

## Finance Committee

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Meeting Venue:

**Committee Room 2 – Senedd**

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Meeting date:

**Wednesday, 16 July 2014**

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Meeting time:

**09.00**

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Cynulliad  
Cenedlaethol  
Cymru

National  
Assembly for  
Wales



For further information please contact:

**Bethan Davies**

Committee Clerk

029 2089 8120

[FinanceCommittee@wales.gov.uk](mailto:FinanceCommittee@wales.gov.uk)

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## Agenda

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### 1 Introductions, apologies and substitutions

### 2 Papers to note (Pages 1 – 5)

**Higher Education (Wales) Bill: Letter from the Minister for Education and Skills (30 June 2014) (Pages 6 – 13)**

**Best Practice Budget Processes Inquiry: Additional Information from CIPFA (Pages 14 – 21)**

### 3 Assembly Commission Draft Budget 2014–15 (09:00–09:45) (Pages 22 – 49)

FIN(4)–14–14(paper 1)

Research Brief

Rhodri Glyn Thomas AM – Assembly Commissioner with responsibility for the Commission’s official language functions and policy, legal services and Freedom of Information

Craig Stephenson – Interim Director of Commission Services, National Assembly for Wales

Nicola Callow – Head of Finance, National Assembly for Wales

#### **4 Assembly Commission Draft Budget 2014–15 (09:45–10:30)**

Research Brief

Peter Black AM – Assembly Commissioner with responsibility for ICT, broadcasting and e–democracy; the Assembly estate and sustainability

Dave Tosh – Director of ICT, National Assembly for Wales

Nicola Callow – Head of Finance, National Assembly for Wales

#### **5 Motion under Standing Order 17.42 to resolve to exclude the public from the meeting for the following business: (10:30)**

Items 6, 7, 8

#### **6 Gender–based Violence, Domestic Abuse and Sexual Violence (Wales)**

**Bill: Financial Implications of the Bill (10:30–10:45)** (Pages 50 – 57)

PAC(4)–14–14(paper 2)

#### **7 The Well–being of Future Generations (Wales) Bill: Financial**

**Implications of the Bill (10:45–11:00)** (Pages 58 – 65)

FIN(4)–14–14(paper 3)

#### **8 Best Practice Budget Processes Inquiry: Consideration of the draft report (11:00–11:30)** (Pages 66 – 95)

FIN(4)–14–14(paper 4)

## Finance Committee

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Meeting Venue: **Committee Room 2 – Senedd**

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Meeting date: **Wednesday, 2 July 2014**

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Meeting time: **09.00 – 11.09**

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This meeting can be viewed on Senedd TV at:

[http://www.senedd.tv/archiveplayer.jsf?v=en\\_300000\\_02\\_07\\_2014&t=0&l=en](http://www.senedd.tv/archiveplayer.jsf?v=en_300000_02_07_2014&t=0&l=en)

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National  
Assembly for  
Wales



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### Concise Minutes:

#### Assembly Members:

**Jocelyn Davies AM (Chair)**  
**Peter Black AM**  
**Christine Chapman AM**  
**Paul Davies AM**  
**Mike Hedges AM**  
**Alun Ffred Jones AM**  
**Ann Jones AM**  
**Julie Morgan AM**

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#### Witnesses:

**Jane Hutt AM, Minister for Finance**  
**Jeff Andrews, Welsh Government**  
**Matt Denham Jones, Welsh Government**  
**Jo Salway, Welsh Government**

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#### Committee Staff:

**Bethan Davies (Clerk)**  
**Meriel Singleton (Second Clerk)**  
**Claire Griffiths (Deputy Clerk)**  
**Richard Bettley (Researcher)**  
**Martin Jennings (Researcher)**

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View the [meeting transcript](#).

## **1 Introductions, apologies and substitutions**

1.1 The Chair welcomed the Members to Committee. There were no apologies.

## **2 Scrutiny of Supplementary Budget Motion 2014–2015**

2.1 The Committee took evidence from Jane Hutt AM, Minister for Finance, Jo Salway, Deputy Director, Strategic Budgeting, Welsh Government, Matt Denham–Jones, Head of Budgetary Control and Reporting, Welsh Government and Jeff Andrews, Specialist Policy Adviser on the Supplementary Budget Motion 2014–2015.

2.2 The Minister for Finance agreed to send additional information on:

- How the increased funding of £1.6million for the Welsh language will be allocated
- Examples of capital projects which have delivered cost savings and details of the outcomes
- How the £6million financial transactions funding to date has been allocated
- Further detail on the adjustment to the Education and Skills Annually Managed Expenditure (AME) relating to student loans

2.3 The Minister for Finance agreed to consider how best to disseminate details of smaller projects (under £15 million) and how these relate to Welsh Infrastructure Investment Plan.

## **3 Welsh Government Draft Budget 2015–16**

3.1 Members discussed the forthcoming Welsh Government Draft Budget 2015–16 with Jane Hutt AM, Minister for Finance, Jo Salway, Deputy Director, Strategic Budgeting, Welsh Government, Matt Denham–Jones, Head of Budgetary Control and Reporting, Welsh Government and Jeff Andrews, Specialist Policy Adviser.

3.2 The Minister for Finance agreed to send a note on where detail on PFI schemes across the public sector is recorded.

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

4.1 The motion was agreed.

## **5 Scrutiny of Supplementary Budget Motion 2014–2015: Consideration of evidence received**

5.1 Members considered the evidence received.

## **6 Forward Work Programme: Autumn 2014**

6.1 Members considered and noted the work programme for the autumn term.

# Finance Committee

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Meeting Venue: **Committee Room 2 – Senedd**

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Meeting date: **Thursday, 26 June 2014**

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Meeting time: **10.33 – 12.23**

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This meeting can be viewed on Senedd TV at:

[http://www.senedd.tv/archiveplayer.jsf?v=en\\_300000\\_26\\_06\\_2014&t=0&l=en](http://www.senedd.tv/archiveplayer.jsf?v=en_300000_26_06_2014&t=0&l=en)

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## Concise Minutes:

### Assembly Members:

**Jocelyn Davies AM (Chair)**  
**Peter Black AM**  
**Christine Chapman AM**  
**Paul Davies AM**  
**Mike Hedges AM**  
**Alun Ffred Jones AM**  
**Ann Jones AM**  
**Julie Morgan AM**

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### Witnesses:

**Don Peebles, CIPFA**

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### Committee Staff:

**Bethan Davies (Clerk)**  
**Meriel Singleton (Second Clerk)**  
**Claire Griffiths (Deputy Clerk)**  
**Joanest Jackson (Legal Advisor)**  
**Martin Jennings (Researcher)**

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## TRANSCRIPT

View the [meeting transcript](#).

## **1 Introductions, apologies and substitutions**

1.1 The Chair welcomed the Members to Committee. There were no apologies.

## **2 Papers to note**

2.1 The papers were noted.

## **3 Best Practice Budget Processes Inquiry: Evidence Session 5**

3.1 The Committee took evidence from Don Peebles, Head of CIPFA Scotland on their inquiry into Best Practice Budget Processes.

3.2 Don Peebles agreed to send a summary note on best practices in New Zealand and Virginia and also send a note on the creation of a Scottish Treasury.

