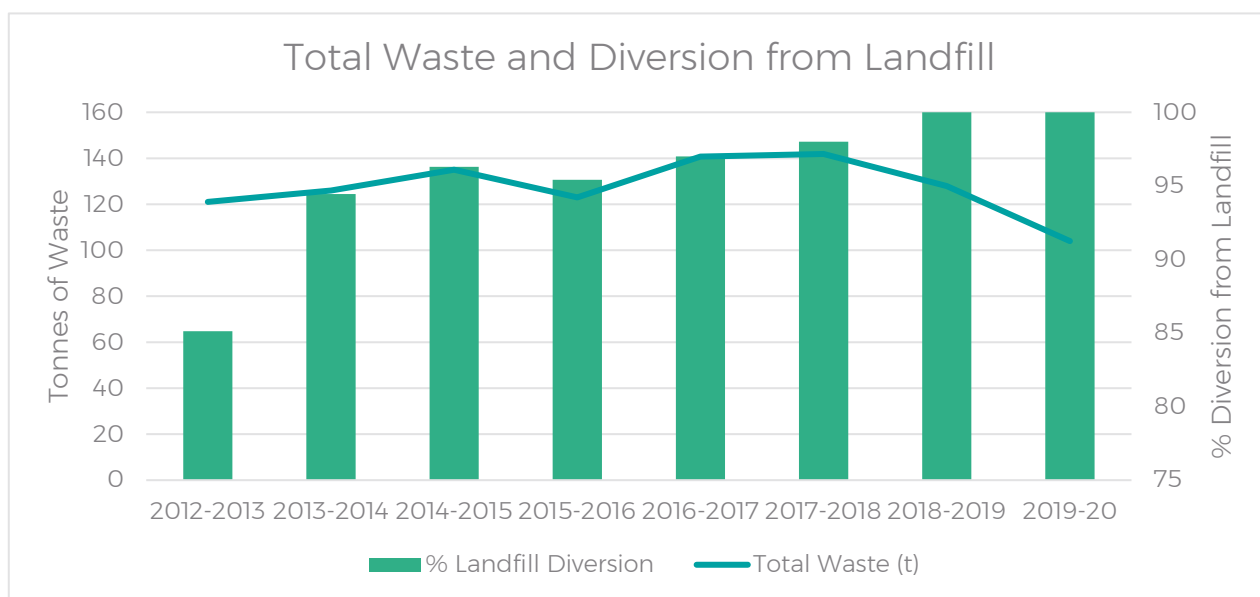
## Waste

During 2019, in response to a change in operational requirements, we switched contractors for our waste management provision and in doing so were able to significantly lower the cost of the service. Some initial adjustment period in reporting means our figures are lower than last year, though we believe a similar amount of waste was produced, albeit with more going to the energy recovery facility. We have worked with the contractor to improve confidence in the accuracy of reports, and can confirm that none of our waste is sent to landfill.

We continue our efforts, alongside our catering contractor, to minimise single-use plastic on the estate. We stopped providing single-use coffee cups several years ago and where possible we have replaced disposable containers and cutlery with bio-degradable alternatives. We took part in the Plastic Free July initiative, and have all but eliminated its use in our catering service. A recent audit of remaining plastic in our catering and retail outlets has helped to identify where there are still bought-in items packaged in plastic, such as confectionery. Over the coming year we will be working with our suppliers to source alternatives here.

During the forthcoming year we will be looking to remove plastic from our retail outlets wherever possible, as well as work with the Youth Parliament's Littering & Plastic Waste Committee. We will also be working with our catering contractor to minimise the handling of packaging, including trialling re-usable packaging

**Figure 2: Total waste production and the percentage diverted from landfill**



## Water

Whilst water only represents a small element of our carbon impact, it is still an important natural resource. We have not yet met our target for this utility, though we have changed the way we report it to improve accuracy.

