

Agenda – Y Pwyllgor Cyfrifon Cyhoeddus a Gweinyddiaeth Gyhoeddus

Lleoliad:	I gael rhagor o wybodaeth cysylltwch a:
Ystafell Bwyllgora 5 – Tŷ Hywel	Fay Bowen
Dyddiad: Dydd Iau, 14 Rhagfyr 2023	Clerc y Pwyllgor
Amser: 09.00	0300 200 6565
	SeneddCCGG@senedd.cymru

Bydd y cyfarfod yn cael ei ddarlledu'n fyw ar www.senedd.tv

(Rhag-gyfarfod preifat)

(09:00 – 09:15)

1 Cyflwyniad, ymddiheuriadau a dirprwyon

(09:15)

2 Papurau i'w nodi

(09:15 – 09:20)

2.1 Llythyr gan Gomisiynydd Cenedlaethau'r Dyfodol Cymru – Craffu ar Gyfrifon 2022–23

(Tudalennau 1 – 9)

Dogfennau atodol:

PAPA(6)18–23 PTN1–Craffu ar Gyfrifon – Comisiynydd Cenedlaethau'r
Dyfodol Cymru 2022–23 (Saesneg yn unig)

Risgiau Comisiynydd Cenedlaethau'r Dyfodol – Newid 2022 (Saesneg yn unig)

3 Penodiadau cyhoeddus: Sesiwn dystiolaeth gyda Llywodraeth Cymru

(09:20 – 11:00)

(Tudalennau 10 – 50)

Swyddogion Llywodraeth Cymru

- Tim Moss – Prif Swyddog Gweithredu
- Kathryn Jenkins – Prif Swyddog Diogelwch



Papurau Atodol

- Papur Tystiolaeth Llywodraeth Cymru – Ymchwiliad i benodiadau cyhoeddus

Dogfennau atodol:

Briff Ymchwil

PAPA(6)-18-23 P1-Papur Tystiolaeth Llywodraeth Cymru – Ymchwiliad i benodiadau cyhoeddus

4 Cynnig o dan Reol Sefydlog 17.42 i wahardd y cyhoedd o weddill y cyfarfod

(11:00)

(Egwyl)

(11:00 – 11:10)

5 Trafod y dystiolaeth a gafwyd gan Lywodraeth Cymru: Penodiadau cyhoeddus

(11:10 – 11:30)

6 Trafod adroddiad drafft y Pwyllgor: Adfywio Canol Trefi

(11:30 – 11:50)

(Tudalennau 51 – 109)

Dogfennau atodol:

PAPA(6)-18-23 P2-Adfywio canol trefi (Saesneg yn unig)

7 Trafod y dystiolaeth a gafwyd gan Lywodraeth Cymru: Amgueddfa Cymru

(11:50 – 12:05)

(Tudalennau 110 – 130)

By email

5th December 2023

Dear Mark,

Accounts Scrutiny: Future Generations Commissioner for Wales 2022-23

Thank you for your letter dated 22 November 2023. Please find below the answers to your additional questions.

1. **Are you content with the Welsh Government's approach to the setting of the budget for your office for 2024-25 and the engagement you've had to date with officials about it?**

We have had good engagement with officials around the budget for my office, but Ministerial decisions still haven't been made for next year.

Whilst we send Welsh Government provisional budget information at an early stage (August) to help the budget process for the following year, we do not receive answers or certainty before December. As of 4th December, we do not know what our budget will be for 2024-25. We did receive an indication from officials to plan along the lines set out in last year's settlement budget but with no confirmation if that is the figure we will get.

Of course, we are aware of the difficult financial context facing Welsh Government. However, the process does make it difficult for us to plan adequately for the following year.

As you know, the alignment exercise has limited our resilience, and this is having a direct impact. For example, this year I have not yet been able to meet the Cost-of-Living payment in full as requested by WG.

We have not seen a significant change since the publication of the Committee's report on the funding of Commissioners. We have no indication of receiving a more sustainable level of funding as suggested by ESJ Committee, or as requested in our statutory estimate.

2. **Do you know when you expect to hear about your funding allocation for 2024-25, which will be reflected in the Welsh Government's Draft Budget?**

We expect to find out the figure allocated to us at the publication of the draft budget on the 19th of December.

We were given last year an indicative baseline figure of £1,680,000 as part of the two-year flatline indication, but this has not been confirmed.

3. **Can you provide an update about discussions you've had with the Welsh Government about extending the number of bodies under the Well-being of Future Generations Act 2015 and the**

related cost implications; what are the implications for your office of not obtaining additional funding for the eight additional bodies the Welsh Government proposes to add?

