

Agenda – Finance Committee

Meeting Venue:	For further information contact:
Committee Room 2 – Senedd	Bethan Davies
Meeting date: 13 December 2017	Committee Clerk
Meeting time: 09.30	0300 200 6372
	SeneddFinance@assembly.wales

The Committee resolved on 7 December 2017 to exclude the public from the start of the meeting

- 1 Impact of the UK leaving the European Union – Scoping paper**
(09.30–10.00) (Pages 1 – 3)
Paper 1 – Impact of the UK leaving the European Union – Scoping paper
- 2 Forward Work Programme – Scoping paper**
(10.00–10.15) (Pages 4 – 8)
Paper 2 – Forward Work Programme – Scoping paper
- 3 Tax Statutory Instruments: Technical briefing**
(10.15–11.15)
Liz Matthews, Welsh Revenue Authority Operations Project Manager
Gurvinder Bhakar, Lawyer, Treasury Team
Andrew Hewitt, Land Transactions Tax Project Manager
Sarah Govier, Devolved Tax Policy Project Manager

11.15–11.30 Break

Public

- 4 Introductions, apologies, substitutions and declarations of interest**
(11.30)
- 5 Paper(s) to note**
(11.30)



- 5.1 PTN1 – Letter from the Cabinet Secretary for Finance – Welsh Revenue Authority Budgets for 2017/18 – 2019/20 – 4 December 2017**
(11.30) (Pages 9 – 11)
- 5.2 PTN2 – Assembly Commission Corporate Performance Report April 2017 – September 2017 – 7 December 2016**
(11.30) (Pages 12 – 30)
- 6 Briefing: Forecasts for Devolved Taxes**
(11.30–12.30) (Pages 31 – 45)
Robert Chote, Chairman of Office for Budget Responsibility

Document is Restricted

Agenda Item 2

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

Document is Restricted

Mark Drakeford AM/AC
Ysgrifennydd y Cabinet dros Gyllid a Llywodraeth Leol
Cabinet Secretary for Finance and Local Government

Llywodraeth Cymru
Welsh Government

Simon Thomas AM
Chair
Finance Committee
National Assembly for Wales
Cardiff Bay
CF99 1NA

4 December 2017

Dear Simon,

WELSH REVENUE AUTHORITY BUDGETS FOR 2017/18 - 2019/20

As we will soon be approaching the moment when Wales takes on responsibility for two new devolved taxes, I am writing to provide a further update on the costs to establish the Welsh Revenue Authority (WRA).

In March 2017, I wrote to the Finance Committee providing an update on the cost estimates for the *implementation* of the WRA, explaining it had cost £1.3 million in 2016/17 and it was forecast to cost around £3.5 million in 2017/18. I also set out that I expected there to be a further £1 million or so of implementation costs in 2018/19. In September I confirmed that current estimates showed WRA implementation could be achieved within the figures previously published, (within £6.3m over three years).

In addition, the March letter explained that the WRA was likely to incur operational, (i.e. running) costs of around £1 million in 2017/18 in addition to the implementation costs. In September I wrote to explain that annual running costs for the WRA would need to reflect the additional duties associated with the collection of the higher rates residential property transactions and the operational independence of the WRA.

I have promised to refine cost estimates when key milestones were achieved. We are at a stage where the WRA itself is legally established and a number of the key implementation and operational costs are better understood.

Bae Caerdydd • Cardiff Bay
Caerdydd • Cardiff
CF99 1NA

Canolfan Cyswllt Cyntaf / First Point of Contact Centre:
0300 0604400

Gohebiaeth.Mark.Drakeford@llyw.cymru
Correspondence.Mark.Drakeford@gov.wales

Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in responding.

In order to pay for digital services project costs incurred this year, I have agreed to the full remaining implementation budget of £5m being utilised in this financial year. Overall, my expectation remains that WRA implementation will be achieved within the figures previously published, (£6.3m) with the implementation programme now ending in March 2018.

In relation to WRA operations, new requirements associated with the collection and management of the higher rates for additional residential property transactions and ensuring full operational independence have increased the complexity, and hence the costs, of WRA operations. These new requirements were not originally known when the legislation establishing the WRA was agreed by the National Assembly for Wales and initial estimates of operational costs were published.

