

THE NATIONAL ASSEMBLY FOR WALES: AUDIT COMMITTEE

**REPORT 00-03 – Presented to the National Assembly on 09 June 2000 in
accordance with section 102(1) of the Government of Wales Act 1998**

Further Education in Wales

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INTRODUCTION

1. This report concerns the Committee's investigations into Further Education in Wales. It focuses on four main themes:
 - the financial health of the sector and the monitoring of the sector by the Further Education Funding Council for Wales (the Funding Council);
 - the way the sector is governed;
 - strategic planning and financial management within the sector; and
 - the procurement of goods and service by institutions.
2. On the basis of a report produced by the National Audit Office on behalf of the Comptroller & Auditor General¹ we took evidence from officials from both the Assembly and the Funding Council. We also took evidence from the Principal and the Chair of Governors from Carmarthenshire College of Technology and Art and Coleg Ceredigion which were two of the eight colleges the National Audit Office had visited during their review of the sector.
3. In our report we discuss in some detail the four main themes outlined above. We then set out our main findings and conclusions together with a series of recommendations for both the Funding Council and further education institutions to help the sector further improve their performance and to make savings, thereby releasing further resources for the important task of educating the people of Wales.

¹ C&AG's report on Further Education in Wales, HC641 1998-99

THE FINANCIAL HEALTH OF THE SECTOR AND THE FUNDING COUNCIL'S MONITORING OF INSTITUTIONS

Financial position of the sector

4. There are currently 28 further education institutions in Wales, which teach some 200,000 students and employ over 11,000 staff². 23 of these institutions are colleges offering general further education, tertiary provision or land-based provision. The remaining five members of the sector are a number of smaller bodies which have been given designated status within the further education sector in Wales. They are a sixthForm College, a residential college, two Workers Educational Associations and the YMCA in Cardiff. In the academic year 1998-99 the institutions received an estimated total income of £244.9 million of which £172.5 million was in the form of grants from the Funding Council. Since incorporation in 1993, the financial health of the sector has been deteriorating. In the academic years 1996-97 and 1997-98 the sector made overall operating deficits and the National Audit Office report showed that in March 1999 over a quarter of all institutions were facing immediate financial difficulties, twice as many as in 1997³.
5. The Funding Council is much more sanguine about the financial health of the sector than it had been one to two years ago⁴. It estimates that the sector as a whole could make an operating surplus of £3 million in the academic year 1998-99 and that the actual number of institutions to make an operating deficit would be less than the 11 institutions that earlier in the year were forecasting a deficit⁵. Officials from the Assembly also highlighted that the sector is receiving a significant increase in funding from the Assembly. In the current academic year, 1999-2000, funding for further education institutions in Wales and the Funding Council is to increase from £178.6 million to £199.6 million, a rise of nearly 6 per cent in real terms. Further increases in real terms are currently planned for the following year as well⁶. We welcome the increase in funding in real terms which the sector is receiving but emphasise that institutions need to keep tight control

² C&AG's report, para 1.2

³ C&AG's report, Figures 7 and 8

⁴ Q3

⁵ Q2

⁶ Q6 and Q12

over finances and use the additional funding wisely to provide extra relevant courses or to increase the numbers of students in further education. In particular, we look to colleges to increase their provision of Welsh and bilingual courses.

6. The Funding Council monitors the financial health of each institution using financial information which institutions submit to it three times each year. It assesses the financial health of each institution as Satisfactory, Marginal or Unsatisfactory. As part of this assessment the Funding Council also takes into account institutions' strategic plans, accommodation plans, estate strategies, student data and audit reports⁷. The National Audit Office report states that in March 1999, the Funding Council assessed the financial health of eight institutions as being Unsatisfactory, twice as many as in 1997⁸. Since then one further institution has become Unsatisfactory, but two institutions have moved out of that category. The Funding Council estimates that a further two will also improve their categorisation in the near future – one by merging with another institution. It considers that two of the remaining five institutions will manage themselves out of their current position within the next year to eighteen months, which would leave three institutions which continue to, face ongoing financial difficulties. One of these three institutions is also considering merger as a solution to its financial problems⁹. The Funding Council did not mention, however, whether it expects the financial position of any of the other institutions in the sector to worsen and become Unsatisfactory.

Staffing issues

7. The biggest single cost facing all institutions is staffing¹⁰. Across the sector, staff costs per full-time equivalent student have fallen by about 14 per cent in real terms between the academic years 1994-95 and 1998-99. However, there have been serious problems in a small number of institutions, which have expanded their staff costs well beyond the level of growth in student numbers and the

⁷ C&AG's report, para 2.7

⁸ C&AG's report, para 2.5 and Figure 8

⁹ Qs 16-17

¹⁰ C&AG's report, Figure 5

growth in funding¹¹. The National Audit Office found that this had happened in two of the eight colleges they had visited¹².

8. Coleg Ceredigion faced serious financial difficulties in the academic year 1994-95, the biggest cause of which was a significant increase in staff costs. The measures - which the College has had to take to resolve that financial crisis - included a substantial reduction in staff numbers and the closure of two of the College's campuses. Those essential measures have, in the view of the College, held it back from developing in the way it would have liked¹³. A fully effective human resource strategy would have highlighted these problems.
9. The Funding Council emphasised to us that it cannot manage staffing for institutions but accepts that it should be able to provide a framework for institutions on what should be included in a human resources strategy. The Funding Council now requests human resource plans from institutions as part of the overall strategic planning process and it enters into dialogue with institutions about these strategies where necessary. On this issue, as with many others, the Funding Council is looking to the Governance and Management Development Programme to elicit best practice from individual institutions, which can be picked up by others in the sector¹⁴. **All institutions should have a detailed human resource strategy and should ensure that staff costs do not rise faster than the increase in students and growth in Funding Council grants. The Funding Council should provide detailed guidance on what a human resource strategy should cover and should formally assess the human resource strategies of all institutions on an annual basis.**

European funding

10. The issue of Objective 1 funding from the European Union is currently a very important issue in Wales. The two colleges which appeared before us demonstrated that they have put significant thought into this area and outlined how they plan to adopt a partnership approach to utilising the funding when it

¹¹ Q12

¹² C&AG's report, para 4.12

¹³ Qs 113 and 121

¹⁴ Qs 12, 24-26

arrives¹⁵. The colleges stressed that even at this late stage they do not know the level of funding they will receive and related to us how the relevant documentation and guidance is still being developed¹⁶.

11. Parts of the further education sector already receive significant amounts of European funding from both the European Social Fund and the European Regional Development Fund. One of the colleges visited by the National Audit Office received over 20 per cent of its funding from European sources¹⁷. The Funding Council has highlighted the variable nature of this funding to the relevant institutions and stressed that institutions cannot rely upon it for their core activities but should regard it as additional funding. The Funding Council believes that most institutions now recognise that if they were to lose European funding it should not affect their core activities¹⁸. **The Funding Council should provide further guidance on how institutions should utilise European funding with a view to protecting core activities should such funding reduce in future years.**

Funding Council monitoring

12. The Funding Council monitors institutions primarily through review of three sets of financial information supplied each year by institutions. These are the audited annual accounts; a detailed five-year forecast produced in July each year; and a mid-year update, which is a forecast of the financial position in the current and subsequent year¹⁹. To date, the Funding Council has required all institutions assessed as Unsatisfactory and some of those assessed as Marginal to have the two latter returns certified by their external auditors as being correct²⁰. In response to a recommendation from the National Audit Office, the Funding Council extended this requirement to embrace all Marginal and some of the institutions categorised as Satisfactory, citing that they thought it was unnecessary to extend it to those institutions whose financial forecasting was robust²¹. While it provides £1,000 to each institution for each individual validation, the Funding Council considers that

¹⁵ Q 175

¹⁶ Qs 172-173

¹⁷ C&AG's report, para 4.15

¹⁸ Q 10

¹⁹ C&AG's report, para 2.7

²⁰ C&AG's report, para 2.14

²¹ Q19

the additional cost of extending this requirement to all institutions would be £200,000 although the National Audit Office estimated a total additional cost of only £40,000²².

13. Because of its previous financial difficulties, Coleg Ceredigion has had all such returns externally validated and certified since the process started in 1995. The College considers that this process is beneficial because it provides an opportunity for dialogue between senior college staff and the external auditors on key issues and by providing independent reassurance that its forecasting is sound²³. Coleg Ceredigion added that the two certifications each year cost about £1,500 plus VAT and is thus covered by the Funding Council's contribution which suggests that the National Audit Office's figure of £40,000 is a fair estimate of the extra cost to the sector²⁴. The Committee recalls that Gwent Tertiary College was considered to have been Satisfactory before its financial collapse in the academic year 1996-97 and therefore may not have had to have its returns certified under the Funding Council's revised proposal²⁵. **The Funding Council should require all institutions to have their five-year forecasts and mid-year returns externally certified.**

14. Three times a year, all institutions also have to provide substantial amounts of information to the Funding Council on the students they enrol. Coleg Ceredigion estimates that it costs the equivalent of two administrative officers to process and provide the necessary information²⁶. Some of this information is in turn provided back to institutions in the form of benchmarking information but the National Audit Office noted that the provision of this information is slow. For example, data for the academic year to 31 July 1998 was sent out to the sector in Autumn 1999²⁷. Both the Funding Council and the colleges cited good reasons why this is so but agree it would be beneficial to make such data more timely. Carmarthenshire College of Technology and Art stated that benchmarking in the sector is still in its infancy and hopes that progress can be made in improving it,

²² Q34

²³ Q127

²⁴ Q129

²⁵ C&AG's report on Gwent Tertiary College, HC253, 1998-99

²⁶ Qs 143-144

²⁷ C&AG's report, para 2.39

most notably through the Governance and Management Development Programme²⁸. **The Funding Council should make it a priority to work with institutions to overcome the current problems with producing benchmarking data to ensure that the sector receives timely and accurate data against which to review their own performance.**

THE GOVERNANCE OF INSTITUTIONS

Background

15. Governing bodies of institutions are responsible for ensuring that their institutions provide high quality education and training while operating with due propriety and in a framework that provides effective accountability. In January 1999, the Welsh Office placed renewed obligations on the Funding Council to ensure the highest standards of governance in the sector and asked the Funding Council to monitor institutions' performance in governance²⁹.

The National Audit Office review of governance

16. The National Audit Office visited eight colleges in the sector to assess how well they were being governed against both statutory requirements laid out in the Instruments and Articles of Government and guidance issued by the Welsh Office³⁰. The National Audit Office found a number of weaknesses. For example, they found that most of the colleges they visited did not have written procedures for selecting governors, did not formally consult local bodies about the selection of governors and did not perform standard checks on the suitability of prospective governors. All but one register of governors' and senior managers' interests were incomplete while only one was being made publicly available. The National Audit Office also found three examples where there were serious potential conflicts of interest in the way that the Governing Body was operating³¹.

17. Other problems included the failure of a number of the colleges to instigate proper training programmes for governors and a failure to appraise the performance of the Principal. The National Audit Office undertook a follow-up review at the

²⁸ Qs 30-31 and 141-142

²⁹ C&AG's report, para 3.1

³⁰ C&AG's report, para 10

³¹ C&AG's report, para 11

eight colleges in 1999 and found that whilst many of their recommendations had been implemented, some further work was still needed³².

The Funding Council review of governance

18. The Funding Council has recently undertaken a review of how the 15 other colleges in the sector are being governed. We welcome this but note that the Funding Council's review excluded the five small-designated institutions, which are amongst the weakest in the sector³³. The Funding Council reported to us that 21 out of the 23 colleges now have written procedures for selecting governors and 16 out of 23 carry out checks on the background of governors³⁴. In turn it considers that 18 out of the 23 now have a satisfactory training programme for governors. But it follows that some colleges fall short of requirements in these respects. The Funding Council also told us that it has not yet issued a revised guide to governors and that it would also be working to develop training packages for governors³⁵. Both Carmarthenshire College of Technology and Art and Coleg Ceredigion provided some details of the training they provide or have planned for their own Governing bodies³⁶. **The Funding Council should give priority to issuing the revised guide for governors and to developing training packages for governors.**

19. The Funding Council also told us that only 17 out of the 23 colleges currently appraise the performance of their Principal. **We consider that formal and regular appraisal of the Principal is a vital requirement for all institutions.** The Funding Council agrees that this is an imperative for all institutions and would be one of the issues which its auditors would follow up in the Funding Council's review of the implementation of the National Audit Office's recommendations which is due to begin in April³⁷. It would require each institution to provide details of the action plan it had in place to implement the recommendations made by the National Audit Office; and a statement of the

³² C&AG's report, para 11

³³ Q57

³⁴ Q50

³⁵ Q52

³⁶ Qs 133, 135 and 137

³⁷ Qs 74-75

progress it had made³⁸. **The Committee would like to receive a report within six months after our report is published on the Funding Council's review of how well the sector has implemented the National Audit Office's recommendations on improving governance and management. This review should include all 28 institutions in the sector.**

20. In addition, as part of its enhanced responsibility for governance, the Funding Council will from June 2000 provide the Assembly with an annual report on the governance arrangements at institutions in the sector³⁹. The information for this report will come from a variety of sources including the Funding Council's termly reviews of each institution's performance, reviews of individual institutions undertaken by the Funding Councils' Audit Service, issues raised by each institution's internal audit reviews and information which emerges from the Governance and Management Development Programme⁴⁰. We welcome this review but are surprised that the sector existed for seven years before it was instigated.

