

Agenda – Y Pwyllgor Cyfrifon Cyhoeddus

Lleoliad:	I gael rhagor o wybodaeth cysylltwch a:
Ystafell Bwyllgora 3 – y Senedd	Fay Buckle
Dyddiad: Dydd Mawrth, 1 Mawrth 2016	Clerc y Pwyllgor
Amser: 09.00	0300 200 6565
	SeneddArchwilio@Cynulliad.Cymru

1 Cyflwyniadau, ymddiheuriadau a dirprwyon

(09.00)

2 Papurau i'w nodi

(09.00 – 09.10)

(Tudalennau 1 – 3)

**Maes Awyr Caerdydd: Gwybodaeth ychwanegol gan Simon Jones, Cadeirydd
Holdco (19 Chwefror 2016)**

(Tudalennau 4 – 5)

**Maes Awyr Caerdydd: Ymateb Llywodraeth Cymru i Adroddiad Archwilydd
Cyffredinol Cymru (22 Chwefror 2016)**

(Tudalennau 6 – 7)

**Maes Awyr Caerdydd: Llythyr gan Cymdeithas Bêl-droed Cymru (24 Chwefror
2016)**

(Tudalen 8)

**Maes Awyr Caerdydd: Gwybodaeth ychwanegol gan Chris Cain, Northpoint
Aviation (23 Chwefror 2016)**

(Tudalen 9)

**Maes Awyr Caerdydd: Llythyr gan Undeb Rygbi Cymru Cyfngedig (24 Chwefror
2016)**

(Tudalen 10)

**Maes Awyr Caerdydd: Llythyr gan James Price, Llywodraeth Cymru (24 Chwefror
2016)**

(Tudalennau 11 – 45)



3 Craffu ar Gyfrifon 2014–15: Ystyried ymatebion i adroddiad y Pwyllgor

(09.10 – 09.30)

(Tudalennau 46 – 67)

PAC(4)–08–16 Papur 1 – Llyfrgell Genedlaethol Cymru

PAC(4)–08–16 Papur 2 – Amgueddfa Genedlaethol Cymru

PAC(4)–08–16 Papur 3 – Comisiwn y Cynulliad

PAC(4)–08–16 Papur 4 – Chwaraeon Cymru

PAC(4)–08–16 Papur 5 – Llywodraeth Cymru

PAC(4)–08–16 Papur 6 – Llythyr gan Archwilydd Cyffredinol Cymru

4 Cynnig o dan Reol Sefydlog 17.42 i benderfynu gwahardd y cyhoedd o'r cyfarfod ar gyfer y busnes canlynol:

(09.30)

Eitemau 5 a 6

5 Trafod y memorandwm cyd–ddealltwriaeth drafft diwygiedig ynghylch yr Adolygiad o Siarter y BBC

(09.30 – 10.00)

(Tudalennau 68 – 73)

PAC(4)–08–16 Papur 7

6 Cronfa Fuddsoddi Gwyddorau Bywyd Cymru: Gwybodaeth gan Archwilydd Cyffredinol Cymru

(10.00 – 11.00)

(Tudalennau 74 – 80)

PAC(4)–08–16 Papur 8 – Llythyr gan Darren Millar AC ac Archwilydd Cyffredinol Cymru (24 Tachwedd 2015)

PAC(4)–08–16 Papur 9 – Llythyr gan Archwilydd Cyffredinol Cymru ac Darren Millar AC (7 Rhagfyr 2015)

Cofnodion cryno – Y Pwyllgor Cyfrifon Cyhoeddus

Lleoliad:

Gellir gwyllo'r cyfarfod ar [Senedd TV](#) yn:

Ystafell Bwyllgora 3 – Senedd

<http://senedd.tv/cy/3381>

Dyddiad: Dydd Mawrth, 23 Chwefror

2016

Amser: 09.04 – 10.53

Yn bresennol

Categori	Enwau
Aelodau'r Cynulliad:	Darren Millar AC (Cadeirydd) Mohammad Asghar (Oscar) AC Mike Hedges AC Sandy Mewies AC Julie Morgan AC Jenny Rathbone AC Aled Roberts AC Alun Ffred Jones AC (yn lle Jocelyn Davies AC)
Tystion:	Syr Derek Jones, Llywodraeth Cymru Gawain Evans, Llywodraeth Cymru Peter Kennedy, Llywodraeth Cymru David Richards, Llywodraeth Cymru
Staff y Pwyllgor:	Fay Buckle (Clerc) Claire Griffiths (Dirprwy Clerc) Huw Vaughan Thomas (Archwilydd Cyffredinol Cymru)



Trawsgrifiad

Gweld [trawsgrifiad o'r cyfarfod](#) (PDF 91KB).

1 Cyflwyniadau, ymddiheuriadau a dirprwyon

- 1.1 Croesawodd y Cadeirydd yr Aelodau i'r cyfarfod.
- 1.2 Cafwyd ymddiheuriadau gan Jocelyn Davies. Dirprwyodd Alun Ffred Jones ar ei rhan.

2 Papurau i'w nodi

- 2.1 Cafodd y papurau eu nodi.
- 2.1 **Gohebiaeth y Pwyllgor: Llythyr oddi wrth Harriet Harman, Cadeirydd y Cydbwyllgor ar Hawliau Dynol (27 Ionawr 2016)**

3 Rheoli Grantiau yng Nghymru: Adroddiad Blynyddol Llywodraeth Cymru 2015

- 3.1 Craffodd y Pwyllgor ar waith yr Ysgrifennydd Parhaol ynghylch Adroddiad Blynyddol Llywodraeth Cymru ar Reoli Grantiau.

4 Dulliau o weithio: Trafodaeth ag Ysgrifennydd Parhaol Llywodraeth Cymru ar waith y Pwyllgor yn ystod y Pedwerydd Cynulliad

- 4.1 Trafodwyd gwaith y Pwyllgor yn y Pedwerydd Cynulliad ag Ysgrifennydd Parhaol Llywodraeth Cymru, ac edrychwyd ymlaen at y Pumed Cynulliad.
- 4.2 Cytunodd yr Ysgrifennydd Parhaol i ymchwilio ymhellach a yw CCAUC yn cael gwybodaeth ariannol gan brifysgolion yn ystod y flwyddyn sy'n codi pryderon i Lywodraeth Cymru.

5 Cynnig o dan Reol Sefydlog 17.42 i benderfynu gwahardd y cyhoedd o'r cyfarfod ar gyfer y busnes canlynol:

- 5.1 Derbyniwyd y cynnig.

6 Rheoli Grantiau yng Nghymru: Trafod y dystiolaeth a ddaeth i law

6.1 Trafododd yr Aelodau'r dystiolaeth a gafwyd a chytunwyd i ysgrifennu at yr Ysgrifennydd Parhaol gyda rhai argymhellion i wella ymhellach Adroddiadau Rheoli Grant Blynyddol yn y dyfodol.

7 Dulliau o weithio: Trafod y dystiolaeth a ddaeth i law

7.1 Trafododd yr Aelodau sylwadau'r Ysgrifennydd Parhaol.

Adran yr Economi, Gwyddoniaeth a Thrafnidiaeth
Department for Economy, Science and Transport

WGC Holdco



Llywodraeth Cymru
Welsh Government

Darren Millar AM
Chair, Public Accounts Committee
National Assembly for Wales

c/o committeebusiness@wales.gsi.gov.uk

19 February 2016

The Welsh Government's Acquisition and Ownership of Cardiff Airport

Dear Chair,

During my appearance at Public Accounts Committee on 9 February 2016, I undertook to provide the Committee with further information on a number of matters. I agreed to consider four issues in particular, namely to clarify:

- (i) whether BA had received any financial incentive from the Welsh Government to locate its maintenance facilities at Cardiff Airport;
- (ii) data on how passengers arrive at Cardiff Airport;
- (iii) the current value of Cardiff Airport;
- (iv) names of the loan providers to the airports referred to in the evidence session in receipt of loans.

The history of the British Airways Maintenance Centre in Cardiff (BAMC) predates the creation of the National Assembly for Wales and the establishment of the Welsh Government. However, my understanding is that public sector financial support did play a part in the initial investment locating the facility at Cardiff, with £36m offered in the early 1990s.

The Committee also sought clarity on the current commercial value of Cardiff Airport. Notwithstanding, the emphasis that Welsh Government places on the airport as an economic driver, over and above its commercial value, as part of the annual process of filing the audited accounts of WG Hold Co, a commercial value is placed upon Cardiff Airport. The latest audited Hold Co accounts prepared by Grant Thornton LLP place a current value on Cardiff Airport of £55 million.

At Committee, I also reflected on examples of debt being carried by commercial airports in the UK, including Bristol (£243m debt), Belfast City (£45.3m debt), and Newcastle (£180m debt). As the Committee will be aware, there are a number of forms in which a commercial



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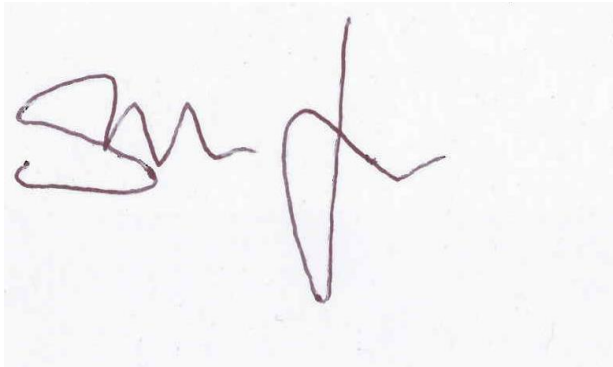
Ffôn • Tel 0300 025 8854
Ffon symudol • Mob 07795 334340
Simon.Jones@Wales.gsi.gov.uk
Gwefan • website: www.wales.gov.uk

business can access debt financing. These include commercial loans from either public or private sector sources, the issuing of bonds as securities, and intra-company loans in cases where an airport is held as part of a much larger group. For these reasons, it is extremely difficult to be precise as to the individual source or sources of each airports debt. However, I would suggest that the illustrative point is that many commercial airport operations carry significant debt to help finance their activities and realise business development objectives. Cardiff Airport is far from unique in that regard.

Finally, the Committee asked for some further data in terms of which surface access mode passengers arrive at Cardiff Airport. I believe this data is better provided by Cardiff Airport who has some quite sophisticated means of understanding their market. I have therefore asked Debra Barber, the Managing Director and Chief Operating Officer at Cardiff Airport to write to you on this point.

I hope that you find this response of assistance.

Yours sincerely

A handwritten signature in dark ink, appearing to read 'SJ', is centered on a white background. The signature is fluid and cursive, with a large loop on the left and a vertical stroke on the right.

Simon Jones
Chair, WGC Holdco

Grwp yr Economi, Sgiliau a Chyfoeth Naturiol
Economy, Skills and Natural Resources Group

Dirprwy Ysgrifennydd Parhaol • Deputy Permanent Secretary

Darren Millar AM
Chair, Public Accounts Committee
National Assembly for Wales

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Llywodraeth Cymru
Welsh Government

22 February 2016

The Welsh Government's Acquisition and Ownership of Cardiff Airport

Dear Chair,

I am writing to set out the Welsh Government's response to the Report and its recommendations. I note the Report's central conclusions that the Welsh Government had a clear rationale for purchasing Cardiff Airport; took appropriate due diligence; paid a purchase price that was informed by a range of commercial and public asset valuations; and has put in place sound governance arrangements.

Cardiff Airport is now in a stronger and more stable position than it was when the Welsh Government took ownership of it. The Report's recommendations will help inform our future approach and that of Welsh Government Hold Co (Hold Co).

Many of the Report's recommendations relate to Hold Co rather than to Welsh Ministers. PAC will appreciate the important distinction between Welsh Government and Hold Co, a distinction that safeguards the 'arms length' relationship between Welsh Ministers and the Board of Cardiff Airport. I have therefore discussed the Report's recommendations with Hold Co and can advise that both Welsh Government and Hold Co broadly accept in principle all seven recommendations.

In respect of each recommendation I can confirm the following proposed actions.

Recommendation 1: We continue to keep governance arrangements under review to ensure they are appropriate and fit for purpose. In particular, we will reflect upon the Report's recommendation and consider whether the skills and experience mix of the Hold Co Board might be better improved by appointing an additional external member. However, we note that the Chair of Cardiff Airport is currently considering the composition of his Board, and any changes to Hold Co will follow the completion of that exercise, so as to ensure appropriate fit.

Recommendation 2: With the agreement of the Cardiff Airport Board, we will amend the Management Arrangement, both to formalise current practice whereby the Cardiff Airport Chair is invited to attend Hold Co, and to place an obligation upon the Chair to do so.



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Recommendation 3: Hold Co will discuss and agree principles for appointing non-executive directors to the Cardiff Airport Board. We will reflect any such changes in the Management Arrangement as appropriate.

Recommendation 4: Hold Co will discuss with Cardiff Airport the merits of the airport producing an annual report summarising progress. Separately, the Cardiff Airport Board are currently in their business planning process. Following its conclusion and the agreement of the 2016/17 business plan, a range of key performance indicators will be agreed.

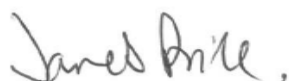
Recommendation 5: Two-year horizons offer greater certainty on which to base decisions. Conversely longer-term projections can be notoriously inaccurate and misleading. Nevertheless, there is merit in also having regard to a longer-term horizon and as such Hold Co has confirmed they will consider Cardiff Airport's five year projections alongside the annual review of the airport's business plan.

Recommendation 6: We recognise that now that the airport's immediate future is secure, attention must turn to maximising its commercial and economic impact. As such, delivery of a Master Plan is a priority action for this year.

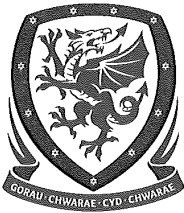
Recommendation 7: We will continue to evaluate the performance and relevance of the shuttle bus service as part of a good contract management process.

I hope the Committee will find this information useful.

Yours sincerely

A handwritten signature in black ink that reads "James Price," with a comma at the end.

James Price



FA WALES | CBD CYMRU

24th February, 2016

Mr Darren Millar AM,
Chair - Public Accounts Committee,
National Assembly for Wales,
Cardiff Bay,
Cardiff
CF99 1NA



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Dear Mr Millar

I refer to your correspondence dated 9th February regarding the Public Accounts Committee inquiry into the Welsh Governments acquisition and ownership of Cardiff Airport.

I am pleased to confirm that the Football Association of Wales ("FAW") has always had a strong and positive working relationship with Cardiff Airport. Over recent years, the FAW has worked closely with the airport in relation to the planning for UEFA Super Cup 2014. The airport also featured prominently in the FAW's UEFA EURO 2020 bid.

In just under 16 months' time, Cardiff will stage the 2017 UEFA Champions League Final ("UCL Final 2017") – not only will this will be the World's single biggest sporting event in 2017 but also the biggest sporting event to have ever been staged in Wales. Based on surveys of recent host cities, the event will also generate an economic impact of £45m for Cardiff and the surrounding region.