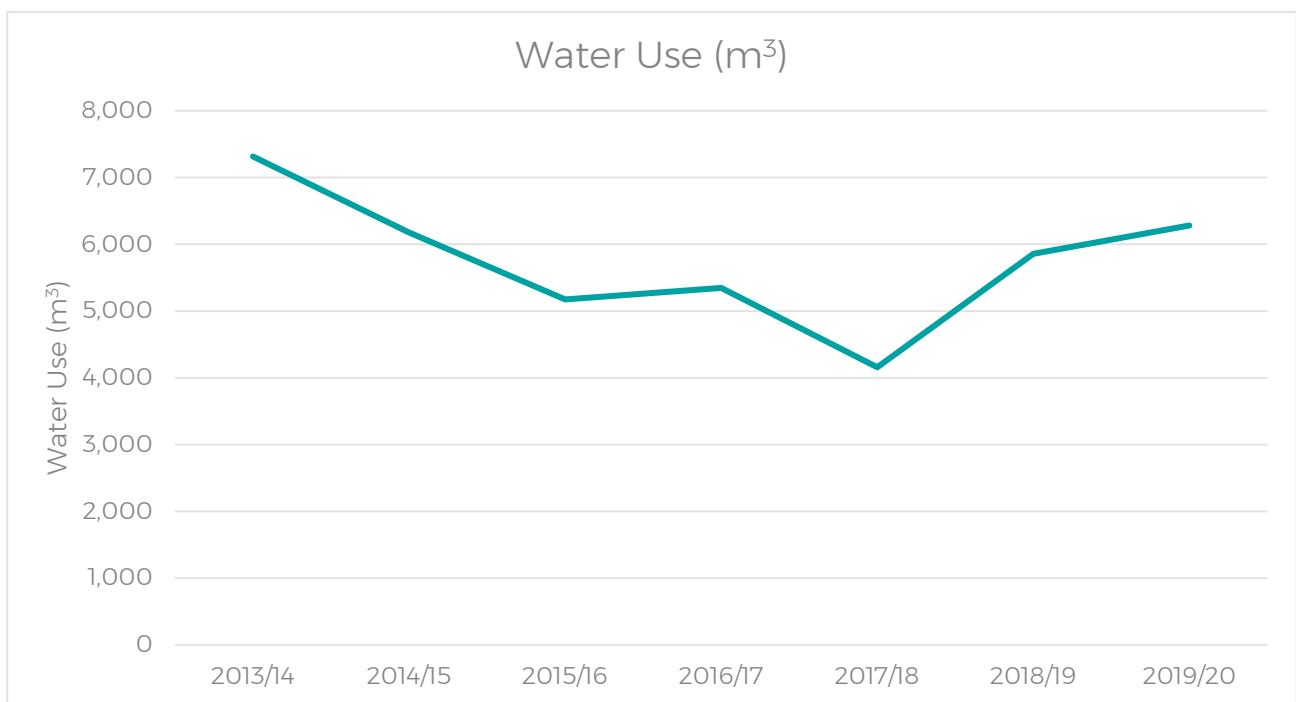
Water is primarily used across the estate for domestic purposes, as well as the staff canteen, Senedd building catering outlets, and a small kitchen in the Pierhead. With the majority of staff being based in Ty Hywel, issues with the water meter in recent years have meant a significant discrepancy between billing and use. This has now improved, though to ensure long-term comparisons and reliability of our data, we are reporting manual meter reads for this building to ensure accuracy and prevent any meter issues affecting our figures.

Water use in the Senedd and Pierhead, as publicly-accessible buildings, continues to fluctuate with visitor numbers and the frequency and popularity of events in Cardiff Bay, though the demand in water use is offset in part by the Senedd building’s rainwater harvesting system. We also installed more percussion taps in the Pierhead washrooms during the past year, again to reduce mains water use.

We have experienced an increase in the amount of water used on the estate this year, specifically for the Senedd building, and this is believed to be related to a maintenance issue with the rainwater harvesting tank. Whilst the rainwater harvesting system is normally efficiently supporting our water demand, any maintenance issue requires the tanks be emptied, cleaned and re-filled.