21. Under the Governance and Management Development Programme, each institution has had to assess its own performance in a number of key areas. These self-assessment reviews are then examined by the Funding Council and action plans agreed between both parties⁴¹. The two colleges who appeared before us praised the process as being a key development in the sector. Both colleges said that their self-assessment was detailed and self-critical, perhaps even over critical. Carmarthenshire College of Technology and Art noted that it forced itself to examine both its good and bad practices⁴². We are concerned, however, that other institutions might not have been so rigorous in their self-assessments. Coleg Ceredigion also told us that this process of self-assessment has been the catalyst for individual institutions to share examples of good practice with the remainder of the sector⁴³.

³⁸ Q57

³⁹ Q44

⁴⁰ Q46

⁴¹ C&AG's report, para 2.8

⁴² Qs 131 and 133

⁴³ Q 138

Being a governor

22. The Chairs of Governors gave us a clear description of the heavy burden placed upon governors for what is an unpaid role. The Chair of Carmarthenshire College of Technology and Art estimated that, with travelling time included, a governor could expect to spend about 100 hours a year on governance issues and that a Chair of Governors probably spends about twice that time⁴⁴. We asked what steps the colleges are taking to ensure that their Governing bodies are as representative of their local community as possible. Both colleges have Search Committees to identify future possible governor candidates and both advertise for new governors although the responses to this approach have been mixed. The colleges recognise the importance of ensuring that they have the required skills in areas such as finance, law and estates matters; and that they should also be representative of the local community, which they serve⁴⁵. **All institutions should ensure that their Governing bodies contain the necessary skills, reflect the make up of the local community and provide a gender balance.**

STRATEGIC PLANNING AND FINANCIAL MANAGEMENT

Strategic planning

23. The Funding Council requires all institutions each year to prepare strategic plans covering the four years ahead⁴⁶. From the beginning of this process in 1993 the Funding Council entered into a dialogue with each institution concerning the plans. For the first time in 1997, the Funding Council produced a list of issues, which it considered each plan should include and also from that year they began formally to assess each strategic plan⁴⁷. In 1997 the Funding Council assessed that less than one third of the plans provided the full level of assurances it was looking for. It concluded that this situation gave rise to serious concerns about the ability of some institutions to plan strategically and to manage their own resources efficiently and effectively⁴⁸.

⁴⁴ Qs 146 - 149

⁴⁵ Qs 151-157

⁴⁶ C&AG's report, para 4.3

⁴⁷ C&AG's report, para 4.4

⁴⁸ C&AG's report, para 4.5

24. The Funding Council told us that, in 1999, eight of the institutions were still not producing strategic plans, which were acceptable to the Funding Council. Some 13 institutions had produced good strategic plans while a further seven were well on the way to doing so⁴⁹. The Funding Council is not content with the progress that has been made in this area and agreed with us that it has a lot of work to do with those eight institutions particularly as the same institutions which caused concern in 1997 continue to do so today⁵⁰. The Funding Council is concerned that these institutions cannot structure a plan, which gives a clear vision of where they will be in three years time⁵¹.

25. Carmarthenshire College of Technology and Art provided a detailed summary of how it approaches strategic planning which could provide a framework for others to follow. The key elements that they put forward are:

- a clear timetable for strategic planning which stretches from November to June and which is made available to all governors and staff;
- that the starting point each year is the Governing Body reviewing the key strategic issues facing the college;
- throughout the planning cycle the draft plan is brought back to the Governing Body for review;
- the strategic planning cycle and the annual budgeting cycle need to be totally enmeshed and made public to all;
- the annual operating plan is the key document which embraces all the annual objectives and targets. Progress against this plan is undertaken twice a year and the College closely addresses any targets and objectives it has not met;
- the strategic planning process involves staff at all levels; and
- that the outcomes of the planning process should be clearly communicated to all staff⁵².

⁴⁹ Qs 69 and 70

⁵⁰ Qs 69 and 71

⁵¹ Q73

⁵² Q163

The eight institutions which are not producing acceptable strategic plans should work with the Funding Council to improve their planning arrangements and should adopt the good practices used by Carmarthenshire College of Technology and Art.

Other planning issues

26. There are a number of other aspects of planning which the Funding Council has sought to improve at institutions. The Funding Council reports that 22 of the 23 colleges are now “adequately” planning in a strategic way to generate sources of income other than grants from the Funding Council. The Funding Council accepts that the word “adequately” masks a significant variation in approaches but acknowledges that this will vary with the different opportunities available to different types of institution⁵³.
27. Within the issue of other sources of income we raised the question of how well institutions invest any reserves they may have to maximise additional investment income. The Funding Council considers this an issue for Governing bodies but said that it will include this issue as part of their up and coming audit review. This was one of the areas where it believes that sharing best practice between institutions is the way ahead⁵⁴.

Financial management

28. Strong financial management remains integral to the success or otherwise of institutions. The Funding Council told us it has been working with institutions in this area and that there has been a substantial improvement but that further improvement is still needed. In particular, the Funding Council believes that institutions can get much better at the way they profile their expenditure over the year. If budgets are profiled carefully month by month then Governing bodies can more readily identify where there are variances and look for explanations⁵⁵. **We recommend that the Funding Council should work with institutions to improve their budgeting, particularly on the profiling of budgets.**

⁵³ Q76

⁵⁴ Qs 80-81

⁵⁵ Q82

29. Both Coleg Ceredigion and Carmarthenshire College of Technology and Art provided us with a range of measures they have adopted to either improve towards or maintain a sound financial position⁵⁶. The essence of Carmarthenshire College of Technology and Art's approach, for example, is:

- weekly monitoring of the financial position against the budget;
- regular reporting of the financial position to the Governing Body including detailed analysis of variances;
- zero tolerance of any increases in budgets on capital projects;
- the strategic plan must be totally enmeshed with the annual budgeting process; and
- the Director of Finance is a member of the senior management team⁵⁷.

THE PROCUREMENT OF GOODS AND SERVICES BY INSTITUTIONS

The National Audit Office review of procurement

30. The National Audit Office examined how further education institutions in Wales were managing the procurement of goods and services. They did this through the visits to the eight colleges and by sending questionnaires to the remaining institutions. The National Audit Office found significant scope for improvement - including financial savings - in this area⁵⁸.

31. In 1997, they found that only one of the colleges they visited had adopted a procurement strategy and employed a full-time purchasing officer⁵⁹. In addition, the National Audit Office found that institutions were generally not screening new suppliers, were using too many existing suppliers and were not assessing their performance. There was significant scope for institutions to aggregate small orders both to improve the prices they paid for items and to reduce costs⁶⁰.

32. The Committee is very concerned at the serious failings that the National Audit Office identified in the way institutions undertake the procurement of goods and

⁵⁶ Qs 113-114 and Q123

⁵⁷ Q123

⁵⁸ C&AG's report, para 17

⁵⁹ C&AG's report, para 4.24

⁶⁰ C&AG's report, para 4.25

services. The Funding Council agreed with us that in the light of the National Audit Office's work there is significant scope for improving procurement in the sector and thereby achieve financial savings. The Funding Council told us that this is again one of the areas included in the Governance and Management Development Programme and that it is reviewing progress⁶¹. **All institutions should adopt the recommendations made by the National Audit Office to improve their procurement of goods and services and seek to achieve financial savings in those areas.**

Financial savings from procurement

33. The National Audit Office recommended that each institution should have either a purchasing officer or at least a senior manager who has overall responsibility for procurement issues⁶². Carmarthenshire College of Technology and Art had appointed a purchasing officer in 1997 and in the two years to September 1999 that person had saved the College over £136,000⁶³. The College subsequently informed us that these savings represented an average of approximately 20 per cent in the areas directly affected by the purchasing function and a saving as evaluated against the College's total non-pay budget of just over 1 per cent⁶⁴. The College also pointed out that the purchasing officer has had a significant but unquantifiable effect in areas such as streamlining the number of suppliers and reducing administrative costs⁶⁵. Carmarthenshire College of Technology and Art had decided not to give the purchasing officer financial targets for the savings to be achieved but expected that the post holder should at least cover the costs of her salary. The College estimates that this objective has been far exceeded⁶⁶. The Funding Council told us that 14 of the 23 colleges now either have a procurement officer or a senior manager responsible for procurement⁶⁷. **All institutions should have either a purchasing officer or a senior manager with designated responsibility for procurement.**

⁶¹ Q86

⁶² C&AG's report, para 4.24

⁶³ Qs 181 and 183

⁶⁴ See letter from Principal of Carmarthenshire College of Technology and Art 30 March 2000

⁶⁵ Q181

⁶⁶ Q182

⁶⁷ Q86

34. While the Funding Council was able to give us individual examples where institutions have made savings on their procurement activity, it was unable to provide a figure for the sector as a whole as a result of the sort of measures identified by the National Audit Office. The Funding Council told us that the sector spends in the order of £70 million on goods and services and that, for example, a two per cent saving would generate £1.5 million a year for use elsewhere in the sector⁶⁸. The Funding Council proposed to return to the Committee after the end of the academic year 2000-01 with some figures on the savings made by the sector as a result of improved procurement practices and energy management. It accepted that the work of the National Audit Office in the sector, taken with the Governance and Management Development Programme, would be a major catalyst in identifying those savings from the procurement of goods and services⁶⁹. **The Auditor General for Wales should provide a further report for the Committee, 12 months after this report is published, on the sector's programme for improvements to procurement and the savings achieved and in prospect.**

Other procurement issues

35. Again, under the auspices of the Governance and Management Development Programme, Carmarthenshire College of Technology and Art is taking the lead in a group of nine colleges with the aim of developing a clear strategy for procurement which includes establishing a purchasing consortium⁷⁰. We greatly welcome this initiative. **Assuming it is a success, the remaining institutions should join the proposed purchasing consortium as soon as possible.**

36. The Funding Council could not tell us how many institutions have market tested their key services such as cleaning and catering⁷¹. Nor was the Funding Council yet able to estimate the savings which could be realised if all institutions undertook such market testing of their key services⁷². The two colleges - which appeared before us - cited a number of examples where they have undertaken

⁶⁸ Q86

⁶⁹ Q110

⁷⁰ Qs 131 and 187

⁷¹ Q99

⁷² Q103

market testing of key services and made financial savings. They appear to have adopted a pragmatic approach to the outcomes of such exercises. For example, Carmarthenshire College of Technology and Art has a number of different campuses and has contracted out those catering services which were not performing well and retained in-house those which are successful. Similarly, with its payroll service where it brought its service in-house as a result of a market testing exercise⁷³. **The Funding Council should require all institutions to review all the services they use and subject them to market testing wherever possible. As part of the Auditor General's further report, we would also welcome information on how many institutions have market tested key services and the savings that this has generated.**

37. The Funding Council told us that, despite the potential savings identified by the National Audit Office, only eight of the 23 colleges currently have an energy management strategy. The Funding Council noted that it and the other Funding Councils in England and Scotland produced guidance on this issue in 1998 but the sector had not made as much use of that guidance as the Funding Council would have wished⁷⁴. The Funding Council accepts that across the sector, institutions can make savings of hundreds of thousands of pounds on the sums they pay for energy⁷⁵. The two colleges that appeared before us agreed that they while they have made significant strides in reducing the prices they pay for their energy they need to do more work in the use and management of utilities⁷⁶. It is disappointing that so few institutions currently have an energy management strategy given the savings that could be made in this area. **All institutions should introduce an energy management strategy – drawing upon good practice from the institutions which already have strategies – and should extend these as appropriate to all the utilities.**

RECOMMENDATIONS

38. On the basis of our report we make the following recommendations.

⁷³ Q186

⁷⁴ Q104

⁷⁵ Q105

⁷⁶ Qs 187-188

- (i)** We welcome the increase in funding in real terms which the sector is receiving but emphasise that institutions need to keep tight control over finances and use the additional funding wisely to provide extra relevant courses or to increase the numbers of students in further education. In particular, we look to colleges to increase their provision of Welsh and bilingual courses.
- (ii)** All institutions should have a detailed human resource strategy and should ensure that staff costs do not rise faster than the increase in students and growth in Funding Council grants. The Funding Council should provide detailed guidance on what a human resource strategy should cover and should formally assess the human resource strategies of all institutions on an annual basis.
- (iii)** The Funding Council should provide further guidance on how institutions should utilise European funding with a view to protecting core activities should such funding reduce in future years.
- (iv)** The Funding Council should require all institutions to have their five-year forecasts and mid-year returns externally certified.
- (v)** The Funding Council should make it a priority to work with institutions to overcome the current problems with producing benchmarking data to ensure that the sector receives timely and accurate data against which to review their own performance.
- (vi)** The Funding Council should give priority to issuing the revised guide for governors and to developing training packages for governors.
- (vii)** We consider that formal and regular appraisal of the Principal is a vital requirement for all institutions.
- (viii)** The Committee would like to receive a report, within six months after our report is published, on the Funding Council's review of how well the sector has implemented the National Audit Office's recommendations on improving governance and management. This review should include all 28 institutions in the sector.