In particular, the management of the higher rates for additional residential property transactions means the WRA will be putting in place measures to deal with an estimated 7,500 additional taxable transactions. In total, over £65m of gross additional revenue is forecast to be generated and WRA may need to administer repayments of around £15m per year as a result of the additional residential property policy. New compliance measures - in particular even closer working with HMRC and Revenue Scotland - will be particularly important in collecting the higher rates. The higher rate takes into account properties owned across the UK, so it is vital the WRA is equipped to undertake the kind of compliance work needed to assure the correct amount of tax is being collected and repayments are being appropriately claimed.

Additional development work this year means that this year the WRA's operational budget will be £1,500,000. In its first two years of operation, 2018/19 and 2019/20, it will be £6,000,000 in each year. I will, of course, be keeping budgets under close review.

The table below summarises the revised WRA budget.

Project	2016/17	2017/18	2018/19	2019/20
WRA implementation	£1,300,000	£5,000,000	£0	n/a
WRA operational, ('running') costs		£1,500,000	£6,000,000	£6,000,000

I trust the above is helpful.

Yours sincerely,



Mark Drakeford AM/AC

Ysgrifennydd y Cabinet dros Gyllid a Llywodraeth Leol
Cabinet Secretary for Finance and Local Government

Agenda Item 5.2

Simon Thomas AM
Chair of the Finance Committee
National Assembly of Wales

Tŷ Hywel
Cardiff Bay
CF99 1NA

7 December 2017

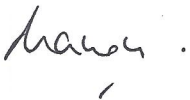
Dear Simon

I am pleased to provide the Finance Committee with the Corporate Key Performance Indicator Report of the Assembly Commission. This covers the Commission's performance against our strategic goals for the period April 2017 to September 2017.

The Assembly Commission has seen a high level of activity and continues to perform well against its strategic goals. Where performance has decreased and indicators are at Amber, we are satisfied that work is in hand to address the issues raised. You will find a summary and highlights on pages three and four of the report.

I hope the Committee finds the report informative and helpful. Please do not hesitate to contact me if you have any queries or would like any further information. The report will now be published on the Commission's web pages.

Yours sincerely,



Manon Antoniazzi

**Prif Weithredwr a Chlerc/Chief Executive and Clerk
Cynulliad Cenedlaethol Cymru/National Assembly for Wales**

Croesewir gohebiaeth yn Gymraeg neu Saesneg / We welcome correspondence in Welsh or English.



National Assembly for Wales **Corporate Key Performance Indicator**

April 2017 - September 2017



National Assembly for Wales
Assembly Commission

Pack Page 13

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

An electronic copy of this report can be found on the National Assembly's website:
www.assembly.wales

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

National Assembly for Wales
Cardiff Bay
Cardiff
CF99 1NA

Online: **www.assembly.wales**
Email: **Contact@assembly.wales**
Tel: **0300 200 6565**

We welcome calls via the Text Relay Service.

© National Assembly for Wales Commission Copyright 2017

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

National Assembly for Wales
**Corporate Key Performance
Indicator**

April 2017 - September 2017



Contents

Introduction	1
Performance Reporting	1
Assembly Members and Assembly Member Support Staff Satisfaction Survey	2
Access to Information	2
Achievement against Strategic Goals.....	3
Strategic Goal: Provide outstanding parliamentary support	5
Strategic Goal: Engage with all the people of Wales and champion the.....	
Assembly.....	6
Strategic Goal: Use resources wisely	8
Assembly Member and Support Staff satisfaction survey	10



Introduction

The corporate body for the National Assembly for Wales is known as the Assembly Commission. The Commission serves the National Assembly for Wales to help make it a strong, accessible and forward looking democratic institution and legislature that delivers effectively for the people of Wales.

The Commission consists of Elin Jones AM, the Llywydd/Presiding Officer, and four other Assembly Members who have been elected by the Assembly: Suzy Davies AM, Caroline Jones AM, Adam Price AM and Joyce Watson AM. The Commission is responsible for the strategic direction of Assembly services and is accountable to the Assembly. Day-to-day management and delivery is delegated to the **Chief Executive and Clerk**, Manon Antoniazzi.

The **Assembly Commission Strategy 2016-2021** sets out our goals for the Fifth Assembly. Our strategic goals are to:

- provide outstanding parliamentary support;
- engage with all the people of Wales and champion the Assembly; and
- use resources wisely.

Performance Reporting

These strategic goals provide the framework for an ambitious set of priorities that build on the investment and momentum that has been achieved in the Fourth Assembly.