Having focussed more on energy emissions and transport, there is still scope for improvements to be made to water use, and this will be one of our areas of focus for the final year of our current strategy. Work will include an audit of water use on the estate, as well as the installation of water-saving measures where possible.

**Figure 3: Mains water use on the Assembly estate**





## Travel

We have far surpassed our target for improving the efficiency of business travel; now operating at an average of around 90gCO<sub>2</sub>/km (from a baseline of 135g), thanks in part to the introduction of the electric pool car, as well as the discontinuation of the Llywydd's official car service earlier on in the target period.

We have also recently run our biennial travel survey, throughout March 2020. This provides us a valuable update to calculating the carbon footprint of both business travel and commuting, as well as acting as a source of feedback on our facilities. We ask staff a range of questions including how far they are commuting and by which modes, as well as seeking opportunities for improving our travel offers and facilities. From this we were also able to calculate an improvement in the efficiency of staff members' own vehicles (the *grey fleet*), which contributed to us meeting our target for travel efficiency.

It is not only our own travel that we encourage to be as sustainable as possible, but also that of our contractors and tenants. We have worked with Welsh Government to install new EV charge points on the estate this year to enable more of their official vehicles to make the change to ultra-low emission models. Our facilities contractor is also using an electric van for work around the site, as well as collecting supplies and attending call-outs.

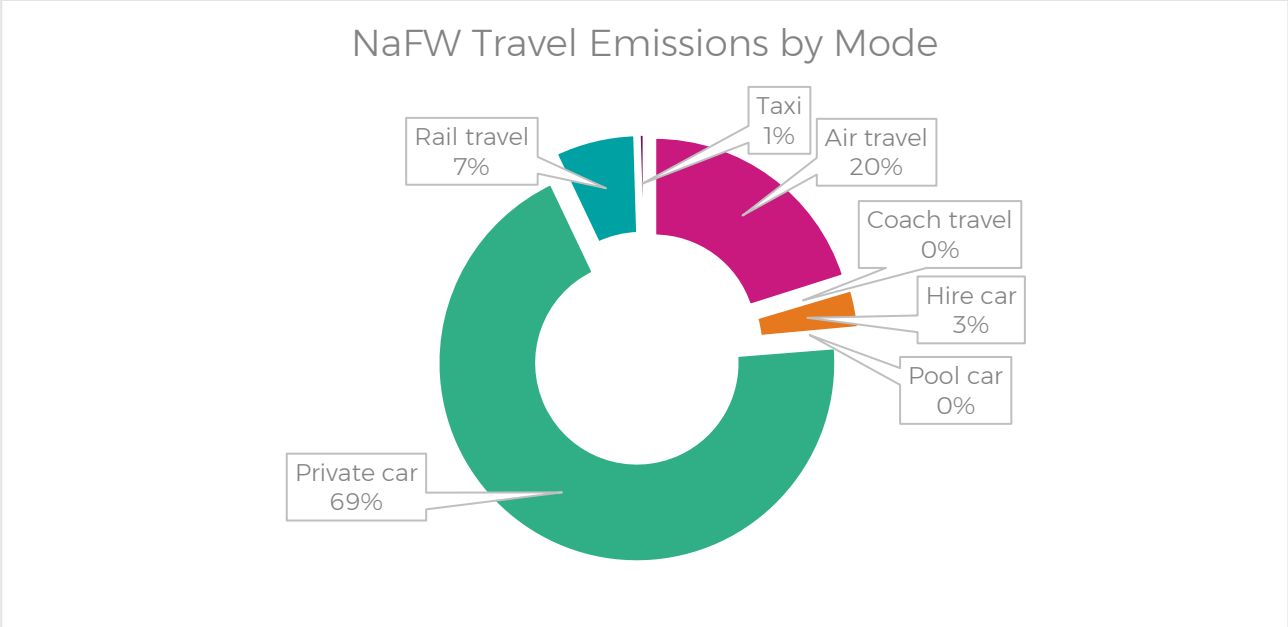
We continue to make improvements to facilities for cyclists, as well as those using public transport to commute to work. We added more storage space for cycles in 2019 as cycling to work in Wales' capital city continues to be more popular than ever, as well as promoting offers available to staff who purchase season tickets for public transport commuting.