Initially we requested £129K to cover the recruitment of one Grade 3 lead, plus support and cover for senior staff time as the cost implication of the eight new public bodies coming under the Well-being of Future Generations Act.

Subsequently, Welsh Government officials discussed with us the potential of £8K - £10K per new body as a possible working alternative figure, but this was never confirmed.

Our understanding is that we believe eight new public bodies will come under the Act from 1st April but that is not confirmed and at this stage there is no additional funding agreed.

The possibilities of no additional funding or a delay in new bodies coming under the Act have also been flagged with us as options recently, given the extreme pressures on Welsh Government's budget. I have indicated that at a very last resort I would absorb additional costs if the alternative was that the bodies wouldn't come under the Act. It is important that all public bodies meeting the criteria are included, but this would increase yet again the pressures on my office and the services I can deliver.

I have made clear that to avoid any such problems in the future, Regulatory Impact Assessments should include provision for increased costs on my office each time a body is to come under the remit of the Act. We already have absorbed 4 Corporate Joint Committees. To avoid funding omissions in the future, I am encouraged to see that there are now early conversations within WG and with my office on the cost implications of new proposals. For example, with possible introduction of a Bill on Coal Tippings which would create a new body to come under the Act, WG have flagged to their colleagues the need to factor in additional costs for us and AGW, and they invited my office to be part of the discussions. This is a positive and encouraging development for the future, we now need to resolve the position for the 8 existing bodies, where such conversations have been missed.

The new bodies will not have the 7-year experience that the other 48 have and will need extra support. This is why I had costed for introduction meetings, training, an increase in my workforce to provide advice and additional monitoring and assessing of additional bodies. Having said that, some new bodies have already made a strong investment and shown commitment to the Act already (Qualifications Wales, Transport for Wales, Welsh Revenue Authority...).

I have already started to work with these 8 new bodies, in a light touch manner, as the plans were announced two years ago. We have all been preparing and we cannot afford not to. I have allocated a lead official in my team to each organisation, and they have had initial meetings (sometimes several meetings) focussing on advice to set well-being objectives. We have identified the new bodies' support and development needs through these meetings.

I have met with the CEO and / or Chair for each additional body. My team have contributed to the Welsh Government Knowledge Exchange sessions, providing presentations to the additional bodies, as well as

resources and advice. We have also provided learning and development sessions which have been targeted at new bodies.

The overall level of support I will be able to offer from 1st April 2024 will depend on the budget I will be allocated next year.

4. Has the Welsh Government engaged with you about its evaluation of the Well-being of Future Generations Act 2015 and if so, what is the scope and timescale for it?

Welsh Government officials keep us informed of their plans. We understand they have commissioned research which should be available in 18 months and have appointed a researcher. Our office will be interviewed. Welsh Government will then review that research and write a report for the Senedd. We have not been given a detailed timeline for this yet.

5. In your Annual Report 2022-23, you set out the future focus for your office. You say “Between March and September, my team and I will be taking the opportunity to refresh our approach to what we do and set new areas of focus for our work”. Have you done this and if so, are you able to provide details and explain how, as a result, you will more effectively allocate your office’s time and resources to generate the biggest impact?

This work has been completed. In November I published my new strategy, Cymru Can. You can find it here:

<https://www.futuregenerations.wales/wp-content/uploads/2023/11/2023-11-20-Strategy-English.pdf>

In order to prioritise the work programme, have introduced 5 missions for my office for the duration of my term. I have used a Theory of Change model to ensure our work is focussed on impact and to ensure we’re making clear links between what we do and what we want to achieve (our impact).

Our 5 integrated missions will be:

- Effective implementation of the Well-being of Future Generations Act
- The Climate and nature emergencies
- Health and well-being
- Culture and the Welsh language
- A well-being economy

The first seven years of the Well-being of Future Generations Act put in place solid foundations, achieving impact as part of a movement for change in Wales. We want to maximise the scale and increase the pace of that impact over the next seven years and beyond.

In summary, the key changes I am making are:

- To place a greater focus than previously on the public bodies beyond Welsh Government
- To update our advice, drawing on the experience of the last 7 years, and provide more clarity about our expectations in certain areas

- To deliver more help to public bodies about 'how' they make the changes required to achieve impact
- To undertake more regular reviews where progress is not satisfactory and provide constructive recommendations for improvements
- To set new performance measures that will tell us how we are doing and enable us to change what we do if they are not having an impact.

6. How have you engaged with, and sought the views of, staff across your office during your refresh of your office's approach and the setting of new areas of focus for your work?

Walking the talk of the Act, I have involved fully my team in the design of my new approach. We followed a five-step process (our five 'camau'), using the ways of working set out by the Well-being of Future Generations Act to help us understand the biggest challenges faced by future generations, what public bodies in Wales need to do to address these, and what our role should be in making transformative change happen. We involved more than 1,400 people across all sectors in Wales, building on research to understand global trends affecting Wales now and in the long term.