In summary, without Cardiff Airport's support, the FAW wouldn't have been able to submit its successful bid to stage UCL Final 2017.

Following the announcement by UEFA's Executive Committee at the end of June last year, the FAW has been working closely with Cardiff Airport and Bristol Airport as it sets out to deliver the considerable air operations plan for UCL Final 2017.

Please do not hesitate to contact me should you require any further information.

Yours sincerely

Jonathan Ford.



Public Accounts Committee

Cardiff Airport

Additional Information from Chris Cain, Northpoint Aviation (23 February 2016)

The Chairman of the Committee also asked whether there were any other airports that could act as current or future benchmarks for Cardiff other than Newcastle. I have given some thought to this and would suggest the following:

Belfast International – c4mppa, mainly low cost and charter carriers a long haul route, strong competition from Dublin, a military enclave, a catchment of similar size but with a higher propensity to fly.

Leeds Bradford – serves a core and secondary city, acquired five years ago by Bridgepoint Capital for £160m; passenger numbers have increased to over 3 mppa, mainly through low cost growth; are some regional business networks and charter activity. Short runway makes long haul difficult, although mid haul is possible.

Aberdeen – currently 3.26mppa, was 3.75mppa from a catchment population smaller than Cardiff but with propensity to fly buoyed by the energy sector. Interesting mix of network carriers serving their hubs, regional operations to domestic centres and Norway, charters and low cost to holiday destinations. Airport 'City' under construction.



Darren Millar AM
National Assembly for Wales
Cardiff Bay
Cardiff
CF99 1NA

24th February 2016

Dear Darren,

Further to your letter dated 9th February, please find below the WRU / Principality Stadium comments with regards to our engagement with Cardiff Airport.

In the planning and delivery of major events, the WRU and Principality Stadium works closely with all stakeholders promoting proactive dialogue and engagement to ensure all transport operators are able to maximise operating capacities and meet the specific demand profiles of the events.

In relation to the delivery of WRU/Principality Stadium events (6 Nations, Autumn Series etc), the WRU and Principality Stadium provides accurate event information for the forthcoming fixture via the "Stadium Events Liaison Group" (SELG.) It is via this group that the airport is provided with all relevant information from which to plan their event specific operation. The airport in turn provides the SELG with up to date inbound and outbound flight information, to ensure these crowd flows are captured in the wider event mobility plan.

For third party "World Events", which include Olympics, RWC 2015 and the UEFA Champions League 2017, the Local Organising Committee (LOC) for the event manages the external stakeholder engagement including the transport operators as part of its event specific mobility planning. The airport representatives play a critical role in this process, as all parties align their respective service levels and identify and prioritise core event delivery responsibilities.

We continue to have an excellent relationship with the staff at Cardiff Airport and are happy to explore other methods of communication with them in the future.

Kind regards,

Mark Williams
Stadium Manager – Principality Stadium



Darren Millar AM
Chair, Public Accounts Committee
National Assembly for Wales

c/o committeebusiness@wales.gsi.gov.uk

24 February 2016

The Welsh Government's Acquisition and Ownership of Cardiff Airport

Dear Mr Millar,

During my evidence to Public Accounts Committee on 11 February, I undertook to provide a note on a number of matters. I address each point in turn and hope that the Committee find this additional information helpful.

A list of the Anchor Companies in Wales together with the criteria required to be an Anchor Company:

An Anchor Company is generally considered as:

- a company which is a global or international organisation;
- a company that has Welsh Head-Quarters or significant corporate presence in Wales.

I attach a brochure which outlines the Welsh Government's Anchor Company programme and gives examples of many of the companies with which we work.



WG23938 Anchor
Companies Broc...

Further information, including a list of Anchor Companies is also available on the Welsh Government website at:

<http://gov.wales/topics/businessandconomy/sector/anchor/?lang=en>



A note of the passenger figures over the last 25 years:

By the end of 1992 annual passenger numbers at Cardiff Airport stood at 743,219. The 1990s were a significant growth period, with annual passenger numbers doubling by the end of the decade, and 1 million passengers a year was achieved for the first time in 1994-95.

The list below provides annual passenger numbers for every year since 1997; information prior to 1997 concerning passenger numbers at Cardiff Airport, flights and other data is available at the Civil Aviation Authority website - <https://www.caa.co.uk/Data-and-analysis/UK-aviation-market/Airports/Datasets/UK-Airport-data/Airport-1983---1997/> .

Year	Pass. No
1997	1.15m
1998	1.26m
1999	1.33m
2000	1.51m
2001	1.54m
2002	1.42m
2003	1.91m
2004	1.88m
2005	1.77m
2006	2.02m
2007	2.11m
2008	1.99m
2009	1.63m
2010	1.40m
2011	1.20m
2012	1.01m
2013	1.07m
2014	1.02m
2015	1.16m

A plan and inventory of what the Welsh Government acquired:

The Welsh Government acquisition included all of the share-holding, assets and operations of Cardiff Airport. These matters are covered in some detail in the Auditor General for Wales Report. A map of the Cardiff Airport site, in addition to potential ideas of what can be done to maximise its economic impact, is included within the recent report by Public Policy Institute Wales – (<http://ppiw.org.uk/files/2016/01/PPIW-Report-Maximising-the-Economic-Benefits-of-Airports.pdf>).

An explanation of the urgency as to why the purchase had to be completed within a short timeframe and why the S128 procedure contained within the Government of Wales Act 2006 was used:

The Auditor General for Wales Report indicates how Abertis envisaged two phases to the sale process and set this out in their 'Process Letter' dated 3 December 2012. This indicated that phase one (formal non-binding offer) would need to be completed by 14 December 2012. Acceptance of a formal non-binding offer would enable exclusivity to continue. Abertis required phase two (due diligence) and the sale process to be completed by end March 2013.


Full details of the various valuations carried out prior to the acquisition; confirmation as to whether the original land value was carried out on the site as an airport or the Residual Land Value of the airport site prior to the time of purchase; if the calculations on the Residual Land Value are available?

The process of commercial and public asset valuations, the methodology used and the impact of varying assumptions on values is outlined by the Auditor General in his Report. Having re-read the report, I have no further detailed information to add =.

A note on which valuation method is used to value the assets in the Holdco annual accounts:

As part of the annual process of filing the audited accounts of WG Hold Co, a value is placed upon Cardiff Airport. I understand that the latest audited Hold Co accounts prepared by Grant Thornton LLP place a current value on Cardiff Airport of £55 million. Grant Thornton relied upon discounted cash flow of projected EBITDA as a basis for their audit opinion of the airport's value. This was cross referenced to the earnings multiple that broadly came out in line with the discounted cash-flow valuation.

Yours sincerely



James Price



Llywodraeth Cymru
Welsh Government

www.gov.wales

Engaging our Anchor Companies



The Welsh Government's Anchor Company programme is all about working with key companies to create jobs, growth and wealth within the Welsh economy.

Anchor Companies are major employers with a focus on research, development and innovation that create and underpin growth in their various sectors. At a local level, their presence generates knock-on effects that benefit the local economy and supports smaller enterprises, thereby strengthening Welsh supply chains.

As major employers, Anchor Companies foster high levels of employee engagement and invest in staff training. Their apprenticeship and training programmes provide opportunities for talent to thrive and their decision to locate in Wales demonstrates their confidence in the level of skills and capability available here.

They promote all aspects of Corporate Social Responsibility and have strong links with their local communities. Anchor Companies are role models for other employers and companies looking to locate here and the Welsh Government values the close two-way relationship we have with them.

I am committed to continuing and strengthening our partnerships with all Anchor Companies and building close relationships at the highest level both in Wales and with head offices overseas. By working together we can deliver our shared objectives of creating economic growth and jobs in Wales.



**Edwina Hart MBE CStJ AM Minister
for Economy, Science and Transport**

Introduction

1 // Our promise to you

Support

3 // What is an Anchor Company, and what support will I receive?

Sectors

7 // Advanced Materials & Manufacturing; Construction; Creative Industries; Energy & Environment; Financial & Professional Services; Food & Drink; Information & Communications Technology; Life Sciences

Success

28 // Why businesses come, stay and prosper in Wales



Welsh Government considers Anchor Companies of key strategic importance to the economy of Wales.

As one of our Anchor Companies, we will work with you to develop your business in Wales and beyond based on a partnership approach.

As an Anchor Company, your business can access a range of products, financial and non financial and a personally focussed one to one service.

We will provide you with an Account Director and an Account Manager, a dedicated Welsh Government team who will work closely to ensure that you receive tailored packages of support, and benefit from a whole Government approach – enabling your company to achieve its objectives.

As an Anchor Company we will take every opportunity to promote your business in and outside Wales. We ask that you work with us to help promote and showcase Wales in your business activities and that you work with other Anchor Companies to help create a network of sharing expertise, solutions and best practice. We will facilitate you as a community, enabling linkages, so that together we can confidently take Wales forward.

What is an Anchor Company and what support will I receive?

The Welsh Government considers an Anchor Company to be:

- A company which is a global or international organisation
- Has Welsh headquarters or significant corporate presence in Wales
- A company committed to people development and innovation
- A company that wants to work with us to develop the Welsh business environment

We will make a joint investment in the Welsh economy

We will actively seek opportunities to work with each Anchor Company, or group of Anchor Companies, to further the economy of Wales, and the company's wider objectives here. This could include, for example:

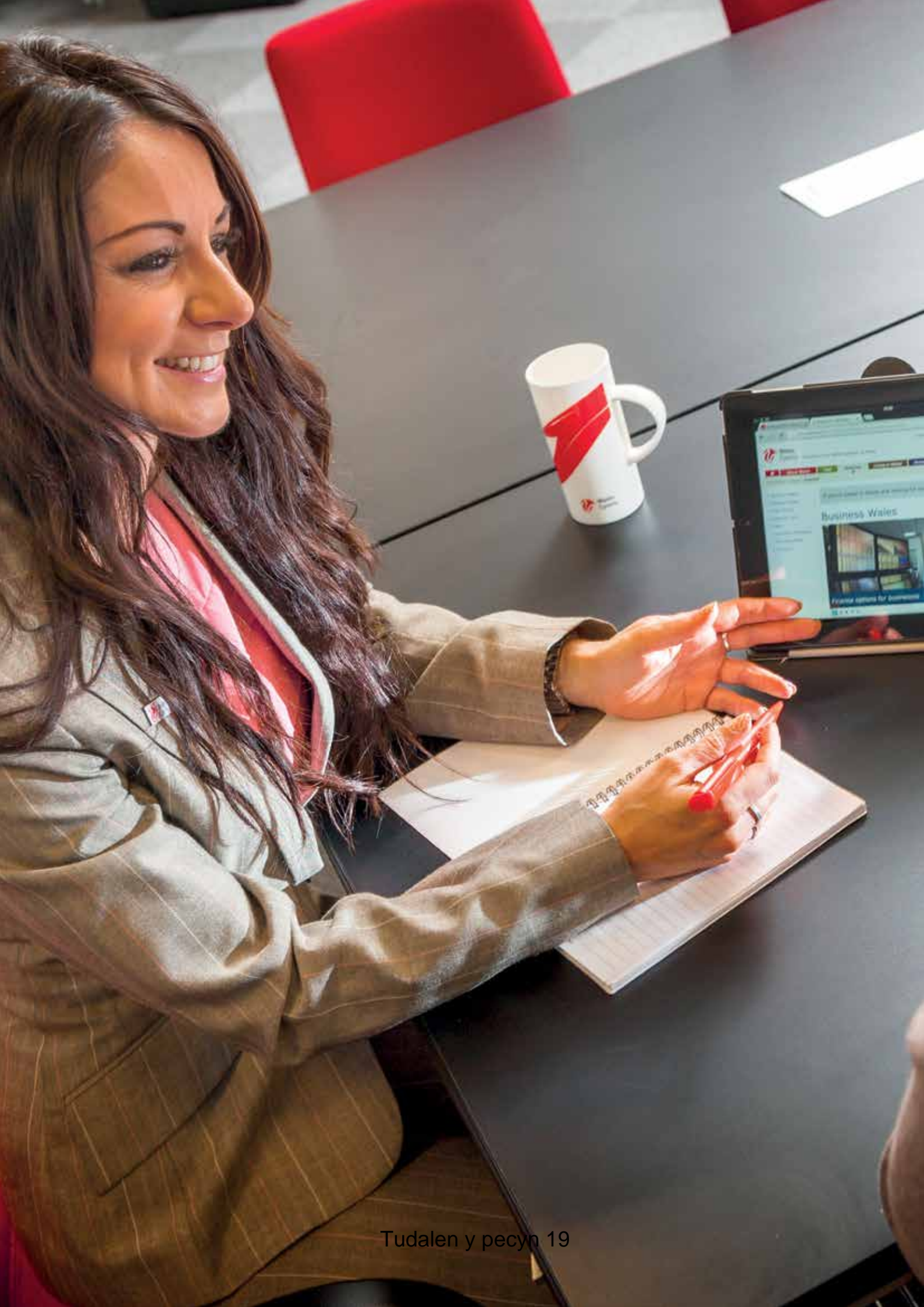
- Work to develop and strengthen supply chains
- Pooling of skills development
- Showcasing best practice
- Supporting CSR programmes

Access to Ministers

As an Anchor Company you will benefit from fast and easy access to Welsh Government and Ministers, and you will have the opportunity to input into policy in development.



The Senedd (the National Assembly building), Cardiff Bay.



One to One Account Management service

You will have an Account Director – a senior contact in the Welsh Government who will work with your senior management and an Account Manager who will manage day to day business with your company. With you they will deliver a jointly agreed account plan and put in place regular meetings including a formal annual review.

Your Account Manager will develop a deep understanding of your company, and can spend dedicated time with you immersing themselves in your business if you would find this of value.

Tailored package of support

We will develop a package of support tailored to your company needs, subject always to our legal powers, state aid regulations and value for money criteria.

Support can vary from financial assistance on major capital projects; advice and assistance with property and land transactions; skills and training advice and support; supply chain optimisation; facilitating access to all parts of the Welsh Government, and appropriate specialists and experts. The package of support developed with your Account Manager will enable you to pursue your business objectives whilst working to benefit the Welsh economy.

We will work with you to support your operation in Wales within the context of your wider parent or group management structure.

Anchor Company Network

As part of the Welsh Anchor Company Network you will be invited to meet with fellow Anchor Companies and input into regular Anchor Company meetings and events to share your best practice and expertise, network and benefit from expert business speakers.

We will keep you up to date to ensure that you are aware of changes that may affect your business, and we will involve you in policy development through timely consultations, formal informal discussions.

Measuring your satisfaction

In order to continuously improve our service to you we will undertake an Anchor Company Customer Satisfaction Survey. This will allow us to continuously seek to improve our Account Management service. We will listen to you and align our service to your feedback, to maximise the benefits to you of being an Anchor Company.