Some of these offers were developed through our involvement with the Public Service Board (PSB) for the Cardiff area. Whilst we are not obligated under the Wellbeing of Future Generations Act, we continue to be an active member of this valuable group where best practice for healthy and sustainable travel is shared.

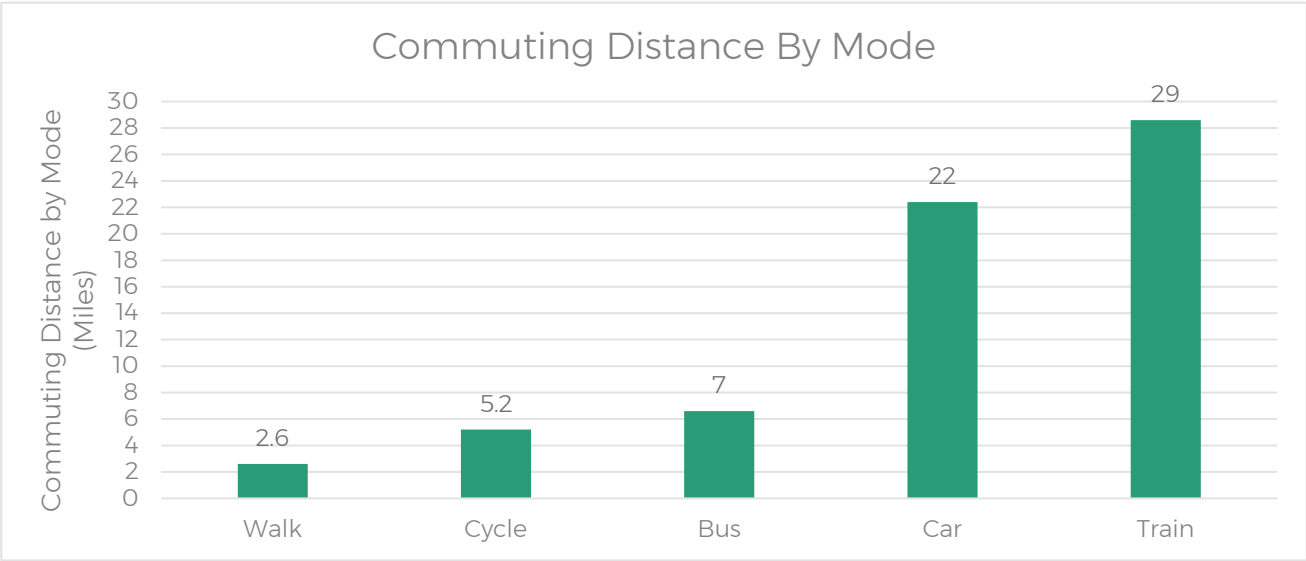
We will continue to promote sustainable travel options over the next year, including the public transport offers and the pool bikes facility. We will be turning

the results of our travel survey into an updated travel plan, and feeding this into our new long-term carbon reduction strategy which will run from 2021.

**Figure 4: Composition of the carbon footprint of Assembly business travel 2019/20**



**Figure 5: Average round-trip commuting distance by mode for people working on Cardiff Bay estate, based on most recent travel survey**



## Biodiversity

We have partnered this year with RSPB and Bug Life, as part of their Urban Buzz initiative, to make our Cardiff Bay estate an example of what can be achieved in an urban environment with limited space.

We introduced habitat for more invertebrates, including a small pond, and planted more pollinator-friendly plants such as borage, cosmos and lavender. We produced a case study for RSPB detailing the improvements we've made with their advice, setting an example which other organisations with limited space can hopefully follow.