- (ix) All institutions should ensure that their Governing Bodies contain the necessary skills, reflect the make up of the local community and provide a gender balance.
- (x) The eight institutions who are not producing acceptable strategic plans should work with the Funding Council to improve their planning arrangements and should adopt the good practices used by Carmarthenshire College of Technology and Art.
- (xi) We recommend that the Funding Council should work with institutions to improve their budgeting, particularly on the profiling of budgets.
- (xii) All institutions should adopt the recommendations made by the National Audit Office to improve their procurement of goods and services and seek to achieve financial savings in those areas.
- (xiii) All institutions should have either a purchasing officer or a senior manager with designated responsibility for procurement.
- (xiv) The Auditor General for Wales should provide a further report for the Committee, 12 months after this report is published, on the sector's programme for improvements to procurement and the savings achieved and in prospect.
- (xv) Assuming it is a success, the remaining institutions should join the proposed purchasing consortium as soon as possible.
- (xvi) The Funding Council should require all institutions to review all the services they use and subject them to market testing wherever possible.
- (xvii) As part of the Auditor General's further report, we would also welcome information on how many institutions have market tested key services and the savings that this has generated.
- (xviii) All institutions should introduce an energy management strategy – drawing upon good practice from the institutions which already have strategies – and should extend these as appropriate to all the utilities.

CONCLUDING COMMENTS

39. Despite improvements in the financial health of the sector and in other areas, the Committee considers that the Funding Council needs to take a tighter grip of the sector and to make sure that failings in governance and management at individual institutions are dealt with. All the institutions in the sector need to take forward the National Audit Office's recommendations on governance, strategic planning, financial management and procurement to improve their overall levels of management and control.
40. The Committee is particularly disappointed at the failings which were exposed in the way most institutions approach the procurement of goods and services. Significant amounts of money could be saved in this area which could be ploughed back into education if all institutions followed the recommendations of the National Audit Office. The lead taken by one or two institutions in the sector has shown that significant savings can be made. The Committee looks to the Funding Council to oversee the implementation of these improvements.
41. The Committee will look for a report from the Funding Council within six months of our report being issued on the progress that the sector has made in implementing the National Audit Office's recommendations on governance and management. The Committee also seeks a report from the Auditor General for Wales in 12 months time on the progress the sector has made in improving its procurement of goods and services and the savings that have been generated and are in prospect.
42. We will expect to be told in those reports of some radical improvements that have taken place in the sector in the areas of governance, management and procurement. This Committee has identified some examples of good practice in individual areas from the two colleges we took evidence from. This good practice needs to be applied in a systematic way across the sector to make the most effective use of the additional funding entering the sector and the additional savings institutions should achieve from improved procurement. All the improvements we have recommended will help the sector face up to the new challenges to be posed by the introduction of the new Education and Training

Agenda in Wales in which further education institutions will be playing a crucial role.



**Cynulliad Cenedlaethol Cymru
Pwyllgor Archwilio**

**The National Assembly for Wales
Audit Committee**

**Dydd Iau 16 Rhagfyr 1999
Thursday 16 December 1999**

Presennol: Janet Davies (Cadeirydd), Peter Black, Alun Cairns, Christine Chapman, Geraint Davies, Brian Gibbons, Alison Halford, Alun Pugh a'r swyddogion canlynol: Gillian Body, Swyddfa Archwilio Genedlaethol Cymru; Syr John Bourn, Archwilydd Cyffredinol Cymru a Phil Gray, Swyddog Cydymffurfio y Cynulliad.

Present: Janet Davies (Chair), Peter Black, Alun Cairns, Christine Chapman, Geraint Davies, Brian Gibbons, Alison Halford, Alun Pugh and the following officials: Gillian Body, National Audit Office Wales; Sir John Bourn, Auditor General for Wales and Phil Gray, Assembly Compliance Officer.

Dechreuodd y cyfarfod am 9.30 a.m. gyda Janet Davies yn cadeirio. Yn rhoi tystiolaeth yr oedd Yr Athro John Andrews, Prif Weithredwr, Cynghorau Cyllido Addysg Bellach ac Uwch Cymru; Mr Richard Hirst, Cyfarwyddwr Cyllid, Cynghorau Cyllido Addysg Bellach ac Uwch Cymru; Mr Jon Shortridge, Ysgrifennydd Parhaol, Cynulliad Cenedlaethol Cymru; Mr Derek Adams, Pennaeth Adran Addysg Bellach ac Uwch, Cynulliad Cenedlaethol Cymru; Mr Richard Hart, Pennaeth Adran Cyngor Cyllido Addysg Bellach ac Uwch a Mr Arwel

***Thomas, Archwilydd Uwch, Cynghorau Cyllido Addysg
Bellach ac Uwch Cymru.***

The meeting began at 9.30 a.m. with Janet Davies chairing. Giving evidence were Professor John Andrews, Chief Executive, Further and Higher Education Funding Councils for Wales; Mr Richard Hirst, Director of Finance, Further and Higher Education Funding Councils for Wales; Mr Jon Shortridge, Permanent Secretary, National Assembly for Wales; Mr Derek Adams, Head of Further and Higher Education Division, National Assembly for Wales; Mr Richard Hart, Head of Further Education Funding Council Division and Mr Arwel Thomas, Senior Auditor, Further and Higher Education Funding Councils for Wales.

Janet Davies: Good morning.	Janet Davies: Bore da. Croeso
I welcome everyone to this	i bawb i'r ail sesiwn hon o
second evidence-taking	dderbyn tystiolaeth. Pwrpas
session. The purpose of this	y cyfarfod hwn yw derbyn
meeting is to take evidence in	tystiolaeth mewn perthynas
connection with the report by	ag adroddiad y Swyddfa
the National Audit Office on	Archwilio Genedlaethol ar
behalf of the Comptroller	ran y Rheolwr ac
and Auditor General, on	Archwilydd Cyffredinol, ar
further education in Wales,	addysg bellach yng Nghymru
which was published on	a gyhoeddwyd ar
23 July this year.	23 Gorffennaf eleni.

I welcome Sir John Bourn,	Croesawaf Syr John Bourn,
the Auditor General for	Archwilydd Cyffredinol
Wales, and Gillian Body	Cymru, a Gillian Body o'r
from the National Audit	Swyddfa Archwilio
Office, who has just taken	Genedlaethol sydd newydd

over the value for money part of the audit office. I have received apologies from Dafydd Wigley, who is recovering from an operation. I also welcome our witnesses: Professor John Andrews, the chief executive of the Further and Higher Education Funding Councils for Wales, and Jon Shortridge, the Permanent Secretary of the Assembly. Could you both introduce your colleagues?

Professor Andrews: With me is Richard Hirst, who is director of finance for the Welsh Funding Councils. I am accompanied by two other colleagues, who if you

gael cyfrifoldeb dros waith gwerth am arian yn y swyddfa archwilio. Yr wyf wedi derbyn ymddiheuriadau oddi wrth Dafydd Wigley, sydd yn gwella ar ôl llawdriniaeth. Croeso hefyd i'n tystion: yr Athro John Andrews, prif weithredwr Cynghorau Cyllido Addysg Bellach ac Uwch Cymru, a Jon Shortridge, Ysgrifennydd Parhaol y Cynulliad. A wnewch chi gyflwyno'ch cydweithwyr os gwelwch yn dda?

Yr Athro Andrews: Gyda mi mae Richard Hirst, cyfarwyddwr cyllid Cynghorau Cyllido Cymru. Mae dau gydweithiwr arall wedi dod gyda mi y gellir

want detailed information, may be asked to give evidence. They are Richard Hart, who is the head of the Further Education division in the Funding Councils and Arwel Thomas, an auditor who has done a lot of work on this exercise.

Mr Shortridge: **Sitting next to me is Derek Adams, who is head of the division with responsibility for sponsoring the Funding Council.**

Janet Davies: **Thank you. First of all I need to remind speakers to press your buttons and wait for the red light before you speak. It is important because it is the only way we get the verbatim**

gofyn iddynt am dystiolaeth os ydych am gael gwybodaeth fanwl. Richard Hart yw pennaeth y Gyfadran Addysg Bellach yn y Cynghorau Cyllido ac mae Arwel Thomas, sydd yn archwilydd, wedi gwneud llawer o waith ar yr ymarfer hwn.

Mr Shortridge: **Yn eistedd wrth fy ymyl mae Derek Adams, sydd yn bennaeth ar y gyfadran sydd yn gyfrifol am noddi'r Cyngor Cyllido.**

Janet Davies: **Diolch. Yn gyntaf oll, mae angen imi atgoffa'r siaradwyr i bwysu'ch botymau ac aros am y golau coch cyn ichi siarad. Mae'n bwysig oherwydd mai dyma'r unig**

copy of this meeting and it is particularly important in the Audit Committee that we get that. We will now have a demonstration of the translation facilities. There will also be a mid-morning break for coffee. This is quite a big report and obviously it will be a fairly weighty evidence session. The best thing is to start as soon as possible. Members will be concentrating on different areas of the report.

First of all, Professor Andrews, I refer to paragraph 2.3 of the report, which states that the sector made an overall operating

ffordd y gallwn gael copi air am air o'r cyfarfod hwn ac mae'n bwysig dros ben ein bod yn cael hyn yn y Pwyllgor Archwilio. Cawn weld sut mae'r offer cyfieithu yn gweithio yn awr. Bydd egwyl canol bore ar gyfer coffi. Mae hwn yn adroddiad gweddol faith ac mae'n amlwg y bydd hwn yn sesiwn derbyn tystiolaeth eithaf trwm. Y peth gorau i'w wneud yw dechrau cyn gynted â phosibl. Bydd aelodau yn canolbwyntio ar rannau gwahanol o'r adroddiad.

Yn gyntaf oll, Athro Andrews, cyfeiriau at baragraff 2.3 yr adroddiad, sydd yn nodi bod gan y sector ddiffyg gweithredu

deficit in the past two academic years. Now figure 7 shows that over a third of all the institutions made an operating deficit last year. Could you tell the committee what the latest forecasts are for 1998/99?

cyffredinol yn ystod y ddwy flynedd academaidd ddiwethaf. Mae ffigwr 7 felly yn dangos bod diffyg gweithredu gan dros un o bob tri o'r sefydliadau y llynedd. A allech ddweud wrth y pwyllgor beth yw'r rhagolygon diweddaraf ar gyfer 1998/99?

Professor Andrews: They are very much better indeed. The estimates that we had from institutions in the summer, when they returned their strategic plans, suggested a surplus at the end of the year of about £2 million. The end of year accounts are just coming in now; they are due to come to us by the end of this year. On the early ones that we have received, the

Yr Athro Andrews: Maent yn llawer gwell yn wir. Yr oedd yr amcangyfrifon a gafwyd gennym oddi wrth sefydliadau yn yr haf, pan ddychwelasant eu cynlluniau strategol, yn awgrymu y bydd gwarged o tua £2 filiwn erbyn diwedd y flwyddyn. Mae cyfrifon diwedd y flwyddyn yn dechrau dod i law yn awr; maent i fod i ddod i law erbyn diwedd y

surplus is £1 million greater than those particular colleges had forecast. If all the other colleges do at least as well as they were estimating, the surplus could be as much as £3 million. As far as the number of colleges that will make deficits are concerned, at the time of the estimates there were 11 colleges estimating that they would make a deficit. However, six of those were estimating deficits of relatively small figures—they were less than £100,000. So it is quite possible that when we get the final accounts, we will find that the number of colleges reporting deficits this last year will be down. It could be in the range of five, six or seven colleges.

flwyddyn hon. O'r rhai cynnar a dderbyniwyd gennym, mae'r gwarged yn £1 filiwn yn uwch na'r hyn a ragwelwyd gan y colegau hynny. Os bydd pob coleg arall yn gwneud cystal ag yr oeddent yn amcangyfrif, gallai y gwarged fod cymaint â £3 miliwn. Cyhyd ag y mae nifer y colegau y bydd ganddynt ddiffygion yn y cwestiwn, ar adeg yr amcangyfrifon yr oedd 11 o golegau yn amcangyfrif y byddai ganddynt ddiffyg. Fodd bynnag, yr oedd chwech o'r rhain yn amcangyfrif diffyg am symiau cymharol fach—yr oeddent yn llai na £100,000. Felly mae'n ddigon posibl pan fydd y cyfrifon terfynol gennym y byddwn yn canfod bod gostyngiad yn y nifer o

golegau sydd yn nodi diffyg eleni. Gallai fod rhwng pump, chwe neu saith o golegau.

Janet Davies: So you are expecting an improvement on the previous situation?

Janet Davies: Yr ydych yn disgwyl gwelliant ar y sefyllfa flaenorol felly?

Professor Andrews: I am much more sanguine about the situation as it is now than as it was a year or two years ago.

Yr Athro Andrews: Yr wyf yn llawer mwy calonnog am y sefyllfa sydd ohoni ar hyn o bryd nag yr oeddwn am y sefyllfa fel ag yr oedd hi flwyddyn neu ddwy yn ôl.

Janet Davies: Jon, what role do you have in ensuring that the financial health of the sector is maintained?

Janet Davies: Jon, pa rôl sydd gennych i sicrhau bod iechyd ariannol y sector yn parhau?