Other Anchor Companies

Control Techniques Drives Ltd
Ford Motor Company Ltd
Meritor Heavy Vehicle Braking
Systems UK Ltd
Qioptiq Ltd
Zodiac Seats (UK) Ltd



A380 wing production, Airbus, Broughton.

Advanced Materials & Manufacturing

Our companies and universities are collaborating to develop advanced materials for a range of sectors including aerospace and defence and automotive, produced at some of the world's most advanced manufacturing facilities.

Global players have major bases here, from Ford, who has produced 18 million engines in Wales, to Airbus which has the biggest aerospace manufacturing operation in the UK right here.

In addition, British Airways, GE Aviation, Marshall Aviation Services, Nordam and Toyota have all recognised just how productively they can manufacture in Wales.

Airbus Operations Ltd

Airbus is a leading aircraft manufacturer with the most modern, comprehensive family of airliners on the market, ranging in capacity from 100 to more than 500 seats.

Airbus is a global company, headquartered in Toulouse, with design and manufacturing facilities in France, Germany, the UK and Spain as well as subsidiaries in the U.S., China, Japan and in the Middle East.

- Airbus champions innovative technologies and offers some of the world's most fuel efficient and quiet aircraft.

- Airbus has delivered more than 8,600 aircraft to 369 customers worldwide and boasts a healthy backlog of more than 5,800 aircraft for delivery over coming years.

British Airways Engineering South Wales

British Airways is especially committed to Welsh expertise, with three dedicated facilities across a 50 km radius:

- BA Avionics provides end-to-end maintenance of electrical, electronic and electro-mechanical components.
- BA Interiors carries out advanced maintenance works on cabin interiors and safety equipment, as well as working with manufacturers on new product developments.
- Located at Cardiff Airport, British Airways Maintenance Cardiff handles major maintenance and cabin interior conversions for BA's entire long haul fleet. Set in one of the largest facilities of its kind, expert teams overhaul, repair, modify, test and inspect BA's Boeing 747, 767 and B777-300 aircraft.



BAMC St Athan – Cardiff Airport Enterprise Zone.

Celsa Manufacturing (UK) Ltd

Acquired in 2003, Celsa Steel UK is the largest producer of reinforcement in the United Kingdom and one of the largest manufacturers of other steel long products. Its facilities in Cardiff produce around 1.2 million tonnes of finished product each year. The facilities consist of a state of the art melt shop built in 2006, and two production facilities: one for reinforcing products and wire rod, the other for merchant bar and light sections. The company employs over 500 staff directly and several hundred through their supply chain.

GE Aircraft Engine Services Ltd

GE Aviation Wales specialises in the overhaul, repair and maintenance on a range of jet engines, providing maintenance, repair and operations (MRO) services for more than 90 customers worldwide.

Chris Doherty, Human Resources leader says "As one of the largest aircraft engine maintenance facilities in the world, GE Aviation employs a highly skilled workforce to work on some of the most complex engines in the industry".

The facility based in Nantgarw, just North of Cardiff, is an example of a global business with a successful Welsh operation that innovates to succeed.

Occupying over 1.2 million square feet of workshop space, it has two state-of-the-art engine test facilities and employs a highly skilled workforce of over 1,200 people.

With a turnover in excess of \$2 billion, the company services over 450 engines a year. Since the acquisition of the General Electric Company site in 1991 and with support from the Welsh Government GE Aviation has continued its inward investment and funding, ensuring business growth, securing new product introduction and the creation of several Centre of Excellences, and has firmly established its position as a global leader.

JCB

JCB is the third largest construction equipment manufacturer in the world by volume and is market leader in the UK, Europe, Russia and India. It is a family-owned company with 22 plants worldwide and a global workforce of



Tata Steel – finished strip steel rolls.

12,000. JCB manufactures over 300 different machines, including the world-famous JCB backhoe loader and Loadall telescopic handler, as well as a range of compact and heavy excavators.

JCB has been manufacturing in Wales since 1979 and now has two factories on the Wrexham Industrial Estate making gearboxes and axles, which are used in over 80% of the machines that it manufactures in Staffordshire.

Tata Steel Europe

Tata Steel is the second largest steelmaker in Europe. The Wales-based operations form a critical community of operations with a network of business partners. Part of the UK's largest manufacturing group, Tata Steel's operations are largely focused on strip steel applications: serving dynamic markets in the automotive, engineering, lifting & excavation, construction, energy & power and consumer products sectors.

As an Anchor Company, Tata works with the Welsh Government for mutual benefit supporting the development of the economy, community and

our physical environment. Through relationships with the higher education sector and research bodies Tata innovates to develop new products, processes and collaborations to maintain a competitive edge on the international stage.

Toyota Motor Manufacturing (UK) Ltd

Toyota Manufacturing UK established its engine production facility in Deeside, North Wales in 1992 and employs around 570 staff. As the first overseas plant to produce Toyota's class leading hybrid engines, the 115 acre Deeside site manufactures over 230,000 petrol and hybrid petrol engines annually. These are built for the British market, and for export to Toyota production centres overseas.

Toyota's production processes include aluminium casting, machining and assembly before final inspection and despatch to vehicle plants.

Over the years Toyota has been supported by the Welsh Government with a dedicated account management service which has enabled investment in plant, machinery and staff development.

Construction

Wales' construction industry plays a vital role in delivering a vibrant economy and a quality environment.

In Wales there are approximately 13,000 companies involved within the sector, employing more than 130,000 people. This includes professionals such as planners, architects, surveyors and building engineers as well as the traditional construction companies responsible for 'new build', maintenance and upkeep of our historic and heritage buildings.

Recent Office of National Statistics (ONS) figures, published in January 2014, show that Wales is outperforming the sector in the UK as a whole. In addition, the Construction Industry Training Board (CITB) predicts that nearly 18,000 new construction jobs are expected to be created in Wales over the next five years.

Dawnus Group

Dawnus is an international civil engineering and building company with headquarters in Swansea. Since its establishment in 2001 it has grown to deliver projects across the whole of Wales and England, as well as undertaking major civil engineering schemes in West Africa. Its staff numbers have consistently grown year on year; with the number of UK employees increasing from 240 in 2005 to 1,024



currently with a further 1,300 employees in West Africa. Group turnover grew from £2m in 2002 to £206m in 2013.

The company embarked on its first overseas project (iron ore mining) in 2010 and the success in delivering international projects was recognised by the award of the Queen's Award for Enterprise in 2014, for outstanding achievement in International Trade.

Dawnus has based all its operations on the principle of direct works delivery, employing an in-house labour force of operatives and tradesmen, and maintaining significant plant holdings, which are used to deliver the majority of their projects.

The company aims to employ on a career basis, rather than only for the length of a project, and provides training and development opportunities to allow employees to develop their careers.

Nuaire Ltd

Nuaire prides itself on being at the forefront of innovation in ventilation technology. The company employs over 446 staff at its 250,000 square foot complex in Caerphilly including a team of over 20 engineers in its research and development unit. It has the largest and most advanced air movement test facility in the UK. Nuaire's systems are to be found in most iconic British buildings constructed in recent years including multi-million pound landmarks such as the Wales Millennium Centre on the Cardiff Bay waterfront.

The green mission is very important to the company and Nuaire's technology is making great contributions towards the achievement of zero carbon buildings. With a supply chain largely located in Wales and ultralow energy machinery, its own carbon footprint is among the lowest for a firm of its kind.

Redrow PLC

Celebrating its 40th anniversary in 2014, Redrow is one of the country's largest and most respected house builders, with a reputation for quality and innovation.

Redrow was founded in 1974. The firm moved into house building in 1982, building its first new homes in Denbigh, North Wales. A year later, with 1,500 employees, Redrow opened new offices in Alltami, not far from the present-day St David's Park headquarters in Flintshire.

Today Redrow employs around 1,300 people, with 11 operating divisions across England and Wales, including a rapidly expanding London business. Redrow currently has 17 developments in Wales and is the lead developer for the Plasdwr development, North West of Cardiff, which will become the largest new community in Wales.

With a strong emphasis on high quality family housing in prime locations, Redrow has won numerous awards over the years, including most recently, the 2014 Building Awards 'Housebuilder of the Year'. Redrow was also awarded for the fourth consecutive year the Five Star rating for Customer Satisfaction by the Home Builders Federation (HBF).



Creative Industries

Welsh creative companies span software and app development, TV and film production, games, music, digital marketing and more, employing over 49,000 people in over 4,685 enterprises with a further 25,000 in creative occupations outside the sector and generating over £1.6 billion annual turnover.

With some 11,500 more working in creative roles in other sectors, there is a strong commitment at Government level to education and skills development.

Every year our Welsh universities feed the sector with some 5,000 graduates who bring really diverse skills, from scriptwriting and visual effects to digital and mobile technology development, including gaming, coding and animation. Around 68% of the talented Creative Industries workforce hold a Bachelor's degree or higher.

Success

Wales is home to internationally significant creative content production companies such as Tinopolis and Boom Cymru, two of the UK's largest independent production groups outside London.

Ron Jones, Executive Chairman, Tinopolis and Chair of the Creative Industries Sector Panel states "Wales is full of creative people..we want to engage with these companies and creative talents to make sure we are offering them a support package that works for them".



Other Anchor Companies

Boom Cymru
Pinewood Studios Group
Tinopolis PLC



Pinewood Studio Wales

The Pinewood Studios Group is a leading provider of studio and related services to the global film and television industry. Synonymous with world class British and international productions, the impressive heritage of its UK-based Pinewood and Shepperton Studios, home to some of the most successful feature films and TV shows ever made, dates back to the early 20th Century.

Pinewood Studio Wales is a TV, film and entertainment studio complex comprised

of two 20,000 square foot stages and an additional 30,000 square foot multi use shooting floor. Office space and production support facilities are also available on site.

Situated near Cardiff Bay, Pinewood Studio Wales is ideally located for its proximity to stunning natural scenery, heritage and national parks in addition to transport links, via the motorway and Cardiff Central Railway Station, to international airports including Cardiff, Bristol and Birmingham.

Tudalen y pecyn 28



Other Anchor Companies

Sharp Manufacturing Company
UPM Shotton

Photograph courtesy of RWE Innogy.

Energy & Environment

Wales's natural assets plus our longstanding skills and experience in the Energy and Environment sector stretch back to the industrial era of coal and other fossil fuels.

Wales is looking forward to the future by developing clean, efficient energy generation and by taking specialist environmental technologies across the world.

Innovation is the key as companies strive to work smarter, while new projects demand advanced materials and supply chain support. The Welsh Energy and Environment sector employs 58,000 people within 2,100 companies and generates over £4.8 billion in sales per annum.

Utility companies are investing in new sites to help the transition to more sustainable energy sources. The whole nation is working to eliminate landfill by 2050. The Welsh Government has pledged to make Wales a Low Carbon Economy – to maximise energy and environmental investment and bring economic benefits to our businesses and communities. Our universities are creating centres of excellence, working with industry partners to develop new technologies and establishing Wales as a test-bed for innovative ideas in sustainability.

British Gas

British Gas, the UK's largest energy provider, supplies gas and electricity to 375,000 homes and 50,000 businesses in Wales. It employs more than 2,200 people in Wales – 1,300 at its award winning contact centre in Cardiff.

More than 600 British Gas engineers work across Wales, keeping homes warm and safe, and smart energy apprentices are trained at the British Gas Academy in Tredegar.

British Gas manages Nest – the Welsh Government scheme working to help reduce the number of households in fuel poverty and make Welsh homes warmer and more energy efficient through free home energy improvements, advice and support.





Pembroke Power Station, Europe's largest and most efficient combined cycle gas turbine.

Dŵr Cymru Welsh Water

Dŵr Cymru Welsh Water aims to provide over three million people with a reliable source of high quality tap water whilst also protecting public health and the environment in their care by removing wastewater safely and responsibly. With no shareholders, the Dŵr Cymru Welsh Water unique ownership model in the water industry in England and Wales enables all gains to go to its customers. Its work with key stakeholders, such as the Welsh Government, is crucial in helping the company to ensure that they maintain and improve their services both for today's customers and future generations.

RWE

RWE supplies electricity and energy services to over 130,000 households and 6,000 businesses across Wales, including major customers such as TATA steel and Dŵr Cymru Welsh Water. RWE recently invested over £3 billion in Wales to create a diverse portfolio of power generation. These include including the highly efficient coal fired power station at Aberthaw; Europe's largest, most efficient combined cycle gas power station at Pembroke; major off shore wind farms at Gwynt y Môr, Rhyl Flats and North Hoyle and also numerous on shore wind and hydro stations with many more in the development pipeline. In

total RWE has over 500 direct employees in Wales and a Welsh supply chain supporting many thousands of jobs.

RWE is committed to helping vulnerable customers manage their energy costs. It provides over £3 million for energy efficiency measures through the Welsh Government's Arbed initiative as well as helping a further 5,000 Welsh households install correct heating and insulation in their homes through the RWE Health Through Warmth Scheme.

SSE

SSE is a FTSE 100 company, employing 20,000 staff and investing £4m per day in the UK and Ireland's energy infrastructure. SSE is the largest generator of renewable energy in the UK, maintaining and operating energy network businesses, as well as providing industry-leading customer service through its retail arm. SSE has a proud history in Wales, serving over 1 million Welsh customers through the retail brand SWALEC. The Enterprise business provides comprehensive business-to-business support, including electricity, gas, contracting, and communications solutions. SSE has partnered with Welsh Government on a number of projects in recent years, from training to boost the skills of our 1,500 Wales-based staff, to energy efficiency projects which help customers save money and reduce CO₂ emissions.

Valero

Valero's Pembroke refinery is one of the leading employers in South Wales and is one of Europe's largest and most complex refineries. Valero Energy Ltd, a subsidiary of Valero Energy Corporation, markets fuel in the UK and Ireland under the Texaco brand. There are around 800 Texaco-branded service

stations in the UK and 230 Texaco-branded service stations in Ireland.

Valero Energy Corporation, through its subsidiaries, is an international manufacturer and marketer of transportation fuels, other petrochemical products and power. Valero subsidiaries employ approximately 10,000 people, and assets include 15 petroleum refineries with a combined throughput capacity of approximately 2.9 million barrels per day, 11 ethanol plants with a combined production capacity of 1.3 billion gallons per year, a 50-megawatt wind farm, and renewable diesel production from a joint venture. Through subsidiaries, Valero owns the general partner of Valero Energy Partners LP (NYSE: VLP), a midstream master limited partnership. Approximately 7,400 outlets carry the Valero, Diamond Shamrock, Shamrock and Beacon brands in the United States and the Caribbean; Ultramar in Canada; and Texaco in the United Kingdom and Ireland. Valero is a Fortune 500 company based in San Antonio, Texas.

