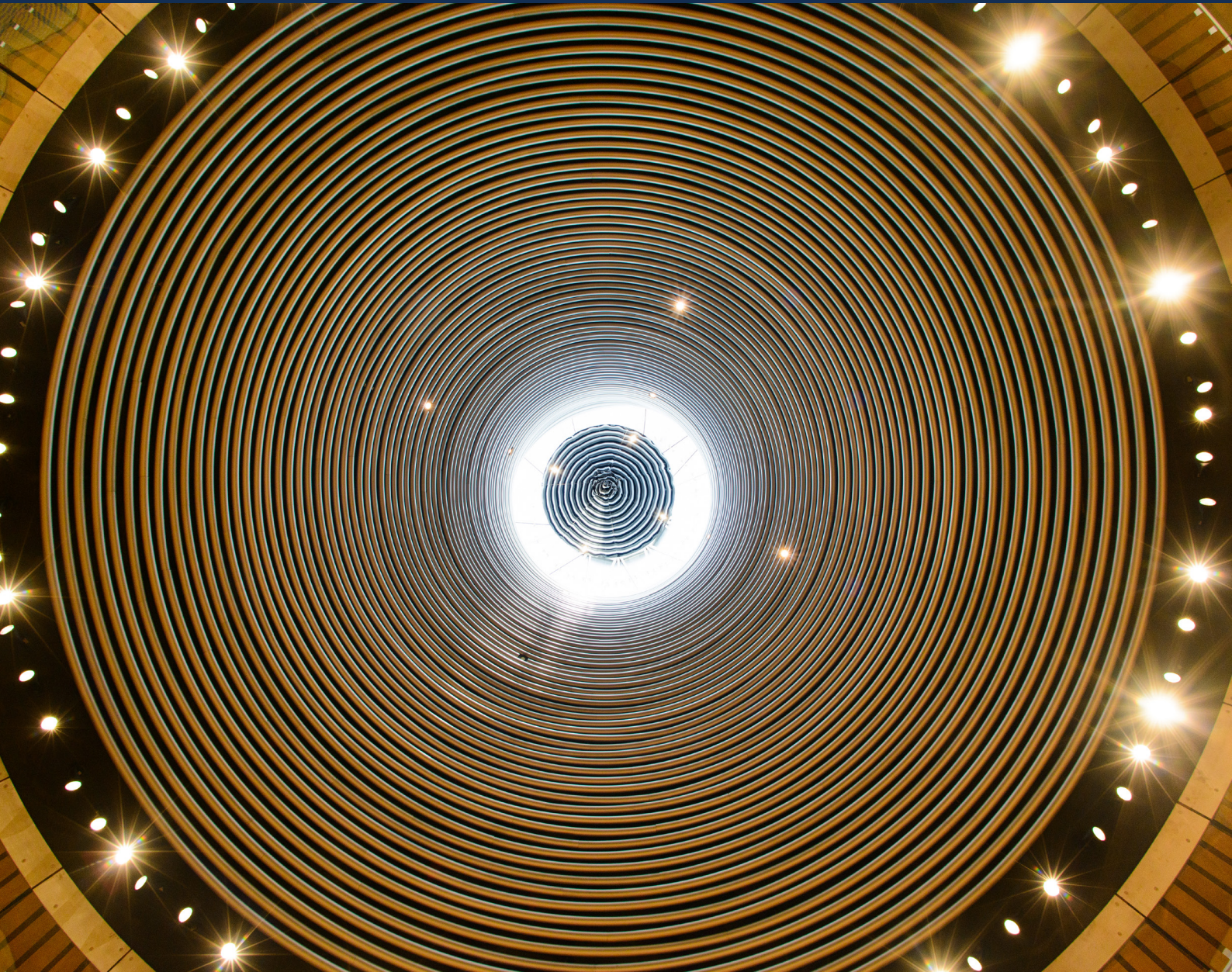


# **Accounts Scrutiny 2024-25**

## Senedd Commission

December 2025



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

An electronic copy of this document can be found on the Senedd website:  
**[www.senedd.wales/SeneddPAPA](http://www.senedd.wales/SeneddPAPA)**

Copies of this document can also be obtained in accessible formats including Braille, large print, audio or hard copy from:

**Public Accounts and Public Administration Committee**  
**Welsh Parliament**  
**Cardiff Bay**  
**CF99 1SN**

Tel: **0300 200 6565**  
Email: **SeneddPAPA@senedd.wales**  
X: **@SeneddPAC**

**© Senedd Commission Copyright 2025**

The text of this document may be reproduced free of charge in any format or medium providing that it is reproduced accurately and not used in a misleading or derogatory context. The material must be acknowledged as copyright of the Senedd Commission and the title of the document specified.

Welsh Parliament

**Public Accounts and Public Administration Committee**

---

# **Accounts Scrutiny 2024-25**

## Senedd Commission

December 2025



# About the Committee

The Committee was established on 23 June 2021. Its remit can be found at:  
[www.senedd.wales/SeneddPAPA](http://www.senedd.wales/SeneddPAPA)

---

Current Committee membership:



**Committee Chair:  
Mark Isherwood MS**  
Welsh Conservatives



**Tom Giffard MS**  
Welsh Conservatives



**Mike Hedges MS**  
Welsh Labour



**Rhianon Passmore MS**  
Welsh Labour



**Adam Price MS \***  
Plaid Cymru

\* As a Senedd Commissioner, Adam Price recused himself from this piece of work.

---

The following Member attended as a substitute during this inquiry.



**Hannah Blythyn MS**  
Welsh Labour

# Contents

<b>Recommendations and conclusion .....</b>	<b>7</b>
<b>1. Introduction .....</b>	<b>8</b>
<b>2. Accounts preparation and audit .....</b>	<b>9</b>
Presentation .....	9
Our view .....	9
<b>3. Governance.....</b>	<b>10</b>
Governance structure.....	10
Senior staff.....	10
Independent Remuneration Board .....	11
Change programme.....	12
<b>4. Assurance.....</b>	<b>14</b>
Assurance Framework.....	14
Commission strategies.....	14
Internal Audit .....	15
Challenges for 2024-25.....	15
<b>5. Risk.....</b>	<b>17</b>
Risk appetite statements .....	18
Our view .....	19
<b>6. Financial Statements .....</b>	<b>20</b>
Overall end of year position .....	20
Variances between outturn and budget .....	20
In-year savings .....	21
2023-24 Savings and impact on 2024-25.....	21

Savings for 2024-25.....	22
The Project Fund .....	23
<b>7. Ring fenced budgets .....</b>	<b>25</b>
Overview.....	25
Senedd Reform .....	25
Ways of Working.....	26
Outturn against ring-fenced budgets.....	27
Risks .....	28
Our view .....	28
<b>8. Performance .....</b>	<b>30</b>
Key Performance Indicators (KPIs).....	30
KPI 14: Carbon Neutral Strategy.....	30
KPI 15: Spend with Welsh suppliers .....	32
Our view .....	33
<b>9. Staff .....</b>	<b>35</b>
Staff numbers and pay.....	35
Off-payroll arrangements .....	36
Staff turnover.....	38
Sickness absence .....	39
Diversity of the workforce.....	41
Gender .....	41
Ethnicity.....	41
Socio economic background .....	42
Disability.....	43
Sexual orientation .....	44
Inclusive Recruitment.....	44

---

Surveys.....	45
People or Staff Survey.....	45
Well-being Pulse Survey.....	46
Dignity and Respect Survey.....	47
Our view.....	49

**Annex 1 : List of oral evidence sessions. ....50**



## Recommendations and conclusion

**Recommendation 1.** The Senedd Commission should provide further information on how their Carbon Neutral Strategy will change after Senedd Reform to meet the challenge faced by a significant increase in Members and officials.....Page 33

**Recommendation 2.** The Commission should share with the Committee any internal reviews that have taken place to assess the impact on the Commission’s ongoing carbon emissions prior to the election. ....Page 33

**Recommendation 3.** The Senedd Commission should inform this Committee (or its successor) on any changes to their carbon emission target (currently KPI 14) and include further detail on how any new target is calculated.....Page 33

**Recommendation 4.** The Senedd Commission should provide an update on any monitoring work being done to better understand why an increase in applications from candidates from ethnic minority backgrounds is not resulting in a commensurate increase in appointments. These updates should be provided ahead of annual accounts scrutiny and include information on any substantive actions being taken by the Commission..... Page 49

**Recommendation 5.** The Senedd Commission’s recruitment processes should be reviewed to better understand whether they provide the reasonable adjustments required by neurodivergent candidates. This review should seek the views of neurodivergent candidates and appointees, to ensure the lived experience of that cohort is reflected fully..... Page 49

**Conclusion 1.** The Committee will include a recommendation in its Legacy Report asking our successor Committee to monitor the Commission’s spending with Welsh suppliers.....Page 34

## 1. Introduction

- 1.** The Public Accounts and Public Administration Committee (“the Committee”) scrutinises the Senedd Commission’s (“the Commission”) Annual Report and Accounts (“the Accounts”) annually. The Commission’s Accounts for 2024-25<sup>1</sup> were subject to external audit by the Auditor General for Wales (“the Auditor General”), who signed his Audit Certificate and Report on 8 July 2025, providing unqualified “true and fair” and regularity opinions<sup>2</sup>.
- 2.** The financial statements and the related notes have been audited, along with specified tables in the Remuneration Report and Staff Report. The rest of the Annual Report was not subject to audit. However, the Auditor General is required to read the information and consider whether there are material inconsistencies with the financial statements and knowledge obtained during the course of the audit. The Auditor General had no observations to make<sup>3</sup>.
- 3.** The Committee made six recommendations in our report on the 2023-24 Accounts, published in November 2024<sup>4</sup>. The Commission responded in February 2025, accepting or noting all of the recommendations made<sup>5</sup>. They provided a further update on progress in July 2025<sup>6</sup>.
- 4.** The content of the recommendations, as well as the Commission’s actions in response, will be considered where relevant later in the report.