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

4.1 The motion was agreed.

## **5 Best Practice Budget Processes Inquiry: Consideration of evidence received**

5.1 Members considered the evidence received as part of their inquiry into Best Practice Budget Processes.

## **6 Wales Audit Office: Procurement of external auditors**

6.1 Kevin Thomas from the Wales Audit Office outlined the WAO's proposed approach to undertaking the procurement of the external auditor of the WAO.

6.2 The Committee advised the WAO that they would discuss the proposed approach and write with their decision.

## **7 Legislative Consent Motion on the Wales Bill: Letter from the Minister for Finance (18 June 2014)**

7.1 Members noted the letter.

# Agenda Item 2.1

Huw Lewis AC / AM

Y Gweinidog Addysg a Sgiliau  
Minister for Education and Skills



Llywodraeth Cymru  
Welsh Government

Eich cyf/Your ref  
Ein cyf/Our ref LF/HL/0560/14

Jocelyn Davies AM  
Chair  
Finance Committee  
National Assembly for Wales  
Cardiff Bay  
CF99 1NA

30 June 2014

## Higher Education (Wales) Bill – Clarification on costs in Annex

Thank you for your letter of 6 June 2014, regarding the costs associated with the Higher Education (Wales) Bill.

I am pleased that the Committee found the level of detail included in the Explanatory Memorandum helpful. The following table provides a breakdown of task days associated with the headline tasks recorded in the Regulatory Impact Assessment. In order to aid understanding, the 'sub-tasks' used in the cost analysis are also included.

I trust that this information is helpful and responds to the Committee's specific questions.

*Best Regards*  
*Huw*

**Huw Lewis AC / AM**  
Y Gweinidog Addysg a Sgiliau  
Minister for Education and Skills

	Junior	Middle	Senior	Specialist
<b>Fee plan approval and automatic designation</b>				
REGULAR				
Welsh Ministers to issue guidance to HEFCW on designation and fee plan approval	5	25	6	2
HEFCW to provide applicants with information concerning the designation process and requirements	5	15	5	3
HEFCW to provide applicants with information concerning regulatory requirements	5	15	5	3
Institutions to compile fee plans	12	60	10	5
Institutions to include provisions in respect of the retention of students who are members of groups which are under-represented in HE				
Institutions required to set out the proportion of their fee income above the threshold amount which they intend to apply to fee plan objectives				Info. only
HEFCW to receive and assess fee plans	5	25	16	2
HEFCW to have regard to the quality of education at the institution				
HEFCW to have regard to the financial stability of the institution				
HEFCW to have regard to the corporate governance arrangements in place				Info. only
HEFCW to establish the charitable status of applicant institutions				
HEFCW be required to take a proportionate approach when approving and enforcing fee plans dependent upon fee level				
SANCTIONS/COMPLIANCE				
Institutions to be able to apply for a variation of the fee plan	4	20	5	2
HEFCW to approve variations	2	20	9	2
HEFCW to withdraw approval of a fee plan if an institution ceases to have charitable status				See 'Fee plan refusal/withdrawal'
<b>Fee plan monitoring and evaluation</b>				
REGULAR				
Welsh Ministers to issue guidance to HEFCW on monitoring and evaluation	5	20	6	2
Institutions' Governing Bodies must monitor compliance with the plan and progress in achieving objectives	12	60	15	10

	Junior	Middle	Senior	Specialist
HEFCW to monitor and evaluate the effectiveness of plans individually and at the sector level and to use these to inform the development of good practice guidance	5	40	21	5
HEFCW to issue good practice advice on targeting of particular disadvantaged or under-represented groups		Incl. above		
Institutions with a fee plan to co-operate and engage with HEFCW for purposes of evaluation	4	20	5	2
HEFCW to be able to commission the gathering of information and the carrying out of research and analysis in support of evaluating fee plan outcomes	4	35	20	2
Institutions will be required to have due regard to good practice guidance issued by HEFCW		Info. only		
HEFCW to monitor fee plans and to determine the most effective monitoring arrangements for fee plans	5	40	18	2
<b>SANCTIONS/COMPLIANCE</b>				
Welsh Ministers may request that HEFCW undertakes reviews of fee plans as and when considered to be necessary		Individual items below		
when the Welsh Ministers want to receive a report from HEFCW on the <b>compliance</b> of regulated institutions generally	3	15	12	1
when the Welsh Ministers want to receive a report from HEFCW on the <b>compliance</b> of a specific regulated institution	3	25	9	2
when the Welsh Ministers want to receive a report from HEFCW on the <b>effectiveness</b> of regulated institutions generally	3	15	12	1
when the Welsh Ministers want to receive a report from HEFCW on the <b>effectiveness</b> of a specific regulated institution	3	25	9	3
HEFCW to be able to instruct an institution to invest a specific proportion of fee income on activities relating to promotion of equality of opportunity and/or promotion of HE		Sum of items below		
<b>Compliance Process I</b>	See 'Compliance Process I'			
<b>Compliance Process II</b>	See 'Compliance Process II'			
HEFCW to be able to amend the direction if the direction is partially discharged	3	12	6	2
HEFCW to be able to direct an institution to vary a fee plan to account for the spending direction	3	12	6	2
HEFCW to be able to refuse to approve a fee plan upon renewal where an institution has failed to comply with the general provisions of the plan	See 'Fee plan refusal/withdrawal'			
HEFCW to withdraw approval of a fee plan if an institution persistently fails to comply with the requirements of its fee plan	See 'Fee plan refusal/withdrawal'			

	Junior	Middle	Senior	Specialist
<b>Tuition fee controls</b>				
<b>SANCTIONS/COMPLIANCE</b>				
HEFCW to be able to issue guidance to institutions about the steps to be taken to comply with a fee limit	5	15	12	2
Welsh Ministers may issue guidance to HEFCW	5	20	6	5
HEFCW to consult appropriate institutions before issuing such guidance	5	15	15	2
Institutions governing body to have regard to guidance	Info. only			
HEFCW to be able to direct an institution to take action to comply with the appropriate fee limit and/or reimburse excess fees which have been paid to it.	Sum of items below			
Institution to reimburse fees	20	30	10	5
<b>Compliance Process I</b>	See 'Compliance Process I'			
<b>Compliance Process II</b>	See 'Compliance Process II'			
HEFCW to be able to amend the direction if the direction is partially discharged	3	12	6	2
HEFCW to make public an assessment of any institution which the Council considers not to have made sufficient progress against its fee plan	3	12	9	2
HEFCW to be able to refuse to approve a fee plan upon renewal where an institution has failed to comply with the fee limit specified in the plan	See 'Fee plan refusal/withdrawal'			
HEFCW to withdraw approval of a fee plan if an institution persistently fails to comply with fee limits	See 'Fee plan refusal/withdrawal'			
<b>Quality Assessment</b>				
<b>REGULAR</b>				
HEFCW to assess or make provision for the assessment of quality	4	20	18	4
Welsh Ministers to be able to provide guidance to HEFCW concerning the exercise of its quality assessment functions and the production of its annual report.	5	25	5	2
Welsh Ministers to consult with HEFCW before issuing guidance	1	3	1	0
HEFCW to have due regard to this guidance	Info. only			
HEFCW should prepare, consult on and publish a statement as to how it will exercise the new functions	5	30	18	4

