



Cynulliad National  
Cenedlaethol Assembly for  
Cymru Wales

## ASSEMBLY COMMISSION AND ASSEMBLY PARLIAMENTARY SERVICE

Strategy for the Third Assembly  
2007 - 2011



## OUR PURPOSE

To make the Assembly an accessible and effective parliamentary body that inspires the confidence of the people of Wales

## OUR GOALS

We will promote and widen engagement in devolution

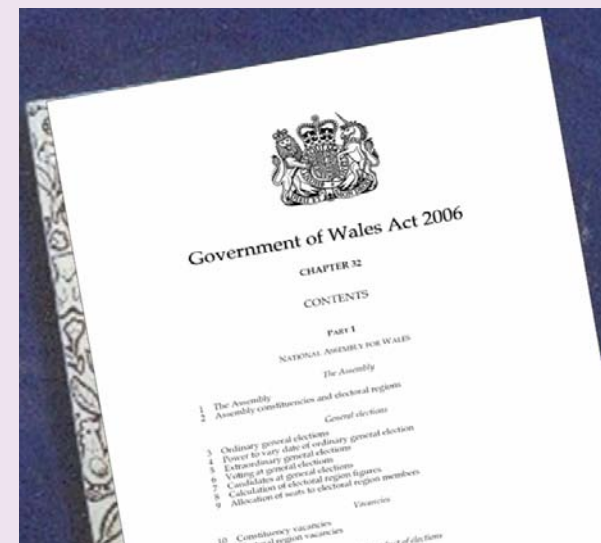
The next four years must demonstrate that the Assembly is working for all citizens and encouraging greater and more active participation in the democratic process. We will emphasise the positive impact of the Assembly upon the lives of people in Wales. There will be greater incremental devolution through the 2006 Act, and there may be a referendum for greater legislative competence, we will be ready to grasp these challenges enthusiastically.

We will show unity, leadership and a bold response to constitutional change

The Assembly will show confidence and competence in embracing its new powers. We are united in securing scrutiny and legislation of the best quality, and in supporting Members in all that they do as elected representatives.

In all our work, we will demonstrate respect, probity and good governance

All that we do must be capable of intense external scrutiny, be transparent and should reflect the diverse nature of Wales and its languages in how it deals with and involves the citizen.



We will work sustainably

We will show leadership in how we manage our work and estate, and we aim to provide the highest achievable level of sustainability in both.

We will ensure that the Assembly has the best service, provided in the most effective way

We will take the services provided for Members and the people of Wales to a higher level, while demonstrating wise and effective use of its resources and value for money. The ethos of service, to Members and anyone who engages with the Assembly, drives everything that we do.

## OUR VALUES

The Assembly Commission and its staff:-

- Always act in the best interests of the Assembly
- Maintain high standards and deliver what we say we will
- Are professional and innovative
- Work openly and collaboratively
- Treat everyone with respect



Others are able to see that we:-

- Demonstrate a shared commitment to succeed
- Show pace and passion in the way that we work
- Build strong relationships and act as ambassadors
- Lead by example

## HOW WE WILL DELIVER

Our goals will be translated into operational planning and personal objectives by individuals, teams, services and directorates within APS. We will make sure that all those who supply us with services are aware of our priorities and work towards them. It will be the responsibility of the Executive Board to secure delivery, and to make sure that the Commission has the support and advice it needs to set, monitor and adjust the strategic direction.



## LOOKING FORWARD

The Third Assembly has an **enhanced and growing legislative competence**, giving it huge opportunities and responsibilities in terms of producing effective and high quality legislation. The significant majority held by the Government may facilitate an increased amount of legislation produced rapidly. The Commission's role is to secure the best standards of legislative scrutiny to ensure that that legislation is improved by its passage through the Assembly. The challenge will be to ensure that the best support is in place to enable Assembly Members to achieve this.

The Commission must ensure that Assembly Members are supported in their role as **scrutineers** of the Government. In so doing, the quality of decision making will be improved and made transparent to the people of Wales.

The Government has given a commitment to seek a positive result in a **referendum on full law making powers**. The Commission has statutory powers to promote public awareness of elections and the current or any pending system of devolved government in Wales. There is scope for the Government and the Commission to work together in encouraging participation in the Referendum, ensuring the people of Wales are well informed when they come to make a choice.

**To make the Assembly more open than ever before**, the Commission will need to promote and support services that encourage public participation in and understanding of the Assembly. It will inform people, young and old, of its work, seeking to engage them directly in scrutiny and legislative processes and ensuring that everything we do is as transparent as possible.

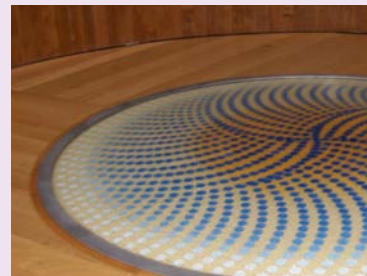
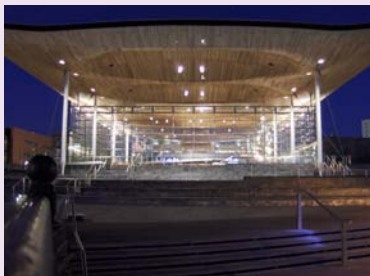


The Assembly Commission has statutory duties to promote **sustainable development, equality of opportunity and to give effect to the principle that the English and Welsh languages should be treated equally.**

Environmental sustainability will be a key issue in the management of the Commission's estate. Sustainability in its workforce will depend upon how creatively the Commission secures diversity and creates attractive and interesting opportunities for those who provide its services. The Assembly will be expected to show leadership in all these areas.

Resources may become more limited. We will need to ensure that we demonstrate value for money, deploy our resources well in line with this Strategy, manage our contracts to best effect and with high standards of governance to ensure that the growing needs of the Assembly are met within an acceptable resource framework.

**The good reputation of the primary democratic institution in Wales** is vital if the Assembly is to match its promise, develop and grow with the support of the citizens of Wales. A major challenge will be to build upon our links with citizens, both individually and through their institutions and wider civic society. Resources will be targeted to demonstrate the positive impact of the Assembly and to deal skilfully with challenging media coverage.



## WHAT COULD GO WRONG?

To deliver this challenging agenda means that we will need to take risks. This will not inhibit achievement - well managed risk taking, encouraging "what if?" questions and good planning will help us to be innovative and forward-thinking, without damaging the Assembly's reputation or resources. The following high level risks have been identified:-

- Safety and security of the estate threatened and business disrupted as a result of terrorist attack or unplanned events like fire, flood, or epidemic;
- Business disrupted and reputation damaged as a result of IT and/or business continuity failure;
- Deterioration in services caused by failure to retain and attract staff, poor planning, inappropriate rate of change or inadequate resources;
- Defective legislation or a failure to hold the Government to account, as a result of poor advice or inadequate process;
- Loss of reputation caused by failure to comply with legal requirements, poor governance, lack of probity or mismanagement of resources, or failure to deliver against stated objectives;
- Poor services caused by inadequate procurement and bad contract or project management.

The Commission will take a particular interest in monitoring those risks which provide a significant threat to services to citizens and Assembly Members and those which could have a serious impact upon the Assembly's reputation.