---

<sup>1</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025

<sup>2</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p172

<sup>3</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p174

<sup>4</sup> Public Accounts and Public Administration Committee, [Scrutiny of Senedd Commission Accounts 2023-24](#), November 2024

<sup>5</sup> [Letter from the Chief Executive and Clerk of the Senedd to the Chair of the Public Accounts and Public Administration Committee](#), 17 February 2025

<sup>6</sup> [Letter from the Chief Executive and Clerk of the Senedd to the Chair of the Public Accounts and Public Administration Committee](#), 15 July 2025

---

## 2. Accounts preparation and audit

### Presentation

**5.** The structure of the Accounts is broadly the same as the previous years', with chapters providing information on performance, accountability and the financial statements, in line with the guidance set out in the Financial Reporting Manual ("FReM"). This includes the use of diagrams and infographics.

**6.** The presentation of the online report was simplified this year, in line with research conducted by the Director of Communications and Engagement as told to the Audit Risk and Assurance Committee ("ARAC") in May 2024<sup>7</sup>. When asked to reflect on this, the Chief Executive and Clerk explained:

*"We routinely look at web analytics, and that is the research that was undertaken—the research that we routinely do internally every year to see how people access the annual report and benchmark with best practice in other organisations. So, the kind of changes that we have undertaken this year to further streamline the report have included simplifying graphics, simplifying language and continuing to incorporate hyperlinks within the online text. So, rather than just putting a PDF online, we make sure that people can navigate the document easily and incorporate little videos and so on to make the information as accessible as possible"*<sup>8</sup>.

### Our view

**7.** The Accounts are presented well and utilise infographics and diagrams effectively. Nevertheless, the document is lengthy and contains some repetition, particularly on the Commission's transformational change programmes. However, the Committee acknowledges that the Commission is striving to make the document as accessible as possible and commends them on the improvements made during the course of this Senedd.

<sup>7</sup> Senedd Commission, [Audit Risk and Assurance Committee](#), 3 May 2024

<sup>8</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2025, p35

## 3. Governance

### Governance structure

#### Senior staff

---

- 8.** ARAC noted “changes of key staff in several critical roles” in their Annual Report for 2024-25<sup>9</sup>. On 10 January 2025, the Deputy Chief Executive and Director of Senedd Business left the Senedd, after being in post since February 2019<sup>10</sup>. An exit payment of £41,830 was made, classified as a special payment in the Accounts<sup>11</sup>. The Commission made an interim appointment to the role of Interim Director of Senedd Business from 29 April 2024, through the remainder of the financial year<sup>12</sup>.
- 9.** The Commission appointed a Head of HR and a Chief Finance Officer during the financial year through external recruitment campaigns, following a period of interim arrangements in the roles<sup>13</sup>. The Head of Governance and Audit also left the Commission, in July 2023, which led to a move to a fully outsourced model for internal audit services, carried out by a company called Validera, overseen by the Chief Finance Officer<sup>14</sup>.
- 10.** When asked how the organisation had managed changes at an executive level, and the consequent impact on their significant change programmes, the Chief Executive and Clerk told the Committee:

*“... there were no issues with the leadership transitions, so the continuity of governance arrangements was secured. That is why we articulate our governance arrangements very clearly, because then colleagues and the central change management bodies are able to support the new incumbents in getting up to speed and making sure that there is no interruption in progress. We were fortunate that the two new incumbents were, ultimately, after a process, promoted from within, so they were very familiar with the arrangements that we have already and were able to occupy their roles quickly and seamlessly”<sup>15</sup>.*

---

<sup>9</sup> Senedd Commission, [Audit and Risk Assurance Committee: Annual Report 2024-25](#), June 2025

<sup>10</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p149

<sup>11</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p151

<sup>12</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p151

<sup>13</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p128

<sup>14</sup> Senedd Commission, [Audit and Risk Assurance Committee: Annual Report 2024-25](#), June 2025

<sup>15</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2025, p46

---

## Independent Remuneration Board

**11.** In our report on the Commission’s 2023-24 Accounts, the Committee welcomed that a structured dialogue was underway where matters considered by the Commission and the Independent Remuneration Board have interdependencies<sup>16</sup>. However, the report also noted concerns about the confidence of Members in board decisions, as well as the limited ability to scrutinise the Board’s decision-making and actions. The Committee’s report recommended:

*“The Commission should review how the work of the Independent Remuneration Board is scrutinised; and set out in writing to the Committee any new ways that assurance can be provided to the public and Members about how the Board operates. This scrutiny should occur regularly and be robust and transparent”*  
[Recommendation 4]<sup>17</sup>.

**12.** The recommendation was “noted” by the Commission, with an explanation that they were unable to accept it “due to the legislative framework which underpins the Independent Remuneration Board’s operation and functions”<sup>18</sup>. The response went on to say:

*“The Board and Commission are undertaking a structured dialogue which will help address some of the recommendations which relate to both the Commission and Remuneration Board’s remit, including engagement on simplification of the Determination which provides an additional avenue for establishing an understanding of the Board’s work”*<sup>19</sup>.

**13.** In the 2024-25 Accounts, the Commission confirms this structured dialogue has taken place through a series of meeting between the Commission and the Chair of the Board, Dr Elizabeth Haywood, along with one other member of the Board (depending on the subject under discussion)<sup>20</sup>. It went on to say that the

<sup>16</sup> Public Accounts and Public Administration Committee, [Scrutiny of Senedd Commission Accounts 2023-24](#), November 2024, p29

<sup>17</sup> Public Accounts and Public Administration Committee, [Scrutiny of Senedd Commission Accounts 2023-24](#), November 2024, p29

<sup>18</sup> [Letter from the Chief Executive and Clerk of the Senedd to the Chair of the Public Accounts and Public Administration Committee](#), 17 February 2025

<sup>19</sup> [Letter from the Chief Executive and Clerk of the Senedd to the Chair of the Public Accounts and Public Administration Committee](#), 17 February 2025

<sup>20</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p62

dialogue provided an “informal opportunity for the Board and Commission to share updates and latest thinking, and informally discuss issues of mutual interest”.

**14.** The Chief Executive and Clerk elaborated on this to confirm that there had been four meetings between the Commission and the board, most recently (at the time of speaking) in June 2025<sup>21</sup>. The Llywydd confirmed that Senedd reform was a crucial aspect of these discussions, given the implications for the Commission and the board<sup>22</sup>.

## Change programme

**15.** In the Accounts, the Commission notes a “significant element of the Executive Board’s responsibility has been to provide strategic oversight and leadership of the Commission’s change programme”<sup>23</sup>.

**16.** As part of this programme, the Commission established a Senedd 26 Change Board (“the Change Board”) to help oversee and guide the significant changes required. The Board is chaired by the Chief Executive and Clerk and “includes a core membership from the Executive Board, augmented by other relevant senior officials”<sup>24</sup>. The Accounts describe the Change Board as being responsible for “providing strategic direction, decision-making authority and oversight to support the delivery of various workstreams”.

**17.** One of the Change Board’s primary functions has been to agree the Senedd 26 Change Strategy and Delivery Plan, which is framed around seven outcome areas<sup>25</sup>.

**18.** At their meeting in July 2024, the Commission’s Audit Risk and Assurance Committee noted that the Senedd Reform Programme Board was “being reset into a Seventh Senedd (7S) Programme Board”<sup>26</sup>. It was noted that the Change Board would review the terms of reference and membership of the Seventh Senedd Programme Board and the Ways of Working Programme Board, whilst also maintaining “strategic oversight of both programmes”. This development was

---

<sup>21</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2025, p73

<sup>22</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2025, p74

<sup>23</sup> Public Accounts and Public Administration Committee, [Scrutiny of Senedd Commission Accounts 2023-24](#), November 2024, p22

<sup>24</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p22

<sup>25</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p24

<sup>26</sup> Senedd Commission, [Audit Risk and Assurance Committee](#), 8 July 2024

welcome by the Audit and Risk Assurance Committee in their 2024-25 Annual Report<sup>27</sup>.

**19.** When asked to reflect on the clarity of the structures in place, the Chief Executive and Clerk told the Committee:

*“We think they have been set out in narrative form... we have done that in some length because we feel it is important to explain exactly how our decision making and our strategic decision making happens. The aim of that is to encourage and foster a positive and accountable culture within the organisation, but also explain how, for example, the executive board took on... the function of a change board as well, having oversight of delivery of our Senedd 2026 change strategy, and then explaining how the operational delivery was then the responsibility of programme boards beneath that, each one looked after by a senior responsible officer in terms of one of the directors. That structure isn't fixed and immutable”<sup>28</sup>.*

---

<sup>27</sup> Senedd Commission, [Audit and Risk Assurance Committee: Annual Report 2024-25](#), June 2025

<sup>28</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2025, p44

---

## 4. Assurance

### Assurance Framework

**20.** In 2024-25, the Commission introduced a “new approach at the corporate level”, which led to the creation of a “single Corporate Assurance Statement for the Accounting Officer” to inform her Governance Statement, which is included in the Accounts<sup>29</sup>.