This report consists of a number of headline indicators, allocated under the strategic goals, which are then broken down into more detailed indicators. A 'traffic light' system is used to show performance against the indicator targets:

Key for Red/Amber/Green (RAG) status:



Red: There are significant issues impacting the achievement of business objectives. To achieve delivery, changes must be made to timing, costs and/or scope.



Amber: There are issues or risks which must be addressed. However, successful delivery is achievable without major impacts to budget, service standards or target dates.



Green: Work is meeting agreed standards or is proceeding to plan. All known risks are being managed.

This report looks at how the Assembly Commission performed against its strategic goals for the period April 2017 to September 2017.

The Assembly Commission also publishes an **Annual Report and Statement of Accounts**, which examines how the Commission is achieving against its strategic goals and priorities and what has been delivered for the financial year.

This report should be read in conjunction with the Annual Report and Statement of Accounts to obtain a full picture of the Commission's performance and achievement.

Assembly Members and Assembly Member Support Staff Satisfaction Survey

In February, Assembly Members and Assembly Member Support Staff are asked to complete an annual satisfaction survey to help gauge how well the services provided by Commission staff have performed over the past year. A summary of results is presented in this report.









Access to Information











The Commission is happy to provide further information if you would like to learn more about our work:

- You can contact us here: www.assembly.wales/contact
- Guidance on **access to information** is available on the Assembly website.

Achievement against Strategic Goals

Summary overview of the more detailed key performance indicator (KPI) information that follows:

Provide outstanding parliamentary support	Apr 2016 - Sept 2016	Apr 2017 - Sept 2017
<p>KPI 1: All parliamentary business has taken place as planned A consistently high performance on timeliness of issuing committee papers and briefings. Due to an increase in the number of Plenary and committee hours, there has been a slight decrease in the Committee Record of Proceedings published to deadline.</p>	 Green	 Green
<p>KPI 2: Providing effective Professional Development As expected, the take up of continuous professional development activities was high following the May 2016 Elections. The number has therefore decreased when compared to the same period last year due to the changing needs of Assembly Members at this stage of the Assembly cycle. A high rating has been received for the positive impact it will have on delegates work. The Language Skills Team has seen a consistent level in the number of Welsh learners.</p>	 Green	 Green
Engage with all the people of Wales and champion the Assembly	Apr 2016 - Sept 2016	Apr 2017 - Sept 2017
<p>KPI 3: Help build an understanding about the role and work of the Assembly There has been an increase in visitor numbers, a large percentage of this is due to the Weeping Window installation which ran from August to September 2017. Although there was a decrease in the number of visitors attending a tour, visitor satisfaction levels remain high. There has been an increase in the number of events organised on the estate during this period when compared to the same period last year due to dissolution and the May 2016 Election period resulting in fewer events being organised.</p>	 Green	 Green
<p>KPI 4: Champion the work of the Assembly The May 2016 Elections created increased levels of social media attention and therefore some areas, such as views for YouTube and Senedd TV, are showing a significant decrease when compared to the same period last year. The decrease is also due to videos now being placed directly in social media platforms rather than people being directed to the video held on YouTube or Senedd TV. There has however been a significant increase in the number of YouTube minutes watched; this is due to Plenary now being streamed live to YouTube rather than just on Senedd TV, which has also contributed to the drop in Senedd TV numbers. Despite the significant decrease in views, the RAG status for the YouTube and Senedd TV indicators has been set at 'amber' and performance will be monitored to ensure consistency in future viewing figures. Views of the Research Service blog have risen year on year since it was launched in September 2013. From the beginning of the Fifth Assembly more blogs are routinely being published on Plenary items.</p>	 Green	 Amber

Use resources wisely	Apr 2016 - Sept 2016	Apr 2017 - Sept 2017
<p>KPI 5: Expenditure to target The Assembly Commission remain on track to achieve the underspend forecast at year-end target. The last period reported savings of £362k over 5 years. This period will see savings of £73,414. Payments to suppliers and Assembly Members continue to be well within target.</p>	 Green	 Green
<p>KPI 6: Staff resource requirements and expectations are being met Absence rates for a 12 month average have shown an increase during this period when compared to the same period last year, both long term and short term sickness absences have shown an increase. Mental Health issues represent the highest cause of absence over the rolling 12 month period. There was a slight decrease in the number of people who completed the annual staff survey compared to the previous period but the response rate still remains higher than the Civil Service Median. Headcount has increased to reflect posts approved by the Investment and Resources Board.</p>	 Green	 Amber
<p>KPI 7: ICT services are being delivered as planned Service performance standards remain on target.</p>	 Green	 Green
<p>KPI 8: Freedom of Information (FOI) requests are being processed as required All Freedom of Information requests received were answered within the statutory deadline</p>	 Amber	 Green
<p>KPI 9: Environmental targets are being delivered as planned Good progress continues to be made on the environmental targets. The Assembly Commission has achieved a 20% reduction in total energy emissions compared to the 2012-13 baseline and is on course to achieve the target of a 30% reduction by 2021. The target of 100% diversion of waste from landfill has now been achieved, ahead of the 2021 target date.</p>	 Green	 Green