Mr Shortridge: I have a series of roles. As accounting

Mr Shortridge: Mae gennyf gyfres o rolau. Fel swyddog

officer, my main role is to ensure propriety, regularity and value for money. Under that heading, obviously I am looking to ensure that the financial provision which is made available to the Funding Council, and through it to the institutions, is used to best effect. I have a whole series of systems in place to give me the assurance on that. However, financial health is not just that. Clearly, if there is not sufficient financial provision being made available to the sector, then that can undermine the quality of the service that it provides, so we obviously do monitor very carefully the outputs in the sector in relation to inputs. Going back to your earlier question, one of the things we

archwilio, fy mhrif rôl yw sicrhau priodoldeb, rheoleidd-dra a gwerth am arian. O dan y pennawd hwnnw yn amlwg yr wyf yn ceisio sicrhau y caiff y ddarpariaeth ariannol sydd ar gael i'r Cyngor Cyllido, a thrwy'r Cyngor i'r sefydliadau, ei defnyddio yn y ffordd orau bosibl. Yr wyf wedi sefydlu cyfres o systemau i'm sicrhau o hynny. Fodd bynnag, nid hyn yn unig yw iechyd ariannol. Mae'n amlwg os nad oes darpariaeth ariannol ddigonol ar gael i'r sector, yna gall hynny danseilio ansawdd y gwasanaeth a ddarperir ganddo, felly yr ydym yn monitro allbynnau'r sector yn ofalus iawn o'u cymharu â'i fewnbynnau. Wrth

did learn in around 1996 was that actually the overall level of provision was causing financial stress to a number of institutions. It was to a significant extent for that reason that, as a result of the comprehensive spending review, the overall provision for the sector was increased.

Janet Davies: Thank you. Before I bring anyone else in, I will just mention to the public that if you are having problems hearing, you will find that the English comes over on the headsets much louder sometimes and you may find it easier to hear using them, even if people are not speaking Welsh. I can

ddychwelyd at eich cwestiwn cynharach, un o'r pethau a ddysgwyd gennym tua 1996 oedd bod y lefel gyffredinol o ddarpariaeth yn peri pwysau ariannol i nifer o sefydliadau. Oherwydd y rheswm hwnnw i raddau helaeth, o ganlyniad i'r arolwg cynhwysfawr o wariant, cynyddodd y ddarpariaeth gyffredinol ar gyfer y sector.

Janet Davies: Diolch yn fawr ichi. Cyn imi ddod â rhywun arall i mewn, hoffwn sôn wrth y cyhoedd os ydych yn cael problemau yn clywed, bod y Saesneg weithiau i'w glywed yn llawer uwch trwy'r clustffonau, ac efallai y byddai hi'n haws ichi glywed trwy eu defnyddio, hyd yn oed os nad yw pobl yn

see from some expressions that it is not particularly easy to hear what is being said.

siarad Cymraeg. Gallaf weld yn ôl wynebau rhai pobl nad yw'n hawdd iawn clywed yr hyn a ddywedir.

Brian Gibbons: My first question is to Mr Shortridge. The document refers to—and you touched on this yourself—the increase in funding that the sector hopes to receive through the comprehensive spending review this year and the next two years. Could you say what this increase is?

Brian Gibbons: Mae fy nghwestiwn cyntaf ar gyfer Mr Shortridge. Mae'r ddogfen yn cyfeirio at—ac yr ydych wedi crybwyll hyn eich hun—y cynnydd mewn cyllido y mae'r sector yn gobeithio ei dderbyn trwy'r arolwg cynhwysfawr o wariant eleni ac yn y ddwy flynedd nesaf. A allwch chi ddweud beth yw'r cynnydd hwn?

Mr Shortridge: I do not have the actual figures with me. I do not know whether Derek does.

Mr Shortridge: Nid yw'r union ffigurau gennyf. Ni wn a ydynt gan Derek.

Mr Adams: Yes. The increase this year, in 1999-2000, is a nearly 6 per cent increase in real terms. Total resources last year were £178.6 million. This year they are £199.6 million. Next year, provided that the budget is confirmed in due course, it will rise to £213.6 million. In 2001-02, it will be £228.6 million so that there should be a further increase in real terms in 2000-01 against the student number targets that we have set, and a standstill in 2001-02.

Brian Gibbons: So this is the Funding Council grant?

Mr Adams: Ydynt. Mae'r cynydd eleni, yn 1999-2000, bron yn gynydd o 6 y cant mewn termau gwirioneddol. Cyfanswm yr adnoddau y llynedd oedd £178.6 miliwn. Eleni, y ffigyr yw £199.6 miliwn. Y flywyddyn nesaf, os cadarnheir y gyllideb maes o law, bydd yn codi i £213.6 miliwn. Yn 2001-02, y ffigyr fydd £228.6 miliwn fel y dylai fod cynydd pellach mewn termau gwirioneddol yn 2000-01 yn erbyn y targedau nifer myfyrwyr a osodwyd gennym, ac ni fydd y ffigyr yn codi yn 2001-02.

Brian Gibbons: Ai grant y Cyngor Cyllido yw hwn?

Mr Adams: **Yes, indeed.**

Mr Adams: **Ie, yn wir.**

Brian Gibbons: **I do not know whether Professor Andrews or Mr Shortridge is the correct person to ask, but if we look at figure 4, we see that about three quarters of the college income comes from the funding grant and that there are other sources of income and that some colleges are fairly dependent on other sources of income, for example, one college in one of the papers gets over 20 per cent of its income from EU sources. What are the projections on these extra sources of income to these colleges in terms of EU funding, income generation and so forth?**

Brian Gibbons: **Ni wn ai'r Athro Andrews neu Mr Shortridge yw'r person iawn i ofyn iddo, ond os edrychwn ar ffigur 4, gwelwn fod tua thri chwarter o incwm y coleg yn dod o'r grant cyllido a bod ffynonellau eraill o incwm ar gael a bod rhai colegau yn weddol ddibynnol ar ffynonellau eraill o incwm, er enghraifft, mae un coleg yn un o'r papurau yn derbyn dros 20 y cant o'i incwm oddi wrth ffynonellau'r GE. Beth yw'r rhagamcanion ar gyfer y ffynonellau incwm ychwanegol eraill hyn i'r colegau hyn yn nhermau arian y GE, creu incwm ac ati?**

Mr Shortridge: **I think I would have to look primarily to John for that.**

Professor Andrews: **For example, if we take the year we were just in, where the Welsh Office grant to the Council is just under £200 million at £199.6 million, the prediction of the sector as a whole is for an income of about £260 million, in other words, an extra £60 million beyond the £200 million which will come from the Welsh Office. That will be a whole range of things, of which the European social fund would be the single most significant amount. Also, full cost recovery work, income from training and enterprise councils. Some**

Mr Shortridge: **Credaf y byddai'n rhaid imi gyfeirio at John ar gyfer hynny.**

Yr Athro Andrews: **Er enghraifft, os edrychwn ar y flwyddyn sydd newydd ddod i ben, pan oedd grant y Swyddfa Gymreig i'r Cyngor rhyw ychydig o dan £200 miliwn sef £199.6 miliwn, rhagamcan incwm y sector yn gyffredinol yw tua £260 miliwn, hynny yw, £60 miliwn yn ychwanegol at y £200 miliwn a ddaw oddi wrth y Swyddfa Gymreig. Byddai hynny'n amrediad eang o bethau a'r gronfa gymdeithasol Ewropeaidd fyddai'r swm unigol mwyaf sylweddol ohonynt. Yn ychwanegol, gwaith adfer cost lawn, incwm gan**

colleges would have income for higher education students in the college, and increasingly now, income from training and consultancy work. So, a whole range of things.

Brian Gibbons: **That would suggest, then, just on proportions, that colleges are becoming slightly less dependent on the direct funding grant at the moment.**

Professor Andrews: **That is true, although within that European social funds and, to a lesser extent, European regional development funds are a very significant factor.**

gynghorau hyfforddiant a menter. Byddai gan rai colegau incwm ar gyfer myfyrwyr addysg uwch yn y coleg, ac yn fwyfwy bellach incwm o waith hyfforddi a gwaith ymgynghorol. Felly amrediad o bethau.

Brian Gibbons: **Byddai hynny'n awgrymu felly bod colegau yn dod yn llai dibynnol ar y grant cyllido uniongyrchol ar hyn o bryd, yn ôl cyfrannau yn unig.**

Yr Athro Andrews: **Mae hynny'n wir, ond o fewn hyn, mae cronfeydd cymdeithasol Ewropeaidd, a chronfeydd datblygu rhanbarthol Ewropeaidd, i raddau llai, yn ffactor arwyddocaol iawn.**

Brian Gibbons: **So colleges will feel that they are heavily dependent on that and their continuing financial viability is conditional on that continuing?**

Professor Andrews: **It is particularly true for a small number of colleges. We have been saying to these colleges not to rely on European social funds for their core activities and their core expenditure but to regard it as additional, above and beyond their core ongoing activity. I think it is fair to say that most of the colleges, if not all, have recognised that and are in a position that if they do lose on the ESF funding, they can cope with it.**

Brian Gibbons: **Felly bydd colegau yn teimlo eu bod yn ddibynnol iawn ar hynny a bod eu hymarferoldeb ariannol presennol yn amodol ar hynny'n parhau?**

Yr Athro Andrews: **Mae'n arbennig o wir ar gyfer nifer fach o golegau. Yr ydym wedi bod yn dweud wrth y colegau hynny am beidio â dibynnu ar gronfeydd cymdeithasol Ewropeaidd ar gyfer eu gweithgareddau craidd a'u gwariant craidd ond iddynt ystyried bod hyn yn ychwanegol at a thu hwnt i'w gweithgaredd craidd presennol. Credaf ei bod yn deg dweud bod y rhan fwyaf o'r colegau, os nad y colegau i gyd, wedi cydnabod hynny a'u bod mewn sefyllfa pe baent yn colli cyllid**

**cronfeydd cymdeithasol
Ewropeaidd, y gallent
ymdopi â hynny.**

**Brian Gibbons: Bearing that
in mind, how many
institutions do you expect to
be operating at a deficit at
the end of 2002?**

**Brian Gibbons: O ystyried
hynny, faint o sefydliadau y
byddwch yn disgwyl iddynt
fod â diffyg gweithredu
erbyn diwedd 2002?**

**Professor Andrews: On the
forecast that we have at the
moment, three institutions
are forecasting deficits in
that final year. The deficits
they forecast are relatively
small. They are all within the
margin of forecasting
estimations.**

**Yr Athro Andrews: Yn ôl y
rhagolwg sydd gennym ar
hyn o bryd, mae tri sefydliad
yn rhagweld diffygion yn y
flwyddyn olaf honno. Mae'r
diffygion y maent yn eu
rhagweld yn gymharol fach.
Maent oll oddi mewn ymylon
rhagweld amcangyfrifon.**

**Alun Pugh: You have told us
that there is a substantial
real-term increase in the
resources going into the
sector if the budgets are
approved. I understand that**

**Alun Pugh: Yr ydych wedi
dweud wrthym fod cynnydd
sylweddol mewn termau real
yn yr adnoddau sydd yn
mynd i mewn i'r sector pe
bai'r cyllidebau yn cael eu**

there is also a substantial increase in the numbers of enrolment predicted as well. I believe there is a 1 per cent efficiency gain or cost cut—call it what you will—factored into all the calculations. How able is the sector to respond to that challenge, in your view?

Professor Andrews: Can I go back to the Chair's question? I said that the financial out-turn was much better this year than I had expected, and that I was much more sanguine. If one looks at what the sector has done, I have enormous respect for what colleges have done over

cymeradwyo. Deallaf fod cynnydd sylweddol hefyd yn y niferoedd cofrestru a ragwelwyd yn ogystal. Credaf fod 1 y cant o enillion effeithlonrwydd neu doriad mewn cost—beth bynnag yr hoffech ei alw—wedi ei ffactoreiddio i mewn i'r cyfrifiadau i gyd. Pa mor barod yw'r sector i ymateb i'r her honno, yn eich barn chi?

Yr Athro Andrews: A allaf ddychwelyd at gwestiwn y Cadeirydd? Dywedais fod yr all-dro ariannol yn llawer gwell na'r disgwyl eleni, a'm bod yn llawer mwy calonnog. Os bydd rhywun yn edrych ar yr hyn y mae'r sector wedi ei wneud, mae gennyf barch aruthrol at yr hyn y mae

the last couple of years. They have maintained quality, grown to meet quite demanding targets through additional enrolments and they have remained solvent. There are problems in the colleges in Wales, which you read about in the press—and outside Wales. However, quite a significant price is paid for that in terms of the relatively reduced ability to maintain capital stock, replace equipment, maintain buildings, and in terms of having to cut back on expensive provision. This concerns me because we are looking more and more to upskill the labour force in Wales and further education is quite pivotal in that. More and more, we are looking to the social inclusion agenda

colegau wedi'i wneud dros yr ychydig flynyddoedd diwethaf. Maent wedi cynnal ansawdd, wedi cwrdd â thargedau eithaf heriol drwy gofrestriadau ychwanegol ac wedi aros yn ddiddyled. Mae problemau yn y colegau yng Nghymru yr ydych yn darllen amdanynt yn y wasg—a tu allan i Gymru. Fodd bynnag, telir pris eithaf sylweddol am hynny o ran y gallu cymharol is i gynnal stoc cyfalaf, adnewyddu offer, cynnal a chadw adeiladau, ac o ran gorfod cwtogi ar ddarpariaeth gostus. Mae hyn yn achos pryder imi gan ein bod yn edrych yn fwyfwy tuag at uwchraddio medrau'r gweithlu yng Nghymru ac mae addysg bellach yn eithaf canolog yn hynny o beth.

and basic skills. That does not come cheap. It involves quite a lot of one-to-one or small group teaching. We also have a phenomenon that there is a significantly increasing reliance on hourly paid staff. One would have to say, in all fairness, that wages in the further education sector have been relatively held down compared to other sectors of education. While the institutions have managed themselves extremely well and have delivered to the agenda, one cannot pretend that a price has not been paid. Bear in mind, however, that that is in a year when the efficiency gain on the original Welsh Office letter was 10.8 per cent. That is on the original letter of December 199y, with

Fwyfwy, yr ydym yn edrych i'r agenda cynhwysiant cymdeithasol a sgiliau sylfaenol. Nid yw hynny'n rhad. Mae'n golygu llawer o ddysgu un-i-un neu mewn grwpiau bach. Mae gennym hefyd ffenomenon bod yna ddibyniaeth sylweddol gynyddol ar staff a delir yn ôl yr awr. Mae'n rhaid dweud, a bod yn deg, bod cyflogau yn y sector addysg bellach wedi cael eu dal yn ôl i raddau o'i gymharu â sectorau eraill ym myd addysg. Er bod y sefydliadau wedi rheoli eu hunain yn hynod o dda ac wedi cwrdd â gofynion yr agenda, ni allwn esgus na thalwyd pris. Cofiwch, serch hynny, bod hynny mewn blwyddyn pan oedd yr enillion effeithlonrwydd ar lythyr

students and funding set against previous years' students and funding.

gwreiddiol y Swyddfa Gymreig yn 10.8 y cant. Hynny yw ar y llythyr gwreiddiol ym mis Rhagfyr 1998, gyda myfyrwyr ac ariannu wedi eu gosod yn erbyn myfyrwyr ac ariannu'r flwyddyn flaenorol.