We tested our thinking along the way, and, through evidence, analysis, and data, we've gathered a wide range of information that's informed the approach we now call Cymru Can (you can read more about this in our Methodology Report which can be accessed [here](#).)

During this process, we also engaged widely with our staff team during each of the five camau via a variety of means, including:

- Staff workshop to review our priority setting process from last time (2016 – 2023)
- Staff workshop using Futures Triangle technique to input into Cam 1
- All staff encouraged to complete the Our Future Focus survey during Cam 2
- One to one discussions with staff members to gather ideas and feedback for example in our Public Bodies team
- Ongoing input to the process via team meetings
- All staff invited to attend a series of workshops for each of the emerging missions – those who could not attend offered one-to-one discussions.
- Whole team input to draft strategy during a two-day away day in September.

7. Have you set out your overall vision, along with any changes you intend to make to the operations and ways of working adopted by your predecessor, as requested by the Equality and Social Justice Committee? If so, what does this look like?

The overall vision and key changes are captured in our new organisational Vision, Purpose and [Values](#) as part of the strategy (published November 2023). Please see answer to question 5.

As part of the 'Our Future Focus involvement exercise' to prepare for our strategy, we reviewed where we consider that we've had most impact with external (and internal) stakeholders. This has included discussions on our operations and ways of working.

Our new strategy seeks to ensure a greater degree of engagement by our team with public bodies, focusing on implementation and impact to ensure that the legislation fully lives up to its potential.

A team re-structure is underway (see question 11 below) which is part and parcel of delivering on these changes.

We will continue to establish a solid foundation for progressive policies and innovation, walking the talk of the Act, in particular in the corporate areas of change, for example implementing our Anti-Racist Action Plan and our upcoming Decarbonisation Action Plan.

8. What progress have you made with your new corporate plan, which you committed to produce by this autumn, and what can you tell us about it?

See answer to question 5 above.

We published our new seven-year strategy Cymru Can in November 2023 which set out five missions. This document will be complemented by three-year operational plans (our 'Routemap') for 2024 -2027 and 2027-2030).

9. The Equality and Social Justice Committee recommended you identify the outcomes you would like to achieve during your term of office, with accompanying key performance indicators. What progress have you made in doing this?

The outcomes are set out in my new strategy. See in particular the diagrams setting the theory of change model which each include outcomes for each mission.

These outcomes are being further refined into key performance indicators and milestones, which will be included in the three-year Routemap, from 1 April 2024.

10. Do you have plans to determine milestones for delivery for each year of your term of office and if so, how do you plan to report progress made against them?

See answer to question 9 above.

The detail of how we will deliver each of our five missions will be included in a three-year Routemap from 1 April 2024. We'll review our approach as we go, involving others to make sure that we are always achieving

the biggest impact we can within our resources to improve the well-being of people in Wales now and for generations to come.

We have committed to adopting key performance indicators and milestones based along the following lines:

- **What we have done.** Example - the impact of our learning and development sessions and the work we do to share best practise.
- **Who we have reached.** Example - the range and number of organisations engaged through each of our missions.
- **Monitoring and assessing.** Example - the number of public bodies able to demonstrate progress in their well-being objectives, the way they apply the five ways of working and in contributing to progress against Wales' 50 national indicators.
- **Advice.** Example - organisations taking action following our advice; public bodies and Public Services Boards feeling confident in delivering the Well-being of Future Generations Act.
- **Convening.** Example - stakeholders across all sectors agree our team is helping to drive change in our mission areas; a wide selection of partners including the voluntary sector and community groups agree they have a strong voice in setting public sector well-being objectives associated with the missions.
- **Advocating.** Example - Public bodies have implemented recommendations from our Section 20 review and can provide instances of how it has helped them change practice; an increase in the number of public bodies and Public Services Boards who agree they are clear on the roles of Government, Audit Wales and the Future Generation's Commission in relation to the Well-being of Future Generations Act, and agree the advice they receive is consistent.

We want the KPIs to be meaningful and show progress on the things which are under our control; to see how our work is having an impact to learn lessons on what to stop or continue year on year.

Our KPIs are based on things we can directly impact, rather than wider, less specific indicators.

Ultimately, we need to see progress also at the national level in the well-being national indicators and demonstrating impact on people's lives.

11. You told the Committee you were reviewing your senior staff structure, and you were meeting, the day after the meeting, with the team to discuss it. Are you able to tell, at this stage, the outcome of the review and share the detail of any proposed changes, together with the rationale for them?