Previously, the strip of land at the side of the Senedd building was cut frequently to keep the vegetation height low, but we have changed the way this is managed this year in order to encourage biodiversity. Reduced cutting frequency has created a haven for wildflower and a level of diversity we didn't expect. The wildflower strip now supports a range of plants including scarlet pimpernel, two types of orchid, and even fungi and mushrooms in the autumn.

These changes were created, and indeed are maintained, by a team of staff volunteers, primarily during their lunchbreaks. We won't simply be stepping back from them either- the gardening & biodiversity club will continue to maintain and improve these habitats, and we've even started conducting pollinator surveys to check their effectiveness.

Our Pierhead Bees project continues to thrive, and 2019 was the first year it produced honey. This was extracted and put into jars by a local SME we partner with on the project, and then sold amongst staff with the profits going back into the project. For 2020 we hope to install a third hive and be able to produce enough honey to sell some in the Senedd shop.



*Damsel flies have been attracted to the new pond*



*The wildflower strip has produced fabulous bee orchids this year*



*A honeybee (possibly one of ours) making good use of the lavender on site*



## Sustainable Procurement and Construction

Our use of paper has reduced again this year, aided in part by the provision of follow-me centralised printing; helping to reduce unnecessary paper use.

We expect a reduction in paper use again next year in response to increased accountability for stationery use. All our paper continues to be FSC-certified, 100% recycled-content, or both.

Similarly, our sourcing of office furniture stipulates the use of FSC timber, with its procurement being done via NPS frameworks.

We have not undertaken any major construction or refurbishment projects over the past year.

## Environmental Management

The Commission has maintained a formal environmental management system (EMS) for more than a decade.

We believe in transparency as well as setting the highest standards for ourselves, which is why we maintain an EMS which is externally-audited against the requirements of ISO14001. This management standard requires a range of measures to be demonstrated, including controls on key environmental impacts, compliance with legislation, and a programme of internal audits. We have a team of trained internal auditors checking the physical site and our operational controls to ensure continued compliance throughout the year. The auditors also check for pollution risk and look for efficiency savings where possible.

We continue to work with other public sector bodies in Wales, as well as the other UK parliaments, in order to share best practice in continual environmental improvement.



## Impacts

The table below shows the organisation's significant environmental impacts.

The risk figure for each aspect is calculated using the scale of the impact and the probability of occurrence, taking into account legislation and the level of control offered. Impacts with a score of twenty five or above are then deemed 'significant' and are prioritised by the rest of the environmental system.

**Table 2: Environmental Aspects and Impacts**

Aspect	Activity	Impact	Significance rating
Use of electricity	Lighting the estate	Resource depletion	35
		Indirect air emissions	
		Carbon footprint increase	
Use of electricity	Powering office equipment	Resource depletion	35
		Indirect air emissions	
		Carbon footprint increase	
Transport	Business travel	Carbon emissions	30
		Health risk	
		Resource depletion	
Transport	Commuting by staff	Pollution risk	30
		Carbon emissions	
		Health risk	
		Resource depletion	
Use of electricity	Cooling- operation of air-conditioning	Resource depletion	28

Aspect	Activity	Impact	Significance rating
	equipment and fan coils	Indirect air emissions Carbon footprint increase	
<b>Use of gas</b>	Heating our buildings	Resource depletion Air emissions Carbon footprint increase	28
<b>Use of contractors</b>	Maintenance and refurbishment projects	Pollution risk Risk of incorrect disposal route (e.g. landfill) Waste production Procurement of new products/ equipment Possible carbon impact	28

As can be seen our key impacts arise from utilities usage, transport and maintenance of the Estate. These are to be expected from a largely office-based environment.

Our only change from recent years has been the reduction in significance rating of general waste production, given it is no longer sent to landfill.



## Pollution Prevention

We ensure we operate strict processes for the prevention of pollution from the activities carried out across our Estate. Our pollution prevention plan identifies potential sources of pollution and associated mitigation measures.

Complimenting this we then have physical barriers, training and procedures to control these risks. However it should be remembered that as a largely office-based organisation we are a relatively low-risk site with few chemicals.