Mr Adams: I wish to clarify my previous answer. When I said that funding for the sector had increased in real terms by nearly 6 per cent, that also took into account the growth in student numbers, so in fact it is an increase of nearly 6 per cent in real terms in the funding per student. The increase in funding was from £178.6 million to £199.6 million, which is nearer 10 or 11 per cent. Student numbers have

Mr Adams: Hoffwn egluro fy ateb blaenorol. Pan ddywedais fod ariannu ar gyfer y sector wedi cynyddu bron 6 y cant mewn termau gwirioneddol, cymerodd hynny i ystyriaeth hefyd y twf yn nifer y myfyrwyr, felly mewn gwirionedd mae'n gynnydd o bron i 6 y cant mewn termau gwirioneddol mewn ariannu fesul myfyriwr. Yr oedd y cynnydd mewn ariannu o £178.6 miliwn i £199.6

grown by a few per cent as well, so it was nearly 6 per cent in the funding per student. As for the underlying 1 per cent efficiency gain, until 1997-98 the cumulative gain for the sector was 12 per cent and grew to nearly 20 per cent by the following year.

Therefore, in setting the budget for 1999-2000, I looked at the 1997-98 figure and put in money on the assumption of there being a 1 per cent efficiency gain in 1998-99 and 1999-2000. It increased the unit of resource in real terms and has the effect of implying a 1 per cent efficiency gain per annum since 1997-98.

miliwn, sydd yn agosach at 10 neu 11 y cant. Mae nifer y myfyrwyr wedi cynyddu ambell ganran hefyd, felly yr oedd bron yn 6 y cant o ran yr ariannu fesul myfyrwr. O ran yr ennill effeithlonrwydd sylfaenol o 1 y cant, tan 1997-98 yr oedd yr ennill cronodig ar gyfer y sector hwn bron i 20 y cant erbyn y flwyddyn ganlynol. Felly, o ran pennu'r gyllideb ar gyfer 1999-2000, edrychais ar ffigur 1997-98 a rhoi arian yn seiliedig ar y dybiaeth bod yna enillion effeithlonrwydd o 1 y cant ym 1998-99 a 1999-2000. Cynyddodd yr uned o adnodd mewn termau gwirioneddol ac mae iddo'r effaith o awgrymu enillion effeithlonrwydd o 1 y cant y flwyddyn ers 1997-98.

Professor Andrews: We monitor them closely. I think it is fair to say that if one looks at staff costs in the sector as a whole, one finds that they have gone down quite significantly. In 1994-95, the staff costs per FTE, that is, full-time equivalent student, were £2,500. In 1998-99, they were £2,335. They had actually gone down 4 per cent in cash terms. The gross domestic product deflator between those two years was of the order of about 12 per cent. Therefore, the staffing costs per FTE had gone down by about 14 to 16 per cent. Of course, within that period of time, we had also seen fairly heavy efficiency gains. That speaks of the sector's ability as a whole to manage this

Yr Athro Andrews: Yr ydym yn eu monitro'n agos. Credaf ei bod yn wir i ddweud os bydd rhywun yn edrych ar gostau staff yn y sector cyfan, y gellir gweld eu bod wedi gostwng yn eithaf sylweddol. Yn 1994-95, y costau staff ar gyfer pob myfyriwr FTE, hynny yw, myfyriwr sydd yn gyfartal â llawn amser, oedd £2,500. Yn 1998-99, yr oeddent yn £2,335. Yr oeddent wedi gostwng 4 y cant o ran arian parod. Yr oedd y datchwyddwr cynnyrch mewnwladol crynswth rhwng y ddwy flynedd honno tua 12 y cant. Felly, yr oedd costau staffio fesul FTE wedi gostwng tua 14 i 16 y cant. Wrth gwrs, o fewn y cyfnod hwnnw, yr oeddem hefyd wedi gweld enillion effeithlonrwydd

situation. The problem that we faced has been in the case of a small number of colleges who have expanded their staff well beyond the growth in their student numbers and the growth in their funding. That has led to quite serious consequences. One of the things we do now with the strategic planning request from institutions is to request human resource planning from the institutions, monitor it and enter into a dialogue with institutions where we think it is unreasonable. Human resource planning is a very significant part of the governance and management development programme that is mentioned here. We cannot manage staffing for the colleges. That would be

eithaf trwm. Mae hynny'n nodi gallu'r sector cyfan i reoli'r sefyllfa hon. Y broblem a wynebwyd gennym oedd yn achos nifer fechan o golegau sydd wedi ehangu eu staff ymhell y tu hwnt i'r twf yn nifer eu myfyrwyr a'r twf yn eu harian. Mae hyn wedi arwain at ganlyniadau eithaf dybryd. Un o'r pethau yr ydym yn ei wneud nawr gyda'r cais am gynllunio strategol o sefydliadau yw gwneud cais am gynllunio adnoddau dynol gan sefydliadau, ei fonitro a chynnal deialog gyda'r sefydliadau lle yr ydym o'r farn ei fod yn annerbyniol. Mae cynllunio adnoddau dynol yn rhan arwyddocaol iawn o'r rhaglen datblygu llywodraethu a rheoli a

presumptuous of us and we do not have that ability.

Janet Davies: Looking at that, you talk about the dialogue and the fact that you obviously cannot manage for individual colleges. I sometimes sense that there is a matter of concern about the percentage of teaching staff compared with management and administrative staff. Do you have any guidelines—I am thinking about the way teaching staff is reduced and management is increased until there is a rather unfortunate balance. Do you give any advice at all about general relationships?

grybwyllir yma. Ni allwn reoli staffio ar gyfer colegau. Byddai hynny yn drahaus ac nid oes gennym y gallu i wneud hynny.

Janet Davies: Gan edrych ar hynny, yr ydych yn sôn am y ddeialog a'r ffaith na allwch reoli ar ran colegau unigol yn amlwg. Weithiau yr wyf yn teimlo bod pryder ynghylch canran y staff addysgu o'i gymharu â'r staff rheoli a'r staff gweinyddol. A oes gennych unrhyw ganllawiau—yr wyf yn meddwl am y ffordd y caiff staff addysgu ei leihau a'r rheolwyr eu cynyddu nes bod yna gydbwysedd eithaf anffodus. A ydych yn rhoi unrhyw gyngor o gwbl ynghylch cydberthnasau

cyffredinol?

Professor Andrews: No, we would normally regard that as a matter for individual institutions. However, if we find that institutions are in financial difficulties, we might well suggest consultancies. Perhaps it would be helpful if I gave you some figures on this. If you are talking in terms of teaching and learning staff, looking specifically at teaching staff, they have moved from 57 per cent of total staffing in 1994-95 to 55 per cent in 1997-98. The interesting comparison is that within teaching and learning departments, if you look at other support staff, these will be staff that will

Yr Athro Andrews: Nac ydym, byddem fel arfer yn ystyried hynny fel mater i sefydliadau unigol. Fodd bynnag, os ydym yn gweld bod sefydliadau mewn trafferthion ariannol, gallem awgrymu ymgynghoriadau. Efallai y byddai'n ddefnyddiol petawn yn rhoi rhai ffigurau ichi ar hyn. Os ydych yn siarad yn nhermau staff addysgu a dysgu, gan edrych yn benodol ar staff addysgu, maent wedi symud o 57 y cant o gyfanswm y staff yn 1994-95 i 55 y cant yn 1997-98. Y gymhariaeth ddiddorol yw'r un o fewn adrannau addysgu a dysgu, os ydych yn edrych ar staff cynnal eraill, bydd y rhain yn

provide support for PC-based teaching and that sort of thing. They have gone up from 11 per cent to 12 per cent. If you put those two figures together, they have actually stayed static at 66 per cent in both years, allowing for the small decimal points on those two figures. So there has been no reduction in the proportion of teaching staff in that time. If you look at the entirety of administration and central services, I cannot give you the figures for management staff as such. Our figure share includes all staff—secretarial, clerical and technical—supporting the management and central functions of the college. The figure remains static at 16 per cent in 1994-95, and 16

staff a fydd yn darparu cymorth ar gyfer addysgu yn seiliedig ar gyfrifiaduron a'r math yna o beth. Maent wedi cynyddu o 11 y cant i 12 y cant. Os rhowch chi'r ddau ffigur hynny at ei gilydd, maent wedi aros yn eu hunfan ar 66 y cant yn y ddwy flynedd, gan ganiatáu ar gyfer y pwyntiau degol bach ar y ddau ffigur hynny. Felly ni fu unrhyw ostyngiad yng nghyfran y staff addysgu yn ystod yr amser hwnnw. Os edrychwch ar wasanaethau gweinyddol a chanolog yn eu cyfanrwydd, ni allaf roi'r ffigurau ichi ar gyfer staff rheoli fel y cyfryw. Mae ein cyfran o'r ffigur yn cynnwys pob staff—ysgrifenyddol, clerigol a thechnegol—sydd yn cynorthwyo'r rheolwyr a

per cent in 1997-98.

Alison Halford: Professor Andrews, I am not an expert in your subject, although I have done my best to read this report. This is for clarification, please. You say that some institutions have expanded their staff beyond student intake, and that you cannot manage staffing for colleges. Bearing in mind that staffing must take up a large proportion of the budget, does that not fly in the face of your capacity to control the institutions and their spending?

swyddogaethau canolog y coleg. Erys y ffigwr yn statig ar 16 y cant yn 1994-95, ac 16 y cant yn 1997-98.

Alison Halford: Athro Andrews, nid wyf yn arbenigwr ar eich pwnc, er fy mod wedi gwneud fy ngorau i ddarllen yr adroddiad hwn. Mae hyn er mwyn cael eglurhad, os gwelwch yn dda. Dywedwch fod rhai sefydliadau wedi ehangu eu staff y tu hwnt i'r nifer o fyfyrwyr a dderbynnir, ac na allwch reoli'r staffio ar ran y colegau. O gofio bod staffio siwr o fod yn cymryd cyfran fawr o'r gyllideb, onid yw hynny'n groes i'ch gallu i reoli'r sefydliadau a'u gwariant?

Professor Andrews: No. I take your point. What we cannot do is provide a staffing strategy for colleges and tell them that they should have more staff in construction and less in engineering or anything of that sort. That really is for managers to decide. We may well say to a college on occasions that we are concerned that it has not got enough cover in finance, for example, because clearly that would bear very much on our perceptions of the college.

What I am thinking about more is in overall terms. Where a college is really reckless in forecasting an increase in staffing costs year

Yr Athro Andrews: Nac ydyw. Yr wyf yn derbyn eich pwynt. Yr hyn na allwn ei wneud yw darparu strategaeth staffio ar gyfer colegau a dweud wrthynt y dylent gael mwy o staff adeiladu a llai o staff peirianeg neu unrhyw beth i'r perwyl hwnnw. Rheolwyr sydd i benderfynu ar hynny. Gallem ddweud wrth goleg ar brydiau ein bod yn pryderu nad oes ganddo ddigon o gyllid, er enghraifft, gan y byddai hynny'n amlwg yn cael effaith fawr ar ein hamgyffred o'r coleg.

Mae'r hyn yr wyf yn meddwl mwy amdano yn fater cyffredinol. Ble mae coleg yn ddiotal iawn wrth ragweld cynnydd mewn costau staffio

on year of about 20 per cent, when its grant is going up 4 per cent, one does not need to be involved in the expertise of staff management to say that what is going on is going to lead to trouble.

flwyddyn ar ôl blwyddyn o tua 20 y cant, pan fydd ei grant yn cynyddu 4 y cant, nid oes yn rhaid i rywun fod yn arbenigwr ym maes rheoli staff i ddweud y bydd yr hyn sydd yn digwydd yn arwain at helynt.

Alison Halford: How do you punish such recklessness?

Alison Halford: Sut yr ydych yn cosbi diofalwch o'r fath?

Professor Andrews: It tends to bring its own punishment with it, as the college goes into deficit.

Yr Athro Andrews: Mae'n tueddu i ddod â chosb yn ei sgîl wrth i'r coleg fynd i ddyled.