**21.** The Corporate Assurance Statement (as well as other supporting documentation, including the assurance maps) was scrutinised by the Chair of the Audit and Risk Assurance Committee and one other member of the Committee<sup>30</sup>. The Accounts state:

*“The Independent Advisers’ feedback on the process for gathering evidence to support the assurances provided has been positive and improvements identified will be addressed. This has included suggestions such as clarifying desirable levels of assurance and ensuring their alignment with risk appetite levels and third line/independent assurance”<sup>31</sup>.*

**22.** The Commission also states that the “approach will be further evaluated and adapted to ensure it is fit for purpose ahead of next year’s assurance gathering process”.

### Commission strategies

**23.** The Commission has several “key strategies” in place to support the delivery of its overall Commission Strategy, as well as their Corporate and Service Plans<sup>32</sup>. In the Accounts, the Commission report that their assurance mapping exercise has “identified the need to further align these, and any future corporate strategies, to ensure they effectively complement one another, as well as drive delivery of key goals and priorities”<sup>33</sup>.

---

<sup>29</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p137

<sup>30</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p138

<sup>31</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p139

<sup>32</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p130

<sup>33</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p130

---

## Internal Audit

**24.** The Accounts confirms the Commission’s transition to an outsourced model for internal audit services, as noted above, and sets out the themes of the reviews completed and those in progress at the time of publication<sup>34</sup>:

- Programme and Project Governance (advisory audit);
- Members’ Expenses;
- Counter Fraud Health Check;
- Procurement;
- Complaints and Compliments;
- Cashflow, Treasury and Banking Administration;
- Communications and Engagement;
- Strategic Planning;
- Cyber-security.

**25.** On their findings, the Accounts state:

*“Internal audit reports continue to identify a small number of areas where improvements to the control environment can be made and highlight areas where the Commission demonstrates good practice in terms of the systems and controls in place. Where weaknesses or issues are identified, management continues to take positive action to address audit recommendations. No significant concerns were raised in the audit reports during the year”.*

## Challenges for 2024-25

**26.** The 2023-24 Accounts identify areas of specific focus around the Commission’s development of internal control and governance arrangements<sup>35</sup>:

- Ensuring effective change management during the transition to the Senedd;

<sup>34</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p140-141

<sup>35</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p130-133

- Continuing to evolve the strategic planning framework; and
- Maintaining strong information governance.

## 5. Risk

**27.** The Commission identifies 10 risks on its Corporate Risk Register and assesses the residual likelihood of seven of these materialising as being medium or moderate, with the remained assessed as having a low residual likelihood<sup>36</sup>. These risks are grouped based on the Commission's assessment of their likelihood of occurring and are set out as follows:

**Residual likelihood of risk materialising – medium or moderate:**

- Cyber-security;
- Compliance with Data Protection legislation (Senedd Commission);
- Senedd Reform;
- Corporate Capacity and Capability;
- Dignity and respect;
- HR/Payroll system;
- Artificial Intelligence (AI) (risk added in 2024-25).

**Residual likelihood of risk materialising – low:**

- Cardiff Bay 2032 Project;
- Senedd Reform-Driven Estate Projects;
- Commission response to the Remuneration Board's Pay and Grading Review (risk added in 2024-25).

**28.** The Commission removed risks relating to UK-related Constitutional Change, the Regulatory Framework and Legislation software during 2024-25<sup>37</sup>.

**29.** The Chief Executive and Clerk was asked by the Committee whether risks identified as being more severe in nature were because of likelihood, effect or a combination of the two<sup>38</sup>. She responded:

---

<sup>36</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p44-48

<sup>37</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p48

<sup>38</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2025, p77

---

*"I think the short answer is 'both', in the sense that we look at the inherent risk, and that calculation is made by looking both at the impact of the risk crystallising and the factors that propose the threat. And then, obviously, the point of the risk register is that we're able to think through the mitigations that we can put in place to try and lessen the severity and plan for what might happen, and then the residual risk rating is arrived at. Our overall risk environment is very high at the moment. We're delivering, as officials, several major changes all at once against a backdrop of constrained public finances and a sensitive political backdrop"<sup>39</sup>.*

**30.** The Senedd Commission provided a further written update in confidence on the measures being taken to mitigate the cyber-security risk facing the organisation<sup>40</sup>.

### **Risk appetite statements**

**31.** The Commission and Executive Board has agreed to a set of risk appetite statements<sup>41</sup>, a development that was welcomed by the Audit and Risk Assurance Committee in their Annual Report<sup>42</sup>. The Accounts explain that this "followed a rigorous process of consultation with subject matter experts and engagement with the Executive Board (with its members individually and collectively) and Leadership Team".

**32.** As part of the "assurance gathering process to inform the statements", the Commission produced a Risk Control Assurance Map. This "mapped the controls for our corporate and most significant risks across the three lines of assurance", in line with HM Treasury guidance<sup>43</sup>.

**33.** The Accounts state:

*"This mapping exercise identified the need to ensure adequate third line/ independent assurance for some of our risks, which we have addressed by ensuring the internal audit plan is appropriately targeted to include risks which have had less independent scrutiny. This has led to the inclusion of audits on risks relating to Dignity and*

---

<sup>39</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2025, p80

<sup>40</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2025, p86

<sup>41</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p135

<sup>42</sup> Senedd Commission, [Audit and Risk Assurance Committee: Annual Report 2024-25](#), June 2025, p18-19

<sup>43</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p135

---

*Respect, and Data Protection in 2025-26. The exercise also highlighted the need to review the description of risk controls, which will be taken forward during 2025-26”<sup>44</sup>.*

**34.** It was agreed by Commissioners in January 2025 that the statement would be “reviewed and re-calibrated after a year of using them”, with an annual review process thereafter<sup>45</sup>.

## **Our view**

**35.** The Committee noted that the Commission is managing a number of large projects and therefore managing a high level of risk across its portfolio of projects and activities. The Committee were reassured that the Commission are putting in place structures to manage these risks. However, it is not always possible to mitigate all risks from happening.

**36.** In particular, we acknowledge that cyber-security risks are particularly significant, especially in the current climate. We are satisfied that the Commission understands the scale of the risks and is taking appropriate steps to mitigate them. This will remain an area of interest for the Committee when scrutinising any public body in Wales.

---

<sup>44</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p135

<sup>45</sup> Senedd Commission, [Senedd Commission Meeting Committee](#), 20 January 2025

## 6. Financial Statements

### Overall end of year position

**37.** The Commission report an aggregate underspend of £1.2m against a total net revised budget of £70.5m, or 1.7% of the revised budget<sup>46</sup>. The Commission notes its operational outturn (excluding non-cash items and ring-fenced project budgets) for 2024-25 is 0.96% below budget<sup>47</sup>.

**38.** The net resource outturn related to Commission expenditure (excluding Members' costs and AME) was £50.7m in 2024-25, compared with £46.4m in 2023-24, an increase of 9.4%<sup>48</sup>. This was £0.7m below the revised budget of £51.4m, or 1.4%.

**39.** The Accounts include an analysis of net outturn against the "approved budget", being the budget approved by the Senedd in October 2024, as well as the "revised budget", being the Second Supplementary Budget<sup>49</sup>.

### Variations between outturn and budget

**40.** The Accounts show underspends on<sup>50</sup>:

- Staff salaries and related costs of £766k, or 2.5% of the revised budget; and
- Non-staff costs of £646k, or 4.7% of the revised budget.

**41.** It reports overspends on<sup>51</sup>:

- Capital expenditure of £676k, or 135.2% of the revised budget;
- Capital charges of £121k (non-cash), or 2.3% of the revised budget.

**42.** On the former overspend, the Commission retained its budget for capital expenditure at £500k in its Second Supplementary Budget for 2024-25<sup>52</sup>. The

---

<sup>46</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p166

<sup>47</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p169

<sup>48</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p166

<sup>49</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p168

<sup>50</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p168

<sup>51</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p168

<sup>52</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p168

---

Accounts also reported less income than budgeted for, with an outturn of £75k against a revised budget of £100k.

**43.** In relation to support for the Independent Remuneration Board, the outturn against the budget was £535k, which was £99k or 15.6% under the revised budget of £634k. On support for the Office of the Commissioner for Standards, the outturn was £84k; £18k or 17.6% below the revised budget of £102k<sup>53</sup>.

**44.** There was an underspend against the Members' Salaries and Allowances budget of £793k, against the original approved budget of £19.2m (as at November 2023) and £297k less than the revised budget of £18.7m (as at February 2025)<sup>54</sup>.

## In-year savings

### 2023-24 Savings and impact on 2024-25

---

**45.** The Commission was required to make £1.229m of savings during 2023-24, to be made across a variety of budget lines<sup>55</sup>. This included the pausing of recruitment and the use of target start dates.

**46.** Of these savings, £737,500 were one-off in nature during 2023-24 and not carried forward to 2024-25. The remaining £491,500 impacted on 2024-25, split between £200,000 of staff and £291,000 of non-staff savings<sup>56</sup>. In a letter to the Finance Committee, the Chief Executive and Clerk stated that £237,250 of the 2023-24 savings impacting on 2024-25 would need to be "managed", whilst the remainder would continue without an impact to service or capacity. The latter included savings on the ICT contract of £107,00 and Estate and Facility costs, comprising £125,000 of the £208,000 estimated in 2023-24.

**47.** In her evidence on the 2023-24 Accounts in October 2024, the Commission's Director of Resources told the Committee that "twice last year we had to turn to our project fund to help us with savings"<sup>57</sup>.