Wales & West Utilities

Wales & West Utilities (WWU) manages and maintains the gas network throughout Wales and the south west of England. To make sure WWU delivers outstanding levels of gas safety, reliability and customer service, they continually look for ways to improve standards for the 7.5 million people they serve every day. A partnership with Welsh Government is helping WWU to develop relationships with a number of organisations so that they can deliver on this, offering customers sustainable energy both now and for the future.

This includes a focus on making energy more affordable. Last year WWU

connected 11,000 new homes to their gas network through the Warm Home Assistance scheme, offering savings of more than £500 a year in fuel bills.

Western Power Distribution

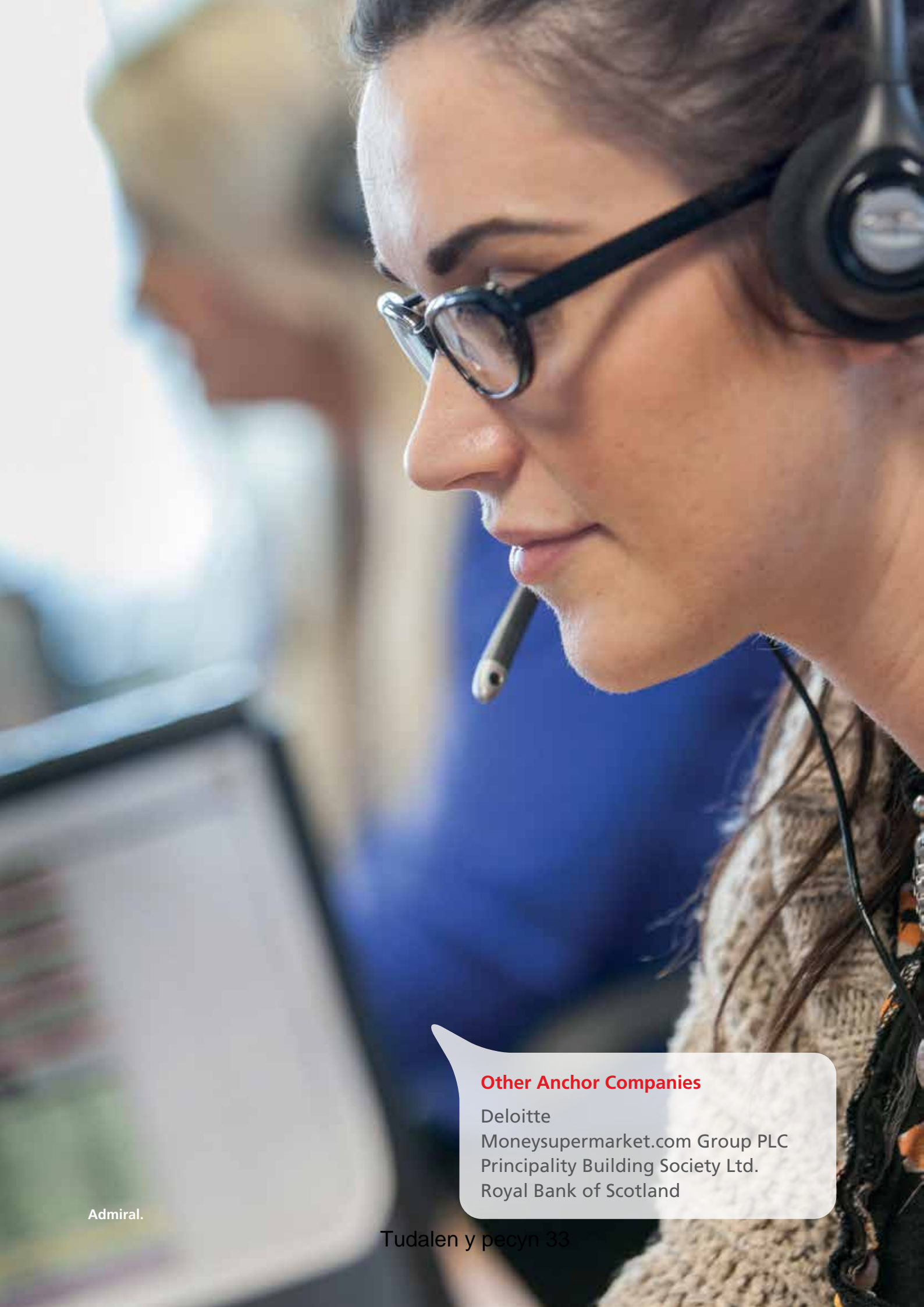
Western Power Distribution (WPD) is the electricity distribution business for South and West Wales, where over 900 staff serve around one million customers.

It is responsible for ensuring the power network of poles and pylons, cables, wires and substations – the infrastructure that we all rely upon to live our lives to the full – and delivers electricity to homes and businesses around-the-clock.

WPD invests many millions of pounds annually to operate and maintain its Welsh infrastructure effectively, while also actively pushing forward the boundaries of innovation as it strives to develop a network in harmony with a low carbon future.

To this end, initiatives like its South Wales Network Templates project are designed to help the UK power industry plan, develop and operate networks for the years ahead. The project has involved working closely with the Welsh Government and others, and it evaluated the impact of low carbon, demand-side technologies as they are connected to a low voltage network.

WPD is widely regarded as its industry's leader, particularly in terms of supply reliability and customer service excellence. Recognised for its efficiency, it is also the only UK gas or electricity distribution business to be fast-tracked through Ofgem's demanding regulatory business planning process.



Other Anchor Companies

Deloitte
Moneysupermarket.com Group PLC
Principality Building Society Ltd.
Royal Bank of Scotland

Financial & Professional Services

Wales' Financial Services sector has an impressive foundation in retail banking and general insurance. The growth in asset finance, wealth management, life insurance and pensions and advisory services has broadened the sector more recently.

The Professional Services sector includes Legal, Accountancy and Corporate Services. They are increasingly working in different ways to respond to regulatory and market changes through the deployment of advanced technological solutions.

This fast-growing sector already employs over 135,000 talented individuals in Wales, and is looking to increase this to 200,000 by 2021.

Admiral Group PLC

Admiral insurance came to Wales in 1993 and started without a customer base and just 57 staff. Working with the Welsh Government from the beginning, Admiral had no problem finding hard-working, enthusiastic people. Admiral's Group HR Manager Ceri Assiratti says this was a key factor "One of the reasons we're committed to Wales is the calibre of the staff. Where are we now? We've almost 3 million customers worldwide and 4,500 staff here in Wales." Admiral continues to find good people. A training programme, created in partnership with the Welsh Government, is equipping people with job-ready skills.

Deloitte

Deloitte is one of the world's largest professional services firms, providing audit, consulting, financial advisory, risk management, tax, and related services to clients across the globe. In Wales, the Cardiff office has been working with clients for over 100 years. More recently, Deloitte has started to centralise some of their core business functions in Cardiff alongside client facing teams. This proved very successful so Deloitte has replicated the business model to create other teams supporting other parts of the firm and clients. Deloitte in the UK has ambitious strategic growth plans and sees the expansion of operations in Cardiff as a key enabler for those plans. They have therefore formally established the Cardiff Delivery Centre which is expected to create several hundred new jobs. Most of these roles will be different from traditional graduate and accountancy pathways, enabling Deloitte to offer rewarding careers to people who might not otherwise have pursued opportunities with Deloitte. Why Cardiff and Wales? Ross Flanigan, Director in charge of Deloitte's Cardiff Delivery Centre says that mostly it is due to the



people here. “The local universities, business schools and further education establishments are prolific and there is a large network of businesses in the FS sector. Our experience is that we have access to a large, capable and loyal workforce who quite simply do a very good job for us, delivering high quality work. For our people, good transport links, the city infrastructure and quality of life locally make a difference. Support from the Welsh Government has helped us offer our colleagues extra training and qualifications, building their skills and the collective capability of the local workforce. Combine all this with the chance to work in a great environment with Deloitte, as part of a thriving team helping the best clients, and it all adds up to a pretty good outcome for us, our staff and for Wales.”

HSBC

HSBC is one of the largest and most trusted banking and financial service organisations in the world, with an international network extending to 9,500 offices in 85 countries and territories. Swansea is HSBC’s International Banking Centre, and services the bank’s Premier Customers

around the globe, as well as servicing the organisation’s UK Business Banking customers. It also houses a Complaints and an Advised Mortgage Department, and specialist teams assessing HSBC’s risk across its UK operations.

John Trace, Contact Centre Director at Swansea says “I have found the Welsh Government to be very proactive and positive in terms of keeping us in the loop on any new support initiatives and training opportunities open to us. I have worked in similar roles across the world, from India & Brunei in Asia, to The Netherlands & Eire in Europe, and all over the UK in terms of support and satisfaction, nothing beats Swansea”.

Lloyds Banking Group

Lloyds Banking Group is one of the UK’s largest financial services brands, and has a significant presence across Wales. One of the Group’s largest operations in the region is St William House in Cardiff, which houses staff from a variety of its brands including Consumer Finance, Corporate and Wealth and International. As a well established financial services base, Cardiff offers a rich source of talented and well trained individuals with strong sector experience.

Food & Farming

The Food and Farming sector encompasses producers, processors, retailers and consumers.

The food and drink supply chain is important to the Welsh economy in terms of employment, income and the contribution it makes to tourism.

'The Welsh Food and Drink Skills Project', conducted in collaboration with the Sector Skills Councils and industry partners, estimates that the supply chain makes up around 18% of the total Welsh workforce equating to around 230,000 people and 27,515 local business units.

Boparan Holdings Ltd

Boparan Holdings Ltd., the parent company for 2 Sisters Food Group Ltd., processes and supplies chicken products to the retail, food service and manufacturing sectors. Ranjit Singh, CEO, 2 Sisters Food Group said: "Our skilled workforce and specialist production sites in Wales are very important to 2 Sisters and we're proud to be a Welsh Anchor Company. Having a strong presence in Wales delivers a number of benefits for our business. We have poultry, red meat and ready meal sites, along with a strong agricultural base and all of this gives us a strategic foothold that strengthens the supply chain and supports our wider business in Wales and beyond. Welsh Anchor status has also helped

us invest in and develop our businesses in Wales when opportunities arise."

"Food is a priority for the Welsh Government and we are supporting the industry to develop and move in positive new directions, embracing technology and advancements in research and development to put Wales at the forefront of food production.

Towards Sustainable Growth – An Action Plan for the Food and Drinks Industry 2014-2020, aims to grow output for the industry by 30% and increase the profile and reputation of Welsh food and drink. The Welsh Government is committed to supporting the industry to take advantage of the natural and human resources that we have, with unrivalled business and technical support."

Edwina Hart MBE CStJ AM, Minister for Economy, Science and Transport

Anchor Companies

Boparan Holdings Ltd



Other Anchor Companies

British Telecommunications PLC
General Dynamics UK
IR Newport Ltd
Pure Wafer PLC
SPTS Technologies Ltd

Photography courtesy of IQE.

ICT

Some 25,000 people in Wales work in the ICT sector, contributing over £2 billion a year to the Welsh economy, with thousands more professionals performing technical roles within other sectors.

Every year, 3,500 graduates leave our eight universities and 16 FE Colleges with qualifications in Computer Science and other ICT-related disciplines. And the IT and Telecoms industry alone contributes in excess of £1.2 billion or 5% of the Welsh GVA.

Airbus Defence and Space

Airbus Defence and Space is a Division of Airbus Group formed by combining the business activities of Cassidian, Astrium and Airbus Military. The new Division is Europe's number one defence and space enterprise, the second largest space business worldwide, the second largest defence company in the UK and among the top ten global defence enterprises. It employs some 40,000 employees generating revenues of approximately €14 billion per year, with 4,500 highly skilled employees in the UK generating £1.2bn revenue per annum. It has a significant operation in Newport, south Wales, which manages the UK MoD's Defence Information Infrastructure (DII) global secure network to deliver network services to over 300,000 defence users world-wide. It also provides network security for the UK Houses of Parliament to protect against cyber attack.

CGI

CGI is the 5th largest independent IT Services company in the world and one of the largest ICT employers in Wales. CGI delivers a range of outsourcing, application services and infrastructure services to clients in the public and commercial sectors across the UK from South Wales.

CGI's Waterton based Service Desk is recognised for its extremely high levels of client service. It has received 5 star accreditation from the Service Desk Institute – the first 5 star to be awarded in the world. It was awarded Best Outsourced Contact Centre at the Welsh Contact Centre Forum Awards in 2014.

CGI's Welsh team is at the heart of delivering cutting edge services to their clients to help them become more efficient and focus on growing their businesses. This includes CGI's Secure Government Cloud and Commercial cloud services, the new Cyber Security Operations Centre and developing mobility solutions, healthcare and smart meter technology.

CGI has benefited from significant funding from the Welsh Government's

'Skills Growth Wales' programme to assist in the continued development of their highly skilled workforce, helping CGI to continue to grow its business in Wales.

IQE PLC

With manufacturing sites now also in the USA and Singapore, IQE first set up in Wales in 1988. Today, with a global customer base of chip manufacturers, its advanced semiconductor wafers end up in a range of high-end technical products including smartphones, tablets and lasers for DVD and Blu-ray players all over the world. IQE's product for inclusion in wireless components is world-leading, with around 60% of the global market.

Chris Meadows, IQE advises that Government support with establishing the Welsh site was key to choosing Cardiff as the company's UK location, but wasn't the only reason...

"Proximity to the universities – the chemistry and physics departments have a lot of technology relevant to IQE's work. Between 30% and 40% of our staff are graduates and about half of those have higher level degrees such as PhDs. There is also the infrastructure for exporting: being on the M4 corridor gives us good access to Heathrow which is still the major hub for distributing our products worldwide."

Sony UK Technology Centre

The Sony Centre initially specialised in colour television and cathode ray tube manufacturing before the rise in flat screen technology. Now, it has remodelled the entire business by embracing diversification and innovation. Sony has embraced four main activities at the UK Technology Centre in Pencoed; manufacturing broadcast equipment, third-party manufacturing, business incubation and product service.



Using its link to universities in south Wales, the business incubation centre offers graduates who are looking to start their own company a start up centre where Sony can share knowledge and support.

In 2013 Sony won the Best Factory Award. Managing Director, Steve Dalton, says: "We were overjoyed to win the Best Factory Award for 2013. It's fantastic to become the first Welsh organisation to have won the award as it demonstrates how we are excelling in our manufacturing techniques. As technology has changed, we've learned to diversify our manufacturing techniques too. Before, we were told what to make and when. Now, with the support of the Welsh Government, we have been able to expand our manufacturing into new markets and expand our operations at Pencoed to take on new clients. The support we have received, and continue to receive, from the Welsh Government is vital to us and is one of the key reasons why Wales is a great place to do business."

Life Sciences

Wales is the only nation with a £100m dedicated Life Sciences Fund plus world-leading academic expertise, a talent-drawing £50m initiative and a Life Sciences Hub based in Cardiff.