I have undertaken a restructuring process covering the whole organisation, not just the senior leadership team. This was for two reasons: (i) because of the challenging budget situation we are facing and (ii) because of the need to reorganise the team in line with the new structure.

At the time of writing, five people will be leaving the organisation at the end of March 2024 and two people have reduced their hours. Changes have been made at different levels from the SLT to Team Support.

You also agreed to write to the Committee with further information including:

- further detail on where you think there are opportunities for you to deliver against the duties and powers of your office, and to be able to draw in funding from elsewhere.

Over the years my office has secured additional resources, mainly through partnerships and secondments; and charging for services for ad hoc services.

We intend to look at developing a model for charging for services to give me additional resources in future, but that work has not yet started.

We are also looking at continuing 2 specific programmes which have been successful in promoting sustainable development:

- Future Generations Leadership Academy: We are currently running the third academy. Each academy trains 30 future leaders from the public, private and voluntary in leadership skills to support the achievement of the well-being goals. We fundraise for this programme, which cost around £180,000 each year, raising the corresponding funds from the public and private sector. We will begin fundraising and planning for the fourth academy imminently. The programme has undertaken two independent evaluations which found a positive impact on participants and on the organisations they work for in terms of improved leadership skills and knowledge of how to implement the well-being goals.
- Welsh Government International programme – as a strategic partner to the Welsh Government international team we have received specific funding in the last few years to run a programme to facilitate good practice and knowledge exchanges between Welsh public bodies with their global counterparts on an annual basis. In the current financial year, we received £200,000 for the international programme. We have been invited to submit a proposal for the next financial year and we will propose a similar funding arrangement – however we have not been given an indication of funding level as of 4th December.

- copies of the Future Generations Commissioner's Office two risk registers.

See document attached, confidential.

We are currently looking at amending our risk register to align it with the new strategy by March 2024.

- clarify why your internal auditors completed three reviews during 2022-23, compared with six in 2021-22 and whether this reflected the programme of work set out in the internal audit plan for 2022-23. Does it explain why the remuneration to internal audit decreased by £4k to £7k in 2022-23, compared to 2021-22?

There are two reasons for the smaller number of internal audits that year:

- We delayed an audit to the following year, so that it would be more meaningful i.e. the cyber security audit was delayed because work was being conducted to get new IASME Level 2 accreditation and it was felt by our Audit Risk and Assurance Committee and management team that the audit would make more sense after the IASME accreditation had been secured.



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- The previous year had included additional audits (including procurement).

In terms of costs, this meant that a budgeted 4 day audit was cancelled (cyber security). In addition, 1 day of contingency had been included (as is done every year) and that was not used that year. As our auditors only bill for work that has been completed, the reduction in the fee corresponds to the five days planned for but not used.

In terms of costs, this meant that a budgeted 4 day audit was cancelled. In addition, 1 day of contingency had been included (as is done every year) and that was not used that year. As our auditors only bill for work that has been completed, the reduction in the fee corresponds to the five days planned for but not used.

I believe I have answered all your questions in full, but please do not hesitate to contact me if you require further information.

Yours sincerely,

Derek Walker
Comisiynydd Cenedlaethau'r Dyfodol Cymru
Future Generations Commissioner for Wales



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Yn rhinwedd paragraff(au) vi o Reol Sefydlog 17.42

Mae cyfyngiadau ar y ddogfen hon

Eitem 3

Yn rhinwedd paragraff(au) vi o Reol Sefydlog 17.42

Mae cyfyngiadau ar y ddogfen hon

Y Pwyllgor Cyfrifon Cyhoeddus a Gweinyddiaeth Gyhoeddus Ymchwiliad i Benodiadau Cyhoeddus Sesiwn Bwyllgor 14 Rhagfyr 2023

Rôl yr Uned Cyrff Cyhoeddus

Mae'r Uned Cyrff Cyhoeddus yn cael ei harwain gan Ddirprwy Gyfarwyddwr ac mae'n rhan o Is-adran y Prif Swyddog Diogelwch. Gan weithio gyda chydweithwyr Llywodraethu Corfforaethol a Chyllid, mae'r Uned Cyrff Cyhoeddus yn darparu'r fframwaith ar gyfer llywodraethu a sicrhau atebolrwydd yr holl Gyrrff Hyd Braich gan gynnwys deiliaid swyddi statudol annibynnol a chwmnïau sy'n eiddo i Lywodraeth Cymru. Ar hyn o bryd mae'n gyfrifol am benodiadau cyhoeddus a reoleiddir i oddeutu 50 o sefydliadau, gan gynnwys cyrrff y GIG, yn ogystal â goruchwyllo 34 o Gomisiynwyr, cwmnïau a chyrff a noddir ynghyd â'u timau partneriaeth o fewn Llywodraeth Cymru. Mae hefyd yn gyfrifol am sicrhau bod manylion dros 200 o gyrrff sector cyhoeddus datganoledig Cymru'n cael eu cyhoeddi'n rheolaidd.