**48.** Following scrutiny of the 2023-24 Accounts, the Committee concluded that it:

---

<sup>53</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p168

<sup>54</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p168

<sup>55</sup> [Letter from the Chief Executive and Clerk of the Senedd to the Chair of the Finance Committee](#), 19 March 2024

<sup>56</sup> [Letter from the Chief Executive and Clerk of the Senedd to the Chair of the Finance Committee](#), 19 March 2024

<sup>57</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2024, p225

---

*“... believes that the culture of continually improving processes and making efficiency savings needs to be reinforced within the Commission, and would like to see evidence of this before annual accounts scrutiny is undertaken by the Committee”<sup>58</sup>.*

**49.** The Committee went on to recommend:

*“The Commission should set out clearly in future Accounts where in-year savings have been identified, as well as setting out the impact of these efficiency savings on processes and efficiency”.*  
*[Recommendation 1]*

**50.** This recommendation was accepted by the Commission, who confirmed in their response that they would set out clearly their in-year savings and the impact of any efficiency savings in the Accounts<sup>59</sup>.

## Savings for 2024-25

---

**51.** The Commission’s Draft Budget for 2024-25 stated they were going to need to find £0.315m in savings from its expenditure on operational activities<sup>60</sup>. In the Accounts, the Commission explains how they met this target:

*“The [savings] target was split between staff savings of £0.202million and non-staff savings of £0.113million”<sup>61</sup>.*

**52.** On efficiencies for 2024-25, the Commission explained these were achieved through<sup>62</sup>:

- Procurement negotiation and savings;
- Changes to processes to be able to increase delivery within the same level of resource;

---

<sup>58</sup> Public Accounts and Public Administration Committee, [Accounts Scrutiny 2023-24: Senedd Commission](#), November 2024, p15

<sup>59</sup> [Letter from the Chief Executive and Clerk of the Senedd to the Public Accounts and Public Administration Committee](#), 17 February 2025

<sup>60</sup> Senedd Commission, [Draft Budget: 2024-25](#), September 2023

<sup>61</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p134

<sup>62</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p53

---

- Use of artificial intelligence where appropriate to reduce the time taken to complete certain tasks;
- Automation of manual tasks using technology developments, in particular use of Office365 products;
- Use of data analytics to target spend at high impact areas for engagement; and
- Joint working with other organisations to share knowledge and best practice, pool resources and avoid duplication of effort.

**53.** The Commission has subsequently written to the Committee with an update on in-year savings and provides further detail on efficiencies<sup>63</sup>. It describes the annual planning cycle as a “key mechanism for delivering value for money”, whilst noting that the Medium-Term Resourcing Framework serves as a tool to “highlight where and when future cost pressures are likely to emerge” and to allow the Commission to “proactively plan how to manage them”.

**54.** When asked whether the £0.315m saving related to delayed or avoided costs, the Chief Executive and Clerk reiterated this was achieved by managing the “churn of staff” by delaying start dates, as well as some opportunity costs, albeit not costs deferred<sup>64</sup>.

## **The Project Fund**

**55.** In October 2024, the Commission told the Committee that the full list of projects for 2023-24 had not been funded, as the Project Fund had been used to meet savings pressures (as noted above)<sup>65</sup>. It was confirmed that all projects identified had been “deemed priorities” and “important to business”<sup>66</sup>.

**56.** The Commission explained that they had, during 2023-24, “define[d] a new level of critical projects in terms of those required by law or health and safety or business continuity”<sup>67</sup>.

**57.** In their Budget for 2024-25, the Commission identified key projects for prioritisation in 2024-25, including a replacement to the payroll system, a

---

<sup>63</sup> [Letter from the Chief Executive and Clerk of the Senedd to the Public Accounts and Public Administration Committee](#), 15 July 2025

<sup>64</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2025, p11

<sup>65</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2024, p225

<sup>66</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2024, p212

<sup>67</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2024, p212

---

replacement for the Senedd Business Management System and an update of the broadcasting infrastructure<sup>68</sup>.

**58.** In the Accounts, the Commission confirmed they were looking to begin some work to replace the Business Management System “next year”<sup>69</sup>, whilst the Chief Executive and Clerk’s update to the Committee confirmed that £434,857 had been spent on phases 2 and 3 of the Broadcasting Infrastructure Programme<sup>70</sup>. The payroll project was completed in February 2025<sup>71</sup>.

**59.** When asked about their management of multi-year projects, particularly without the scope to roll-over money year to year, the Chief Executive and Clerk explained that the medium-term resourcing framework remained the mechanism for planning on a “rolling basis”<sup>72</sup>. The Director of Resources expanded on the governance structures underpinning this, explaining:

*“... we establish our resource base... and, within that, we then set a portfolio strategy for our projects—so, that’s the spend outside of our business-as-usual services. The portfolio strategy is a prioritisation exercise, indicating the areas where, under our corporate plan, we want to see that spend prioritised, obviously. There is then a group that has been established, called the portfolio management group.. to assess the business cases and to make recommendations to the executive board based on our strategy”<sup>73</sup>.*

---

<sup>68</sup> Senedd Commission, [Budget: 2024-25](#), November 2023

<sup>69</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p110

<sup>70</sup> [Letter from the Chief Executive and Clerk of the Senedd to the Public Accounts and Public Administration Committee](#), 15 July 2025

<sup>71</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p170

<sup>72</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2025, p117

<sup>73</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2025, p118

---

## 7. Ring fenced budgets

### Overview

**60.** The 2024-25 Budget included ring fenced budgets for the Commission's specific projects, including Senedd reform and the Ways of Working programme, which included the Tŷ Hywel 26, Siambr 26 and Cardiff Bay 2032 projects<sup>74</sup>.

### Senedd Reform

**61.** In the report on the 2023-24 Accounts, the Committee recommended:

*"The Commission should ensure that staff voices are reflected in all of the projects associated with Senedd reform. It should ensure that there is staff representation as part of the process of both implementing and devising the change programmes associated with Senedd reform"<sup>75</sup>. [Recommendation 3]*

**62.** The Commission accepted this recommendation, noting that staff engagement had been a "central tenet of Senedd Reform activity"<sup>76</sup>.

**63.** In the approved Budget for 2024-25, £2.1m was ring-fenced for Senedd Reform:

- Cost of posts approved in 2023-24 for 2024-25 - £0.520m;
- Additional staff x 3 - £0.122m;
- Non-staff costs - £0.023m;
- Capital costs, including for Members' offices and ICT equipment for new staff - £1.399m.

**64.** The then Commissioner for Budget and Governance wrote to the Committee in March 2025 on the Commission's approach to "dynamically [managing] the Senedd Reform ring-fenced budget in-year, prudently to reduce risk to the two

<sup>74</sup> Senedd Commission, [Budget: 2024-25](#), November 2023

<sup>75</sup> Public Accounts and Public Administration Committee, [Accounts Scrutiny 2023-24: Senedd Commission](#), November 2024, p29

<sup>76</sup> [Letter from the Chief Executive and Clerk of the Senedd to the Public Accounts and Public Administration Committee](#), 17 February 2025

significant Senedd Reform estates projects”<sup>77</sup>. He noted the projects had to be completed on time, explaining:

*“To manage the timeline risk to these projects, any staff underspend that occurs within the Senedd Reform ring-fence will be held as contingency for these two works projects and handed back to the Consolidated Fund at the end of the year if not required to be deployed.*

*This approach gives the Commission the flexibility to vire staffing underspend to non-staff use to ensure the Commission has completed all works in readiness for the start of the 7th Senedd. It will always make such a decision as a last resort and do so in accordance with Managing Welsh Public Money”.*

**65.** However, the Commissioner did not request a breach of the overall ring-fenced budget for 2025-26, and stated that the “goal remains to deliver the projects according to the defined scope and within the indicative budgets”<sup>78</sup>.

## **Ways of Working**

**66.** In the approved Budget for 2024-25, the Commission ring-fenced £1.5m for the Ways of Working Programme. In the Second Supplementary Budget, dated February 2024, the Commission reduced the budget by £0.5m, to £1.031m. The Commission said:

*“The budget was set with the expectation that design work would be undertaken and part paid for by the Commission during the 2024-25 financial year... The procurement strategy has evolved since the budget was approved and the expenditure profile for the project has changed. This has resulted in an in year forecast underspend position”<sup>79</sup>.*

---

<sup>77</sup> Letter from the Commissioner for Budget and Governance to the Chair of the Public Accounts and Public Administration Committee, 14 March 2025

<sup>78</sup> Letter from the Commissioner for Budget and Governance to the Chair of the Public Accounts and Public Administration Committee, 14 March 2025

<sup>79</sup> Senedd Commission, Second Supplementary Budget 2024-23: Explanatory Memorandum, February 2025

---

**67.** In an update, the Chief Executive and Clerk told the Committee<sup>80</sup>:

- Bay 2032 Project – the outline business case was approved in December 2024, with a procurement exercise following, with bidders submitting online proposal in early June 2025 which were, at the time of the letter, under review. They expected final submission in October 2025.
- Tŷ Hywel 2026 – work on the new Member and Welsh Government offices were to be completed over the Summer 2025 recess.
- Siambur 2026 – building works had commenced at the time of the letter and expected to run until February 2026.
- Pierhead – next steps were, at the time of the letter, to be considered by the Commission’s Executive Board with a commitment from the Commission to provide an update to the Committee in the Autumn term.

**68.** In oral evidence, the Director of Senedd Resources confirmed the Tŷ Hywel project was “in its final delivery phase on the second floor of the building”, with a final suite of offices to be completed by the end of October 2025 (slightly behind deadline, based on the aforementioned update)<sup>81</sup>. The Siambur project was described as being “on target to meet its deadline”<sup>82</sup>. When asked about the finances for the latter project, he confirmed that the costs of the project were “higher than originally estimated”, but “within the overall ring-fence for the programme of work”<sup>83</sup>.