Strategic Goal: Provide outstanding parliamentary support








	Target	April 2016 – September 2016	April 2017 – September 2017	
KPI 1: All parliamentary business has taken place as planned				
Percentage of committee papers issued by deadline agreed with each committee	100%	95.0%	96.7%	●
Plenary Record of Proceedings published within deadline	100%	100%	100%	●
Committee Record of Proceedings published within 5 working days	100%	100%	96.6%	●
Percentage of Assembly proceedings (committee/Plenary meetings) affected by failure to deliver Commission services	0%	0.0%	0.0%	●
Research Service enquiries answered within agreed deadline	100%	98.7%	99.7%	●

Note: Data is shown as an average for the reporting period.














	Target	April 2016 – September 2016	April 2017 – September 2017	
KPI 2: Providing effective Professional Development				
Number of delegate spaces filled by AMs on a Continuous Professional Development (CPD) programme ¹	90	198	70	●
Number of delegate spaces filled by Assembly Member Support Staff (AMSS) on a CPD programme ¹	175	315	283	●
The extent to which AMs and AMSS anticipate the provided training will have a positive impact on their work ²	70% positive impact	99.0%	97.2%	●
Number of Welsh learners (Commission staff, AMs and AMSS) receiving tuition through the Language Skills Team ³	-	91	94	-

Note: ¹ Data is shown as a total for the reporting period. ² Data is shown as an average for the reporting period. ³ Data is shown as at the end of September.

Strategic Goal: Engage with all the people of Wales and champion the Assembly

	Target	April 2016 – September 2016	April 2017 – September 2017	
KPI 3: Help build an understanding about the role and work of the Assembly				
Number of visitors to the: ⁴				
- Senedd	Maintain each period	45,168	72,295	
- Pierhead		47,276	49,984	
Number of visitors on tour ⁴	Maintain each period	15,252	13,125	
Customer rated good/very good overall experience of taking a tour on the estate ⁵	80%	100%	100%	
Number of events organised on the estate ⁴	Increase on previous period	77	128	
Customer rated good/very good overall experience of organising an event on the estate ⁵	80%	100%	94.7%	
Number of face to face general awareness raising sessions held with young people ⁴	Maintain each period	381	414	

Note: ⁴ Data is shown as a total for the reporting period. ⁵ Data is shown as an average for the reporting period.

	Target	April 2016 – September 2016	April 2017 – September 2017	
KPI 4: Champion the work of the Assembly				
Web Traffic: ⁶				
- Visitors	Maintain each period	40,463	48,246	
- Visits	Maintain each period	76,812	85,805	
- Page views	Maintain each period	266,613	256,221	
Facebook – Average Reach ⁶	Maintain each period	15,247	11,056	
Facebook – Likes ⁷	Maintain each period	7,833	9,840	
Twitter Impressions (the number of people who saw the content) ⁷	Maintain each period	528,900	581,000	
Twitter: ⁷				
- Followers (main corporate account)	Maintain each period	41,868	46,557	
- Followers (other accounts)	Maintain each period	23,259	29,852	
YouTube: ⁸				
- Views	Maintain each period	90,766	14,403	
- Minutes watched	Maintain each period	59,340	92,233	
Use of Senedd.tv: ⁸				
- Views	Maintain each period	145,968	54,350	
- Users	Maintain each period	25,200	23,021	
Research Service Blog views (English and Welsh) ⁸	Maintain each period	63,411	112,416	

Note: ⁶ Data is shown as an average for the reporting period. ⁷ Data is shown as at the end of September. ⁸ Data is shown as a total for the reporting period. For information on the significant changes in numbers please refer to the summary at the beginning of the report.