	Junior	Middle	Senior	Specialist
HEFCW to issue guidance to regulated institutions concerning quality assessment.	5	30	18	4
Guidance to include maintaining a subscription to QAA			Info. only	
Institutions to have due regard to guidance			Info. only	
HEFCW to establish and maintain a committee to provide advice on its quality assessment duty including any such functions conferred on it by the Welsh Ministers	4	12	9	18
HEFCW to submit an annual report to the Welsh Ministers on the discharge of its quality assessment functions	4	12	9	2
Welsh Ministers able to direct HEFCW as to the form and content of the annual report	5	15	1	1
Institutions under an obligation to engage with the quality assessment arrangements	20	80	10	10
<b>SANCTIONS/COMPLIANCE</b>				
HEFCW to issue a direction to a regulated institution which would require them to allow access to premises, records and documents	10	30	30	12
HEFCW to be able enforce compliance with such a direction by way of a Court injunction	10	30	40	12
HEFCW may direct regulated institutions to take or refrain from taking certain steps to rectify any weakness in quality				
<b>Compliance Process I</b>	See 'Compliance Process I'			
<b>Compliance Process II</b>	See 'Compliance Process II'			
HEFCW to be able to issue a notice of intent to refuse to approve a fee plan upon renewal	3	15	15	6
HEFCW to be able to withdraw such a notice	3	15	15	6
HEFCW to be able to direct an institution to develop and implement action plans to address failures/weaknesses in quality	15	40	5	2
Such plans would be subject to HEFCW's approval	6	24	30	8
HEFCW may take additional action where it is considered that an institution is failing to meet quality requirements	Individual items below			
HEFCW to be able to send in a support team	3	15	15	2
HEFCW to be able to undertake additional assurance reviews	2	10	6	1
HEFCW to be able to attend and address meetings of the governing body / management board of a regulated institution	2	15	8	2

	Junior	Middle	Senior	Specialist
Institutions to be under a duty to comply with the above measures	5	20	5	2
HEFCW to be able enforce compliance with such a direction by way of a Court injunction	2	10	15	2
<b>HEFCW should be able to withdraw its approval of the regulated institution's fee plan</b>	See 'Fee plan refusal/withdrawal'			
<b>Financial assurance</b>				
REGULAR				
Welsh Ministers to be able to issue guidance in connection with the preparation of the Financial Management Code	5	25	5	3
Welsh Ministers to lay the Code before the National Assembly	4	5	1	2
HEFCW to prepare and publish a Financial Management Code	2	8	12	2
HEFCW to keep the Code under review	2	5	2	1
HEFCW to consult upon a draft of the Code or any subsequent review	2	8	12	2
Institutions under a duty to comply with requirements imposed by the Code	20	80	10	10
Institutions to have regard to this guidance	Info. only			
HEFCW to submit a draft of the Code following consultation to the Welsh Ministers for approval	1	2	2	0
HEFCW to issue the Code to regulated institutions and to make the Code publicly available by publication on its website	2	2	0	0
HEFCW to be able to commission efficiency studies related to the Code	5	60	20	1
HEFCW to monitor the financial arrangements in place at regulated institutions	5	20	12	5
HEFCW should be required to prepare, consult on and publish a statement of the Council's policy on the exercise of its proposed intervention powers	2	5	5	2
Welsh Ministers to prescribe the manner in which HEFCW should prepare, consult on and publish a statement of intervention powers	5	10	2	2
HEFCW to consult on a draft policy and revised draft following a review	Incl. above			
Welsh Ministers to issue guidance on the matters to be included in the intervention policy	5	20	3	4
HEFCW to have regard to that guidance	Info. only			
Institutions under a duty to engage with the assurance arrangements put in place by HEFCW and provide assistance, access and information	10	20	5	2

	Junior	Middle	Senior	Specialist
HEFCW to be able to issue a direction, enforceable by way of an injunction, to a regulated institution which would require them to allow access (to premises, records etc)	5	30	18	4
HEFCW should be required to provide an annual report to the Welsh Ministers detailing how the Council has discharged its financial assurance functions	2	8	6	1
Welsh Ministers to be able to issue guidance as to form and content	5	10	2	1
<b>SANCTIONS/COMPLIANCE</b>				
HEFCW to intervene in the event of a regulated provider failing to comply (or being likely to fail to comply) with the Code's requirements	Covered below			
HEFCW to be able to issue a direction to an institution to take or refrain from taking certain steps				
<b>Compliance Process I</b>	See 'Compliance Process I'			
<b>Compliance Process II</b>	See 'Compliance Process II'			
As an alternative to an injunction HEFCW to give notice of the intention to refuse to approve a fee plan upon renewal	See 'Fee plan refusal/withdrawal'			
HEFCW to have the ability to withdraw a notice that it will not approve a fee plan upon renewal	2	20	12	2
HEFCW to provide written notification to an institution when the direction has been complied with	2	8	12	2
HEFCW to be able to support an institution	Individual items below			
HEFCW to be able to send in a support team	5	35	21	4
HEFCW to be able to undertake reviews	4	8	4	1
HEFCW to be able to attend and/or address a governing body or committee	1	35	18	4
Institution under a duty to have regard to advice etc given by HEFCW	5	15	7	5
HEFCW to be able to withdraw approval of an approved fee plan if the failure to comply with the Code is sufficiently serious	See 'Fee plan refusal/withdrawal'			
<b>Definition of institution</b>				
Welsh Ministers to amend Recognised and Listed Bodies Orders regularly	10	5	1	6
<b>Fee plan refusal/withdrawal</b>				
HEFCW to withdraw approval of a fee plan	Sum of items below			
Welsh Ministers to issue guidance to HEFCW on the exercise of its ability to withdraw a fee plan	5	20	3	5

	Junior	Middle	Senior	Specialist
<b>Compliance Process I</b>	See 'Compliance Process I'			
Upon withdrawal of a fee plan, transitional measures will be required to enable students to remain eligible for support	15	25	10	10
<b>HEFCW to be able to refuse to approve a fee plan upon renewal</b>	Sum of items below			
<b>Compliance Process I</b>	See 'Compliance Process I'			
Upon refusal of a fee plan, transitional measures will be required to enable students to remain eligible for support	As above			
<b>Compliance processes</b>				
<b>Compliance Process I</b>	Sum of items below			
HEFCW required to issue a warning notice	1	10	6	2
Institutions subject to such warning notices to be able to make representations against the direction	5	25	10	2
HEFCW will be required to have regard to any representations received from the regulated institution	1	10	6	2
HEFCW will be able to issue a notice of direction	1	10	9	2
Institutions subject to the decision should be able to seek a review by an independent person or panel	2	8	5	0
HEFCW will be required to reconsider its decision having regard to any recommendation	1	10	5	2
Institutions to be under a duty to comply with the direction	5	25	10	2
HEFCW to revoke the direction when the direction is discharged	1	6	3	1
<b>Compliance Process II</b>	Sum of items below			
HEFCW to be able enforce compliance with such a direction by way of a Court injunction	2	14	10	3

# Agenda Item 2.2

National Assembly for Wales  
Finance Committee  
FIN(4)-14-14(ptn2)



## **National Assembly for Wales Finance Committee: Inquiry into Best Practice Budget Processes**

**Further information requested during evidence session 26 June 2014**

**A Submission by:**

**The Chartered Institute of Public Finance and Accountancy**

**July 2014**

**CIPFA, the Chartered Institute of Public Finance and Accountancy**, is the professional body for people in public finance. CIPFA shows the way in public finance globally, standing up for sound public financial management and good governance around the world as the leading commentator on managing and accounting for public money.