Janet Davies: We will move on to how you monitor the institutions. I refer to paragraph 2.7 of the report. You assess the financial

Symudwn ymlaen at sut yr ydych yn monitro'r sefydliadau. Cyfeiriaf at baragraff 2.7 o'r adroddiad. Yr ydych yn

health of each institution three times a year as being satisfactory, marginal or unsatisfactory. There is a figure showing the number of colleges that have been assessed as unsatisfactory. Between March 1995 and March 1999 that number of colleges doubled. What steps are you taking to improve the financial position of those institutions, particularly those that have been assessed as unsatisfactory for over four years?

Professor Andrews: The answer is not a standard one across all institutions in that they are individual. However, when an institution is unsatisfactory, almost always I would meet with the

asesu iechyd ariannol pob sefydliad dair gwaith y flwyddyn fel boddhaol, ymylol neu anfoddhaol. Mae yna ffigur sydd yn dangos nifer y colegau a aseswyd fel anfoddhaol. Rhwng Mawrth 1995 a Mawrth 1999 dyblodd y nifer hwnnw o golegau. Pa gamau yr ydych yn eu cymryd i wella sefyllfa ariannol y sefydliadau hynny, yn arbennig y rheini sydd wedi cael eu hasesu fel rhai anfoddhaol ers dros bedair blynedd?

Yr Athro Andrews: Nid yw'r ateb yn un safonol ar draws pob sefydliad yn yr ystyr eu bod yn unigol. Fodd bynnag, pan fydd sefydliad yn anfoddhaol, byddwn bron yn ddiethriad yn cwrdd â'r

principal or chairman of the governing body, possibly all the governors. We would want to identify what the problems were. In some cases that may involve bringing in an outside consultant to look at the college. We would then want the college to develop a recovery plan. We would work with the college on the recovery plan and we would not accept it if we did not think that it would bring the college round. The reason why we want the college to develop the recovery plan is partly because we feel that it is important that the college has ownership of the recovery plan, and partly so that it develops a recovery plan that it can work with.

pennaeth neu gadeirydd y corff llywodraethu, o bosibl yr holl lywodraethwyr. Byddem am nodi beth fyddai'r problemau. Mewn rhai achosion gallai hynny olygu dod ag ymgynghorydd allanol i mewn i edrych ar y coleg. Byddem wedyn am i'r coleg ddatblygu cynllun adfer. Byddem yn gweithio gyda'r coleg ar y cynllun adfer ac ni fyddem yn ei dderbyn pe na baem yn credu y byddai'n adfer y coleg. Y rheswm pam ein bod am i'r coleg ddatblygu cynllun adfer yw yn rhannol am ein bod yn teimlo ei bod yn bwysig i'r coleg fod yn berchen ar y cynllun adfer, ac yn rhannol er mwyn iddo ddatblygu cynllun adfer y gall weithio ag ef.

There is then an ongoing relationship between colleagues in the Funding Council and staff in the colleges to ensure the development of the college away from the problems that have beset it. If you look at the figures you will see that a number of the colleges that were unsatisfactory initially have in fact gradually worked their way out. There is a table on page 27, which shows that one or two colleges have in fact improved their position and have got out from this problem. If you look at the column headed March 1999, one further college became unsatisfactory, which made a total of nine at that point in time. Two colleges have already gone out from that,

Yna ceir perthynas barhaus rhwng cydweithwyr yn y Cyngor Cyllido a staff yn y colegau i sicrhau bod y coleg yn datblygu heb y problemau y mae wedi'u hwynebu. Os edrychwch ar y ffigurau fe welwch fod nifer o'r colegau a oedd yn anfoddhaol i ddechrau mewn gwirionedd wedi datrys eu problemau. Ceir tabl ar dudalen 27, sydd yn dangos bod un neu ddau o golegau wedi gwella eu sefyllfa ac wedi datrys y broblem hon. Os edrychwch ar y golofn o dan y pennawd Mawrth 1999, yr oedd un coleg arall yn anfoddhaol, a wnaeth gyfanswm o naw bryd hynny. Mae dau goleg eisoes wedi symud o'r sefyllfa honno, sydd yn gostwng y rhestr honno i saith, er gwaethaf y ffaith ein bod

which reduces that list to seven, despite the fact that we have been in this very serious position of financial squeeze on the sector. There are two further colleges which I think are likely to go out in the relatively near future. One by merger—in fact there is currently a merger proposal before the National Assembly for Wales at the moment—the other will go out because it has managed its financial self out, which will reduce the number to five. There are two others of that five, which I think that in the next year or 18 months, given the way they are managing themselves, will manage themselves out. There are three others that I think have ongoing difficulties. One is a

wedi bod yn y sefyllfa hynod ddifrifol hon o wasgfa ariannol ar y sector. Ceir dau goleg arall a fydd yn symud o'r sefyllfa hon yn y dyfodol agos yn fy marn i. Un drwy uno—yn wir mae cynnig i uno gerbron Cynulliad Cenedlaethol Cymru ar hyn o bryd—bydd sefyllfa'r llall yn newid oherwydd ei fod wedi rheoli ei faterion ariannol gan ddatrys ei broblemau, a fydd yn gostwng y nifer i bump. Mae dau arall o blith y pum hwnnw a fydd, o fewn y flwyddyn i 18 mis nesaf yn fy marn i, o gofio'r ffordd y maent yn rheoli eu hunain, yn datrys eu problemau drwy reoli. Mae tri arall sydd ag anawsterau parhaus yn fy marn i. Mae un yn goleg cymharol fach, dau arall yn

relatively small college, two others are designated institutions, again with relatively small resources. However, none of those three is in immediate difficulty. We are not talking about colleges that are threatened with insolvency. We are talking about colleges, though, which have quite a long way to go to bring themselves back into a comfortable financial balance.

Janet Davies: **With those three, do you foresee any possibility of them having to alter their structures and possibly merge? Or do you think that that is not a practical possibility for all sorts of reasons and that they might have to keep going as they are?**

sefydliadau penodedig, eto gydag adnoddau cymharol fach. Fodd bynnag, nid oes yr un o'r tri hynny yn wynebu anhawster ar hyn o bryd. Nid ydym yn siarad am golegau sydd o dan fygythiad oherwydd ansolfedd. Yr ydym yn sôn am golegau, serch hynny, sydd â chryn ffordd i fynd cyn dychwelyd i sefyllfa o gydbwysedd ariannol cyfforddus.

Janet Davies: **Gyda'r tri hynny, a ydych yn rhagweld unrhyw bosibilrwydd y byddent yn gorfod newid eu strwythurau ac uno o bosibl? Neu a ydych o'r farn nad yw hyn yn bosibilrwydd ymarferol am bob math o resymau ac y bydd yn rhaid iddynt barhau fel ag y**

maent?

Professor Andrews: One of the three is already in merger discussions.

Yr Athro Andrews: Mae un o'r tri eisoes yn trafod uno.

Janet Davies: Yes, I know.

Janet Davies: Ydyw, fe wn.

Professor Andrews: The other two are not in merger discussions. I think, for them, it is an ongoing process of strengthening their financial management and growing their student numbers, in the case of one college particularly.

Yr Athro Andrews: Nid yw'r ddau arall yn rhan o drafodaethau uno. Yn fy marn i, iddynt hwy mae'n broses barhaus o gryfhau eu rheolaeth ariannol a chynyddu eu nifer o fyfyrwyr, yn achos un coleg yn arbennig.

Geraint Davies: The report makes a number of recommendations to the Funding Council for improvements in its financial monitoring. It appears from

Mae'r adroddiad yn gwneud nifer o argymhellion i'r Cyngor Cyllido ar gyfer gwelliannau o ran monitro ariannol. Ymddengys o'r adroddiad

the report that you have taken some steps to implement these changes. What is the latest position on this? In particular, have you accepted the recommendations that all institutions should have their five-year and mid year forecast validated externally?

Professor Andrews: There were three principal recommendations that the report made. One was that we should define a reportable event so that colleges would have a clearer idea of when they need to report to us. We have done that. We distributed the definition to the colleges in May and asked them to follow it and we will include it in our new

eich bod wedi cymryd rhai camau i weithredu'r newidiadau hyn. Beth yw'r sefyllfa ddiweddaraf ynglyn â hyn? Yn arbennig, a ydych wedi derbyn yr argymhellion y dylai rhagolwg pum mlynedd a chanol blwyddyn pob sefydliad gael ei ddilysu yn allanol?

Yr Athro Andrews: Yr oedd tri phrif argymhelliad a wnaethpwyd yn yr adroddiad. Un oedd y dylem ddiffinio digwyddiad y dylid rhoi adroddiad amdano er mwyn i golegau gael gwell syniad o pryd y byddai angen iddynt roi adroddiad inni. Yr ydym wedi gwneud hynny. Dosbarthwyd y diffiniad i'r colegau ym mis Mai a gofynnem iddynt ei ddilyn a

financial memorandum when that is revised. I confess that this has had a greater impact than I initially thought. We are getting letters from colleges regarding a whole range of things such as a change of director of finance or principal or restructuring in the college. We are getting information from colleges on that and that is working well.

The second recommendation was that we should introduce termly reviews. That is at officer level we should sit down and look at each of the colleges across the piece at its strengths and its weakness in financial health, audit,

byddwn yn ei gynnwys yn ein memorandwm ariannol newydd pan gaiff hwnnw ei adolygu. Yr wyf yn cyfaddef i hyn gael mwy o effaith na'r disgwyl. Yr ydym yn cael llythyrau oddi wrth golegau ynghylch amrywiaeth o bethau fel newid mewn cyfarwyddwr cyllid neu bennaeth neu ailstrwythuro o fewn y coleg. Yr ydym yn cael gwybodaeth oddi wrth golegau ar hynny ac mae hynny'n gweithio'n dda.

Yr ail argymhelliad oedd y dylem gyflwyno arolygon tymhorol. Hynny yw y dylem eistedd i lawr ar lefel swyddogion ac edrych ar bob un o'r colegau yn gyffredinol ac ar ei gryfderau a'i wnedidau o ran iechyd

strategic planning, estates, management information systems and so on. We have had three such meetings. In fact, the third was about two weeks ago. It is useful in terms of officers being able to exchange views and in having a clearer idea of the position of individual institutions. Nothing alarming has emerged from that, but the exercise has been worthwhile.

The third recommendation is the one that you mentioned specifically, which is the certification of all financial forecasts. We remain to be persuaded about the introduction of that as a measure across all institutions. Perhaps I could

ariannol, archwilio, cynllunio strategol, ystadau, systemau rheoli gwybodaeth ac ati. Yr ydym wedi cynnal tri chyfarfod o'r fath. Yn wir, cynhaliwyd y trydydd tua phythefnos yn ôl. Mae'n ddefnyddiol o ran galluogi i'r swyddogion gyfnewid barn a chael syniad cliriach o sefyllfa sefydliadau unigol. Ni ddeilliodd unrhyw beth brawychus o hynny, ond bu'r ymarfer yn un gwerth chweil.

Y trydydd argymhelliad yw'r un a grybwyllwyd gennych yn benodol, sef ardystio pob rhagolwg ariannol. Yr ydym yn aros i gael ein hargyhoeddi ynghylch cyflwyno hynny fel mesur ar draws pob sefydliad. Efallai y gallaf esbonio pam. Yr

explain why. We introduce certification of financial forecasts for all colleges that are unsatisfactory and for marginal colleges where we have reason to believe that their financial forecasting is not strong. In one sense it is a sanction. A letter goes to the chair of the governing body as well as to the principal and we are saying to the chair of the governing body, in effect, that we do not think the college is in such a position that we can take its financial forecast from it. It is a finger-wagging exercise, if you like. It has to bring in its external or internal auditors to certify these.

ydym yn cyflwyno ardystio rhagolygon ariannol ar gyfer pob coleg sydd yn anfoddhaol ac ar gyfer colegau ymylol lle mae gennym reswm i gredu nad yw eu rhagolygon ariannol yn gryf. Ar un ystyr mae'n gosb. Anfonir llythyr at gadeirydd y corff llywodraethu yn ogystal ag at y pennaeth ac yr ydym yn dweud wrth gadeirydd y corff llywodraethu, i bob pwrpas, nad ydym yn credu bod y coleg yn y fath sefyllfa fel y gallwn gymryd ei ragolwg ariannol ganddo. Mae'n ymarfer dweud y drefn, os hoffech. Mae'n rhaid i'r coleg alw ar ei archwilwyr allanol neu fewnol i ardystio'r rhain.

If we were to introduce it for all colleges, we would lose that distinction. It would be automatic across the piece so we would no longer be signalling to colleges that they were weak in their forecast. The other thing, too, is the way you have colleges who are really first class at forecasting. I think one should respect it, and I think one should give them credit for it and not say ‘oh, yes, but we still think you should have it certified’.

However, what we have done is to take on board the recommendation of the National Audit Office and to increase the number of cases in which we are seeking

Pe baem yn ei gyflwyno ar gyfer pob coleg, byddem yn colli'r gwahaniaeth hwnnw. Byddai'n awtomatig yn gyffredinol felly ni fyddem bellach yn rhoi arwyddion i golegau bod eu rhagolwg yn wan. Y peth arall, hefyd, yw'r ffordd y mae gennych golegau sydd yn llunio rhagolygon o'r radd flaenaf. Credaf y dylid parchu hynny, a chredaf eu bod yn haeddu clod am hynny ac nid dim ond dweud ‘o, ie, ond yr ydym yn dal i gredu y dylai fod wedi cael ei ardystio’.

