



WALES AUDIT OFFICE  
SWYDDFA ARCHWILIO CYMRU



# Wales Audit Office

People Strategy to 2021

# Why we are here



## Assure

the people of Wales that public money is well managed.



## Explain

how public money is being used to meet people's needs.



## Inspire

and empower the Welsh public sector to improve.

# Our ambition

To be a model organisation for the public sector in Wales and beyond.



# We make a difference

Our unique perspective, our independent voice, our influence and relevance – on the issues that matter most across public services.



1

# We make a difference

**1.** We regularly assess needs for capacity, knowledge, skills and experience both now and in the future.

**2.** Our structures are lean and flexible, with a smaller leadership team.

**3.** Our learning and development plan supports our people, our ambitions and strategy, ensuring we have the right skills to deliver quality work now and in the future<sup>1</sup>.

**4.** We plan to attract and retain talent through a good reward package in return for interesting work that makes a difference.

1. Our key skills development areas are: authentic leadership and great managers; data analytics and digital working; communication, engagement and relationship building; technical and professional training; research capabilities; Welsh language skills; diversity and inclusion.

# We're the best we can be

We all feel well supported with our personal, professional and career development.

# 2



# We're the best we can be

**1.** Our coaching culture means we feel confident, empowered and inspired. Giving and receiving feedback in line with our values and behaviours will help us get the most out of the way we work together.

**2.** We treat people well and support their wellbeing and personal growth.

**3.** Our learning opportunities encourage us to grow our career, making Wales Audit Office an employer of choice. We set out current development priorities in our annual learning and development plan.

**4.** We provide a training platform for our future public sector leaders.

# We work smarter together

In the best way for our business  
and our people.

# 3





# We work smarter together

**1.** We work in an integrated way that makes a difference to public services.

**3.** Decisions are taken at the right level and with pace to ensure we strike the right balance between governance and empowerment.

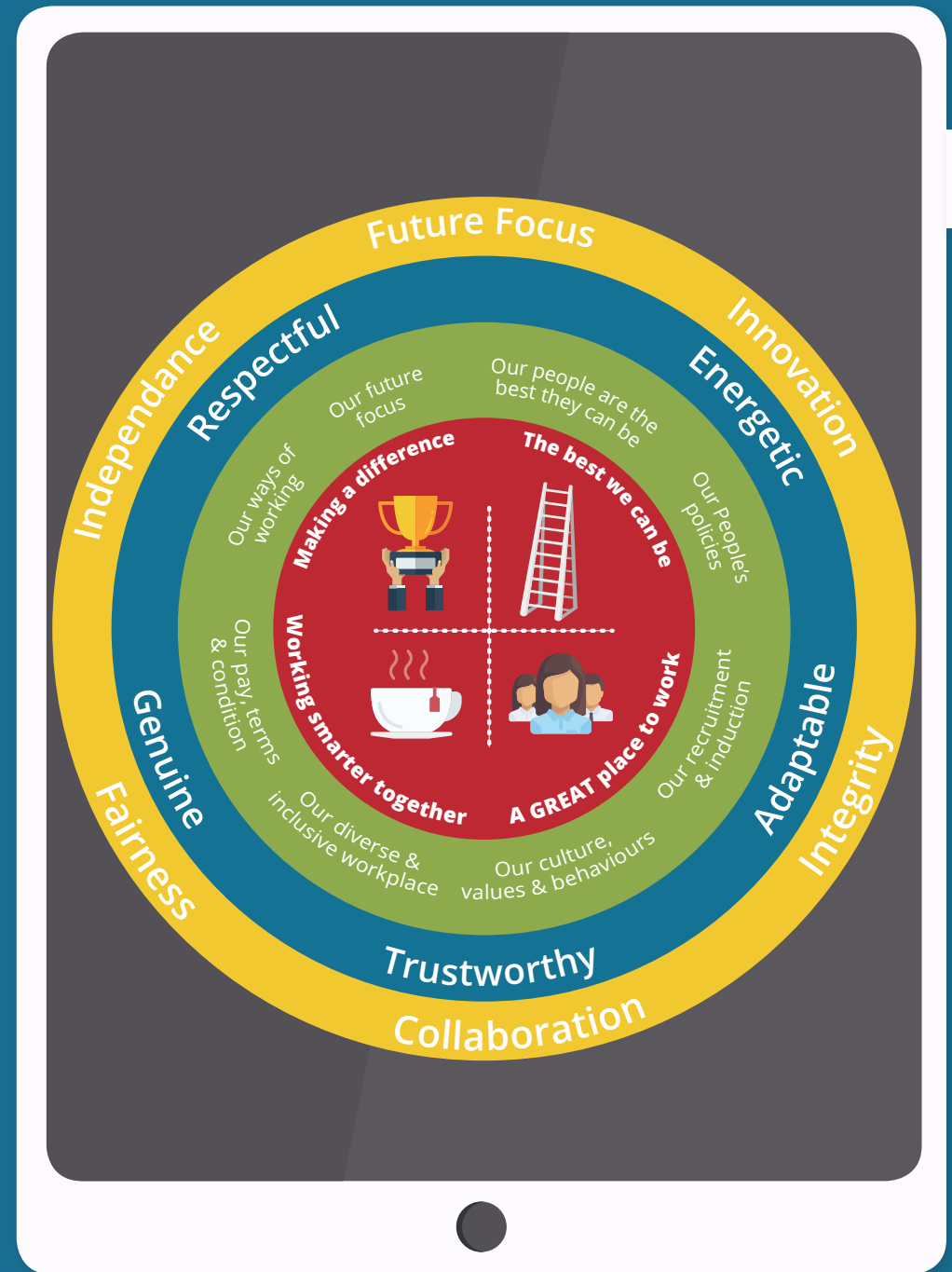
**2.** We work 'smartly', supporting and empowering each other to deliver high quality work.