Further information about CIPFA can be obtained at [www.cipfa.org](http://www.cipfa.org)

Any questions arising from this submission should be directed to:

Dr Ellie Roy

Research Consultant  
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CIPFA

Tel: 07951 81 66 79

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Tel: 0131 550 7543

Email: [don.peebles@cipfa.org](mailto:don.peebles@cipfa.org)

## **1. Background**

1.1 At the Committee's evidence session on 26<sup>th</sup> June, further information was requested in relation to the performance-based approaches to budgeting adopted in both New Zealand and the State of Virginia, as well as information on the Scottish Government's approach to establishing a Scottish Treasury. This paper seeks to provide this information and to identify further sources which should help inform the Committee in their inquiry.

## **2. Outputs-based appropriations in New Zealand**

2.1 In addition to the information provided in the annex to our previous paper, the Committee requested further information in relation to the output-based approach to financial management adopted in New Zealand.

2.2 In terms of budget reforms, the 1989 Public Finance Act (and Amendment Act 2013)<sup>1</sup> shifted the emphasis of the budget from inputs to outputs. Departments receive appropriations for the purchase of outputs. The Fiscal Responsibility Act 1994<sup>2</sup> required government to state fiscal objectives and report progress on achieving outputs.

2.3 The New Zealand system is based on output appropriations encouraging a focus on what is delivered, and the value obtained from government spending rather than how allocations are made. Resources are linked to results at three levels:

- Resources are appropriated against expected outputs in the budget;
- Resources are reported against actual output performance; and
- Actual outputs (and outcomes) are tracked and reported against targeted performance.

2.4 The following documents produced by the New Zealand Treasury provide much more detail on how the New Zealand outputs-based approach functions in practice, at all stages of the financial management cycle, and should be helpful to the Committee in their consideration of such approaches.

- Guide to the Public Finance Act,<sup>3</sup> which sets out an overview of the requirements of the Act. This sets out the approach to be taken to define outputs, set output appropriations and report on progress against outputs. It covers the entire financial management process,

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<sup>1</sup> [Public Finance Act 1989 and Amendment Act 2013](#)

<sup>2</sup> [Fiscal Responsibility Act 1994](#)

<sup>3</sup> New Zealand Treasury, [Guide to the Public Finance Act](#), 2005.

from budgeting, through parliamentary scrutiny, implementation and reporting.

- Putting It Together: An Explanatory Guide to New Zealand's State Sector Financial Management System,<sup>4</sup> provides an overview of the state sector's financial management. It includes coverage of the role and information needs of Parliament in approving and scrutinising government expenditure, the tools available to Ministers to focus public resources on the government's priorities and to set expectations of departments and other government agencies, and the role of departments in ensuring taxpayer's money is used appropriately (whether by the department in providing services itself or by other organisations funded through departments). It provides specific sections on the explanations of inputs, outputs. Outcomes and impact, as well as detail of supporting information provided with the estimates, including examples and reporting requirements.
- 2.5 Further detail of the New Zealand budget process itself, as well as examples of previous budget documents and economic and fiscal forecasts can be located on the Treasury's website.<sup>5</sup> These provide examples of how the outputs-basis for budgeting is presented in the relevant documentation.
- 2.6 There are also a number of reviews of the experience of the New Zealand budget reforms and are a useful source of information regarding the impact of budget reforms and lessons learned.<sup>6,7,8</sup>

### **3. State of Virginia – Virginia Performs**

- 3.1 It is estimated that around 39 states in the US use some form of performance budgeting for at least part of their budget, and some 22 state legislatures report using performance measures in their decision making.<sup>9</sup>

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<sup>4</sup> New Zealand Treasury, [Putting It Together: An Explanatory Guide to New Zealand's State Sector Financial Management System](#), 2011

<sup>5</sup> New Zealand Treasury, [Budgets of the New Zealand Government](#), 2014.

<sup>6</sup> New Zealand Treasury, [New Zealand's Fiscal Policy Framework: Experience and Evolution](#), Treasury Working Paper 01/25, 2001

<sup>7</sup> Webber, D. (2004) [Managing the Public's Money: From Outputs to Outcomes - And Beyond](#), OECD Journal on Budgeting, Volume 4, No. 2

<sup>8</sup> Warren, K. and Barnes, C. (2003), [The Impact of GAAP on Fiscal Decision Making: A Review of Twelve Years. Experience with Accrual and Output-based Budgets in New Zealand.](#), OECD Journal on Budgeting, Vol.3, No.4

<sup>9</sup> The PEW Charitable Trusts, [Using Performance Data to Budget, States Are Saving Money](#), 2009

- 3.2 The State of Virginia has a performance and accountability framework – Virginia Performs,<sup>10</sup> which aligns specific outcomes with larger state-wide goals:

*Quality-of-life measures (societal indicators) answer the question, "How is Virginia doing?" on broad issues such as obesity, land preservation, and educational attainment. Enterprise priorities, issue-specific report cards, and key outcome measures help us see whether we are getting results on our highest priorities -- for example, reducing childhood obesity, increasing agricultural exports, and strengthening workforce skills. Finally, a range of other metrics help us gauge whether state programs and services are producing the desired results and whether agency operations are well managed.<sup>11</sup>*

- 3.3 The Virginia Performs system has been operating for a number of years, and therefore its data collection and presentation systems are fairly developed. Performance is reported as 'scorecards' for specific state agencies, regions or overall. The system also recognises that, as many public services are driven or impacted by forces outside their control, the performance data can only ever be one input into the decision-making process. To demonstrate this, the system assesses whether the policies/actions of the State will have influence on the performance measure. This is shown on the main scorecard page alongside the arrows showing performance.<sup>12</sup>

- 3.4 Virginia's current performance management system is comprised of four, linked processes:
- Strategic planning: Systematic clarification and documentation of what an organization wishes to achieve and how to achieve it.
  - Performance measurement: Systematic collection and reporting of information that track resources used, work produced, and intended results achieved.
  - Program evaluation: Systematic collection and analysis of information to determine a program's performance and reasons for achieving the level of performance.
  - Performance budgeting: Systematic incorporation of performance information (planning, performance measurement, and evaluation information) into the budgetary process.

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<sup>10</sup> Commonwealth of Virginia, [Virginia Performs](#)

<sup>11</sup> Commonwealth of Virginia, [About Virginia Performs](#)

<sup>12</sup> Commonwealth of Virginia, Virginia Performs, [Scorecard at a glance](#)

- 3.5 A review of the Virginia Performs system, how it has evolved, how it operates and how it is continuing to develop to support a fully integrated performance budgeting system is provided by the Council for Virginia's Future.<sup>13</sup> This review provides a rich source of information which should be informative to the Committee. Also of interest is a review of the State's overall financial management system.<sup>14</sup>
- 3.6 The Committee may wish to note that the Scottish Government's Scotland Performs<sup>15</sup> system is largely based on the Virginia Performs system.