Across the site we have a number of available spill kits and have placed them in accessible locations near to any possible source of spillage. These are supported by spill kit procedures displayed near to the kits and all facilities contractor staff assigned to handle any pollution incidents have been trained in spill response. Surface water and foul water drains across the site are colour-coded to ensure clear designation and a double-skinned tank is used for external diesel storage. All paints and COSHH substances are stored securely in locked cabinets and any hazardous waste storage, such as fluorescent tubes, electrical equipment and batteries, are stored securely within a designated cage. Duty of care requirements for the safe storage of other waste materials are followed accordingly by all staff that manage or dispose of waste.

In response to our external ISO14001 audit, we now more frequently check the car park interceptors on site and empty these each year.

During this past year we conducted a life-cycle replacement of the diesel storage tank for the back-up generator. The new tank features improved spill protection and complies with the Oil Storage (Wales) Regulations.

## The Year Ahead

We continue to operate towards the targets which will see us through to 2021, monitoring and reporting progress along the way.

Objectives	Targets
<b>Reduction of carbon footprint</b>	Continue to reduce energy emissions to end of March 2021 (based on 2012/13 baseline)
	Further improve the efficiency of business-related car travel to March 2021 (on 2014/15 baseline)
<b>Reduce the impact of waste</b>	Continue with zero waste-to-landfill until March 2021
	Transition from waste management to sustainable resource management by March 2021
<b>Reduce water use</b>	Reduce the consumption of potable water across the estate by 5% by end March 2021 (based on 2014/15 baseline)

Continuing with the targets above for one more year, we will focus on resource efficiency; trialling reusable packaging where possible to reduce the tonnage of material handled. We will work with our catering team, as well as the Youth Parliament as part of their Littering & Plastic Waste committee, to further reduce the use of plastic items and packaging on site.

Most of our work during the current strategy has focused on energy use and providing facilities for more sustainable travel, so there is scope still to reduce our water consumption, particularly in our publicly-accessible buildings.

Planned life-cycle replacement of key equipment will continue, with more efficient technology installed as part of this wherever possible. This will include more LED lighting in both the offices and public areas, as well as more automatic lighting controls. We plan to replace the window actuators in the Senedd building; their efficient operation provides natural ventilation and reduces draughts at other times. The project to replace the windows for Ty Hywel, one

which will provide some environmental benefits, will also take a step forward with the development of the window specification.

Our work around the estate to encourage biodiversity will also progress, both in the wildflower area and the development of micro-habitats around the site to support invertebrates.

As we come to the end of our current strategy, our primary task for this forthcoming year will be the production of a new Carbon Reduction Strategy, to take us from 2021, right through to 2030. This 2030 target date will allow for a longer-term view of improvements and investment, as well as aligning the Senedd's operations with the Welsh Government's target for the rest of the public sector in Wales.

We will likely change the scope of our carbon footprint during the next strategy; encompassing a greater number of the indirect Scope 3 emission sources (e.g. goods & services). We will look to how we manage temperature in the buildings with a strategy that seeks investment in more natural ventilation; reducing reliance on air-conditioning. Currently, the Senedd building's ground-source heat pump is the only source of renewable energy on the estate, something we will also be addressing in the new strategy. Efficiency measures will also be included, with changes to the BMS (building management system) that controls temperatures in the offices likely. Transport will not escape our attention either, both business travel and commuting to the estate as we look to further lower our footprint and make sustainable travel as viable as possible for all our colleagues and visitors.