Mae gan yr Uned Cyrff Cyhoeddus rôl oruchwyllo ar gyfer pob Corff Hyd Braich, sy'n sicrhau tegwch yn y modd y caiff pob corff ei drin, a bydd yn ffynhonnell arbenigedd ar gyfer recriwtio Cadeiryddion ac aelodau Bwrdd (gan gynnwys gwneud yn siŵr y cedwir at y cod llywodraethu ar Benodiadau Cyhoeddus), amrywiaeth ar y Bwrdd a chyflog a chydnyddiaeth ariannol. Mae'r Uned Cyrff Cyhoeddus yn gweithredu polisi Llywodraeth Cymru ar dâl, gwobrwyo, a thelerau ac amodau ar draws cyrrff cyhoeddus Cymru, ac yn gweithredu fel cyfrwng rhyngddyn nhw ac adrannau Llywodraeth y DU pan fo hynny'n angenrheidiol. Mae'r Uned Cyrff Cyhoeddus hefyd yn goruchwyllo'r rhaglen Adolygiadau Teilwredig.

Mae Bwrdd y Corff Hyd Braich yn gyfrifol am lywodraethu'r sefydliad a'i reolaethau mewnol. Mae rheolaeth ariannol wedi'i ddirprwyo i Swyddog Cyfrifyddu'r sefydliad. Y Corff Hyd Braich sy'n gyfrifol am benderfynu sut y bydd yn gweithredu ei amcanion, a gosod y rhain mewn cynllun busnes.

Mae Timau Partneriaeth yn ymdrin â'r berthynas gyda'r Corff Hyd Braich a'i Fwrdd o ddydd i ddydd. Mae Corff Hyd Braich yn cyflawni amcanion ar gyfer Gweinidogion Cymru ac mae'r tîm Partneriaeth yn gyfrifol am wneud yn siŵr y caiff yr amcanion hyn eu cyflawni. Os oes materion yn ymwneud ag amcanion, rheoli cronfeydd, effeithiolrwydd y bwrdd neu agweddau eraill o lywodraethu, bydd y tîm partneriaeth yn mynd i'r afael â'r rhain. Mae'r Tîm Partneriaeth yn cynghori ar bolisi'r Llywodraeth ac unrhyw newidiadau i'r polisi hwn. Mae'n gyfrifol am asesu'r risg a sefydlu strwythur cyfathrebu i hwyluso perthnasoedd gweithio da. Mae Timau Partneriaeth yn gyfrifol am sicrhau bod eu staff yn cael eu hyfforddi i wneud gwaith nawdd.

Penodiadau Cyhoeddus

Rhwng 1 Ebrill 2022 a 31 Mawrth 2023, cyflwynodd yr Uned Cyrff Cyhoeddus 53 o ymgyrchoedd recriwtio, gan arwain at 60 o benodiadau a 73 o ailbenodiadau i 29 o gyrrff cyhoeddus a byrddau iechedd (sy'n gynydd o'i gymharu â'r flwyddyn flaenorol lle cyflwynwyd 29 o ymgyrchoedd recriwtio, gan arwain at 52 o benodiadau a 15 o ailbenodiadau).

Mae'r Uned Cyrff Cyhoeddus yn gweithio gyda'r Timau Partneriaeth mewn 20 o isadrannau ar draws Llywodraeth Cymru a gydag ysgrifenyddion y Bwrdd Iechyd i gyflawni pob penodiad bwrdd a reoleiddir. Rydym yn annog sawl bwrdd heb ei reoleiddio i ddilyn yr un broses benodi i sicrhau tegwch. Rydym yn ymgymryd ag

Y Pwyllgor Cyfrifon Cyhoeddus a Gweinyddiaeth Gyhoeddus Ymchwiliad i Benodiadau Cyhoeddus Sesiwn Bwyllgor 7 Mehefin 2023

oddeutu 450 o benodiadau a reoleiddir, gan gynnwys tua 110 mewn iechyd a thua 75 o benodiadau heb eu rheoleiddio bob blwyddyn.