#### 4. **Scottish Government – implementation of Scotland Act 2012.**

- 4.1 The Scottish Government's first implementation report<sup>16</sup> details the formation of Revenue Scotland, a new body which will work to administer and secure compliance with devolved taxes. In relation to staffing arrangements for this organisation, the report states:

*The Head of Revenue Scotland was identified in autumn 2012 and has been in post since 1 October. Key staff are being recruited, among them a Chief Operating Officer who has direct experience of tax administration, including the existing UK SDLT. The body will have 9 staff from June 2013. A programme of work has been established with Registers of Scotland and SEPA to oversee design and development of systems, training, guidance, structures and other arrangements to ensure that the devolved taxes can be collected efficiently and effectively from April 2015.*<sup>17</sup>

- 4.2 The second implementation report<sup>18</sup> provides further detail on staffing of Revenue Scotland:

*The Head of Revenue Scotland has been in post since October 2012, and a*

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<sup>13</sup> Council for Virginia's Future, [Evolution of Virginia Performs](#), 2009

<sup>14</sup> University of Virginia Newsletter, Richard Kirk Jonas, [The Development of Performance Measures for Virginia Financial Management and Oversight](#), 1996

<sup>15</sup> Scottish Government, [Scotland Performs](#)

<sup>16</sup> [Scottish Government First Annual Report on the implementation and operation of Part 3 \(Financial Provisions\) of the Scotland Act 2012](#), April 2013

<sup>17</sup> [Scottish Government First Annual Report on the implementation and operation of Part 3 \(Financial Provisions\) of the Scotland Act 2012](#), April 2013

<sup>18</sup> Scottish Government, [The Second Annual Report on the Implementation of the Financial Provisions in the Scotland Act 2012](#), 29 April 2014

*Chief Operating Officer with extensive senior experience in tax operations*

*was recruited in May 2013. A staffing structure has been established and*

*approximately 20 posts were filled by April 2014. These staff are currently*

*located within the Finance Directorate of the Scottish Government. When the new body is formally established, the intention is that staff will transfer across.<sup>19</sup>*

4.3 Note that this body will be dealing with the devolved taxes only, not the Scottish Rate of Income Tax (SRIT), which will be administered and collected by HMRC. The progress on arrangements for this are also set out in the implementation reports.

4.4 In relation to borrowing powers, the second implementation report states:

*Planning work is also underway on systems to handle borrowing by Scottish Ministers to ensure that all transactions are controlled and can be accounted for and reported appropriately.<sup>20</sup>*

4.5 However, no specific details on access to capability to deal with such systems within the Scottish Government are provided.

4.6 The second report also states the intention to provide tax receipt forecasts for the devolved taxes. It states that:

*At present, the OBR provides twice-yearly forecasts of receipts from Stamp Duty Land Tax and UK Landfill Tax in Scotland, based on a historic Scottish share of forecasts of UK receipts for the taxes in question. From the 2015-16 Scottish budget onwards, it will be necessary for the Scottish Government to have reliable forecasts of devolved tax receipts to support accurate budget planning. This function will be provided by professional economists within SG.<sup>21</sup>*

4.7 The Scottish Government are also establishing an independent Scottish Fiscal Commission to review government forecasts of receipts from devolved taxes. Nominations to the Commission were announced earlier this year.<sup>22</sup>

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<sup>19</sup> Scottish Government, [The Second Annual Report on the Implementation of the Financial Provisions in the Scotland Act 2012](#), 29 April 2014

<sup>20</sup> Scottish Government, [The Second Annual Report on the Implementation of the Financial Provisions in the Scotland Act 2012](#), 29 April 2014

<sup>21</sup> Scottish Government, [The Second Annual Report on the Implementation of the Financial Provisions in the Scotland Act 2012](#), 29 April 2014

<sup>22</sup> Scottish Government, News Release, [Fiscal Commission members nominated](#), 19 May 2014



National Assembly for Wales  
Assembly Commission

## Official Languages Scheme: Annual Compliance Report

July 2014

Cynulliad  
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Wales



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

National Assembly for Wales  
Assembly Commission

# Official Languages Scheme: Annual Compliance Report

July 2014

Cynulliad  
Cenedlaethol  
Cymru

National  
Assembly for  
Wales





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I am pleased to present the first Annual Compliance Report on the Assembly Commission's Official Languages Scheme. The Assembly has always operated in accordance with the principle that both languages are treated equally. However the passing of the National Assembly for Wales (Official Languages) Act 2012 placed this principle on a statutory footing.

Since September 2013, we have seen further improvements in the provision of innovative and tailored support for Assembly Members enabling them to work effectively in either or both of our official languages. We plan to do more and the period ahead will see further enhancements to the bilingual support we provide.

Our commitment to invest in technology to transform bilingual service provision has seen world-wide recognition for the Assembly through our partnership with Microsoft to launch the Welsh Microsoft Translator Facility.

We also recognise that achieving our ambition to be recognised as a truly bilingual organisation means more than just translating words. We are committed to using our resources wisely to provide the best bilingual services across all areas of the Assembly's work to ensure that all those who engage with us can do so in either of our official languages. Bilingualism is an integral part of all services. The provision of bilingual services is no longer allocated a specific budget line, but is in fact mainstreamed across all budgets.

Over the past year, much progress has been made as noted in this report. However we still have more to achieve. The Scheme has allowed us to think differently about the way we do things, and to be responsive to the needs of a bilingual nation. We must now build on this good work, and strive to meet our ambition to be an exemplary bilingual organisation.

**Rhodri Glyn Thomas**

**Commissioner with responsibility for the  
Commission's Official Languages functions and policy**



On publication of the Official Languages Scheme in July 2013, the Assembly Commission's ambition was "to deliver exemplary bilingual services and to be recognised as a truly bilingual institution". Over the past year, work has been undertaken to embed the Scheme across the organisation, encourage a renewed enthusiasm, and bring about a shift in culture and ethos. This, in turn, has enabled the Commission to deliver improvements and innovation in its bilingual services.

The Management Board has been clear in its commitment to the Scheme, to lead by example and to encourage staff in all areas of bilingual working. The requirements of the Scheme are an integral part of individual areas' Service Plans.

The Assembly's bilingual culture has continued to develop since it was established in 1999. Building on previous Schemes, we are now seeing a good level of compliance with the Official Language Scheme across the organisation.

Maintaining the momentum and enthusiasm for innovation and change will be a priority for the coming years. The growth, commitment and change in culture is already being demonstrated through:

- increased take up of the language tuition options;
- more use of bilingual messages allowing readers to choose their preferred language;
- a fully bilingual staff magazine;
- increased opportunities to use Welsh through enhanced interpretation provision; and
- improvements to our bilingual services to facilitate Assembly Members and staff to work in either Welsh or English.

We remain committed to achieving our stated long-term aims of:

- delivering more and exemplar bilingual services;
- valuing our staff for the commitment they bring to the Assembly and their professional and parliamentary expertise; and
- sharing our experience and knowledge of working bilingually with other organisations.

This report highlights some of the improvements already made and identifies priorities for future enhancement of our bilingual services.



**Will Lewis (Microsoft), Rhodri Glyn Thomas AM (Assembly Commissioner), Dame Rosemary Butler AM (Presiding Officer) and Geraint Wyn Parry (Chief Executive, the Association of Welsh Translators and Interpreters).**



**The launch of the global Welsh model for Microsoft Translator took place in the Senedd on 21 February 2014, enabling Microsoft users throughout the world to translate into and from Welsh.**

## Preparing for Plenary and Committee meetings

Since the implementation of the Scheme, significant steps have been taken to ensure that the standards set out in the Scheme are adhered to and, where possible, to provide an enhanced service to support Members with their work in Committee and Plenary. All formal documentation is provided simultaneously in both official languages including:

- agendas and supporting papers;
- Bills and Bill summaries;
- Quick Guides and EU Policy Updates; and
- papers for Plenary debates.