Fodd bynnag, yr hyn a wnaethom yw dilyn argymhelliad y Swyddfa Archwilio Genedlaethol a chynyddu nifer yr achosion yr ydym am iddynt gael eu

certification. So, effectively now, we will be seeking certification from all unsatisfactory colleges, obviously, marginal colleges, and even satisfactory colleges where their forecasting is erratic. We can look back over the pattern of the end of year accounts and see that their forecasting is not strong. However, we would still like to keep out those colleges that are good and say to them that they are professional and good at this and let them have the credit for that.

Geraint Davies: Paragraphs 2.16 and 2.19 detail some of the action that the Funding Council undertakes to help institutions, particularly

hardystio. Felly, mewn gwirionedd nawr, byddwn yn ceisio cael ardystiad gan bob coleg anfoddhaol, yn amlwg, colegau ymylol, a hyd yn oed golegau boddhaol ble mae eu rhagolygon yn anwadal.

Gallwn edrych yn ôl dros batrwm cyfrifon diwedd y flwyddyn a gweld nad yw eu rhagolygon yn gryf. Fodd bynnag, byddem yn dal i ddymuno eithrio'r colegau hynny sydd yn dda a dweud wrthym eu bod yn gwneud hyn yn broffesiynol ac yn dda a gadael iddynt gael y clod am hynny.

Geraint Davies: Ceir manylion am beth o'r camau y mae'r Cyngor Cyllido yn eu cymryd i helpu sefydliadau, yn arbennig y

those in financial difficulties. What further steps do you consider that the Funding Council could take to assist institutions in financial difficulties? For example, an even more proactive approach to encourage collaboration and mergers.

Professor Andrews: Yes. Could I make one point before hand? One could say, well, could we not give them more money? From the very beginning, we have said no to that. As soon as we were to bail out a college that had got into financial difficulties, it would remove the sanction. Alison Halford asked me earlier what is the penalty for colleges that over expand

rhai mewn trafferthion ariannol, ym mharagraffau 2.16 a 2.19. Yn eich barn chi, pa gamau pellach y gallai'r Cyngor Cyllido eu cymryd i helpu sefydliadau sydd mewn trafferthion ariannol? Er enghraifft, ymagwedd fwy proactif byth tuag at annog cydweithio ac uno.

Yr Athro Andrews: Ie. A allaf wneud un pwynt ymlaen llaw? Gellid dweud, wel, oni allwn roi mwy o arian iddynt? O'r cychwyn cyntaf, yr ydym wedi gwrthod yr awgrym hwnnw. Cyn gynted ag y byddem yn rhoi help llaw i goleg a oedd mewn trafferthion ariannol, byddai'n cael gwared ar y gosb. Gofynnodd Alison Halford imi yn gynharach

their staff or what retribution do we bring—I said that it carried its own damage. Of course, if we bail colleges out there would be no sanction. What you find is that essentially the situation is one of self-help, with the colleges getting themselves out of the difficulty, but with us providing the items of support here.

It is fair to say that there are a number of cases where colleges are in difficulties—sometimes they are relatively small, they have not grown as other colleges might have and they have not got the

beth oedd y gosb i golegau a oedd yn gor-ehangu eu staff neu paad-daledigaeth fyddai gennym ar eu cyfer—dywedais fod niwed yn dod yn ei sgîl. Wrth gwrs, pe baem yn rhoi help llaw i golegau ni fyddai unrhyw gosb. Yr hyn a ddarganfyddwch yn y bôn yw bod y sefyllfa yn un hunan-gymorth, gyda'r colegau yn datrys yr anhawster eu hunain, ond gyda ninnau yn darparu'r eitemau o gymorth yma.

Mae'n deg dweud bod nifer o achosion lle mae colegau mewn trafferthion—weithiau maent yn gymharol fach, nid ydynt wedi tyfu fel colegau eraill ac nid oes ganddynt y cryfder o ran rheolwyr a

strength of management and merger would be a way out. I do believe that we have too many small colleges.

However, at the present point in time, there is a degree of resistance to merger, which is not necessarily always in the best interests of further education in Wales.

Geraint Davies: However, there is a down side to merging, is there not? Possibly, you will have more centralisation and less choice and possibly bigger classes as a consequence. You may be financially sound but the educational aspect might suffer as a consequence.

Professor Andrews: No, no. It is the contrary, because whenever colleges have been

byddai uno yn datrys y broblem. Credaf fod gennym ormod o golegau bach. Fodd bynnag, ar hyn o bryd, ceir rhywfaint o wrthwynebiad i uno, nad yw bob amser er budd gorau addysg bellach yng Nghymru.

Geraint Davies: Fodd bynnag, mae anfantais i uno, onid oes? O bosibl, byddai gennych fwy o ganoli a llai o ddewis ac o bosibl dosbarthiadau mwy o ganlyniad. Efallai eich bod yn gadarn yn ariannol ond gallai'r agwedd addysgol ddiodef o ganlyniad.

Yr Athro Andrews: Na, na. I'r gwrthwyneb, oherwydd pryd bynnag y bu colegau yn rhan

in merger discussions a first priority for us has been to maintain provision. It is not a matter of closing campuses and shutting down departments and that sort of thing. The bigger college is often able to maintain a much wider range of provision and is in a stronger position to outreach provision, to deprived areas, for example. Merger does not reduce provision—quite the opposite.

Geraint Davies: Do you envisage any other further mergers and have you quantified the financial savings that come from mergers?

Professor Andrews: There is one merger proposal before the Assembly. There is one

o drafodaethau uno un o'n blaenoriaethau cyntaf oedd cadw'r ddarpariaeth. Nid yw'n fater o gau campysau ac adrannau a'r math yna o beth. Yn aml gall y coleg mwyaf gynnal ystod llawer ehangach o ddarpariaeth ac mae mewn sefyllfa gryfach i ymestyn y ddarpariaeth, i ardaloedd difreintiedig, er enghraifft. Nid yw uno yn gostwng y ddarpariaeth—i'r gwrthwyneb yn llwyr.

Geraint Davies: A ydych yn rhagweld unrhyw uno pellach ac a ydych wedi meintoli'r arbedion ariannol a ddaw o'r uno?

Yr Athro Andrews: Mae un cynnig i uno gerbron y Cynulliad. Mae un cynnig

other merger proposal that we anticipate might come forward this year. Beyond that, I am not aware of any merger discussions. We have produced a merger paper at the request of the Secretary of State for Wales in the letter of guidance in January of this year. However, at the moment that has not been released. Basically, what we have proposed is a framework within which there might be mergers. We have not actually said that college A should merge with college B. There needs to be a bottom-up involvement in the merger process if it is to work well.

Geraint Davies: You have an important monitoring role in

arall i uno y rhagwelwn y gallai gael ei gyflwyno eleni. Y tu hwnt i hynny, nid wyf yn ymwybodol o unrhyw drafodaethau uno. Yr ydym wedi cynhyrchu papur uno ar gais Ysgrifennydd Gwladol Cymru yn y llythyr arweiniad ym mis Ionawr eleni. Fodd bynnag, ar hyn o bryd nid yw hwnnw wedi'i ryddhau. Mewn gwirionedd, yr hyn yr ydym wedi'i gynnig yw fframwaith y gallai uno ddigwydd oddi fewn iddo. Nid ydym wedi dweud mewn gwirionedd y dylai coleg A uno â choleg B. Mae angen cyfranogiad o'r gwaelod tuag i fyny yn y broses uno os yw i lwyddo.

Geraint Davies: Mae gennyich rôl fonitro bwysig mewn sawl

many aspects of further education but you do not appear to be monitoring educational performance. Do you think this would be useful? Is there a relationship between good financial management and a good output educationally?

Professor Andrews: We do monitor educational performance. Primarily, we have responsibility for the quality assessment of the work of further education colleges; the provision that they offer. It is done for us by Estyn—previously the Office Of Her Majesty’s Chief Inspector of Schools in Wales—but to a framework agreed by ourselves. This is a tremendous success story for

agwedd ar addysg bellach ond nid yw’n ymddangos fel eich bod yn monitro perfformiad addysgol. A ydych o’r farn y byddai hyn yn ddefnyddiol? A oes cyswllt rhwng rheolaeth ariannol dda ac allbwn addysgol da?

Yr Athro Andrews: Yr ydym yn monitro perfformiad addysgol. Yn bennaf, mae gennym gyfrifoldeb dros asesu ansawdd gwaith colegau addysg bellach; y ddarpariaeth a gynigiant. Gwneir hyn ar ein rhan gan Estyn—Swyddfa Prif Arolygydd Ysgolion Ei Mawrhydi yng Nghymru gynt—ond i fframwaith y cytunwyd arno gennym ni. Mae hyn yn llwyddiant

the sector, in that the report here mentions that 95 per cent of the provision was of good or better quality in the first cycle. That is actually going up in the second cycle. However, the really splendid thing to see is that the top quality, the outstanding provision, which was relatively small in percentage terms in the first cycle, was 10 per cent in 1997-98 and had gone up to 15 per cent this last year. We do monitor quality. We have got a very good story to tell. Well, the colleges have a very good story to tell; I am telling it on their behalf.

ysgubol ar gyfer y sector, yn yr ystyr bod yr adroddiad yma yn crybwyll bod 95 y cant o'r ddarpariaeth o ansawdd da neu well yn y cylch cyntaf. Mae hynny mewn gwirionedd yn cynyddu yn yr ail gylch. Fodd bynnag, y peth gwirioneddol galonogol i'w weld yw bod yr ansawdd uchaf, y ddarpariaeth wych, a oedd yn gymharol fach o ran canran yn y cylch cyntaf, yn 10 y cant ym 1997-98 ac wedi cynyddu i 15 y cant yn ystod y flwyddyn ddiwethaf hon. Yr ydym yn monitro ansawdd. Mae gennym stori dda i'w hadrodd. Wel, mae gan y colegau stori dda i'w hadrodd; yr wyf yn ei hadrodd ar eu rhan.

Peter Black: Paragraph 2.22 of the report indicates that the Funding Council considers that it does not have the expertise to assist institutions on staffing issues, which I think you have already reinforced today. However, I understand that you do give guidance and information on a range of other issues such as estates management. As staffing, as Alison said previously, is the biggest single cost facing institutions, do you not think that the Funding Council should be able to offer guidance and instruction on this matter?

Professor Andrews: No. Can I first of all, though, say that on estates matters there is

Peter Black: Noda paragraff 2.22 o'r adroddiad fod y Cyngor Cyllido yn ystyried nad oes ganddo'r arbenigedd i gynorthwyo sefydliadau ar faterion staffio, a chredaf ichi ategu hynny eisoes heddiw. Fodd bynnag, yr wyf ar ddeall eich bod yn rhoi arweiniad a gwybodaeth ar ystod o faterion eraill fel rheoli ystadau. Gan mai staffio, fel y dywedodd Alison yn gynharach, yw'r gost unigol fwyaf sydd yn wynebu sefydliadau, onid ydych o'r farn y dylai'r Cyngor Cyllido allu cynnig arweiniad a chyfarwyddyd ar y mater hwn?

Yr Athro Andrews: Nac ydw. I ddechrau, a allaf ddweud o ran materion yn ymwneud ag

obviously a primary responsibility in that you are talking about public assets and the need to ensure the conservation of the assets. Traditionally, funding councils—going back to the University Grants Committee and all six of the funding councils in the UK—do have an estates function. We have a very small estates unit and in fact we use estates firms to provide the professional support on this. However, to a significant extent a building is a building is a building and the issues are relatively similar. That varies between an old building and a 1960s building.

ystadau bod yna brif gyfrifoldeb yn amlwg yn yr ystyr eich bod yn siarad am asedau cyhoeddus a'r angen i sicrhau gwarchod yr asedau. Yn draddodiadol, mae gan gynghorau cyllido—gan fynd yn ôl at Bwyllgor Grantiau Prifysgolion a'r chwe chynghor cyllido yn y DU—swyddogaeth ystadau. Mae gennym uned ystadau fechan iawn ac yn wir yr ydym yn defnyddio cwmnïau ystadau i ddarparu'r cymorth proffesiynol ar hyn. Fodd bynnag, i raddau sylweddol adeilad yw adeilad yw adeilad ac mae'r materion yn gymharol debyg. Mae hynny'n amrywio rhwng hen adeilad ac adeilad o'r 1960au.

When you come to human resources, no funding council, at any point in time in the United Kingdom, has ever taken on that responsibility. I think it that it would lead to very real tensions between a funding council, which is not a management body and which is not a body of consultants in human resources, and colleges which have the responsibility to manage their own affairs, and which are incredibly diverse.

A land-based college, for example, looks at agricultural workers; a sixth-form college looks more at the professional cadre of teachers for A-level. We do not have that sort of expertise. We can look at the

O ran adnoddau dynol, nid oes unrhyw gyngor cyllido, ar unrhyw adeg yn y Deyrnas Unedig, wedi ymgymryd â'r cyfrifoldeb hwnnw. Credaf y byddai'n arwain at densiwn gwirioneddol rhwng cyngor cyllido, nad yw'n gorff rheoli ac nad yw'n gorff o ymgynghorwyr adnoddau dynol, a'r colegau sydd â'r cyfrifoldeb dros reoli eu materion eu hunain, ac sydd yn cynnwys amrywiaeth anhygoel o fawr.