**69.** In relation to the Pierhead, it was confirmed they were undertaking “soft market testing” on “how to approach (their) longer-term management of that asset”<sup>84</sup>.

## **Outturn against ring-fenced budgets**

**70.** In the Accounts, the Commission sets out the outturn against the ring-fenced budgets, which showed<sup>85</sup>:

---

<sup>80</sup> Letter from the Chief Executive and Clerk of the Senedd to the Public Accounts and Public Administration Committee, 15 July 2025

<sup>81</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2025, p122

<sup>82</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2025, p122

<sup>83</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2025, p124

<sup>84</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2025, p126

<sup>85</sup> Senedd Commission, Annual Report and Accounts 2024-25, July 2025, p169

---

- An underspend of £242k or 23.5% against the revised budget for Ways of Working; and
- An underspend of £65k or 3.1% against the budget for Senedd Reform.

## Risks

**71.** The Committee's report on the 2023-24 Accounts noted the Commission had added risks relating the Bay 2032 and Senedd Reform estate projects to its risk register<sup>86</sup>. The Committee was satisfied with this approach, but went on to recommend:

*"The Commission should write to the Committee to update us on the work being done to mitigate the risks posed by these large reform projects and set out how their risk profile is changing, as those programmes develop, ahead of the Committee's scrutiny of their 2024-25 Accounts"<sup>87</sup>. [Recommendation 5]*

**72.** The Commission accepted this recommendation and provided confidential updates on the risk registers for the respective programmes and committed to providing further updates ahead of Accounts scrutiny<sup>88</sup>, which duly occurred in July 2025 (in confidence).

**73.** The Commission's Audit Risk and Assurance Committee considered an Internal Audit Report on project and programme governance in July 2024<sup>89</sup>. The Head of Internal Audit "highlighted a recommendation to formalise reporting" on the two ring-fenced projects at future ARAC meetings, to include paper work provided in advance as well as a regular presentation on timelines and programme risk registers.

## Our view

**74.** The Commission note that the costs of the Siambr refurbishment are higher than previously budgeted, however the costs are still within the Senedd reform programme budget ring-fence. We appreciate that there is significant complexity

---

<sup>86</sup> Public Accounts and Public Administration Committee, [Accounts Scrutiny 2023-24: Senedd Commission](#), November 2024, p32

<sup>87</sup> Public Accounts and Public Administration Committee, [Accounts Scrutiny 2023-24: Senedd Commission](#), November 2024, p32

<sup>88</sup> [Letter from the Chief Executive and Clerk of the Senedd to the Public Accounts and Public Administration Committee](#), 17 February 2025

<sup>89</sup> Senedd Commission, [Audit Risk and Assurance Committee](#), 8 July 2024

---

associated with these programmes and some degree of variance is to be expected.

## 8. Performance

### Key Performance Indicators (KPIs)

**75.** The Accounts include a Corporate KPI Report for 2024-25, which sets out the Commission's performance against 15 KPIs<sup>90</sup>. These KPIs are focussed on addressing the Commission's strategic goals.

**76.** It showed that 9 were met, exceeded or almost met. 1 KPI was not met, around reducing carbon footprint. Targets were not set for four KPIs. KPIs relating to staffing and the diversity of the workforce are considered later in the report.

#### KPI 14: Carbon Neutral Strategy

---

**77.** The KPI target requires the Commission to reduce its carbon emissions from 1150 tonnes to 500 tonnes by 2030, with milestones along the period. The Accounts show that consumption has remained above the target for the period between September 2024 and March 2025<sup>91</sup>. The Accounts state:

*"Electricity consumption is down slightly this year, but an increase in gas use and travel claims, particularly flights, means we are above our carbon target. This cycle in travel claims usually mirrors the cycle of a Senedd term and is something we aim to reduce over the next year".*

**78.** The accompanying Sustainability Report provided further information, stating:

*"In the build-up to an election year, and one in which the size and shape of the Senedd will change, we have been preparing the estate and seeing an increase in business travel. These have generated carbon emissions which push us over one of our interim annual targets for the first time"<sup>92</sup>.*

**79.** The Commission's Carbon Reduction Strategy for 2021-2030 includes milestones for progress, with updates included in the Sustainability Report. The

---

<sup>90</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p34

<sup>91</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p42

<sup>92</sup> Senedd Commission, [Sustainability: Annual Report 2024-25](#), July 2025, p6

targets are split between short term targets, originally set for 2021 to 2023 and medium term targets for 2023 to 2026.

**80.** During evidence for the previous year's Accounts, the Chief Executive and Clerk told the Committee that improvements that require "significant investment had been postponed until resources allow for their procurement", citing the air handling unit upgrades (included in the medium term target, from 2023-2026) as an example<sup>93</sup>.

**81.** As a consequence, the Committee recommended:

*"The Commission, in their next Accounts, should set out how delayed projects associated with the Carbon Neutral Strategy have been reprioritised during the year and set out a plan for future years if projects remain uncompleted in 2024-25 that were originally anticipated to be concluded". [Recommendation 2]<sup>94</sup>*

**82.** The Commission accepted this recommendation, stating:

*"The Commission will include information on the works to support the Carbon Neutral Strategy, including any reprioritisation, in its next Annual Report (which forms part of the Annual Report & Accounts document). Additionally, the Committee will receive a copy of the next annual Sustainability report before its review of the Commission's 2024-25 accounts. As of January 2025, the short-term targets in the Carbon Neutral Strategy have been met, and the medium-term targets are on track to be achieved by the end of 2026"<sup>95</sup>.*

**83.** When asked to reflect on the failure to meet the target for the six months to March 2025, the Chief Executive and Clerk explained:

*"It was obviously disappointing to be over our carbon KPI in April, but that includes, and is due to, a number of factors. The estate is now, in the year that we're looking at, being more intensively used again, after a period of disruption during the COVID lockdown. There were*

---

<sup>93</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2024, p239

<sup>94</sup> Public Accounts and Public Administration Committee, [Accounts Scrutiny 2023-24: Senedd Commission](#), November 2024, p20

<sup>95</sup> [Letter from the Chief Executive and Clerk of the Senedd to the Public Accounts and Public Administration Committee](#), 17 February 2025

*adjustments to thermal comfort, and then there's the impact of business travel, as you say, by officials and by Members*<sup>96</sup>.

**84.** The Director of Senedd Resources confirmed that discussions had been held relating to the district heat network with Cardiff City Council, however it was acknowledged that the Bay 32 project materially impacted on some of these decisions<sup>97</sup>. When asked about the impact of Senedd reform on the targets, given the significant increase in footfall on the Senedd estate, he explained:

*"We've adapted the Siambr with a lot of attention being paid to sustainability, to the materials, to the way that the works are being undertaken, and the same is true for the adaptations to Tŷ Hywel, and, again, in terms of Bay 32, where we are beyond the lease—the current lease—for Tŷ Hywel, sustainability is fundamental to that project. So, that takes account of all of our estate needs and the estate use as we're modelling them from 2032 and beyond. So, again, we believe that the way we're approaching Bay 32, with sustainability at the heart of it, will allow us to deliver our strategy and our goals*<sup>98</sup>.

### **KPI 15: Spend with Welsh suppliers**

---

**85.** The Commission's target is for 50% of its spend to be with Welsh suppliers by the end of the Sixth Senedd<sup>99</sup>. The Accounts report an overall decrease in performance against this metric, with spending going down from 44% (between April 2023 and March 2024) to 42% (between April 2024 and March 2025).

**86.** The Accounts state:

*"We have scrutinised the spend and the cause of the reduction is a number of one off contracts that support Senedd Reform, Bay 32, and annual license renewals. Activity and forecasting is taking place to strive to recover the position*<sup>100</sup>.

---

<sup>96</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2025, p129

<sup>97</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2025, p133

<sup>98</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2025, p137

<sup>99</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p42

<sup>100</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p42

---

**87.** The Chief Executive and Clerk reported some improvement in this figure during 2025-26 to date, up to 46%, albeit she acknowledged that it remained “finely balanced” as to whether they will meet their target<sup>101</sup>.

### **Our view**

**88.** The Committee noted the 2024-25 was the first year where the Commission had not met its annual carbon emission targets, which lead towards the 2030 emission targets. The main drivers for the increase in emissions were understandable, however. The Committee note that the Commission are still planning to utilise the Cardiff district heat network and stated that original targets are on track to be met.

**89.** However, the Committee did not feel it received sufficient assurance about the impact of a significant increase in Members and support staff on the carbon emission targets and how their strategy would evolve to reflect this.

**90.** The Committee would like some further information about how the Commission’s Carbon Neutral Strategy is likely to evolve after the election to reflect the pressures on energy usage on the estate, as well as the consequent increase in business travel. It would also be understandable if targets needs to be revised to reflect the scale of this challenge and the Committee (and its successor) should be kept informed.

**Recommendation 1.** The Senedd Commission should provide further information on how their Carbon Neutral Strategy will change after Senedd Reform to meet the challenge faced by a significant increase in Members and officials.

**Recommendation 2.** The Commission should share with the Committee any internal reviews that have taken place to assess the impact on the Commission’s ongoing carbon emissions prior to the election.

**Recommendation 3.** The Senedd Commission should inform this Committee (or its successor) on any changes to their carbon emission target (currently KPI 14) and include further detail on how any new target is calculated.

**91.** Whilst it’s regrettable that the target for spending with Welsh suppliers remains below target, the Committee acknowledges that this is complicated by the scale of the Senedd Reform-related projects currently being pursued by the Commission. However, we would hope to see results against this target improve

---

<sup>101</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2025, p139

following the forthcoming election, when many of the more significant short-term projects have concluded.