The Hub provides a central Government-backed resource for the whole sector in Wales, connecting commercial, academic, clinical and funding organisations. Our devolved National Health Service means that clinical trials here can access over 3 million people with a single, co-ordinated permissions process.

Welsh researchers are leading the world in areas including wound healing, stem cells, neurosciences, e-health, in vitro diagnostics, medical devices among others.

Behind every thriving Life Sciences sector there's always a strong academic network – collaborating, researching and training a new generation. Welsh universities are home to almost 160,000 students – 12,000 of these in Life Sciences – and participate in all kinds of research and technology projects. They have excellent knowledge transfer and commercialisation capabilities, and offer attractive partnering opportunities for Life Sciences businesses with potential to access considerable European funding.

GE Healthcare

GE Healthcare, a £10bn unit of General Electric, has its Life Sciences International Centre of Excellence for Consumables in south Wales, with a 430-strong workforce providing medical technologies and services used around the world. Its Cardiff location is the company's chosen international centre for ground-breaking work in stem cell technologies for new drug discovery.

The Consumables business, managed from Cardiff, also includes operations based in Kent, Germany and China. GE Healthcare has further strengthened its Cardiff facility through growth and with the relocation of some production from Oxfordshire and the US, plus some employees relocating from overseas.

One location had to be selected as GE Healthcare's global Consumables Centre of Excellence – and several factors led to that being Wales, with skills having the deciding vote.

Ortho Clinical Diagnostics (OCD)

Recent years have seen Ortho Clinical Diagnostics' flagship diagnostics centre in Pencoed, Bridgend becoming a key location within its global network.



Other Anchor Companies

Biomet UK Ltd

Norgine Ltd

Packaging Coordinators Inc

Siemens Healthcare Diagnostics

Products Ltd



Ortho Clinical Diagnostics' flagship diagnostics centre.

To help secure output growth of 80% since 2007, OCD has worked closely with the Welsh Government and has received advice, funding, and backing for skills development. The company's move to Pencoed from its previous Cardiff base in 2010 represented a major vote of confidence in Wales. OCD particularly valued the skills and commitment of its workforce and the highly productive working relationships it had forged with local universities.

The extraordinary reach of the Ortho Clinical Diagnostics is underlined by the fact that almost every blood transfusion in the world is touched in some way by one of its products. Its 'total solutions' help ensure that every patient receives blood that's safe.

Matthew West, General Manager UK Operations at OCD explains how important this relationship was when they needed to move site.

"In 2005 the decision was taken to invest in a new site. Locations were discussed across the globe, and many in the company were all for relocating abroad. However, our roots were in Wales and, when we considered the strong case put forward by the Welsh Government to stay, along with the knowledge and expertise of our staff and our links with local organisations, particularly Cardiff University, we decided our future lay in Wales. There is no doubt in my mind that the Welsh Government played a pivotal role in this decision – their support and enthusiasm was impressive."

Wales is already home to thriving global, international and national companies as well as a myriad of local innovators.

Our Anchor Companies include...



Success



TOYOTA MOTOR
MANUFACTURING (UK) LTD





For more information contact the
Welsh Government

Email: businesssupport@wales.gsi.gov.uk

Tel: +44 (0)3000 6 03000

Web: business.wales.gov.uk

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The National Library of Wales

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5th. February 2016

Dear Chair

National Assembly for Wales Public Accounts Committee Scrutiny of Accounts 2014-2015 Report

Thank you for the opportunity to respond to the Public Accounts Committee Scrutiny of Accounts 2014-2015 Report. The National Library always welcomes opportunities to review and discuss its important work for the people of Wales. In response to your acknowledgement of the good work being taken forward to implement the recommendations of the PwC Report (2015) in Recommendation 1, I am pleased to confirm that rapid progress has continued to be made. As the Committee is aware, a Task Force of Board members and senior staff reviewed all relevant policies and practices during 2015. Trades Union representatives were invited to comment on the revised policies. The Board of Trustees agreed the implementation of the strengthened policies at a Board meeting held on 6 November 2015. The Board will continue to monitor the effectiveness of the Library's work and has recently established a Governance and Performance Committee to support this aspect of its responsibilities.

In relation to Recommendations 2-4, the Board of Trustees identified at an early stage following the fire in April 2013 that any expenditure in pursuit of legal address needed to have a chance of success and financial return. As the Welsh Government requested that the Library investigate the options for legal action, guidance has been requested from Ministers regarding the pursuit of any further litigation to recover the costs of the fire. The arrangements regarding the Government Indemnity scheme are longstanding and we acknowledge that the Library is dependent on these arrangements for insurance purposes. The Board of Trustees has repeatedly sought further clarification from the Welsh Government regarding the scheme, however, ultimately this is an issue for the Welsh Government to consider in the broader context of its relationship with its sponsored bodies.

Finally, in response to Recommendation 5, the Library currently is operating a fully funded pension scheme, in sharp contrast to other similar organisations. The Board of Trustees regularly reviews the pension scheme and a separate Board of Pension Trustees provides oversight. The Library acknowledges the importance of the effective management of its resources in the current financial climate. The arrangements for severance are being actively reviewed by management and a commitment for management and Trades Union representatives to discuss existing arrangements formed part of the pay offer for 2015-2017 which was agreed in December 2015.

Once again, thank you for the opportunity to respond to the Committee's Report. Both the Board of Trustees and the Library's executive are fully committed to the task of ensuring that the National Library

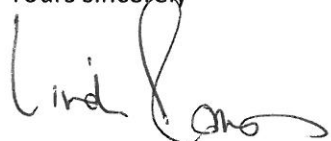


Rhif Elusen Gofrestredig 525775
Registered Charity Number 525775



of Wales has the wherewithal to continue to provide relevant, sustainable and exciting services for the people of Wales.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Linda Tomos', with a stylized flourish at the end.

Linda Tomos
National Librarian

National Assembly for Wales Public Accounts Committee

Scrutiny of Accounts 2014-15

February 2016

Amgueddfa Cymru's response to the Recommendations

Amgueddfa Cymru	Comment / Response
<p>Recommendation 6. The Committee notes that the National Museum's financial report includes seven high level indicators relating to a key objective from the Museum's "Vision Map". However, we are concerned that some of the performance targets are not sufficiently challenging particularly where targets have been lowered from last year. (Page 35)</p>	<p>Amgueddfa Cymru has a new 10 year Vision which includes strategic commitments and objectives. As part of producing Strategic and Operational Plans for 2016-17, targets will be reviewed and discussed with MALD our sponsor</p>
<p>Recommendation 7. Although we note the changes faced by the National Museum, and the impact these have had on performance, we recommend that the National Museum review these targets next year and set aspirational targets that are more challenging in order to drive forward improvement and change. (Page 35)</p>	<p>Amgueddfa Cymru is reviewing targets for 2016-17, with view to setting more challenging targets, as part of Operational Planning process.</p>
<p>Recommendation 8. The Committee acknowledges that consideration is being given by the National Museum to charging for specific services but we believe that any charges must not impact of this on the Welsh Government's policy on free admission to Museums in Wales. We accept and fully endorse the reassurances provided to us by witnesses that the National Museum will maintain its commitment to inclusion and diversity. We recommend that revenue should not replace income the Museum might lose in the form of grant aid from the Welsh Government and that there should be transparency regarding how it is used by the Museum. (Page 36)</p>	<p>Amgueddfa Cymru remains fully committed to free admissions to our museums, and our commitment to inclusion and diversity.</p> <p>Amgueddfa Cymru is actively exploring opportunities. Plans are in place to increase income generation through investment funding from an Invest to Save application.</p> <p>Amgueddfa Cymru has taken into account all revenue streams when setting budgets following requirements of Managing Welsh Public Money</p>

<p>Recommendation 9. The Committee notes the National Museum’s pension and severance scheme appears to be an outlier in relation to other Welsh public sector organisations. Setting this against the current pay dispute with the Museums lowest paid staff, the Committee are concerned about the negative impact this has had on the public’s perception of the National Museum particularly in light of recent pay outs to the Museum’s senior staff while there appear to be cuts in pay to the Museum’s lowest paid staff. We acknowledge the work being undertaken by the National Museum to resolve disputes over pay and to improve equal pay across the organisation. (Page 36)</p>	<p>Amgueddfa Cymru with agreement of Pension Trustess has taken action to greed to reduce the cost of severance.</p> <p>A new Severance Scheme has been developed. It has been agreed by Prospect Union, and discussions continue with PCS union with view to Making changes to the scheme.</p>
<p>Recommendation 10. The Committee are concerned about some of the issues raised in the National Museum’s staff survey particularly in terms of bullying and harassment and the overall low level of staff morale. However, the Committee welcomes the work being undertaken by the Museum’s senior management team to address these concerns and the seriousness with which these matters are being addressed. The Committee recommends that the Museum continue with this work and undertake a further staff survey at an appropriate time to assess whether the actions being taken are leading to improvement and to identify areas if and where further improvement is required. (Page 36)</p>	<p>Amgueddfa Cymru will continue its work to address the findings of the staff survey. The full staff survey along with a detailed action plan was published to all staff. Implementation will be monitored by Senior Management Team, Staff Forum and Performance Review Committee on behalf of the Board.</p> <p>A further staff survey will be undertaken in 2017.</p>



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21 Ionawr 2016

Annwyl Darren

Craffu ar Gyfrifon 2014-15: Adroddiad y Pwyllgor Cyfrifon Cyhoeddus

Rwy'n ysgrifennu mewn ymateb i'r adroddiad, Craffu ar Gyfrifon 2014-15, gan y Pwyllgor Cyfrifon Cyhoeddus. Hoffwn ddiolch i'r Pwyllgor am eu sylwadau cadarnhaol, yn enwedig am gydnabod y modd rydym wedi gwella'n Hadroddiad Blynyddol a'n Cyfrifon. Byddwn yn parhau i ddatblygu ein dull o weithredu i gyflawni'n nod o sicrhau hygyrchedd cyhoeddus a thryloywder.

Hoffwn fanteisio ar y cyfle hwn hefyd i sicrhau'r Pwyllgor ein bod mor ymrwymedig ag erioed i ddarparu sicrwydd drwy waith craffu ac archwilio allanol yn ogystal â drwy'n fframwaith llywodraethu mewnol. Mae'r gwaith hwn yn hanfodol os ydym am fod yn hyderus ein bod yn defnyddio adnoddau'n effeithlon, yn economaidd ac yn effeithiol wrth ddarparu ein gwasanaethau i'r Cynulliad. Mae pob un o argymhellion eich Pwyllgor yn ymwneud â'r Comisiwn yn cael sylw llawn yn yr Atodiad amgaeedig.

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Os hoffech ragor o wybodaeth am unrhyw fater, mae croeso ichi gysylltu â mi.

Yn gywir

A handwritten signature in black ink that reads "David Melding". The signature is written in a cursive style with a long, sweeping tail on the final letter.

David Melding AC
Y Dirprwy Lywydd

cc Y Fonesig Rosemary Butler AC, y Llywydd
Peter Black AC, Comisiynydd y Cynulliad
Angela Burns AC, Comisiynydd y Cynulliad
Sandy Mewies AC, Comisiynydd y Cynulliad
Rhodri Glyn Thomas AC, Comisiynydd y Cynulliad
Claire Clancy, Prif Weithredwr a Chlerc y Cynulliad
Nicola Callow, Cyfarwyddwr Cyllid

Argymhelliad 11

Mae'r Pwyllgor yn falch o weld rhai o'r newidiadau a wnaeth Comisiwn y Cynulliad i ddiwyg ei ddogfennau cyfrifon er mwyn gwella hygyrchedd a thryloywder i'r cyhoedd. Mae'r Pwyllgor yn croesawu defnyddio system goleuadau traffig i ddangos perfformiad ar yr olwg gyntaf a defnyddio hysbysluniau a 'digestible pieces of information'. Serch hynny, rydym yn argymhell y dylai Comisiwn y Cynulliad ystyried cynnwys dogfen grynodeb fel rhan o gyflwyno'i gyfrifon yn y dyfodol.

Rydym yn ymfalchïo yn ein gwaith yn y Cynulliad, ac mae ein hadroddiad blynyddol yn amlinellu ein cynnydd o ran cyflawni blaenoriaethau'r Comisiwn. Mae Adroddiad Blynyddol a Chyfrifon cynhwysfawr, ynghyd â dogfen gyllideb flynyddol ac adroddiadau ar fesurau perfformiad corfforaethol, yn dangos yr hyn rydym yn ei gyflawni. Rydym yn gwneud pob ymdrech i fod mor dryloyw ac mor glir â phosibl.

Mae manteision sylweddol ynghlwm wrth gynhyrchu dogfen gryno ar wahân, a hynny er mwyn i ddefnyddwyr fedru deall gwaith y Comisiwn, ei gynlluniau at y dyfodol a'i gyllid, heb iddynt orfod mynd drwy'r adroddiad blynyddol a'r cyfrifon cyfan. Byddai gwneud hynny'n cyd-fynd â'r dogfennau ychwanegol y byddwn yn eu cynhyrchu ar wahân, er enghraifft, ym maes cynaliadwyedd, cydraddoldeb, ieithoedd swyddogol, a'r gyllideb flynyddol.

Yn unol â chanllawiau diweddaraf Trysorlys ei Mawrhydi ar symleiddio adroddiadau a chyfrifon (mae rhagor o wybodaeth yn Argymhelliad 12) bydd tair rhan i Adroddiad Blynyddol a Chyfrifon 2015-16, sef:

- Adroddiad perfformiad;
- Adroddiad atebolrwydd; a
- Datganiad Ariannol.

Yn benodol, bydd yr adroddiad perfformiad yn crynhoi'r hyn rydym wedi'i gyflawni a'n gweithgareddau, y risgiau a'r problemau rydym wedi'u hwynebu, crynodeb o'n perfformiad ynghyd â dadansoddiad manylach, gan gynnwys ein dangosyddion perfformiad corfforaethol. Byddwn yn cynnwys hysbysluniau gwell a negeseuon allweddol yn y rhan gyntaf o'r Adroddiad Blynyddol a'r Cyfrifon a byddwn yn ei chyhoeddi fel dogfen gryno, i roi crynodeb o'n gwaith yn ystod y flwyddyn.

Argymhelliad 12

Mae'r Pwyllgor yn croesawu'r gwaith sy'n cael ei wneud gan Gomisiwn y Cynulliad i ateb gofynion y Trysorlys o ran sicrhau bod adroddiadau'n symlach ac yn fwy tryloyw. Mae'r Pwyllgor yn argymhell y dylai'r gwaith hwn gael ei adolygu a'i fonitro'n agos i sicrhau bod yr amcanion hyn yn cael eu bodloni

Mae Adroddiad Blynyddol a Chyfrifon y Comisiwn yn rhan bwysig o'r broses lywodraethu ac o'n hatebolrwydd, ac mae hefyd yn ffordd allweddol o roi gwybodaeth am waith y Comisiwn a'r Cynulliad. Bob blwyddyn, byddwn yn ceisio cynhyrchu adroddiad mwy clir a thryloyw.