### Glossaries

In response to feedback from Assembly Members, we have developed a series of glossaries of Welsh technical terms and phrases for Bills and Committee Inquiries that are also published on our website. This enables Assembly Members to discuss less familiar topics in the language of their choice.

*“The glossaries are a great help to me when discussing unfamiliar technical topics. They are of particular assistance at the beginning of a committee inquiry, or when preparing for Plenary debates on Bills where I have not been part of the committee stage discussions.”*

**Elin Jones AM**

### Case Study - Machine Translation

We continue to make use of technology to enhance bilingual services and support the use of both official languages. The launch of the global Welsh model for Microsoft Translator took place in the Senedd on 21 February 2014, enabling Microsoft users throughout the world to translate into and from Welsh. The publicity surrounding the launch event had a global reach of up to 5 million people, promoting not only the Welsh language but also the National Assembly and its partnership with Microsoft.

We are continuing to engage key organisations to invite them to provide us with bilingual data to feed into the system to improve the quality. By using the Welsh model for Microsoft Translator, the Assembly is able to engage more efficiently with the public, as staff can process and reply to Welsh-medium communications more quickly and effectively, particularly in the context of social media and other instant, informal communications.





## Commission Review of Committee

### Support

Work on the wider review of Committee Services and developments in language technology have encouraged innovation in the provision and commissioning of materials to support Assembly Members in their Plenary and Committee work. We have not previously been able to provide fully bilingual briefing material for Committee members, but pilot schemes looking at commissioning, drafting and use of technology have achieved very positive results.

*“The previous convention of providing bilingual questions, but not the whole brief, meant that most of my pre-committee preparation work would be undertaken in English. However, following the successful pilot scheme, I now receive my committee briefings in the language of my choice, which allows me to work more efficiently. I hope that this development will be mainstreamed across the work of all committees in time”.*

**Alun Ffred Jones AM**

## Case study – Bilingual Briefing

By working with Members to better understand individual preferences, a range of provision has been put in place to support bilingual working, for example, bilingual briefing documents are now provided for members of the following Committees:

- Public Accounts Committee
- Finance Committee
- Environment and Sustainability Committee
- Health and Social Care Committee

This allows Assembly Members to prepare for Committee meetings in the language of their choice, facilitating enhanced use of their preferred language in proceedings.

We have more work to do to mainstream the development of bilingual briefings to assist Members with their work and this has been identified as a priority area for the coming year.

## Witnesses

Assembly Members, witnesses and those taking part in Assembly proceedings are encouraged to use the language of their choice at Plenary and Committee meetings. Simultaneous interpretation from Welsh to English is available for all Assembly proceedings and at all official Assembly events. Committee witnesses are now better informed about the bilingual nature of Committee proceedings and encouraged to use Welsh if they would prefer.

We need to ensure that Committee Chairs and the clerking teams brief all witnesses on the bilingual nature of the institution and that they are comfortable with the use of headsets.

## Video Conferencing

We are delighted to have been able to implement technical enhancements to the video conference system in the Senedd, which has enabled the conduct of fully bilingual proceedings in all Committee Rooms for the first time. The new facilities allow Members to converse with witnesses in remote locations in both Welsh and English providing significant resource savings in relation to the provision of in-house interpretation at other locations. Similar technical enhancements have also been made to video conference facilities in other parts of the Assembly estate.

## Record of Proceedings

National Assembly for Wales

Finance Committee

At its meeting in March 2014,  
FIN(4)-14-14 (paper 1)

the Assembly Commission instigated a full review of the production of the Record of Proceedings. The Record is an aspect of the Assembly that is of great significance and its availability bilingually on the Assembly's website will continue to be important.

The review will examine new opportunities to increase interest, engagement and understanding of the Assembly's work in a world of rapid technological change. Our vision is to create an engagement tool that is practical and befitting of a modern digital democracy. To achieve this we will need to introduce strategic change in our approach to the production of the Record and deliver greater efficiency. Machine translation is used to produce a base draft to assist in the production of the fully bilingual Record of Proceedings that is published on the Assembly's website within five working days. Amongst the issues that the review will address, will be how we can make progress on the speed that we make the Record of Proceedings available in both languages. Work is now underway on the Assembly Commission's review, which is identified as a priority area for the coming year.

A routine review of production and publishing processes for committee transcripts has resulted in a significant change in publishing times. Draft transcripts are now published within 5 working days of the meeting.

## Responding to Member feedback

Through feedback on our regular Member surveys, we have responded to requests to facilitate greater use of Welsh across the Assembly estate and beyond. This feedback informs our priority areas for enhanced bilingual services and is reflected in various parts of this report.

Welsh Speaking Assembly Members, their support staff and Assembly Commission staff have been provided with Working Welsh badges or lanyards. These resources allow others to easily identify Welsh Speakers and enable them to actively engage in their preferred language should they wish to do so.

*"The Iaith Gwaith resources have enhanced the bilingual ethos across the Assembly estate. Since I started wearing my lanyard, I have noticed an increase in the number of people who now start a conversation with me in Welsh, which I value very much".*

**Aled Roberts**



15:35

## 02. Services for the people of Wales

National Assembly for Wales  
Finance Committee

FIN(4) 14-14 (paper 1)

Written communication and engagement with the public is bilingual from the outset.

Subsequent communication is in the preferred language of those we are engaging with. To promote the bilingual ethos of the organisation:

- any automatically generated e-mail content such as auto signatures and out of office messages are bilingual;
- auto signatures include a message encouraging use of either language;
- all publicity material is prepared bilingually; and
- all Assembly staff are encouraged to answer the telephone with a bilingual greeting in order to promote the bilingual culture of the organisation and facilitate engagement in either language.

### Visitors

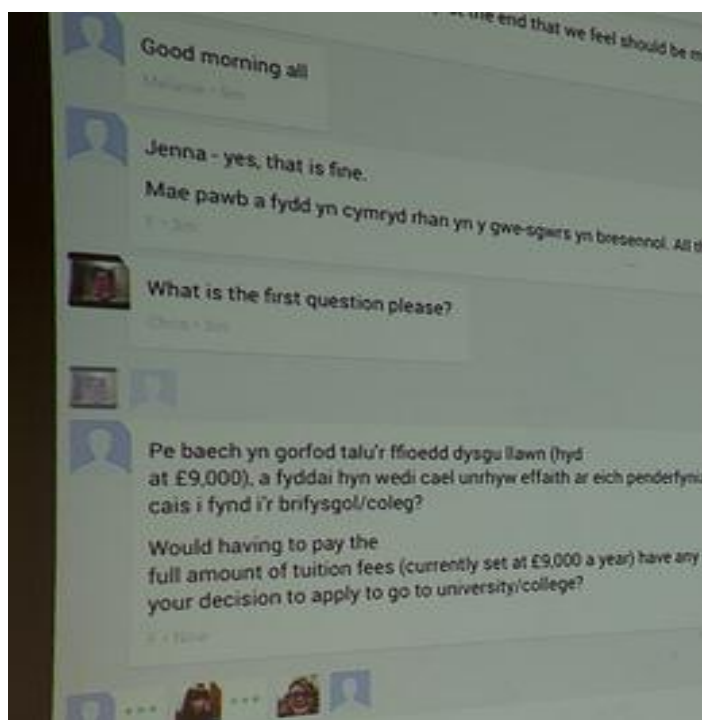
We have enhanced the capacity to meet and greet the public bilingually, such that:

- a fully bilingual service is provided by all reception desks and the main switchboard helplines;
- educational visits are available in both languages;
- Senedd tours, pre-arranged or impromptu, are available in both official languages and some other languages;
- through a combination of formal learning and peer support, increased numbers of the security team are confident and able to greet bilingually;
- bilingual meet and greet training with contracted staff in the Senedd café continues in order to improve opportunities for people to engage in either language; and
- all new services for the public are bilingual from the outset.