Mae'r Uned Cyrff Cyhoeddus yn gweithio gyda'r Timau Partneriaeth i sicrhau ansawdd yr hysbysebion ar gyfer Penodiadau Cyhoeddus ac yn hwyluso'r broses o roi cyhoeddusrwydd i'r rolau. Mae Panelau Asesu Ymgynghorol (sydd fel arfer yn cynnwys uwch swyddog o'r Tîm Partneriaeth, cynrychiolydd o'r corff cyhoeddus ac aelod annibynnol) yn sifftio ac yn cyfweld, gan roi rhestr i'r Gweinidog o'r ymgeiswyr sy'n addas ar gyfer eu penodi. Mae'r Uned Cyrff Cyhoeddus yn sicrhau y gwneir pob penodiad a reoleiddir yn unol â'r Cod Ymarfer ar Benodiadau Cyhoeddus. Bydd y Bwrdd yn cael cefnogaeth barhaus gan y Corff Cyhoeddus a'r Timau Partneriaeth.

Safbwyntiau'r cyrff corfforedig hynny y gwneir y penodiadau cyhoeddus iddynt ar y broses benodi

Cysylltiad uniongyrchol cyfyngedig sydd gan yr Uned Cyrff Cyhoeddus â'r cyrff y gwneir y penodiadau cyhoeddus iddynt. Rôl yr Uned Cyrff Cyhoeddus yw gweithio gyda'r Timau Partneriaeth i gynghori ar y broses recriwtio a'i hwyluso, gan sicrhau bod y Timau Partneriaeth, y Paneli a'r prosesau yn cydymffurfio â'r Cod Ymarfer ar Benodiadau Cyhoeddus.

Mewn adborth diweddar a gafwyd gan un Bwrdd Iechyd, rhoddwyd gwybod fod y broses yn gweithio'n dda o'u safbwynt nhw, gyda chyfathrebu da gan yr Uned Cyrff Cyhoeddus, yn enwedig yn nes at gamau 'terfynol' hanfodol y broses pan oedd amser yn brin. Yr adborth oedd ein bod ni i gyd wedi gweithio'n effeithiol gyda'n gilydd i gyflawni'r hyn a oedd ei angen, ar amser, ac i safon uchel.

Rôl y Comisiynydd Penodiadau Cyhoeddus

Rôl y Comisiynydd (William Shawcross CVO) yw rhoi sicrwydd annibynnol bod penodiadau gan Weinidogion i fyrddau cyrff cyhoeddus yn cael eu gwneud yn unol ag Egwyddorion Penodiadau Cyhoeddus a Chod Llywodraethu Llywodraeth Ei Fawrhydi. Mae ei gylch gwaith yn cynnwys penodiadau a wneir gan weinidogion yn Whitehall a phenodiadau gan weinidogion Llywodraeth Cymru i Gyrrff Hyd y Braich.

Mae'r Gorchymyn yn y Cyfrin Gyngor ar Benodiadau Cyhoeddus yn ei gwneud yn ofynnol i'r Comisiynydd gynnal archwiliadau o weithdrefnau penodiadau cyhoeddus, cynnal ymchwiliadau a, lle bo angen, ystyried cwynion. Mae dyletswyddau'r Comisiynydd yn cynnwys llunio adroddiad blynyddol (sy'n cynnwys ystadegau am amrywiaeth), gweithredu fel eiriolwr dros amrywiaeth, a chael gwybod neu bod yn rhan o ymgynghoriad ar gamau penodol o'r broses benodi.

Mae'r Comisiynydd yn goruchwyllo'r penodiadau a wneir i dros 300 o gyrrff cyhoeddus gan weinidogion yn Whitehall a 50 gan Lywodraeth Cymru, ar ôl diddymu'r Cynghorau Iechyd Cymuned ym mis Ebrill 2023.

Y Pwyllgor Cyfrifon Cyhoeddus a Gweinyddiaeth Gyhoeddus
Ymchwiliad i Benodiadau Cyhoeddus
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Y prif rwystrau i gynyddu amrywiaeth ymhlith ymgeiswyr ar gyfer penodiadau cyhoeddus yng Nghymru

Roedd yr ymarferion ymgysylltu â rhanddeiliaid a gynhaliwyd gan yr Uned Cyrff Cyhoeddus wrth ddatblygu Strategaeth Amrywiaeth a Chynhwysiant Llywodraeth Cymru "Adlewyrchu Cymru wrth Redeg Cymru 2020 i 2023", yn cynnwys y rhai hynny sy'n ymwneud â phenodiadau cyhoeddus, polisi cydraddoldeb, a'r rheini sy'n gweithio yn y byd academaidd. Yn sail i hyn mae'r Model Cymdeithasol o Anabledd sy'n cydnabod bod pobl ag amhariadau yn cael eu hanablu gan rwystrau sy'n bodoli'n aml mewn cymdeithas, fel agweddau negyddol, a rhwystrau sefydliadol ac amgylcheddol sy'n arwain at wahaniaethu ac yn effeithio ar gynhwysiant a chyfranogiad pobl ym mhob agwedd o fywyd. Mae'r rhwystrau hyn hefyd yn berthnasol i benodiadau cyhoeddus.