**Conclusion 1.** The Committee will include a recommendation in its Legacy Report asking our successor Committee to monitor the Commission's spending with Welsh suppliers.

## 9. Staff

### Staff numbers and pay

**92.** Overall, the number of staff in post at 31 March 2025 has increased compared with the prior year, however the composition has changed with more staff employed and a decrease in agency, seconded and temporary staff<sup>102</sup>.

**93.** The number of total full-time equivalent (or 'FTE') staff increased by 3.5 FTE to 490.1 FTE as at 31 March 2025, compared with 486.6 FTE as at 31 March 2024.

**94.** The pay of employees on the 50<sup>th</sup> (median) and 75<sup>th</sup> percentiles for 2024-25 each increased by 3.0%, compared to 2023-24<sup>103</sup>. The pay for an employee in the 25% percentile increased by 6.7%, compared to 2023-24.

**95.** The Commission identified a "pay lag at the lower grades" compared with "comparable grades within the Welsh public sector"<sup>104</sup>. As a consequence, the Commission agreed a "targeted, consolidated uplift in pay". The Accounts state:

*"As well as ensuring fairness across all grades, these pay uplifts support the Commission's commitment to continue to be a Real Living Wage employer"<sup>105</sup>.*

**96.** All employees were in receipt of at least the Living Wage<sup>106</sup>. When asked about the work that went into the review, the Director of Resources explained:

*"We have a statutory requirement to be broadly comparable, and in the productive negotiations with our trade union partners, some particular issues and data were provided that we looked at positively and the Commission responded positively to make its decision. It's part of a wider set of negotiations. There's a lot of data, and a lot of benchmark examples are used, but that was one where all parties... agreed that there was an issue that needed to be looked at"<sup>107</sup>.*

<sup>102</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p159

<sup>103</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p152

<sup>104</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p64

<sup>105</sup> Senedd Commission, [Diversity and Inclusion: Annual Report 2024-25](#), July 2025, p64

<sup>106</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p153

<sup>107</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2025, p159

**97.** When asked about how they maintained the balance between getting the right expertise into the organisation, as well as managing the increasing headcount, the Chief Executive and Clerk again pointed to the medium-term resourcing framework, explaining:

*“The aim of that is to strategically align staffing with available resources and Commission priorities. For example, we have targeted start dates for new staff so that vacancies are filled at the right time with people who have the required skills and experience through competency-based selection processes, as you’d expect. And then we also plan learning and development opportunities on an ongoing basis so that staff with the proper skills are available to the Commission”<sup>108</sup>.*

**98.** When asked how they managed the balance between internal and external expertise to support the Commission’s various change projects, the Director of Resources explained:

*“Sustainability is an area where we’ve got excellent resource already, but managing these kinds of projects, we’ve identified that as an opportunity, if you like. But just thinking of the Bay 32 and the Siambri projects in particular as complex projects, they aren’t really the kind of skills where we would need to have dedicated architectural services as an organisation, say with dedicated mechanical and electrical engineering services. Those are relatively expensive and specialised services that we wouldn’t need on a 24/7 basis, based on our current workforce planning”<sup>109</sup>.*

## Off-payroll arrangements

---

**99.** As required by the Financial Reporting Manual (or ‘FreM’), the Commission reported the number of:

- Off payroll engagements for more than £245 per day, as at 31 March 2025 – 1;
- The number of temporary off-payroll workers engaged at any point during the year ended 31 March 2025 – 2;

---

<sup>108</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2025, p150

<sup>109</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2025, p156

---

- The number of temporary off-payroll workers engaged at any point during the year ended 31 March 2025, how many were subject to off-payroll legislation as in-scope of IR35 – 2<sup>110</sup>.

**100.** The Accounts provide further detail, stating:

*“There was one off-payroll engagement of board members or senior officials with significant financial responsibility between 1 April 2024 and 31 March 2025 which was the Chief Finance Officer who was appointed on an interim basis to assist whilst recruitment was undertaken to fill the post permanently (2023-24 – one Interim Chief Finance Officer, November 2022 – June 2023)”<sup>111</sup>.*

**101.** During the year, the Commission has also:

- obtained “crucial input from specialist consultants” for its Siambro 26 project<sup>112</sup>.
- commissioned external support, “at relatively minimal cost, as part of the normal Estate Strategy activity, to assist with an options exercise for the long-term use of the Pierhead building. This exercise would be undertaken within the Ways of Working programme”<sup>113</sup>.
- been advised by project partners CBRE and Avison Young for the Bay 2032 project. A member of staff at Avison Young revalued the Commission’s Land and Buildings at 31 March 2025<sup>114</sup>.

**102.** In a letter to the Committee following the evidence session<sup>115</sup>, the Commission provided an update on spend for external consultants, with skills and expertise procured in the fields of:

- Commercial advice;
- Cost consultancy;

<sup>110</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p159

<sup>111</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p159-160

<sup>112</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p95

<sup>113</sup> Senedd Commission, [Senedd Commission Meeting](#), 23 September 2024

<sup>114</sup> Senedd Commission, [Senedd Commission Meeting](#), 9 December 2024; Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p209

<sup>115</sup> [Letter from the Chief Executive and Clerk of the Senedd Commission to the Chair of the Public Accounts and Public Administration Committee, 23 October 2025](#)

- Architectural services;
- Mechanical and Engineering services;
- Business case developments; and
- Legal advice.

**103.** This procurement was, in the main, to support the Commission's delivery of their Bay 32 project, where some of the in-house skills and expertise may not be available. Other areas where the Commission has procured includes for the valuation of the estate on an annual basis, feasibility studies for estate works and supporting with the delivery of projects, with the example of the payroll software noted. The expenditure over the previous 3 financial years is as follows:

- 2022-23: £155,000;
- 2023-24: £173,000;
- 2024-25: £915,000.

**104.** Of the latter figure, £650k of the figure related to the Bay 32 project, whilst £135k was spent on the project to reconfigure the Siambr.

## Staff turnover

**105.** The Commission reports a slight increase in staff turnover for 2024-25 to 6.5%, up from 6.0% the previous year<sup>116</sup>. The Accounts note this is below the UK average for the voluntary resignation rate of 10.3%, according to Xpert HR.

**106.** The Workforce, Recruitment, Pay Gap Report and Equal Pay Audit Report 2024-25 describes a variance in turnover rate by grade, acknowledging that the rate is higher at the Team Support and Management Band 2 grades, standing at 37.9% and 30.3%, respectively, for 2024-25<sup>117</sup>. The report states:

*"Turnover continues to be highest among Team Support grades, with a three-year average of 37.9%. While some level of movement is expected at these roles, this figure may indicate challenges around*

---

<sup>116</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p162

<sup>117</sup> Senedd Commission, [Diversity and Inclusion: Workforce, Recruitment, Pay Gap Reporting and Equal Pay Audit Report 2024-25](#), July 2025, p18

*job design, development pathways or perceived progression opportunities*<sup>118</sup>.

**107.** On the relative stability at the executive level, the report states:

*“This level of stability at the top can support continuity and institutional knowledge retention. However, it also presents challenges from a diversity and inclusion perspective. Low turnover at senior decision-making levels may limit our ability to diversify leadership and address underrepresentation*<sup>119</sup>.

**108.** During 2024-25, 33 people left the Commission. Of these, 17 undertook a formal exit interview<sup>120</sup>.

## Sickness absence

**109.** The rate of staff sickness absence decreased to an average of 6.6 days per person in 2024-25, compared with 8.6 days in 2023-24<sup>121</sup>. A longer term analysis is not possible, as the Commission changed the metric to days in 2023-24 from percentages, to “give a more accurate analysis and the ability to compare with other governmental departments who all work with days”<sup>122</sup>. They note that the absence rate is below the Civil Service benchmark of 8.1 days<sup>123</sup>.

**110.** Absences related to mental health accounted for 1,517 days lost, or 45.9% of total absence<sup>124</sup>. This compared with 1,512 days lost in 2023-24, or 40.6% of total absence<sup>125</sup>. The Commission describes this as representing “a return to pandemic levels in 2020-21 where mental health absence accounted for 40 per cent of total absence”<sup>126</sup>.

<sup>118</sup> Senedd Commission, [Diversity and Inclusion: Workforce, Recruitment, Pay Gap Reporting and Equal Pay Audit Report 2024-25](#), July 2025, p18

<sup>119</sup> Senedd Commission, [Diversity and Inclusion: Workforce, Recruitment, Pay Gap Reporting and Equal Pay Audit Report 2024-25](#), July 2025, p19

<sup>120</sup> Senedd Commission, [Diversity and Inclusion: Workforce, Recruitment, Pay Gap Reporting and Equal Pay Audit Report 2024-25](#), July 2025, p34

<sup>121</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p162

<sup>122</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p41

<sup>123</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p162

<sup>124</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p162

<sup>125</sup> Senedd Commission, [Annual Report and Accounts 2023-24](#), July 2024, p149

<sup>126</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p162

**111.** The Commission reviewed and updated its sickness absence management policy in 2024-25<sup>127</sup>, telling the Committee in October 2024:

*“... it is very much a combination of providing well-being support to staff in terms of their physical and mental health, and so there'll be a suite of resources there, but it is also about training managers in the handling of both short- and long-term sickness, going forward. So, I'm hoping that there will be further benefits from that as the system beds in”<sup>128</sup>.*

**112.** The Commission has implemented a Long Term Sickness policy and Short-term Sickness policy<sup>129</sup>, which was shared with the Committee following a recommendation in the 2023-24 Accounts report<sup>130</sup>.