### The Assembly on Social Media

One of the Assembly Commission's top priorities is engagement with the people of Wales, and social media is an important tool to facilitate this. Language choice also plays an important part in how we engage.

- All Assembly Committees and the Research Service have Welsh and English Twitter channels and tweet simultaneously on both accounts.
- The Research Service blog Inbrief/Pigion publishes topical articles in both languages.



- Bilingual Web Chats have been conducted to gather information for Committee Inquiries.
- The #Senedd Instagram account posts bilingually.

Monitoring information from across the Assembly’s social media presence suggests that some platforms are more popular with particular groups, including Welsh speakers. This information is used to target specific interest groups and raise awareness of relevant issues, as appropriate.

However, as we develop the use of social media at live events, such as conferences, visits and during our proceedings, we will need to improve our planning processes to ensure that they take account of the requirement to publish bilingually on all occasions.

## Members and their Constituents

We have made changes that enable us to better support Assembly Members to engage with their constituents in the language of their choice.

- The Microsoft Translate facility assists with understanding and responding to bilingual correspondence.
- A machine translation checking service has been established to reassure users that translated text is accurate and appropriate.
- Assembly Members can organise simultaneous interpretation for constituency purposes.

*“I have noticed a difference in the support my Support Staff and I receive to engage with my constituents in the language of their choice. The provision of interpretation at constituency events and for Cross Party Groups has greatly enhanced my ability to work bilingually”.*

**Keith Davies AM**

## 03. Services for Assembly Staff

National Assembly for Wales  
Finance Committee  
FIN(4) 14-14 (paper 1)

All corporate communication with Commission staff is bilingual. This includes the provision of interpretation at all-staff meetings and all-staff messages. Individual teams and services are encouraged to discuss their language choices for whole team or service communication; interpretation services are available for internal staff meetings upon request. Where information is not provided bilingually, staff feel confident to request the information and are encouraged to do so. Individual teams and service areas discuss and consider how they will conduct whole team meetings and distribute information making use of simultaneous interpretation, machine translation and other services provided by the Translation and Reporting Service. Individual staff members are able to complete their performance management documentation in the language of their choice with non Welsh-speaking line managers and countersigning officers able to use the machine translation facility to understand comments made in Welsh.

### Bilingual Skills Strategy

A bilingual skills strategy is essential to enable us to achieve our ambitions to be recognised as an exemplary and truly bilingual institution. The strategy is currently under development and will be a priority in the coming year. The strategy will:

- confirm our aim to be an employer who supports and encourages all staff members to gain or develop skills in both official languages; and
- set out how we will develop a workforce with the necessary skills to facilitate an environment where Welsh is used and heard.

### Language Tuition

A review of the current language tuition is being undertaken. Provision has been enhanced to include more informal opportunities to learn and use language skills, such as mentoring sessions, informal drop-in sessions and post-lesson contact to embed learning and encourage learners to practice their Welsh more frequently. Further enhancements are being explored.

### Language Awareness sessions

All Management Board members attended and shaped the delivery of Official Languages awareness training sessions. In recognition of the bilingual nature of the institution and to complement the aspirations in the Scheme, a tailored programme of mandatory awareness training is being rolled out to all staff. The majority of Commission staff will have received Official Languages Awareness training by the end of July 2014.

*"I was surprised about how much I enjoyed this training session. I knew that there was good level of bilingualism in the Assembly already, but to learn what being Welsh meant to my colleagues and how our Official Languages Scheme will help us focus on bilingual delivery for all our customers has really changed my perspective".*

**A member of the Estates and Facilities Management Team**

## Human Resource Services

HR policies are developed bilingually and all current policies have been translated to enable staff to work in their preferred language. The new HR-Payroll system has been implemented and the Welsh language version, developed in conjunction with the Translation and Reporting Service, is in the testing phase and will enable staff to use the system in either language.

## National Assembly for Wales Apprenticeship Scheme

We launched our Pilot Apprenticeship Scheme in 2012 with four posts advertised, one of which was a designated bilingual post. That member of staff has since been appointed to a permanent post within the Policy and Legislation Committee Service. The subsequent Apprenticeship Scheme also has a designated bilingual post based in the North Wales office in a public facing role. This demonstrates our commitment to enhancing opportunities for young people, valuing their language skills and encouraging the use of those skills in their daily work.



**National Assembly for Wales Apprentices receiving a certificate recognising their achievement. Presented by Dame Rosemary Butler AM (Presiding Officer), Sandy Mewies AM (Assembly Commissioner) and Claire Clancy (Chief Executive and Clerk of the Assembly).**

## 04 Monitoring and Reporting

National Assembly for Wales  
Finance Committee  
FIN(4)-14-14(paper1)

Each service area has appointed an Official Languages Scheme Co-ordinator to advise and support colleagues when required, and the Co-ordinators' Network has met at least once every quarter to discuss the Scheme and the role of the Co-ordinators. The Network has also played a key part in the roll-out of the machine translation facility, acting as Champions within their service areas. In order to support the work of the Network and to provide clarity of expectation, a role description has been formulated. It describes the requirements upon them in terms of implementing, monitoring and development of the commitments in the Scheme for their own service area.

*"I've noticed a change in the way we approach bilingual services in the team since my OLS Co-ordinator has been in place. The Co-ordinator has provided welcome advice on our approach to requesting and dealing with witness evidence for committee inquiries and has helped build confidence that we are applying the Scheme robustly".*

**A member of the Policy and Legislation Committee Service Team**

### Compliance

Procedures for dealing with breaches and monitoring compliance have developed informally this year, with the onus being placed upon the individual Co-ordinators to collate and provide information. Some minor instances of failure to comply with the Scheme's requirements have been reported during the year. These were:

- incorrect out of office messages;
- incorrect e-mail auto signatures;
- monolingual all-Member or all-staff emails sent by Commission staff; and
- failure to provide bilingual temporary signage.

Co-ordinators raised the issue with the relevant staff members to ensure that the breach was rectified immediately.

As the role of Official Languages Co-ordinators and the Scheme's requirements become more embedded throughout the organisation, we hope to see fewer instances of non-compliance.

We will continue to work in partnership to clearly set out our expectations when services are provided through third parties. Progress made in delivering a bilingual service in the Senedd Café and shop have been hampered by a change in personnel and the new appointment failed to attract a bilingual member of staff. We will continue to work with third parties who provide services to the public on our behalf, including catering contractors, to ensure that they conform to the relevant parts of the Scheme. This will include one-to-one language support and shadowing opportunities.