Canfyddiad allweddol o'r cyfweiliadau a'r wybodaeth a gasglwyd yw bod diffyg ymwybyddiaeth a gwybodaeth gyffredinol o fodolaeth cyrff cyhoeddus a'r hyn y maent yn ei wneud. Mae hyn yn golygu nad "colli'r awydd" na theimlo ei bod yn broses annheg y mae pobl, ond yn hytrach nad ydynt yn gwybod am y cyfleoedd posibl yn y lle cyntaf.

Ar gyfer 2021-22, mae data ar gyfer Cyrff Cyhoeddus a reoleiddir gan y Tîm Penodiadau Cyhoeddus yn Llywodraeth Cymru yn dangos y canlynol:

- Menywod oedd 58.8% o'r holl benodiadau – gan godi o 55.6% yn 2020-21.
- Pobl anabl oedd 18% o'r holl benodiadau – gan godi o 5% yn 2020-21. Pobl Dduon, Asiaidd ac Ethnig Leiafrifol oedd 12.7% – gan godi o lai na 5% yn 2020-21 ac 8.1% yn 2019-20.
- Ar draws adrannau Llywodraeth y DU, menywod yw 50.9% o'r holl benodiadau. Roedd 8.2% o'r penodiadau yn bobl anabl.
- Pobl Dduon, Asiaidd ac Ethnig Leiafrifol oedd 20% o'r penodiadau.
- Nododd 82.5% o'r cadeiryddion ac aelodau a benodwyd ac a ailbenodwyd eu bod yn byw yng Nghymru. Roedd yr 17.5 y cant sy'n weddill yn byw yn Lloegr.

Effeithiolrwydd y dulliau presennol o annog a chynyddu amrywiaeth ymgeiswyr

Er mwyn annog mwy o amrywiaeth mewn penodiadau cyhoeddus, lanswyd y Strategaeth Amrywiaeth a Chynhwysiant ym mis Chwefror 2020 i ymgysylltu â grwpiau sydd heb gynrychiolaeth ddigonol a rhoi cyfleoedd datblygu i aelodau byrddau ac ymgeiswyr.

Yn 2021, cafodd 13 o Uwch Aelodau Panel Annibynnol eu recriwtio o bob rhan o Gymru i ymuno â phaneli recriwtio ar gyfer rhai o'r penodiadau cyhoeddus mwyaf arwyddocaol. Roedd yr unigolion yn dod o bob cefndir ac yn cynnwys amrywiol nodweddion gwarchoddedig. Mae'r aelodau wedi rhannu eu gwybodaeth, eu

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harbenigedd a'u profiad byw i ychwanegu gwerth at y broses recriwtio. Cymru yw'r wlad gyntaf yn y Deyrnas Unedig i fynd ati i recriwtio Uwch Aelodau Panel Annibynnol yn y modd hwn.

Mae'r Uned Cyrff Cyhoeddus yn awyddus i weithio gyda'n partneriaid allanol i hwyluso cyfleoedd mentora a chysgodi ar gyfer pobl o grwpiau gwarchoddedig i'n helpu i ddatblygu cronfa o unigolion sydd â diddordeb mewn gwneud cais am swydd bwrdd. Cynhaliodd yr Uned Cyrff Cyhoeddus ddigwyddiadau ymgysylltu â Thimau Partneriaeth ym mis Tachwedd ac ym mis Chwefror ac maent yn gweithio gyda Thimau Partneriaeth i drafod gosod amcanion Cydraddoldeb ac Amrywiaeth ar gyfer Byrddau a Chadeiryddion.

Mae'r Uned Cyrff Cyhoeddus yn ehangu rhwydweithiau drwy ymestyn cyrhaeddiad rhanddeiliaid. Mae presenoldeb yr Uned ar y rhyngwyd yn cael ei wella i egluro'n well beth yw'r Uned Cyrff Cyhoeddus a hefyd i gynnwys dolenni i wybodaeth berthnasol fel swyddi gwag a hyfforddiant Amrywiaeth.

Mae'r Uned Cyrff Cyhoeddus yn gweithio gyda'r Gwasanaethau Gwybodaeth a Dadansoddi a'r Unedau Tystiolaeth Cydraddoldeb, Hil ac Anabledd yn Llywodraeth Cymru i gasglu data amrywiaeth ar gyfer byrddau Cyrff Cyhoeddus a Reoleiddir. Datblygwyd holiaduron i gasglu data amrywiaeth gan Gyrff y Sector Cyhoeddus a'u byrddau ar gyfer 2023. Cyhoeddir y rhain ym mis Mai 2023 a bydd asesiad cychwynnol o'r peilot yn cael ei gyhoeddi yn ystod haf 2023.