Yn ystod 2015-16, byddwn yn ystyried canllawiau newydd Trysorlys ei Mawrhydi (gweler ein hymateb i Argymhelliad 11). Byddwn yn monitro ac yn adolygu'n ofalus y gwaith o newid fformat yr Adroddiad Blynyddol a'r Cyfrifon. Bydd Pwyllgor Archwilio a Sicrwydd Risg y Comisiwn (ACARAC) yn rhan o'r broses hon, ynghyd â Swyddfa Archwilio Cymru sy'n adolygu'r drafft fel rhan o'r gwaith archwilio dros dro a gynhelir ym mis Ionawr 2016. Bydd unrhyw awgrymiadau ar gyfer gwella'r gwaith dros dro hwn yn cael eu hystyried wrth baratoi'r Adroddiad Blynyddol a'r Cyfrifon terfynol ar gyfer y flwyddyn a ddaw i ben ar 31 Mawrth 2016.

Argymhelliad 13

Ystyriodd y Pwyllgor bryderon a godwyd ynghylch hygyrchedd gwefan y Cynulliad, yn arbennig o gofio pwysigrwydd gwybodaeth ar-lein o ran ymgysylltu â'r cyhoedd. Mae'r Pwyllgor yn croesawu ymrwymiad Comisiwn y Cynulliad i fynd i'r afael â'r mater hwn ac mae'n argymhell y dylai'r gwaith hwn gael ei wneud ar fyrder i sicrhau bod gwefan y Cynulliad mor hwylus a hygyrch â phosibl i'r defnyddiwr.

Rydym am gael ein cydnabod fel senedd sy'n agored a hygyrch, a senedd y mae'n hawdd ymgysylltu â hi. Mae'r wefan yn rhan bwysig o hynny, ac mae'r Comisiwn wedi ymrwymo i sicrhau bod y wefan yn darparu'r hyn sydd ei angen ar yr Aelodau a'r cyhoedd.

Mae'r Comisiwn yn cynnal adolygiad eang o'r wefan ac mae wedi cwblhau'r cam cyntaf gan ddarparu system rheoli cynnwys newydd i roi gwybodaeth ac i'w gwneud yn haws chwilio am wybodaeth.

Yn ystod y cyfnod presennol o newidiadau, a ddaw i ben fis Mai 2016, byddwn yn gwella'r wefan ymhellach drwy ddatblygu:

- hafan newydd, mwy deinamig, lle y bydd yn haws gweld y newyddion diweddaraf, busnes y Cynulliad a gwybodaeth amserol;
- y gallu i lywio'n haws o'r hafan at wybodaeth sy'n cael ei darllen yn rheolaidd am waith y Cynulliad a'i Aelodau;
- fideos a delweddau gwell, sy'n haws eu gweld;
- newidiadau eraill i'w gwneud yn haws chwilio am wybodaeth yn gyffredinol;
- data a gwybodaeth ar-lein sy'n haws eu defnyddio; a
- gwybodaeth fwy penodol am waith yr Aelodau.

Rydym hefyd yn bwriadu gwneud newidiadau sefydliadol i'r modd rydym yn cyhoeddi ein gwybodaeth ar-lein, yn ogystal â newid sut y mae'r data'n cael ei gadw. Mae hyn yn ymrwymiad sylweddol i'r Comisiwn, ond mae'r gwaith cynllunio'n mynd rhagddo. Ein nod yw trawsnewid y modd rydym yn cynhyrchu, yn defnyddio ac yn cyflwyno'r holl wybodaeth am y Cynulliad a'r gwasanaethau sydd ynghlwm wrtho, gan ganolbwyntio'n bendant ar yr hyn sydd ei angen ar ein cwsmeriaid – a sicrhau bod pawb yng Nghymru yn gallu gweld ac ymgysylltu â gwybodaeth seneddol ddibynadwy pryd bynnag, sut bynnag a lle bynnag y mynnant.

Penderfynwyd datblygu rhaglen trawsnewid digidol ar gyfer gwasanaethau busnes y Cynulliad er mwyn ymateb i ddisgwyliadau ein cwsmeriaid ac addasu i heriau byd sy'n newid yn gyflym:

- Disgwylir y bydd y pwysau ar Aelodau ac ar ein gwasanaethau'n parhau i gynyddu yn ystod y Cynulliad nesaf;
- Mae disgwyliadau pobl o ran eu profiadau digidol yn eu bywydau bob dydd yn cynyddu'n gyflym;
- Mae'r modd y mae pobl yn ymgysylltu â'r amgylchedd gwleidyddol yn newid, ac maent yn disgwyl i wybodaeth fod yn dryloyw ac yn hygyrch;
- Er bod engreifftiau o arfer da, mae gwybodaeth ddigidol y Cynulliad yn anghyson ac yn annigonol.

Rydym o'r farn:

- Bod posibilrwydd y gallai'r rhaglen trawsnewid digidol fod yn allweddol i'r broses o gyflawni nodau strategol y Cynulliad: er mwyn darparu gwasanaethau rhagorol ac ymgysylltiad democrataidd, bydd angen cynyddol i sicrhau rhagoriaeth ym maes rheoli gwybodaeth a systemau digidol;
- Bod posibilrwydd y gallai gwybodaeth ddigidol arwain at Wasanaethau Busnes mwy effeithlon sy'n cynnig mwy o werth am arian;

- Bod gennym farn uchelgeisiol, glir a chyffredin am yr hyn y byddwn yn ei ystyried yn llwyddiant.

Gall rhaglen trawsnewid digidol arwain at nifer o fuddion pwysig i Aelodau'r Cynulliad, pobl Cymru a staff y Cynulliad, a'n galluogi i ymateb yn effeithiol i'r heriau a wynebwn. Dylai'n sicr drawsnewid y modd rydym yn ymgysylltu â'r cyhoedd ar-lein.

Argymhelliad 14

Hoeliodd y Pwyllgor sylw ar ei bryderon blaenorol ynghylch uchelgais parhaus Comisiwn y Cynulliad i wario bob amser hyd at o fewn un y cant o'r gyllideb. Aeth y Pwyllgor ar drywydd y mater hwn eto a chlywodd yr esboniad ar gyfer yr ymagwedd hon gan Brif Weithredwr Comisiwn y Cynulliad. Mae'r Pwyllgor yn nodi bod yr ymagwedd hon yn parhau ond nid yw wedi'i argyhoeddi bod yr ymagwedd yn sicrhau'r effeithlonrwydd mwyaf posibl o ran defnyddio adnoddau. Mae'r Pwyllgor yn argymhell y dylai Comisiwn y Cynulliad fonitro'r ymagwedd hon yn ofalus, a lle gwelir diffyg effeithlonrwydd arwyddocaol y dylai'r adnoddau hyn gael eu dychwelyd i'r pwrs cyhoeddus.

Mae gennym ninnau'r un nod â'r PAC, sef sicrhau bod y Comisiwn yn cyflawni gwasanaeth o safon sy'n rhoi'r gwerth gorau bosibl i'r pwrs cyhoeddus. Rydym yn sicrhau bod hyn yn digwydd drwy baratoi cyllideb arbenigol, drylwyr a thryloyw, fframwaith llywodraethu cynhwysfawr ac adroddiadau ariannol rheolaidd. Mae'r rhain i gyd yn mynd drwy'r broses craffu. Rydym yn credu bod ein dulliau o weithredu'n sicrhau gwerth i'r trethdalwr mewn ffordd agored ac effeithiol.

Dim ond un ffordd o fesur a ydym yn rheoli ein busnes yn effeithiol ac yn cyflawni'r hyn y dywedwn y byddwn yn ei wneud yw'r targed o 1%. Gellir ein barnu'n ôl y wybodaeth gynhwysfawr a ddarparwn ar gyfer cyfres lawn o fesurau. Byddwn yn monitro cynnydd yn ôl y mesurau perfformiad hyn ac yn cyflwyno adroddiadau cynnydd arnynt yn rheolaidd.

Gallwn ddangos bod pob agwedd ar berfformiad ariannol yn destun gwaith craffu sylweddol. Er enghraifft, yn ogystal â'r Pwyllgor Cyfrifon Cyhoeddus, bydd y Pwyllgor Cyllid, Pwyllgor Archwilio a Sicrwydd Cyhoeddus y Comisiwn, cynghorwyr annibynnol y Comisiwn a Swyddfa Archwilio Cymru yn craffu ar yr Adroddiad Blyneddol a'r Cyfrifon. Mae'r holl elfennau hyn yn rhoi sicrwydd ein bod yn defnyddio adnoddau'n effeithlon, yn ddarbodus ac yn effeithiol, gan gydymffurfio'n llawn â'r arfer gorau a nodir yng nghanllawiau Trysorlys ei Mawrhydi.

Yn ystod y flwyddyn, bydd penderfyniadau gwariant yn cael eu gwneud gan Fwrdd Buddsoddi ac Adnoddau'r Comisiwn (IBR), sy'n gyfrifol am sicrhau bod cyllidebau'r Comisiwn yn cael eu defnyddio mor effeithiol â phosibl i roi blaenoriaethau'r Comisiwn ar waith a sicrhau gwerth am arian. Os bydd y Bwrdd Buddsoddi ac Adnoddau'n penderfynu bod gan y Comisiwn arian dros ben, caiff ei ddychwelyd i floc Cymru drwy gyfrwng cyllideb atodol.

Argymhelliad 15

Bu'r Pwyllgor yn trafod ymagwedd Comisiwn y Cynulliad at staffio ac er bod absenoldeb salwch y staff yn is na chyfartaledd y sector cyhoeddus yr ydym yn pryderu bod y lefelau yn uwch na tharged Comisiwn y Cynulliad. Rydym yn nodi siom Comisiwn y Cynulliad ynglŷn â'r ffigurau hyn ond yn croesawu'r ffaith bod partneriaid busnes adnoddau dynol wedi'u cyflwyno i weithio gyda rheolwyr llinell i wella'r rheolaeth ar absenoldeb. Mae'r Pwyllgor yn argymhell y dylai lefelau absenoldeb oherwydd salwch barhau i gael eu monitro'n ofalus i sicrhau bod y camau sy'n cael eu cymryd yn cael effaith gadarnhaol ac i nodi ble y gall fod angen rhagor o waith.

Mae'r camau a gymerwyd i wella prosesau, yn enwedig y penderfyniad i gyflwyno partneriaid busnes Adnoddau Dynol strategol, yn golygu ein bod yn awr mewn sefyllfa well i ddeall y rhesymau dros absenoldeb tymhorol. Rydym hefyd wedi cyflwyno proses i ailedrych ar ffigurau'r chwarter blaenorol er mwyn sicrhau bod hysbysiadau ôl-weithredol o absenoldeb newydd neu absenoldeb a ddaeth i ben yn cael eu hadlewyrchu.

Ar ôl adolygu a gwella prosesau, cawsom wybod y rhesymau amrywiol dros absenoldebau oherwydd salwch ers mis Ionawr 2015. Un o'r pryderon a nodwyd oedd cynnydd yn y nifer sy'n ymwneud â straen a phryder. Gallwn briodoli cyfran o'r absenoldebau hyn i ddulliau rhagweithiol o reoli staff sy'n tanberfformio, ynghyd ag achosion cysylltiedig yn ymwneud â chwynion a disgyblu. Er bod trefniadau ar waith i gefnogi'r gweithwyr dan sylw, teimlai rhai na allent ddod i'r gwaith gan briodoli eu habsenoldeb i straen a phryder. Mae'r adran Adnoddau Dynol wedi cymryd camau i weithio gyda'r unigolion hyn.

Mae'r adolygiad hefyd wedi codi'n hymwybyddiaeth o gyfrifoldebau gofalu rhai o'n staff, yn enwedig sefyllfa anodd y rhai sy'n gofalu am berthnasau oedrannus. Weithiau, bydd staff yn ei chael yn anodd rheoli eu bywyd yn y cartref a'r gwaith, a gall hyn effeithio ar eu hiechyd. Rydym yn gwybod bod nifer o'n gweithwyr wedi priodoli eu habsenoldeb i straen a phryder oherwydd pwysau gofalu ac mae hyn hefyd wedi cyfrannu at y cynnydd yn y

cyfraddau absenoldeb ers mis Ionawr 2015. O ganlyniad, rydym yn ailystyried y cymorth sydd ar gael. Mae hyn yn ategu ymhellach y gwaith sy'n mynd rhagddo ar y Rhaglen Rheoli Iechyd Meddwl, sydd bellach yn cynnwys cyrsiau cymorth cyntaf iechyd meddwl a digwyddiadau iechyd a llesiant cysylltiedig â straen.

Mae lefelau absenoldeb oherwydd salwch yn parhau i gael ei fonitro'n ofalus i sicrhau bod y camau a gymerir yn gwella'r sefyllfa ac i nodi lle y mae angen gwneud rhagor.

Argymhelliad 16

Wrth roi tystiolaeth lafar, dywedodd Comisiwn y Cynulliad wrth y Pwyllgor nad oedd cynlluniau i redeg cynllun dileu swyddi, er ein bod yn deall nad oedd y posibilrwydd o redeg cynllun yn y dyfodol wedi'i ddiystyru. Mewn llythyr pellach at y Pwyllgor, cawsom wybod y bydd Comisiwn y Cynulliad yn rhedeg cynllun dileu swyddi yn ystod y flwyddyn ariannol hon. Mae'r Pwyllgor yn croesawu'r sicrwydd a roddwyd iddo o ran y gwaith sydd wedi'i wneud i ystyried a oes angen cynllun a beth fydd diben y cynllun. Mae'r Pwyllgor yn argymhell y dylid rhoi'r newyddion diweddaraf iddo erbyn haf 2016 am gynnydd y cynllun a rhagor o fanylion am sut mae'r paratodau at y cynllun wedi cymryd i ystyriaeth yr argymhellion a ddeilliodd o adolygiad Archwilwyr Mewnol Comisiwn y Cynulliad o'i gynlluniau blaenorol ac o'r astudiaeth Gwerth am Arian a gynhaliwyd gan Swyddfa Archwilio Cymru o gynlluniau dileu swyddi.

Pan oedd y Comisiwn yn darparu tystiolaeth i'r Pwyllgor Cyfrifon Cyhoeddus ym mis Medi, nid oedd unrhyw gynlluniau i gyflwyno cynllun ymadael gwirfoddol. Yna, penderfynodd y Swyddog Cyfrifyddu a'r Bwrdd Buddsoddi ac Adnoddau gyflwyno cynllun ymadael gwirfoddol ac ysgrifennwyd at y Pwyllgor Cyllid a'r Pwyllgor Cyfrifon Cyhoeddus ym mis Tachwedd 2015, yn nodi ein bwriad i wneud hynny.