Strategic Goal: Use resources wisely



	Target	April 2016 – September 2016	April 2017 – September 2017	
KPI 5: Expenditure to target				
Per cent underspend forecast at year end ⁹	<0.5%	0.0%	0.2%	●
Value for money savings ⁹	-	£362,000	£73,414	-
Average days taken to pay suppliers ¹⁰	<10 days	6.0	4.41	●
Average days taken to pay AMs ¹⁰	<5 days	2.1	1.77	●

Note: ⁹ Data is shown as at the end of September. ¹⁰ Data is shown as an average for the reporting period.


For more information on the Assembly Commission's budget strategy please refer to the [Budget](#) and the [Annual Report and Statement of Accounts](#).

	Target	April 2016 – September 2016	April 2017 – September 2017	
KPI 6: Staff resource requirements and expectations are being met				
Sickness absence - % rolling 12 month average ¹¹	<3%	3.5%	3.8%	●
Sickness absence - % monthly average ¹¹	<3%	2.7%	3.4%	●
Completion of staff performance reviews (twice annually – April and October)	100%	94.4%	99.0%	●
Employee response rate to the annual staff survey ¹²	Civil Service Median – currently 65%	85.0%	82.0%	●
Employee engagement level against the 5 core questions in the annual staff survey	Civil Service Median – currently 59%	72.0%	74.0%	●
Number of staff: ¹¹				
- Headcount	-	442	478	-
- Full Time Equivalent (FTEs)	-	423.7	457.3	-



Note: ¹¹ Data is shown as at the end of September. ¹² The annual staff survey is completed in May/June each year.

	Target	April 2016 – September 2016	April 2017 – September 2017	
KPI 7: ICT services are being delivered as planned				
Achievements against Service Level Agreement (SLA) targets for all incidents	90%	90.7%	90.4%	
Customer satisfaction score for incident handling (out of 9)	8	8.9	8.46	

Note: Data is shown as an average for the reporting period.

	Target	April 2016 – September 2016	April 2017 – September 2017	
KPI 8: Freedom of Information (FOI) requests being processed as required				
Number of FOI requests answered	-	41	38	-
Per cent of FOI requests answered to statutory deadline	100%	92.7%	100%	

Note: Data is shown as a total for the reporting period.

	Target	April 2016 – September 2016	April 2017 – September 2017	
KPI 9: Environmental targets are being delivered as planned				
Combined energy footprint (Cardiff Bay Estate)	30% reduction in total energy emissions by 2021	13.0%	20.0%	
Diversion of waste from landfill	100% by 2021	96.4%	100%	

Note: Data is shown as at the end of September.

For more information on environmental issues please refer to the [Annual Environmental report](#).

Assembly Member and Support Staff satisfaction survey

In February, Assembly Members and Assembly Member Support Staff are asked to complete an annual satisfaction survey to help gauge how well the services provided by Commission staff have performed over the past year. Questions use a 10 point scale, where 1 = poor and 10 = excellent. A summary of results are presented here.

The satisfaction survey was not completed in 2016 because of the Assembly Election; therefore data from 2015 has been provided for comparison. It should also be noted that the satisfaction survey was reviewed for the Fifth Assembly and therefore comparable data is not available for every indicator.

	Target	2015	2017	
Strategic Goal – Provide outstanding parliamentary support				
Overall support for Assembly Committees	8	8.3	8.5	●
Overall support for Plenary	8	8.6	8.4	●
Overall support for constituency work	8	-	8.2	●
Overall support to conduct your work in the language of your choice	8	8.8	8.9	●
Overall support provided by Members' Business Support	8	9.0	8.9	●
Overall support provided through the Professional Development function	8	8.2	8.3	●

	Target	2015	2017	
Strategic Goal – Engage with all the people of Wales and champion the Assembly				
Overall effectiveness of the Assembly Commission in engaging with the people of Wales	8	7.2	6.9	●
Overall effectiveness of the Assembly Commission in championing the work of the Assembly	8	-	7.0	●

	Target	2015	2017	
Strategic Goal – Use resources wisely				
Overall support provided by ICT in Tŷ Hywel	8	8.2	8.3	●
Overall support provided by ICT in the Senedd	8	8.2	8.4	●
Overall support provided by ICT in the constituency or regional offices	8	7.2	7.9	●
Overall choice of ICT equipment available	8	-	7.9	●
Overall support provided for Tŷ Hywel and the Senedd	8	8.4	8.7	●
Overall support provided for constituency or regional offices	8	-	8.0	●

Note: Data is shown as an average score provided by Assembly Members and Assembly Member Support Staff.

Document is Restricted