## Appendix A: Environmental Data

Key performance indicators	2012/13	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Total net greenhouse gas emissions (Scopes, 1, 2 and 3), tCO <sub>2</sub> e	2,314	2,252	2,051	1,841	1,654	1,296	1150
Total energy emissions, tCO <sub>2</sub> e (baseline)	1,880	1,800	1,663	1,563	1,364	1,066	962
Waste to landfill in tonnes	17.2	4.7	4.6	5	4	0	0
Recycle, reuse and recovery rate, percentage of total	83%	95%	95%	96%	97%	100%	100%
Total water consumption, m <sup>3</sup>	10,069	6,177 (baseline)	5,174	5,347	4,158	6,064	6,281
Total business travel emissions, tCO <sub>2</sub> e	222	252	227	206	207	174	140*
Paper Use (million sheets)	2.24	2.09	1.93	1.99	2.92	2.73	2.33

\* Excludes AM and AMSS travel January to March 2020 due to delayed reporting requirements. Previous years have been adjusted as final claims for those years have been processed.



## Appendix B: Benchmarking

Our floor areas (used as a baseline for many years) have remained the same this year, as our primary estate consists of the three Cardiff Bay buildings detailed below.

Building	Area
Tŷ Hywel	15266m <sup>2</sup>
Senedd	5121m <sup>2</sup>
Pierhead	1821m <sup>2</sup>
<b>Total</b>	<b>22462m<sup>2</sup></b>

During this target period we are seeking to improve benchmarking by reviewing utilities use against the number of people who use our buildings, as well as degree days. To this end we collate occupant and visitor figures for year-on-year comparisons to help explain changes and recognise long-term trends. There are several contractors and external agencies with staff based in our buildings, but as they use the same utilities we will combine them under the 'occupant' figure. We have amended the calculation for this figure slightly this year, to account for the fact that at least half of Support Staff are based in constituency offices.

	Occupant Numbers	Visitor Numbers
2019/20	880	163461
2018/19	883	242223
2017/18	844	228748

Building	Annual Water Use		
	2017/18	2018/19	2019/20
<b>Ty Hywel (per occupant per day)</b>	23 litres	21 litres	22 litres
<b>Senedd (per visitor)</b>	3 litres	3.5 litres	10.4 litres
<b>Pierhead (per visitor)</b>	7 litres	6.2 litres	9.7 litres

## Appendix C: Environmental Policy

The Senedd Commission ensures the provision of the property, staff and services required for the effective functioning of the Welsh Parliament.

Our aim is to be an exemplary organisation in terms of sustainability and to ensure the efficient delivery of our services with due regard to the principle of promoting sustainable development.

Our day-to-day operations have an impact on the environment, arising mainly through the consumption of resources (utilities and raw materials), travel and the generation of waste.

The Senedd Commission commits to:

- Ensure the efficient use of our buildings and seek opportunities to minimise the consumption of natural resources in the delivery of our services, including single-use plastics.
- Dedicate appropriate time and resource to improving the energy efficiency of our estate.
- Promote our sustainability credentials to the public, our visitors and other stakeholders.
- Ensure all Members, Support Staff, Commission Staff and other building users fully understand the contribution they can make to improve our environmental performance
- Develop a culture of environmental responsibility amongst our occupants, contractors, suppliers and visitors to our buildings.
- Avoid unnecessary travel where possible and promote sustainable travel methods amongst staff and visitors.
- Place sustainability considerations at the heart of transparent decision-making processes including the procurement of products and services.
- Plan, adapt and ensure sufficient measures/resources are in place to future-proof our assets against the challenges of a changing climate.
- Comply with all relevant environmental legislation, standards and other compliance obligations.

- Maintain both procedures and physical measures to protect the environment, including through the prevention of pollution.
- Support and encourage biodiversity around our estate.
- Set ambitious environmental objectives and targets to ensure continual improvement, and publicly report progress against them.
- This policy statement applies to the whole Welsh Parliament estate (comprising of Tŷ Hywel, Senedd, Pierhead and our Colwyn Bay office) and will be reviewed annually and made available to all staff and other interested parties through our website. It will be contractually binding on suppliers and contractors who use our premises and will be made available to anyone on request.

**David J Rowlands MS**

Commissioner for Security and  
Senedd Resources

**Manon Antoniazzi**

Chief Executive and Clerk of the Senedd

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# Agenda Item 7

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# Agenda Item 8

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# Agenda Item 9

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