**4.** We maximise the use of digital solutions and we are adaptable in the way we work.

# We're a GREAT place to work

Our values and behaviours are reflected in who we are and what we do.

# 4



# We're a GREAT place to work

**1.** Our people policies and processes are consistent with the values and behaviours we expect of one another and support a diverse and inclusive workplace.

**2.** Our senior leaders role model our values and behaviours and inspire others to do the same.

**3.** We are all clear about what's expected of us and what we can expect from the Wales Audit Office. It is safe for us to speak out whenever we have concerns.

**4.** We are involved in and feel supported through change and are empowered to explore new ways of working.

# And all of us are expected to demonstrate these behaviours

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## **Genuine**

We are honest, selfless and approachable, creating a safe and open environment for everyone to be themselves and to care for, support and encourage each other.

## **Respectful**

We embrace diversity and treat each other fairly, building strong working relationships, speaking our mind thoughtfully and being open to challenge.

## **Energetic**

We are confident and willing to take risks, displaying a positive can-do attitude, having fun and celebrating success.

## **Adaptable**

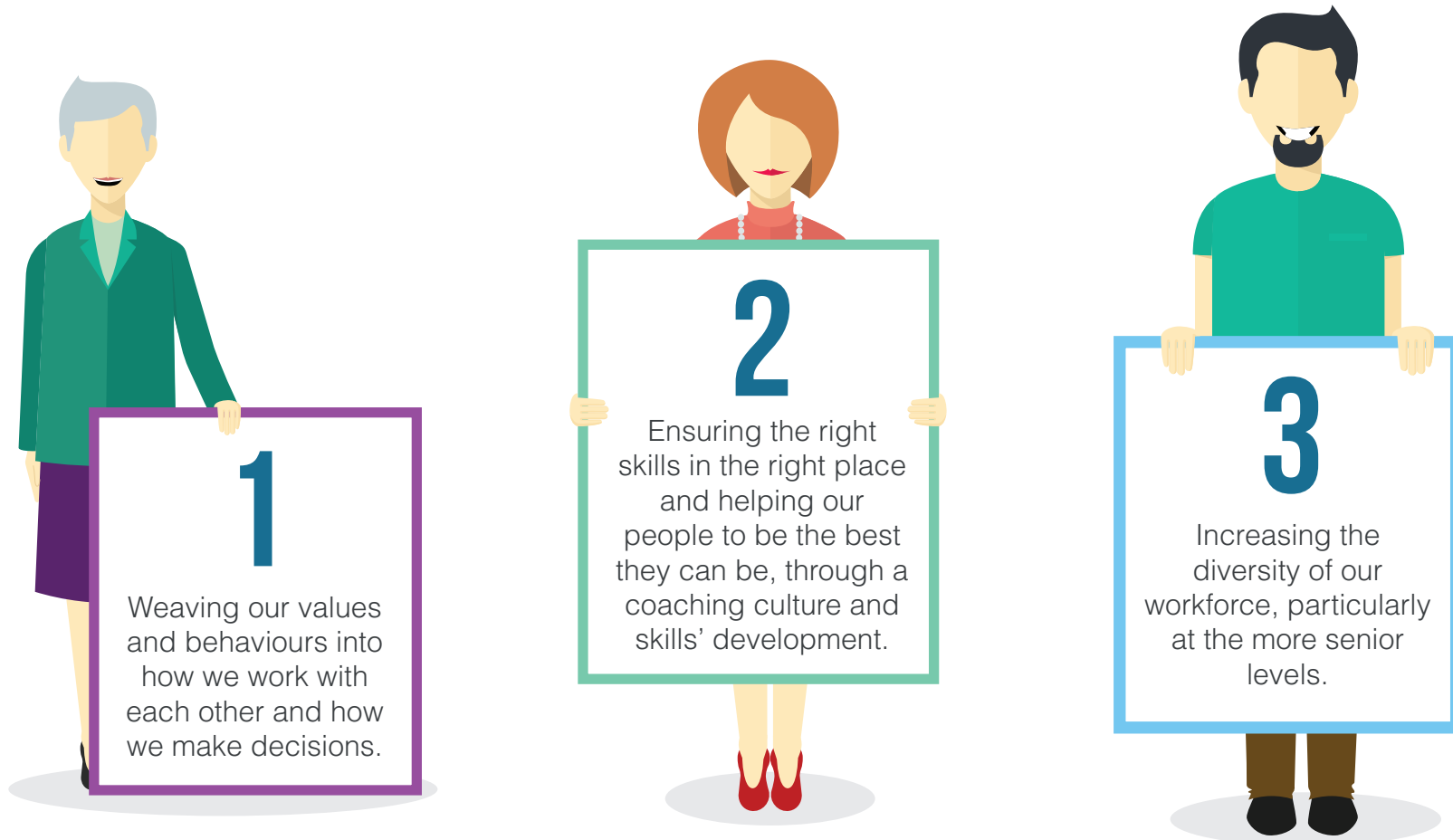
We are flexible and innovative, always developing our knowledge and skills and seeking new experiences.

## **Trustworthy**

We take responsibility for our actions, deliver on our promises, share knowledge openly, act in the best interests of the Wales Audit Office and enable others to succeed.

# Our People Strategy Priorities

We are ambitious to achieve great things and will be prioritising the following up to 2021:



# Our measures of success

We don't see the need to reinvent the wheel when it comes to measuring the impact of this People Strategy, so we will use the following existing mechanisms:



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