Mae'r cynllun ymadael gwirfoddol yn adeiladu ar ein cynlluniau i feithrin gallu er mwyn sicrhau bod Comisiwn y Cynulliad mewn sefyllfa gref i ddiwallu anghenion y Pumed Cynulliad. Bydd y cynllun yn caniatáu i'r Comisiwn ymateb i newidiadau yn y sgiliau sydd eu hangen, yn hwyluso newidiadau sefydliadol, yn gwella effeithiolrwydd y gweithlu ac yn sicrhau arbedion hirdymor lle y bo'n bosibl.

Byddwn yn sicrhau bod holl argymhellion yr archwiliadau blaenorol yn cael eu hystyried. Mae'r rhain yn cynnwys argymhellion y Pennaeth Archwilio Mewnol yn ei archwiliad o gynlluniau ymadael gwirfoddol 2010 a 2012 a'r

argymhellion yn adroddiad Archwilydd Cyffredinol Cymru ar 'Reoli cynlluniau ymadael yn gynnar cyrff cyhoeddus Cymru', a gyhoeddwyd ym mis Chwefror 2015. Bydd Pwyllgor Archwilio a Sicrwydd Risg y Comisiwn yn cael adroddiad llawn ar hynt y cynllun.

Daw'r cynllun i ben ym mis Mawrth 2016 ac, wrth gwrs, bydd y Comisiwn yn rhoi'r wybodaeth ddiweddaraf i'w Pwyllgor. Bydd hefyd yn datgelu gwybodaeth yn yr Adroddiad Blynyddol a'r Cyfrifon i fodloni safonau cyfrifyddu ac i sicrhau tryloywder yn y modd rydym yn defnyddio arian cyhoeddus.

Argymhelliad 17

Ystyriodd y Pwyllgor y digwyddiad twyll a ddigwyddodd yn 2013-14 a'r effaith ddilynol a gafodd ar gyfrifon 2014-15 ac yn benodol colled o £29,000 yn 2013-14 a £71,000 yn 2013-14. Mae'r Pwyllgor yn siomedig mai swm bach yn unig o'r colledion hyn a all gael ei adennill ac mae'n dal yn bryderus nad oedd y prosesau a oedd ar waith ar y pryd yn ddigon cadarn i atal y twyll rhag digwydd. Roedd y Pwyllgor yn arbennig o bryderus ei bod wedi cymryd cyfnod o dri mis cyn i'r twyll gael ei ganfod. Er hynny, rydym yn nodi'r camau a gymerwyd gan Gomisiwn y Cynulliad i gryfhau ei reolaethau o ran cofnodi a dilysu data ei gyflenwyr. Mae'r Pwyllgor yn argymhell y dylai Comisiwn y Cynulliad fynd ati'n rheolaidd i fonitro ac adolygu ei reolaethau yn y maes hwn i sicrhau bod mesurau rheoli o'r fath yn dal yn gadarn. Rydym yn argymhell parhau i gyfathrebu â sefydliadau eraill yn y sector cyhoeddus i sicrhau bod gwybodaeth ac arferion da yn cael eu rheoli i helpu i atal digwyddiadau twyll rhag digwydd yn y dyfodol.

Sicrwydd

Cyn gynted ag y daeth yr achos o dwyll i'r amlwg ym mis Mai 2014, aethom ati i gryfhau ein prosesau a'r amgylchedd rheoli. Mae'r gwiriadau ychwanegol hyn wedi'u hadolygu gan y timau archwilio allanol a mewnol a chadarnhawyd eu bod yn gadarn ac yn addas i'r diben.

Bydd y Comisiwn hefyd yn mynd ati'n rheolaidd i fonitro ei systemau rheoli cyllid allweddol, ac yn parhau i ddod o hyd i ffyrdd o wella prosesau rheoli cyllid a datblygu arfer gorau drwy'r sefydliad, gan gynnwys brwydro yn erbyn twyll. Mae'r gwasanaeth archwilio mewnol a Swyddfa Archwilio Cymru yn rhoi sicrwydd bod ein prosesau yn parhau i fod yn addas i'r diben. Roedd y sicrwydd diweddaraf a gawsom (Ionawr 2016) yn cynnwys systemau rheoli cyllid allweddol. TIAA gynhaliodd yr archwiliad a rhoddodd y sgôr archwilio uchaf inni. Mae archwiliad blynyddol arferol o ddata ym mynd rhagddo

hefyd. Fel y nodir isod, caiff pob rhan o'r sefydliad wybod am unrhyw welliannau sy'n deillio o'r gwaith monitro hwn i sicrhau eu bod yn effeithiol.

Cyfathrebu

Mae'r Pennaeth Archwilio Mewnol yn perthyn i Fforwm Archwilio Mewnol PwC (PricewaterhouseCoopers) Cymru a Gorllewin Lloegr. Ers mis Medi 2015, mae hyn yn caniatáu iddo fanteisio ar wasanaethau Academi Twyll PwC gan gynnwys arbenigwyr sydd â gwybodaeth am risgiau a thwyll, llygredigaeth a gonestrwydd. Yna, caiff gwybodaeth ei rhannu'n ehangach â chydweithwyr y Comisiwn. Bydd hefyd yn cyfarfod â'r swyddogion cyfatebol yn neddfwrfeydd eraill y DU a fforymau seneddol ac yn trafod twyll yn rheolaidd yn eu cyfarfodydd bob chwe mis.

Yn ystod 2014-15, roedd y Pennaeth Archwilio Mewnol yn bresennol mewn cyfres o gyfarfodydd tîm drwy Gomisiwn y Cynulliad i godi ymwybyddiaeth o'u dyletswyddau mewn perthynas â llywodraethu da, gan gynnwys y cyfrifoldeb i fod yn effro i achosion posibl o dwyll. Bydd aelod o'r tîm Llywodraethu ac Archwilio hefyd yn rhoi cyflwyniadau fel rhan o raglen gynefino newydd-ddyfodiad, sy'n cynnwys adran ar bwysigrwydd codi ymwybyddiaeth o dwyll. Caiff bwletinau'n ymdrin â thwyll eu postio ar y fewnrwyd yn rheolaidd i atgoffa pawb o'r bygythiadau ac i danlinellu bod angen i staff barhau i fod yn effro i dwyll.

Ym mis Tachwedd 2014, cynhaliodd ACARAC adolygiad o'r gwaith a wnaeth y Pennaeth Archwilio Mewnol i ddiweddarau'r Cynllun Ymateb i Dwyll. Mae'r cynllun hwn yn nodi sut y dylai staff ymateb yn gyflym i unrhyw ymgais i dwyllo neu o unrhyw fygythiad canfyddedig o dwyll.

Ym mis Ionawr 2016, cyflwynwyd cwrs gan TIAA, ein partneriaid Archwilio Mewnol, i godi ymwybyddiaeth aelodau o'r tîm Gwasanaethau Ariannol o dwyll. Mae'r hyfforddiant ar gael i aelodau eraill y Comisiwn ar fewnrwyd y staff. Ategir hyn ymhellach gan fwletinau a chanllawiau perthnasol i helpu staff ym mhob rhan o'r Comisiwn i drin ymholiadau mewn ffordd sy'n lleihau'r risg o dwyll.

Mae gan y Comisiwn berthynas waith adeiladol â Swyddfa Archwilio Cymru (WAO), sy'n goruchwyllo holl sector cyhoeddus Cymru. Bydd Swyddfa Archwilio Cymru yn anfon gwybodaeth a sylwadau'n achlysurol at y Comisiwn. Mae gan y gwasanaeth Archwilio Mewnol ac Allanol brotocol gweithio ar y cyd ar waith hefyd a gymeradwywyd gan Bwyllgor Archwilio a Sicrwydd Risg y Comisiwn. Mae'r Pwyllgor hwn yn annog Swyddfa Archwilio Cymru a'r gwasanaeth archwilio mewnol i barhau i gydweithio'n agos i godi ymwybyddiaeth o dwyll.

Public Accounts Committee

Scrutiny of Accounts 2014-15

Sport Wales's response to Recommendation 18

R18: The Committee welcomes the work being undertaken to achieve this and recommend that Sport Wales maintains its commitment to improving the diversity of its board and achieve its target of a 50:50 gender ratio balance by 2020.

Response: As noted in our letter of 19 October 2015, we have already surpassed this target as the gender ratio balance at the time of giving evidence was 57% female.

Extract from letter of 19 October 2015

Sport Wales have been proactive in this area, not to meet any target but because we recognise we have a duty to reflect the communities we represent. Our current board is 57% female and 15% BME, so progress has been made, but there is much more to do throughout the sector.

Sir Derek Jones KCB
Ysgrifennydd Parhaol
Permanent Secretary



Llywodraeth Cymru
Welsh Government

Darren Millar
Chair of the Public Accounts Committee
National Assembly for Wales
Cardiff Bay
CF99 1NA

2nd February 2016

Dear Darren,

Public Accounts Committee Report on the Scrutiny of Accounts 2014-15

Response to the report

Please find enclosed a copy of the response to the above report which will be laid before the Table Office.

I would like to thank you and the Committee for the careful and considered way in which you undertook the investigation and produced the report.

Yours,
Derek



Ymateb i Adroddiad Pwyllgor Cyfrifon Cyhoeddus Cynulliad Cenedlaethol Cymru ar Graffu ar Gyfrifon 2014-15

Rwyf yn croesawu canfyddiadau'r adroddiad ac yn cynnig yr ymatebion canlynol i'r pum argymhelliad sy'n berthnasol i Gyfrifon Llywodraeth Cymru ar gyfer 2014-15.

Argymhelliad 21. *Wrth fynd ar drywydd ei argymhelliad yn ei waith craffu ar gyfrifon 2013-14, ystyriodd y Pwyllgor ymagwedd Llywodraeth Cymru at wella cyflwyniad ei chyfrifon i sicrhau bod gwybodaeth yn ddealladwy yn rhwydd ac yn hwylus i'r cyhoedd. Mae'r Pwyllgor yn nodi bod Llywodraeth Cymru heb wneud unrhyw newidiadau mawr eto yng nghyflwyniad ei chyfrifon ond mae'n nodi ei bwriad i wireddu ei hymrwymiad i wneud hynny. Mae'r Pwyllgor yn argymhell y dylai Llywodraeth Cymru ganolbwyntio ar symleiddio'i chyfrifon er mwyn gwireddu ei hymrwymiad i lunio set symlach o gyfrifon gyda naratif cryfach erbyn y cyfnod cyfrifyddu nesaf. Mae'r Pwyllgor yn disgwyl gweld newidiadau arwyddocaol yn deillio o brosiect mireinio Llywodraeth Cymru ac mae'n argymhell bod angen mwy o fanylion, mewn Atodiadau os oes angen hynny, yn y cyfrifon ynghylch dadansoddi gwariant ac y dylai'r cyfrifon yn y dyfodol gynnwys mwy o fanylion am y grantiau a ddyfarnwyd gan Lywodraeth Cymru o dan wariant rhaglenni. (Tudalen 70)*

Mae Llywodraeth Cymru yn parhau i ymrwymo i lunio cyfrifon symlach a mwy cryno yn unol â'r canllawiau cyfrifyddu newydd a gyhoeddwyd ym mis Rhagfyr 2015 gan Drysorlys Ei Mawrhydi. Mae hefyd yn gweithio'n agos gyda Swyddfa Archwilio Cymru i gytuno ar y newidiadau angenrheidiol, a'u cyflawni. Mae Llywodraeth Cymru yn llunio Adroddiad Grantiau blynyddol sy'n cynnwys manylion sylweddol ynghylch y grantiau sydd wedi'u dyfarnu. Bydd dolenni i'r adroddiad hwn yn y dyfodol yn cael eu cynnwys yn y Cyfrifon Blynyddol.

Argymhelliad 22. *O ran gwella hwylustod i'r cyhoedd a thryloywder cyfrifon Llywodraeth Cymru, mae'r Pwyllgor yn argymhell y dylai Llywodraeth Cymru ystyried ychwanegu dolenni at ei dogfennau cyfrifon ar-lein sy'n dangos llif yr arian oddi wrth Lywodraeth Cymru i sefydliadau eraill yn y sector cyhoeddus er mwyn i'r cyhoedd allu 'dilyn' yr arian a gweld sut mae Llywodraeth Cymru'n dyrannu cyllid. (Tudalen 70)*

Bydd Llywodraeth Cymru yn ychwanegu dolenni a chynnwys atodol at ei dogfennau cyfrifon ar-lein i ddangos llif yr arian i gyfrif eraill yn y sector cyhoeddus.

Argymhelliad 23. *Rhoddodd y Pwyllgor ystyriaeth i ymagwedd Llywodraeth Cymru at gynaliadwyedd ac, er bod y rhan fwyaf o'r dangosyddion a gynhwysir yng nghyfrifon Llywodraeth Cymru'n dangos gostyngiad parhaus mewn allyriadau carbon neu dunelli o wastraff, heblaw'r gwmp fawr o ran defnyddio trydan, mae'n nodi nad yw'r ynni sy'n cael ei ddefnyddio wedi gostwng yn y blynyddoedd diwethaf. Dywedwyd wrth y Pwyllgor fod y ffigurau gwastraff yn y cyfrifon yn rhesymol ond rydym yn credu y dylai gwaith ychwanegol gael ei wneud i sicrhau bod Llywodraeth Cymru'n gweithredu mewn ffordd gynaliadwy. Rydym yn argymhell y dylai Llywodraeth Cymru*

adolygu ei dull o leihau'r defnydd ar ynni ar draws ei hystad ac ystyried opsiynau arloesol i gyflawni hyn. (Tudalen 70)

Mae gan Lywodraeth Cymru strategaeth rheoli carbon uchelgeisiol ar gyfer ein holl ystad weinyddol sy'n cynnwys amrywiaeth eang o weithgarwch â'r bwriad o leihau'r ynni a ddefnyddiwn a'n hól-troed carbon. Caiff ein Strategaeth ei rhoi ar waith bob blwyddyn trwy gynlluniau gweithredu blynyddol pendant a luniwyd i dargedu manau lle ceir aneffeithlonrwydd.

Mae'r dull wedi bod yn llwyddiannus iawn hyd yn hyn. Ar 1 Ebrill 2015, gwelwyd bod allyriadau carbon wedi gostwng 32% ers 2010/11. Mae hyn yn gyfraniad sylweddol at gyflawni amcanion y Llywodraeth hon ar y Newid yn yr Hinsawdd. Mae defnydd trydan a nwy hefyd wedi lleihau'n sylweddol ers 2010/11. Rydym yn rhagweld gostyngiad pellach mewn carbon a'r defnydd o ynni erbyn diwedd 2015/16. Mae ein prif weithgarwch yn cynnwys system gadarn o gasglu a dadansoddi data ynni/carbon; mabwysiadu dull cynaliadwy ar gyfer dyluniad pob prosiect adnewyddu adeiladau, mewngorffori mesurau arbed ynni a thechnolegau adnewyddadwy yn ein cynlluniau gwella a rhesymoli ein hystad ymhellach. Ymysg enghreifftiau o'r cynlluniau sydd ar waith ar hyn o bryd mae:

- Sicrhau bod cynlluniau adnewyddu/uwchraddio yn cynnwys dyluniad sy'n effeithlon o ran ynni, gan gynnwys goleuadau mwy effeithlon a gwell dulliau i'w rheoli
- Gweithredu polisi o osod tymheredd gwresogi/oeri penodol ar draws yr ystad weinyddol, er mwyn lleihau'r defnydd o ynni, lleihau allyriadau ac arbed arian
- Gosod cyfarpar cynhyrchu ynni adnewyddadwy ar yr ystad weinyddol gan gynnwys biomas a phaneli solar.