Work on a more formal process for monitoring compliance is being developed as a priority. It will:

- report breaches;
- document actions taken to avoid re-occurrences of any breaches;
- assess patterns of issues that we can then address; and
- provide assurance to Managers, Assembly Commissioners and the Assembly.

## 05. Priorities for 2013-14

National Assembly for Wales

Finance Committee

FIN(4) 14-14 (paper 1)

The progress made and achievements outlined in this report during the year has been significant. However, we have still to achieve some of the priorities set out for 2013-14 as noted below. We will assimilate these outstanding priorities with those set for the coming year and we aim to implement them with greater pace.

### Services for Assembly Members and their support staff

**We will provide Members and their support staff with "I'm learning Welsh" badges and plan initiatives that encourage Members to practice and use Welsh in the workplace.**

*Original Target: by September 2013.*

Development work continues and Assembly Members and their support staff will be consulted on designs in order to ensure buy-in.

### Services for the people of Wales

**We will develop the appropriate level of support, guidance and training staff need to help them respond to and/or draft Welsh language responses to correspondence, making the most of the expertise of the Translation and Reporting Service.**

*Original Target: Plan of action to be implemented by September 2013.*

A plan of action is yet to be implemented, however, developments in the use of machine translation has allowed the Translation and Reporting Service to provide further support to staff.

**We will increase the capacity of the security team to greet members of the public to the Assembly estate bilingually.**

*Original Target: all security staff to have basic meet and greet skills by December 2013.*

Training is progressing well. Work will be undertaken to further enhance the capacity to meet and greet bilingually.

**We will enhance the capacity to provide services in the café and shop bilingually.**

*Original Target: all café staff to have basic bilingual meet and greet and serving skills by December 2013.*

Good progress was being made, however, due to staff turnover and a new member of staff starting training, we continue to work towards this target.

## Services for Assembly staff

**We will provide staff with "I'm learning Welsh" badges and plan initiatives that encourage staff to practice and use Welsh in the workplace.**

*Original Target: by September 2013.*

Development work continues and staff will be consulted on designs in order to ensure buy-in.

**Implement the Bilingual Skills Strategy.**

*Original Target: consultation with staff from July 2013 for September launch.*

Initial drafting and consultation has begun. Further work is required.

## 06. Priorities and targets for 2014-15

### Services for Assembly Members and their support staff

- We will take more proactive steps to understand the language needs of Assembly Members and work towards implementing enhancements.

**Target: July 2015**

- We will integrate the use of the Machine Translation software and encourage its wider use in our work.

**Target: September 2014**

- We will remain abreast of developments in the field of language technology, including translation technology and voice recognition technology, and report on any changes or developments.

**Target: July 2015**

- We will maintain dialogue with Centres of Excellence in Wales to benefit from the latest developments in language and translation technology.

**Target: July 2015**

- We will consider and pilot alternative models of supporting Members with their bilingual Plenary work, in order to enhance their ability to work in the language of their choice.

**Target: from September 2014**

- We will use the lessons learned from the pilots of alternative models of supporting Members with bilingual committee work and the review of Committee support to provide briefings that take account of Assembly Members' preferences for language choice, format and timing.

**Target: report on progress in July 2015**

- We will review Members' Welsh language learning needs to inform the development of existing and new services that support them in their work.

**Target: April 2015**

- We will undertake a comprehensive review of the Record of Proceedings, including the production of the fully bilingual version.

**Target: Report to the Assembly Commission by summer 2015**

### Services for the People of Wales

- We will develop guidance and training for staff to help them respond to and draft correspondence and documentation for Assembly Members and the Public.

**Target: from September 2014**

- We will consider alternative methods of supporting Welsh learners to enable them to develop confidence to use their skills in a working environment.

**Target: from September 2014**

## Services for Assembly Staff

- We will develop and implement an effective Bilingual Skills Strategy to ensure that we have the appropriate skills within the organisation to further implement this Scheme.

**Target: April 2015**

- We will conduct a bilingual skills audit of all staff in order to inform service language plans.

**Target: April 2015**

## Monitoring and reporting

- We will develop a series of monitoring and compliance tools to enable us to be more effective in monitoring progress and planning for non-compliance.

**Target: January 2015**

## 07. Combined Priorities for 2014-15

National Assembly for Wales

Finance Committee

FIN(4)-14-14(paper1)

### Services for Assembly Members and their support staff

- We will review Members' Welsh language learning needs to inform the development of existing and new services that support them in their work

**Target: April 2015**

- We will integrate the use of the Machine Translation software and encourage its wider use in our work.

**Target: September 2014**

- We will consider and pilot alternative models of supporting Members with their bilingual Plenary work in order to enhance their ability to work in the language of their choice.

**Target: from September 2014**

- We will undertake a comprehensive review of the Record of Proceedings, including the production of the fully bilingual version.

**Target: Report to the Assembly Commission by summer 2015**

- We will provide Members and their support staff with "I'm learning Welsh" badges and plan initiatives that encourage Members to practice and use Welsh in the workplace.

*Original Target: by September 2013.*

**Target: July 2015**

- We will take more proactive steps to understand the language needs of Assembly Members and work towards implementing enhancements.

**Target: July 2015**

- We will remain abreast of developments in the field of language technology, including translation technology and voice recognition technology and report on any changes or developments.

**Target: July 2015**

- We will maintain dialogue with Centres of Excellence in Wales to benefit from the latest developments in language and translation technology.

**Target: July 2015**

- We will use the lessons learned from the pilots of alternative models of supporting Members with bilingual committee work and the review of Committee support, to provide briefings that take account of Assembly Members' preferences for language choice, format and timing.

**Target: report on progress in July 2015**

## Services for the people of Wales

- We will consider alternative methods of supporting Welsh learners to enable them to develop confidence to use their skills in a working environment.

**Target: from September 2014**

- We will develop the appropriate level of support, guidance and training staff need to help them respond to and/or draft Welsh language responses to correspondence, making the most of the expertise of the Translation and Reporting Service.

*Original Target: Plan of action to be implemented by September 2013.*

**Target: April 2015**

- We will increase the capacity of the security team to greet members of the public to the Assembly estate bilingually.

*Original Target: all security staff to have basic meet and greet skills by December 2013.*

**Target July 2015**

- We will enhance the capacity to provide services in the café and shop bilingually.

*Original Target: all café staff to have basic bilingual meet and greet and serving skills by December 2013.*

**Target: July 2015**

## Services for Assembly staff

- We will develop and implement an effective Bilingual Skills Strategy to ensure that we have the appropriate skills within the organisation to further implement this Scheme.

**Target: April 2015**

- We will conduct a bilingual skills audit of all staff in order to inform service language plans.

**Target: April 2015**

- We will provide staff with "I'm learning Welsh" badges and plan initiatives that encourage staff to practice and use Welsh in the workplace.

*Original Target: by September 2013.*

**Target: July 2015**

## Monitoring and reporting

- We will develop a series of monitoring and compliance tools to enable us to be more effective in monitoring progress and planning for non-compliance.

**Target: January 2015**

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# Agenda Item 6

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

Document is Restricted

# Agenda Item 7

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

Document is Restricted

# Agenda Item 8

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

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