Cynhaliwyd cyfres o raglenni hyfforddi a datblygu rhwng mis Ebrill 2022 a mis Hydref 2023 ac roedd yn cynnwys 5 modiwl, gan gynnwys Rhaglenni Datblygu ar gyfer pobl o gefndiroedd ethnig leiafrifol Du ac Asiaidd, a phobl anabl.

Mynychodd 208 o gynrychiolwyr 16 sesiwn yn ystod y cyfnod o 6 mis ym mlwyddyn gyntaf yr hyfforddiant.

- Modiwlau 1 i 4 – Nododd **43%** o'r mynychwyr eu bod o gefndir Du, Asiaidd ac Ethnig Leiafrifol ac ym Modiwl 5 (Aelodau Bwrdd presennol) - nododd **14%** eu bod o gefndir Du, Asiaidd ac Ethnig Leiafrifol.
- Modiwlau 1 i 4 – nododd **30%** o'r mynychwyr eu bod yn anabl ac ym Modiwl 5 (Aelodau Bwrdd presennol) - nododd **15%** eu bod yn anabl.

Yn dilyn gwerthusiad interim ac adborth cadarnhaol, cynhelir y rhaglenni eto ym mis Mai 2023, gan ymestyn hyd fis Mawrth 2024, sef ail flwyddyn y cynllun peilot dwy flynedd ar gyfer y rhaglenni hyfforddi.

Roedd y sylwadau o gymeradwyaeth a gafwyd yn cefnogi effaith gadarnhaol yr hyfforddiant yn cynnwys:

- *“Roedd y rhaglen yn gyfle gwych i gwrdd â phobl o gefndiroedd eraill a meithrin perthnasoedd.”*
- *“Roeddwn i wrth fy modd ein bod ni'n cael ein hannog i fod yn chwilfrydig a gofyn cwestiynau anodd.”*

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- *“Roedd nodweddion gwarchoddedig ac elfennau rhagfarn anymwybodol yr hyfforddiant yn arbennig o fuddiol ac yn ddiddorol i ddysgu amdanynt.”*

Creu proses benodiadau cyhoeddus mwy tryloyw ac agored

Bydd system adnoddau dynol newydd Llywodraeth Cymru, CAIS, yn cefnogi recriwtio dienw, gan leihau'r posibilrwydd o ragfarn anymwybodol. Mae trafodaethau hefyd ar y gweill ynglŷn â:

- Pecynnau ymgeiswyr – osgoi iaith gymhleth a all fod yn gyfarwydd i bobl sydd wedi gweithio mewn rolau uwch yn y sector cyhoeddus yn unig. Cynnwys profiad "byw" ym manyleb y person a symud tuag at ddull seiliedig ar ymddygiad.
- Datblygu canllawiau ar gyfer darpar ymgeiswyr i wella'r tebygolrwydd o lwyddo.
- Datblygu canllawiau a hyfforddiant ar gyfer Timau Partneriaeth wrth gynnal ymgyrch.
- Cadw mewn cysylltiad â rhai sydd wedi dod yn agos i'r brig e.e. edrych ar gyfleoedd cysgodi.
- Gofyn am adborth gan ymgeiswyr ar ôl y cyfweiliad.
- Darparu adborth mwy cadarn ynghylch pam nad oedd yr ymgeiswyr yn llwyddiannus. Bydd hyn yn rhoi rhywbeth iddynt adeiladu arno ar gyfer y cais nesaf y byddant yn ei gyflwyno.

Enghreifftiau o arferion gorau o rannau eraill y Deyrnas Unedig ac yn rhyngwladol

Nid oes tystiolaeth wedi'i chyhoeddi o arferion gorau yn y DU neu yn rhyngwladol mewn perthynas â Phenodiadau Cyhoeddus. Fodd bynnag, rydym yn gweithio'n agos gyda'n cydweithwyr yn Swyddfa Cabinet y DU ac yn y Gweinyddiaethau Datganoledig gan rannu gwybodaeth am feysydd dysgu a datblygu. Er enghraifft, mae Llywodraeth y DU wrthi'n cyflwyno'r gallu i ymgeiswyr olrhain eu cais – sy'n opsiwn sydd gennym ni eisoes. Yn yr un modd, rydyn ni wedi gweithredu Gwrandawiadau Cyn Penodi, ond nid yw eraill wedi mabwysiadu hyn eto.

Mae cyfyngiadau ar y ddogfen hon

Eitem 7

Yn rhinwedd paragraff(au) vi o Reol Sefydlog 17.42

Mae cyfyngiadau ar y ddogfen hon