Gwelir effeithlonrwydd a pherfformiad ystad weinyddol Llywodraeth Cymru yn ein hadroddiad Cyflwr yr Ystad, a gyhoeddir yn flynyddol. Mae'n cynnwys data ar berfformiad allyriadau carbon/ynni yng nghyd-destun ein llwyddiannau amgylcheddol ehangach. Cyhoeddwyd yr adroddiad diweddaraf ar Gyflwr yr Ystad (2014/15) ym mis Tachwedd 2015.

Mae Llywodraeth Cymru hefyd yn parhau i ymrwymo i wella ei pherfformiad rheoli gwastraff yn barhaus, a lleihau ymhellach swm y gwastraff mae'n ei anfon i safleoedd tirlenwi bob blwyddyn. Mae'n werth nodi bod swm y gwastraff o'n hystad wedi lleihau tua 348 o dunelli dros y pedair blynedd diwethaf, a byddwn yn ceisio gwella ein gwaith o reoli ein gwastraff ymhellach yn ystod 2015/16 a'r tu hwnt.

Argymhelliad 24. *Cododd y Pwyllgor bryderon ynghylch ymagwedd Llywodraeth Cymru at reoli prosiectau ac yn benodol materion ynghylch y prosesau sydd ganddi ar gyfer adolygu contractau cyn i ddyn nhw ddod i ben er mwyn sicrhau mai'r opsiynau sy'n rhoi'r gwerth gorau am arian sy'n cael eu dewis. Mae'r Pwyllgor yn nodi bod Llywodraeth Cymru wedi sefydlu ffrwd waith o dan y rhaglen 'Paratoi ar gyfer y Dyfodol' i nodi materion o fewn prosesau caffael Llywodraeth Cymru ac i sicrhau'r gwerth gorau am arian. Er hynny, rydym yn cytuno â Llywodraeth Cymru bod y gwaith hwn yn parhau ac*

yn faes lle mae angen gwelliant. Mae'r Pwyllgor yn argymhell y dylai Llywodraeth Cymru roi'r newyddion diweddaraf i'r Pwyllgor yn rheolaidd am gynnydd y gwaith hwn. (Tudalen 71)

Mae ffrwd waith Llywodraethu Masnachol y rhaglen Paratoi ar gyfer y Dyfodol wedi argymhell a chyflwyno cronfa ddata contract byw sy'n cael ei defnyddio i sicrhau bod Llywodraeth Cymru yn adolygu contractau'n rheolaidd cyn iddynt ddod i ben fel ffordd o nodi arbedion effeithlonrwydd a chyfleoedd i arbed arian. Wrth symud ymlaen, byddwn yn hyfforddi ein rheolwyr contractau a'n Gwasanaethau Caffael Corfforaethol i sicrhau eu bod yn cyd-weithio i gynllunio strategaethau ailgaffael/gadael ar gyfer contractau ddim llai na 12 mis cyn iddynt ddod i ben. Bydd Llywodraeth Cymru yn falch o roi diweddiadau rheolaidd ac mae'n ystyried sut y bydd modd cyflawni hyn.

Argymhelliad 25. *Ystyriodd y Pwyllgor ymagwedd Llywodraeth Cymru at reoli grantiau ac mae'n credu bod enghreifftiau o hyd o achosion lle mae angen gwella prosesau rheoli grantiau. Bydd y Pwyllgor yn parhau i fonitro ymagwedd Llywodraeth Cymru at reoli grantiau. (Tudalen 71)*

Mae Llywodraeth Cymru yn croesawu diddordeb parhaus y Pwyllgor mewn rheoli grantiau. Mae cyllid grant yn ffordd hanfodol o gyflawni blaenoriaethau Llywodraeth Cymru fel y maent wedi'u hamlinellu yn y Rhaglen Lywodraethu.

Mae Llywodraeth Cymru yn parhau i ymrwymo i wella'r gwaith o reoli grantiau a bydd y gwelliannau sy'n cael eu gwneud yn cael eu nodi yn yr Adroddiad Blynnyddol ar Reoli Grantiau. Cyhoeddwyd adroddiad 2015 ym mis Ionawr 2016.

Mr Darren Millar AC
Cadeirydd y Pwyllgor Cyfrifon Cyhoeddus
Cynulliad Cenedlaethol Cymru
Bae Caerdydd
Caerdydd CF99 1NA

Dyddiad: 24 Chwefror 2016
Ein cyf: HVT/2511/fgb
Tudalen: 1 o 3

Annwyl Darren

CRAFFU AR GYFRIFON 2014-15

Gofynnodd llythyr y Dirprwy Glerc dyddiedig 9 Chwefror 2016 am fy nghyngor ar yr ymatebion y mae'r Pwyllgor wedi'u cael i'r argymhellion yn ei adroddiad *Craffu ar Gyfrifon 2014-15*. Rwyf wedi nodi fy arsylwadau ar yr ymatebion i adlewyrchu trefn yr argymhellion a'r sefydliadau a gwmpesir yn adroddiad y Pwyllgor.

Mewn nifer o achosion, ymddengys fod problem gyda'r templed a ddefnyddiwyd ar gyfer adroddiad y Pwyllgor. O'r 25 o argymhellion a rifwyd sydd wedi'u rhestru ar y dechrau, mae sawl un sy'n adlewyrchu sylwadaeth gyffredinol o adrannau 'Ein Barn' perthnasol yr adroddiad y hytrach na bod yn argymhellion uniongyrchol yn eu rhinwedd eu hunain.

Yn ogystal â'r ymatebion a gafwyd, gallai'r Pwyllgor ystyried gwahodd barn gan Lywodraeth Cymru, yn ei rôl fel noddwr, ar rai o'r materion ac argymhellion a godwyd yn yr adroddiad. Er enghraifft, efallai y bydd y Pwyllgor am geisio barn gan Lywodraeth Cymru ar y materion yn ymwneud â threfniadau yswiriant y Llyfrgell Genedlaethol ac unrhyw oblygiadau ehangach ar gyfer cyrff eraill a noddir, neu ar y materion a godwyd gydag Amgueddfa Cymru yn ymwneud â'r dull o godi tâl ar gyfer digwyddiadau yng nghyd-destun y pwysau ehangach ar ei grant craidd. Ar gyfer y ddau sefydliad hyn, gallai'r Pwyllgor holi Llywodraeth Cymru ynghylch trefniadau dileu swyddi. Roedd y Llyfrgell Genedlaethol yn un o nifer o sefydliadau a oedd wedi cael cyllid buddsoddi i arbed i gynorthwyo ei drefniadau dileu swyddi, fel yr amlygwyd yn fy adroddiad ym mis Chwefror 2015 ar [Reoli ymadawiadau cynnar yng ngwahanol gyrrff cyhoeddus Cymru](#).

Llyfrgell Genedlaethol Cymru ac Amgueddfa Cymru

Fel y mae'r Pwyllgor yn ymwybodol, rwy'n datblygu fy archwiliad fy hun a fydd yn ystyried llywodraethu cyffredinol y Llyfrgell Genedlaethol. Bydd fy adroddiad ar gael i graffu ymhellach arno gan y Pwyllgor newydd yn y pumed Cynulliad, pan ellir ailedrych ar unrhyw faterion gweddilliol sy'n codi o'r broses o graffu ar gyfrifon. Bydd y gwaith hwnnw hefyd yn gyfle i fyfrio ar ymateb y Llyfrgell Genedlaethol i adroddiad PwC o 2015.

Nid oes gennyf unrhyw arsylwadau pellach i'w gwneud ar y pwynt hwn am yr ymatebion gan y Llyfrgell Genedlaethol neu Amgueddfa Cymru heblaw am yr awgrym uchod ynghylch ceisio barn gan Lywodraeth Cymru.

Comisiwn y Cynulliad

Gallaf gadarnhau bod fy nhîm archwilio wedi bod yn cynnal trafodaeth gyda'r Comisiwn yng nghyd-destun y canllawiau diweddaraf gan Drysorlys Ei Mawrhydi ar symleiddio adroddiadau a chyfrifon (argymhellion 11 a 12).

Ynglŷn â hygyrchedd gwefan y Cynulliad (argymhelliad 13), nodaf fod yr ymateb yn canolbwyntio ar faterion hygyrchedd cyffredinol a rhwyddineb llywio. Efallai y bydd y Pwyllgor am gadarnhau a yw'r Comisiwn yn cynllunio unrhyw gamau gweithredu i wneud deunydd ar y wefan yn fwy hygyrch i'r rhag ag anghenion penodol, fel y rhai â nam ar y golwg. Er enghraifft, yn ddiweddar rydym wedi cynnal archwiliad hygyrchedd allanol ar wefan Swyddfa Archwilio Cymru, gyda'r bwriad o ennill achrediad hygyrchedd drwy ddilysu bod ein safle yn bodloni'r [Canllawiau rhyngwladol Hygyrchedd Cynnwys ar y We](#).

Chwaraeon Cymru

Er nad yw Chwaraeon Cymru wedi ymateb i argymhelliad 20 a oedd yn ymwneud â rheoli risgiau, mae fy nhîm archwilio yn fodlon bod trefniadau rheoli risgiau Chwaraeon Cymru yn addas at y diben ar y cyfan. Efallai y bydd adroddiad blynyddol nesaf Chwaraeon Cymru yn rhoi'r diweddaraf am rai o'r materion a risgiau a nodwyd yn ei adroddiad 2014-15.

Llywodraeth Cymru

Gan droi at Lywodraeth Cymru (argymhellion 21-25 yn yr adroddiad), yn y Pumed Cynulliad bydd angen i'r Pwyllgor Cyfrifon Cyhoeddus benderfynu ar newidiadau o ran cyflwyno'r cyfrifon. Gallaf gadarnhau bod fy nhîm archwilio yn parhau i gynnal trafodaethau gyda swyddogion Llywodraeth Cymru ynglŷn â'r mater hwn. Yn yr un modd, gan dybio bod y Pwyllgor newydd yn parhau gyda gwaith craffu pellach ar gyfrifon, caiff y cyfle i ystyried y camau y bydd Llywodraeth Cymru yn eu cymryd mewn ymateb i argymhelliad 22 er mwyn ychwanegu dolenni a dogfennaeth ategol at ei dogfennaeth gyfrifyddu ar-lein i ddangos y llif cyllid i sefydliadau eraill y sector cyhoeddus.

Fel rhan o argymhelliad 21, argymhellodd y Pwyllgor y dylai cyfrifon y dyfodol gynnwys rhagor o fanylion am grantiau a ddyfarnwyd gan Lywodraeth Cymru wedi'u rhestru o dan wariant ar y rhaglen. Mae Llywodraeth Cymru wedi nodi yn ei hymateb ei bod yn bwriadu cynnwys yn ei chyfrifon blynyddol ddolen i'r adroddiad rheoli grantiau blynyddol. Mae'r

dull hwn yn creu risg o beri dryswch yn hytrach na darparu'r manylion a'r eglurder ychwanegol yr oedd y Pwyllgor yn chwilio amdano. Byddai sylwadaeth yr adroddiad grantiau blynyddol ar wariant y flwyddyn flaenorol yn hytrach na blwyddyn y gwariant ar gyfer y cyfrifon blynyddol.

Ar argymhelliad 23, er bod Llywodraeth Cymru wedi darparu manylion am ei weithredu parhaus o ran allyriadau gwastraff a charbon, y cam gweithredu penodol y galwodd y Pwyllgor amdano oedd adolygiad o'r dull o ran lleihau'r defnydd o ynni. Nid yw'n amlwg y bydd Llywodraeth Cymru yn gwneud unrhyw beth yn wahanol yn benodol o ganlyniad i argymhelliad y Pwyllgor, ond mae'r ymateb yn rhoi rhywfaint o sicrwydd o ymrwymiad cyffredinol Llywodraeth Cymru i wella perfformiad ynni ei hystâd.

Mewn ymateb i argymhelliad 24, mae Llywodraeth Cymru wedi cytuno i roi'r diweddaraf am ddatblygu ei drefniadau caffael a rheoli contractau drwy'r prosiect 'Paratoi ar gyfer y Dyfodol'. Fel rhan o'm harchwiliad gwerth am arian presennol ar y dirwedd caffael cyhoeddus ar draws y sector cyhoeddus, bydd tîm fy astudiaeth yn ymgysylltu â Llywodraeth Cymru i ddeall yn well gwmpas y gwaith datblygu hwn ac unrhyw faterion sylfaenol o bryder. Er nad yw Llywodraeth Cymru wedi ymrwymo i amserlen ar gyfer diweddariad pellach, ymddengys ei bod yn briodol darparu hyn i gynorthwyo unrhyw waith craffu ar gyfrifon yn y dyfodol yn hydref 2016.

Rwy'n gobeithio bod y cyngor hwn yn ddefnyddiol i'r Pwyllgor. Rwy'n tybio y bydd y Pwyllgor yn manteisio ar y cyfle drwy ei adroddiad etifeddiaeth i dynnu sylw at y gwaith craffu ar gyfrifon y mae wedi'i gynnal ar ei liwt ei hun. Ymhlith cyrff eraill, mae cyfle i'r Pwyllgor newydd gynnwys Cyfoeth Naturiol Cymru wrth gwmpasu unrhyw waith o'r natur hon yn y dyfodol, er gwaethaf unrhyw graffu posibl yn y dyfodol gan olynydd i'r Pwyllgor Amgylchedd a Chynaliadwyedd. Byddai unrhyw sesiwn gyda Chyfoeth Naturiol Cymru yn gyfle i ailedrych ar faterion yn codi o'm hadroddiad diweddar [Datblygiad Cyfoeth Naturiol Cymru](#).

Yn gywir



HUW VAUGHAN THOMAS
ARCHWILYDD CYFFREDINOL CYMRU

Eitem 5

Yn rhinwedd paragraff(au) vi o Reol Sefydlog 17.42

Mae cyfyngiadau ar y ddogfen hon

Eitem 6

Yn rhinwedd paragraff(au) vi o Reol Sefydlog 17.42

Mae cyfyngiadau ar y ddogfen hon

Mae cyfyngiadau ar y ddogfen hon