**113.** The Chief Executive and Clerk confirmed that, as of July 2025, the figure had decreased to 6.4 days<sup>131</sup>. When asked why there had been improvements, she explained:

*“I would say that, in terms of the wellness strategy that we launched three years ago, that has helped us develop a proactive strategic approach to prevent absence from occurring in the first place and then manage it when it does. We have new policies just agreed, which distinguish more clearly between short-term and long-term absence; that has helped us address problems that we looked at a few years ago when we identified that there were an uncomfortably high number of long-term absences. I think in 2023, it was 53 employees; that has been brought down now to 33 employees.*

*Analysis enables us to pinpoint the reasons why these absences are happening, with the aim, of course, of training managers and applying policies and providing support that can help get people back to work”<sup>132</sup>.*

---

<sup>127</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p162

<sup>128</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2024, p345

<sup>129</sup> [Letter from the Chief Executive and Clerk of the Senedd to the Chair of the Public Accounts and Public Administration Committee](#), 15 July 2025

<sup>130</sup> Public Accounts and Public Administration Committee, [Accounts Scrutiny 2023-24: Senedd Commission](#), November 2024, p43

<sup>131</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2025, p170

<sup>132</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2025, p170-171

---

## Diversity of the workforce

**114.** The Commission publishes an annual Diversity and Inclusion Report, which includes the detailed policies, actions and figures, alongside the Accounts<sup>133</sup>, and a Workforce, Recruitment, Pay Gap Report and Equal Pay Audit Report<sup>134</sup>, which provides detailed information on the profile of the workforce and their pay.

### Gender

---

**115.** As at 31 March 2025, the Commission continues to employ slightly more women than men. More men than women are represented in the lowest two pay grades (59.3% at Team Support and 56.1% at Management Band 3), with women having higher numbers at both Management Band 2 (58.7%) and Management Band 1 (60%) grades<sup>135</sup>. Women currently represent 50% of staff in the Commission's three most senior bands (Executive Band 2, Executive Band 1 and Senior).

**116.** A greater proportion of women work part-time than men (27.1% and 5.7% for women and men, respectively)<sup>136</sup>.

**117.** The median gender pay gap is at 0.0%, meaning men and women are paid equally when looking at the median. The mean pay gap is -3.94%, indicating women earn slightly more on average than men<sup>137</sup>.

**118.** During 2024-25, a small number of staff self-declared as trans (0.2% of Commission staff)<sup>138</sup>.

### Ethnicity

---

**119.** 5.9% of the workforce in 2024-25 identify as an ethnic minority, compared with 5.2% in 2023-24, meaning an overall increase from 26 to 31 people<sup>139</sup>. In their analysis of the figures, the Commission states:

---

<sup>133</sup> Senedd Commission, [Diversity and Inclusion: Annual Report 2024-25](#), July 2025

<sup>134</sup> Senedd Commission, [Diversity and Inclusion: Workforce, Recruitment, Pay Gap Reporting and Equal Pay Audit Report 2024-25](#), July 2025

<sup>135</sup> Senedd Commission, [Diversity and Inclusion: Workforce, Recruitment, Pay Gap Reporting and Equal Pay Audit Report 2024-25](#), July 2025, p28

<sup>136</sup> Senedd Commission, [Diversity and Inclusion: Annual Report 2024-25](#), July 2025, p51

<sup>137</sup> Senedd Commission, [Diversity and Inclusion: Workforce, Recruitment, Pay Gap Reporting and Equal Pay Audit Report 2024-25](#), July 2025, p9

<sup>138</sup> Senedd Commission, [Diversity and Inclusion: Workforce, Recruitment, Pay Gap Reporting and Equal Pay Audit Report 2024-25](#), July 2025, p26

<sup>139</sup> Senedd Commission, [Diversity and Inclusion: Workforce, Recruitment, Pay Gap Reporting and Equal Pay Audit Report 2024-25](#), July 2025, p24

---

*“... we acknowledge that there is still much room for improvement and this figure is caveated by the fact that 4.3% (22 people) of our workforce have not replied and/or preferred not to declare their ethnicity. We encourage staff to self-declare their diversity and personal information annually, explaining why their data is required, how it is used and where it is published”<sup>140</sup>.*

**120.** 33.3% of staff who identify as coming from an ethnic minority background are employed at the lowest pay band, the Team Support grade<sup>141</sup>. This is a decrease from 42.3% in 2024, 45.5% in 2023 and 50% in 2022.

**121.** The ethnicity pay gap is as follows:

- The mean ethnicity pay gap for 2024-25 is 18.56%, down from 23.2% in 2023-24 and 23.5% in 2022-23<sup>142</sup>.
- The median ethnicity gap for 2024-25 is 20.17%, down from 26.4% in 2023-24 and 23.6% in 2022-23<sup>143</sup>.

**122.** Whilst noting the downward trend, the Commission stated:

*“... there remains an uneven distribution of ethnic minority staff, who are mainly being employed at lower bands on the pay scale.*

*It is important to note that the sample size is very small, so the data is sensitive to changes even when a single person joins or leaves the organisation”<sup>144</sup>.*

## Socio economic background

---

**123.** In 2024-25, 51.7% of staff disclosed their socio-economic background, up from 47.5% in 2022-23 and 48.% in 2023-24<sup>145</sup>. The Commission describes

---

<sup>140</sup> Senedd Commission, [Diversity and Inclusion: Workforce, Recruitment, Pay Gap Reporting and Equal Pay Audit Report 2024-25](#), July 2025, p24

<sup>141</sup> Senedd Commission, [Diversity and Inclusion: Workforce, Recruitment, Pay Gap Reporting and Equal Pay Audit Report 2024-25](#), July 2025, p25

<sup>142</sup> Senedd Commission, [Diversity and Inclusion: Annual Report 2024-25](#), July 2025, p55

<sup>143</sup> Senedd Commission, [Diversity and Inclusion: Annual Report 2024-25](#), July 2025, p55

<sup>144</sup> Senedd Commission, [Diversity and Inclusion: Workforce, Recruitment, Pay Gap Reporting and Equal Pay Audit Report 2024-25](#), July 2025, p55

<sup>145</sup> Senedd Commission, [Diversity and Inclusion: Annual Report 2024-25](#), July 2025, p38

---

disclosure as being “crucial for understanding the diverse backgrounds of our workforce and identifying areas where we can improve”.

**124.** Staff are from a predominantly professional background, accounting for 55% of the workforce who declared their socio economic background. 30% were from a working class background, with the remainder from an intermediate background<sup>146</sup>. The Commission says:

*“Moving forward for future reporting purposes, we would like to use this baseline data to understand more about career progression and how that intersects with socio-economic background for our workforce. In order to undertake a meaningful analysis, we would need a higher declaration rate, therefore, we will continue to encourage more staff to self-declare their socio-economic background”<sup>147</sup>.*

## Disability

**125.** 8.5% of the workforce declared that they identify as having a disability, up from 7.4% in 2024<sup>148</sup>. 9.1% of staff have not declared whether or not they identify as having a disability, up from 8.9% in 2023-24. On this latter point, the Commission says:

*“... we believe that many people with hidden disabilities, such as mental ill health, learning disabilities and other long term health conditions, who could identify with the definition of disability, are not reflected in this data”<sup>149</sup>.*

**126.** On recruitment, 17.6% of external job offers and 4.2% of internal job offers were made to people with a disability<sup>150</sup>. This compares with 7.7% of external job offers and 18.8% of internal job offers in 2023-24.

<sup>146</sup> Senedd Commission, [Diversity and Inclusion: Workforce, Recruitment, Pay Gap Reporting and Equal Pay Audit Report 2024-25](#), July 2025, p30

<sup>147</sup> Senedd Commission, [Diversity and Inclusion: Workforce, Recruitment, Pay Gap Reporting and Equal Pay Audit Report 2024-25](#), July 2025, p31

<sup>148</sup> Senedd Commission, [Diversity and Inclusion: Workforce, Recruitment, Pay Gap Reporting and Equal Pay Audit Report 2024-25](#), July 2025, p22

<sup>149</sup> Senedd Commission, [Diversity and Inclusion: Workforce, Recruitment, Pay Gap Reporting and Equal Pay Audit Report 2024-25](#), July 2025, p22

<sup>150</sup> Senedd Commission, [Diversity and Inclusion: Workforce, Recruitment, Pay Gap Reporting and Equal Pay Audit Report 2024-25](#), July 2025, p42

**127.** The Commission reports on the disability pay gap, with the median pay gap figures showing that people who identify as having a disability are paid the same as people who do not. People identifying with a disability are paid 6.34% more than people who do not identify with a disability when looking at the mean difference in total salary (an inverse pay gap)<sup>151</sup>.

## Sexual orientation

---

**128.** 6.1% of staff identify as LGBTQ+ (2023-24: 5.4%), with a 13.6% non-disclosure rate (2023-24: 13.3%)<sup>152</sup>. Analysis of the data shows that there is an even distribution of LGBTQ+ staff across pay bands<sup>153</sup>.

## Inclusive Recruitment

**129.** The Commission has revised recruitment guidance to “provide clarity on existing processes and reassurance to candidates who might be disabled as to the reasonable adjustments that can be made throughout the recruitment process”<sup>154</sup>.

**130.** They add:

*“Guidance and accompanying training materials for staff participating in recruitment panels has been reviewed and refreshed. The concepts of bias, privilege and creating a positive candidate experience will be central themes throughout both the guidance and training materials”.*

**131.** When asked to reflect on their approach to reasonable adjustments for neurodivergent candidates, the Chief Executive and Clerk explained:

*“The nature of those reasonable adjustments depend on the individual applicant. So, we will seek advice from the applicant on what support they need, given their circumstances, whatever the*

---

<sup>151</sup> Senedd Commission, [Diversity and Inclusion: Workforce, Recruitment, Pay Gap Reporting and Equal Pay Audit Report 2024-25](#), July 2025, p70

<sup>152</sup> Senedd Commission, [Diversity and Inclusion: Annual Report 2024-25](#), July 2025, p54; Senedd Commission, [Diversity and Inclusion: Workforce, Recruitment, Pay Gap Reporting and Equal Pay Audit Report 2023-24](#), July 2024, p31

<sup>153</sup> Senedd Commission, [Diversity and Inclusion: Workforce, Recruitment, Pay Gap Reporting and Equal Pay Audit Report 2024-25](#), July 2025, p29

<sup>154</sup> Senedd Commission, [Diversity and Inclusion: Workforce, Recruitment, Pay Gap Reporting and Equal Pay Audit Report 2024-25](#), July 2025, p61

---

*nature of those special needs might be, and we will offer appropriate adjustments to that*<sup>155</sup>.

**132.** When asked to expand on the level of detail available to prospective candidates, she explained their philosophy was to tailor the process to individual needs and “not make assumptions”<sup>156</sup>.

**133.** The Commission reports progress against a KPI intended to increase applications for externally advertised jobs from individuals identifying as ethnic minority (KPI 12). The KPI report confirms:

*“As at 31 March 2025, the number of applications from ethnic minority candidates has continued to increase and is currently at 222 (20.2 per cent), compared to the last reporting period where we had 116 (16.2 per cent) applications. The data for this reporting year shows a gap in the conversion between interview and job offer for ethnic minority candidates. We will continue to monitor the conversion rates across our recruitment processes for all protected characteristics, and utilise data insights and candidate feedback to identify any potential and/or actual barriers to adjust our processes accordingly”*<sup>157</sup>.

**134.** The Chief Executive and Clerk told the Committee that the Commission were “very aware” of the “need to monitor conversion rates”<sup>158</sup>.

## Surveys

### People or Staff Survey

**135.** These surveys are carried out every 18 months, delivered via an independent survey specialist (WorkL)<sup>159</sup>. KPI 10 relates to the engagement score from the annual staff survey, which was 74% in the September 2024 iteration, which the Commission noted is 4% above the industry average and equal to global average, albeit down from 75% for the previous survey<sup>160</sup>.

<sup>155</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2025, p181

<sup>156</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2025, p184

<sup>157</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p40

<sup>158</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2025, p179

<sup>159</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p38; Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p163

<sup>160</sup> Senedd Commission, [Annual Report and Accounts 2024-25](#), July 2025, p38

**136.** The Commission's Diversity and Inclusion Annual Report for 2024-25 sets out some of the key results, including:

- I feel happy at work - 72% responded positively.
- My organisation cares for my well-being - 73% responded positively.
- I am treated with respect - 78% responded positively.
- My views are heard at work - 72% responded positively.
- The Senedd Commission is committed to creating a diverse and inclusive workplace - 78% responded positively.
- I think that the Senedd Commission respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.) - 77% responded positively.

### Well-being Pulse Survey

---

**137.** The Commission conducts Well-being Pulse Surveys every six months, with the Diversity and Inclusion Annual Report summarising the findings<sup>161</sup>:

- The average physical health rating stands at 3.49 out of 5, which the Commission says suggests has been a consistent level across all pulse surveys.
- The average mental health rating was 3.31 out of 5, an increase since the last survey.
- A reduction in work-related stress, with 50% of respondents indicating they have experienced stress related to their job, down from 55% in Autumn 2023. The Commission says the primary cause of stress remains workload, cited by 48% of respondents, but this figure has decreased by 13%.
- Of the 185 respondents experiencing work or partially related work stress, 55% identified as female, 30% as male and 2% preferring not to say, and 13% nil response.
- 94% of staff agree that their line manager cares about their wellbeing, a "slight decrease".

---

<sup>161</sup> Senedd Commission, [Diversity and Inclusion: Annual Report 2024-25](#), July 2025, p59

- 84% of staff feel they can be themselves work.
- 94% of staff feel supported and connected to their team.

**138.** When asked to reflect on the number of respondents identifying work-related stress, the Chief Executive and Clerk noted that the most recent survey showed a figure of 47%, however she acknowledged that it had been a “stubborn one to shift”<sup>162</sup>. She expanded on this, explaining:

*“Service areas have well-being plans for their services, for their particular teams, which, where appropriate, include consideration of workload and the impact on stress. So, we develop targeted guidance for services that are struggling at any particular time, but there are lots of measures that we just operate across the board, supporting individuals with flexible working options and working within our staff networks to really get to the root of and understand what are driving these numbers”<sup>163</sup>.*

**139.** When asked to reflect on the impact of delaying start dates on the wellbeing of staff, the Chief Executive and Clerk acknowledged it was a “fine balance” and that they had to take into account “the needs for prudence and restraint in terms of the resources we ask for versus the well-being of staff and their consequent productivity”<sup>164</sup>.

## Dignity and Respect Survey

**140.** The Dignity and Respect Survey had a response rate of 66%<sup>165</sup>. The Diversity and Inclusion report summarises the findings:

- 82% of staff agree with the statement that they know how to report inappropriate behaviour.
- When asked if people have experienced or observed inappropriate behaviour but not reported it, the most cited reason was that it was dealt with at source, so there was no need to report it. The Commission says the results show that there is more work to be done to make the information on reporting inappropriate behaviour easier to access.

<sup>162</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2025, p190

<sup>163</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2025, p191

<sup>164</sup> RoP, Public Accounts and Public Administration Committee, 2 October 2025, p193

<sup>165</sup> Senedd Commission, [Diversity and Inclusion: Annual Report 2024-25](#), July 2025, p60

- The percentage of respondents stating that they had never experienced inappropriate behaviour in the workplace in the previous 12 months remained the same at 83%.
- Compared to 2023, the number of respondents observing inappropriate behaviour on multiple occasions has increased.
- 7% of respondents overall had experienced inappropriate behaviour by members of the public at work.
- Compared to 2023, there has been an increase in the percentage of staff who have said they have been called out on inappropriate behaviour, from 1% in 2023 to 5% this year. The percentage of staff saying they have called someone out on inappropriate behaviour has increased slightly to 9% of respondents.
- The Commission says “[a]lthough the overall percentage of respondents noting inappropriate behaviour linked to any protected characteristic is low, work needs to particularly focus on behaviours related to gender / sexism. Work is planned to introduce sexual harassment training and greater awareness about routes available to staff for sexual harassment at work”.

**141.** In response to these results, the report notes a series of actions, including<sup>166</sup>:

- Providing service area specific results to each Head of Service.
- Continuing with the review of dignity and respect training, to ensure there is a framework which delivers some form of training annually, including what is inappropriate behaviour and identifying the informal and formal reporting mechanisms.
- Continuing to regularly promote informal options for resolution, including attendance at service areas meetings to promote these and including this in training. Including what to do in the moment if someone acts in a way that someone feel uncomfortable / disrespected. It will also provide more frequent communications about the process and how to access advice.
- Making links between dignity and respect and competency framework development, as well as promoting initiatives such as 360 feedback,

---

<sup>166</sup> Senedd Commission, Diversity and Inclusion: Annual Report 2024-25, July 2025, p61

insights profiles etc, to seek to increase staff awareness and pre-empt issues.

## Our view

**142.** The Committee recognises the progress that the Commission has made in significantly increasing the proportion of applicants from ethnic minority groups. However, we are keen to hear about any work being undertaken to understand the reasons why this has not translated to an increase in successful applicants from these groups and what future actions will be considered going forward.

**Recommendation 4.** The Senedd Commission should provide an update on any monitoring work being done to better understand why an increase in applications from candidates from ethnic minority backgrounds is not resulting in a commensurate increase in appointments. These updates should be provided ahead of annual accounts scrutiny and include information on any substantive actions being taken by the Commission.

**143.** The Committee recognise the progress that the Commission has made as reported in their annual diversity reporting and was keen to hear how processes throughout the application process are tailored to ensure that potential neurodivergent applicants are not inadvertently disadvantaged by existing practices.

**144.** We remain unconvinced that the process goes far enough to make the recruitment process as inclusive as possible and consider that a review of the recruitment process for neurodivergent people may be merited, to see if there are further opportunities available to the Commission. In particular, any review should include the lived experience of neurodivergent candidates and appointees who have experienced the process.

**Recommendation 5.** The Senedd Commission's recruitment processes should be reviewed to better understand whether they provide the reasonable adjustments required by neurodivergent candidates. This review should seek the views of neurodivergent candidates and appointees, to ensure the lived experience of that cohort is reflected fully.

**145.** It's clear that the Senedd Commission faced a tricky balance between balancing the need for in-year savings and minimising the impact of stress on existing staff. The Committee was satisfied that the Senedd Commission took into account those competing pressures sensitively, however it's hoped that those competing pressures will not be as impactful in the future.

## Annex 1: List of oral evidence sessions.

The following witnesses provided oral evidence to the committee on the dates noted below. Transcripts of all oral evidence sessions can be viewed on the [Committee's website](#).

Date	Name and Organisation
2 October 2025	<p><b>Manon Antoniazzi, Chief Executive and Clerk</b> Senedd Commission</p> <p><b>Elin Jones MS, Llywydd and Chair of the Senedd Commission</b> Senedd Commission</p> <p><b>Lisa Bowkett, Chief Finance Officer</b> Senedd Commission</p> <p><b>Ed Williams, Director of Resources</b> Senedd Commission</p>