Mae coleg seiliedig ar dir er enghraifft, yn edrych ar weithwyr amaethyddol; mae coleg chweched dosbarth yn edrych yn fwy ar y cnewyllyn proffesiynol o athrawon ar gyfer Safon Uwch. Nid oes gennym y math hwnnw o

overall funding, we can look at the balance of expenditure, we can review the college to make sure they have proper staff development programmes. Under the governance and management development programme we are putting on courses on human resources but they are delivered by people in the college with this sort of expertise.

Peter Black: I think that you are talking about the management of staff. I think that we are talking about policy and the policies that the colleges actually pursue in how they manage their staff. I think the staff themselves are assets, as well

arbenigedd. Gallwn edrych ar yr ariannu cyffredinol, gallwn edrych ar y cydbwysedd o ran gwariant, gallwn adolygu'r coleg i wneud yn siwr bod ganddynt raglenni datblygu staff cywir. O dan y rhaglen datblygu llywodraethu a rheoli yr ydym yn cynnal cyrsiau ar adnoddau dynol ond cânt eu cyflwyno gan bobl yn y coleg gyda'r math hwn o arbenigedd.

Peter Black: Yr wyf yn credu eich bod yn siarad am reoli staff. Yr wyf yn credu ein bod yn siarad am bolisi a'r polisiau y mae'r colegau yn eu canlyn mewn gwirionedd o ran y ffordd y maent yn rheoli eu staff. Yr wyf o'r farn bod y staff eu hunain yn

as the estates, which the colleges manage. Clearly, if staff are well managed—for instance, if there is a proper absence management policy—there are significant savings that can be achieved by colleges, which can assist them in the way they manage their own affairs and also assist you in the way that you manage the funding of those colleges. I am thinking, in particular, of encouraging colleges and making sure that every college has a human resources strategy that includes the proper management of absence and maybe investors in people, that sort of thing. Do you not think that you should be going down that line?

asedau, yn ogystal â'r ystadau, y mae'r colegau yn eu rheoli. Yn amlwg, os rheolir y staff yn dda—er enghraifft, os oes polisi rheoli absenoldeb cywir—gall colegau gyflawni arbedion sylweddol, a all eu cynorthwyo yn y ffordd y maent yn rheoli eu materion eu hunain a hefyd eich cynorthwyo yn y ffordd yr ydych yn rheoli ariannu'r colegau hynny. Yr wyf yn meddwl, yn arbennig, am annog colegau a gwneud yn siwr bod gan bob coleg strategaeth adnoddau dynol sydd yn cynnwys rheoli absenoldeb yn gywir ac efallai buddsoddwyr mewn pobl, y math yna o beth. Onid ydych yn credu y dylech fod yn mynd ar y trywydd hwnnw?

Professor Andrews: **Thank you for coming back on that because it raises slightly different issues from the one that I am talking about. I accept very much the points that you make. You may have seen me smile slightly at the beginning of what you were saying, because one of the things that my audit colleagues are doing this coming year as part of a value for money study in the sector is the management of sickness absence, which was the very illustration that you have given. In that sense, I think we have a role to play. However, I think what you are talking about there is a framework which provides security and which encourages good practice in**

Yr Athro Andrews: **Diolch ichi am ddod yn ôl ar hynny gan ei fod yn codi materion sydd ychydig yn wahanol i'r un yr wyf yn siarad amdano. Yr wyf yn derbyn yn llwyr y pwyntiau a wnaethoch. Efallai eich bod wedi fy ngweld yn gwenu rhyw ychydig ar ddechrau'r hyn a ddywedoch, oherwydd un o'r pethau y bydd fy nghydweithwyr archwilio yn ei wneud yn ystod y flwyddyn hon sydd i ddod fel rhan o astudiaeth gwerth am arian yn y sector yw rheoli absenoldeb oherwydd salwch, sef yr union enghraifft yr ydych wedi'i rhoi. Yn hynny o beth, credaf fod gennym rôl i'w chwarae. Fodd bynnag, credaf mai'r hyn yr ydych yn sôn amdano**

things like staff development, sickness absence and so on, which the Funding Council can as a matter of its own review of institutions require them to have. I

wholeheartedly agree with what you are saying there, providing it stops short of managing the staff function.

Peter Black: How far are you moving towards actually achieving that framework? I think we all accept that we do not want you to manage the staff, but we think the framework is important.

Professor Andrews: I can only answer that within the

yma yw fframwaith sydd yn darparu arfer da mewn pethau fel datblygiad staff, absenoldeb oherwydd salwch ac ati, y gall y Cyngor Cyllido fel mater o'i arolwg ei hun o sefydliadau ofyn iddynt ei gael. Yr wyf yn cytuno'n llwyr â'r hyn a ddywedwch, ar yr amod nad yw'n rheoli'r swyddogaeth staff.

Peter Black: Pa mor bell yr ydych yn symud tuag at gyflawni'r fframwaith hwnnw? Yr wyf yn credu ein bod oll yn derbyn nad ydym am ichi reoli'r staff, ond yr ydym o'r farn bod y fframwaith yn bwysig.

Yr Athro Andrews: Dim ond o fewn cyd-destun ychydig yn

slightly wider context that, initially, our pattern of relationships with colleges in Wales was as with other funding councils. We saw ourselves as a funding body with basic responsibilities for auditing propriety in the use of public funds and the financial health of institutions and also the quality assessment function, which we had as a separate one, and not having general responsibility in respect of governance and management. That is the same position that all funding councils have taken up, and it was very much inherent in the 1992 legislation that institutions were independent corporate bodies.

ehangach y gallaf ateb hynny sef, i ddechrau, yr oedd patrwm ein perthynas gyda cholegau yng Nghymru yn debyg i berthynas cynghorau cyllido eraill. Yr oeddem yn gweld ein hunain fel corff cyllido gyda chyfrifoldebau sylfaenol dros archwilio priodoldeb o ran defnyddio arian cyhoeddus ac iechyd ariannol sefydliadau ac hefyd y swyddogaeth asesu ansawdd, a oedd ar wahân gennym, a pheidio â bod â chyfrifoldeb cyffredinol o ran llywodraethu a rheoli. Dyma'r un sefyllfa â sydd yn wynebu pob cyngor cyllido, ac yr oedd yn gynhenid iawn yn neddfwriaeth 1992 bod sefydliadau yn gyrrff corfforaethol annibynnol.

Clearly attitudes have changed, and we were asked by the Welsh Office in December 1997 to work with colleges to strengthen governance and management, and then more strongly in January 1999, as the report says, they delegated the function of monitoring to us. It is fair to say that by working in partnership with institutions, we have moved significantly now to a situation where we are seeking improvements in governance and management. Hopefully we will not be seen as a sort of big brother figure looking down, but as working in partnership with colleges and encouraging the sharing of best practice. For example, we might often bring in

Yn amlwg mae agweddau wedi newid, a gofynnodd y Swyddfa Gymreig inni ym mis Rhagfyr 1997 i weithio gyda cholegau i gryfhau llywodraethu a rheoli, ac yna yn gryfach ym mis Ionawr 1999 fel y dywed yr adroddiad. Dirprwywyd y swyddogaeth o fonitro i ni. Mae'n deg dweud drwy weithio mewn partneriaeth â sefydliadau, ein bod wedi symud ymlaen yn sylweddol bellach i sefyllfa lle yr ydym yn ceisio gwelliannau mewn llywodraethu a rheoli. Gobeithio na chawn ein gweld fel rhyw ffigwr brawd mawr yn edrych i lawr, ond yn hytrach fel ein bod yn gweithio mewn partneriaeth gyda cholegau ac annog rhannu arfer da. Er enghraifft, gallwn yn aml

people from colleges where practice is good to provide a seminar for other colleges.

ddod â phobl i mewn o golegau lle mae'r arfer yn dda i ddarparu seminar ar gyfer colegau eraill.

Peter Black: Moving on to paragraph 2.27, it indicates that for the 1996-97 financial year, the Funding Council's audit service found that six of the institutions did not give the audit service the necessary level of assurance on the adequacy of their financial control arrangements. What steps have you taken to improve the control arrangements at these institutions and any others that have subsequently displayed such weaknesses?

Peter Black: Gan symud ymlaen i baragraff 2.27, ar gyfer y flwyddyn ariannol 1996-97, dengys fod gwasanaeth archwilio'r Cyngor Cyllido wedi canfod na roddodd chwech o'r sefydliadau y lefel angenrheidiol o sicrwydd o ran digonolrwydd eu trefniadau rheoli ariannol i'r gwasanaeth archwilio. Pa gamau yr ydych wedi eu cymryd i wella'r trefniadau rheoli yn y sefydliadau hyn ac unrhyw rai eraill sydd wedi arddangos gwendidau o'r fath yn dilyn hynny?

Professor Andrews: **The audit service works closely with these colleges and with the particular staff who are central to these controls. The briefing I had from my audit service a couple of months back was that only one of these institutions was still in that category. The last briefing I had was that that institution again was significantly moving away from that category, and that no other colleges have joined it. So, the position on the fundamental assurances is good.**

Peter Black: **That is good. Earlier on in the report there was a reference, I think in paragraph 2.12, to major**

Yr Athro Andrews: **Mae'r gwasanaeth archwilio yn gweithio'n agos gyda'r colegau hyn a chyda'r staff penodol sydd yn ganolog i'r rheolaethau hyn. Y briff a gefais gan fy ngwasanaeth archwilio ddeufis yn ôl oedd mai dim ond un o'r sefydliadau hyn a oedd yn dal yn y categori hwnnw. Y briff olaf a gefais oedd bod y sefydliad hwnnw eto yn symud yn sylweddol oddi wrth y categori hwnnw, ac nad oedd unrhyw goleg arall wedi ymuno ag ef. Felly, mae'r sefyllfa ar sicrwydd sylfaenol yn dda.**

Peter Black: **Mae hynny'n dda. Yn gynharach yn yr adroddiad yr oedd cyfeiriad, ym mharagraff 2.12 mi**

restructuring and the fact that problems have taken place when that has happened in the past. Where colleges are in the process of that sort of restructuring, how are you ensuring that you get early warning of any problems arising from that, and what monitoring are you doing?

Professor Andrews: In the NAO recommendation that we should define a reportable event, restructuring is a reportable event. We now require colleges to inform us when that is happening.

gredaf, at ailstrwythuro mawr a'r ffaith bod problemau wedi codi pan ddigwyddodd hynny yn y gorffennol. Lle mae colegau yn y broses o ailstrwythuro o'r fath, sut yr ydych yn sicrhau eich bod yn cael rhybudd cynnar am unrhyw broblemau sydd yn codi o hynny, a pha fath o fonitro a wnewch?

Yr Athro Andrews: Yn argymhelliad y Swyddfa Archwilio Genedlaethol sef y dylem ddiffinio digwyddiad y gellir rhoi adroddiad amdano, mae ailstrwythuro yn ddigwyddiad y gellir rhoi adroddiad amdano. Bellach yr ydym yn gofyn i golegau ein hysbysu pan fydd hynny'n digwydd.

Peter Black: **So you monitor what goes on when they do that?**

Peter Black: **Felly yr ydych yn monitro'r hyn sydd yn digwydd pan wnânt hynny?**

Professor Andrews: **We would not monitor the individual restructuring but we would want to meet with the college to see exactly what processes were being adopted within it, and, if needs be, to receive reports from governing bodies showing that they were being fully briefed by officers in the college.**

Yr Athro Andrews: **Ni fyddem yn monitro ailstrwythuro unigol ond byddem am gwrdd â'r coleg i weld yn union pa brosesau oedd yn cael eu mabwysiadu o'i fewn, ac, os bydd angen, derbyn adroddiadau gan gyrff llywodraethu yn dangos eu bod yn cael briff llawn gan swyddogion yn y coleg.**

Peter Black: **One last question on paragraph 2.39 of the report. The paragraph raises some concerns about the way the Funding Council is using benchmarks, management statistics, of each institution's performance. What steps**

Peter Black: **Un cwestiwn olaf ar baragraff 2.39 o'r adroddiad. Mae'r paragraff yn codi rhai pryderon ynghylch y ffordd y mae'r Cyngor Cyllido yn defnyddio meincnodau, ystadegau rheoli, ar gyfer perfformiad**

have you taken to improve the speedy issuing of such measures?

Professor Andrews: This is an awkward one for me to answer. There is an example given of a key benchmark that could be produced quickly at the bottom of the page, but there is a flaw in it. It is a benchmark which is drawn from the entire activity of the institution which will include work which is franchised out to third party providers, where the costs are very different and, often non-schedule 2 provision which is not costed at the same level. So, when we produce that benchmark, we rectify the figures to take out third party provision, so

pob sefydliad. Pa gamau a gymerwyd gennych i wella cyhoeddi mesurau o'r fath?

Yr Athro Andrews: Mae hwn yn gwestiwn lletchwith imi ei ateb. Rhoddir enghraifft o feincnod allweddol y gellid ei gynhyrchu'n gyflym ar waelod y dudalen, ond mae gwall ynddo. Mae'n feincnod a dynnwyd o weithgaredd cyfan y sefydliad a fydd yn cynnwys gwaith a roddir drwy ryddfaint i ddarparwyr trydydd parti, ble mae'r costau'n wahanol iawn ac, yn aml darpariaeth nad yw'n ddarpariaeth atodlen 2 na chaiff ei chostio ar yr un lefel. Felly, pan fyddwn yn cynhyrchu'r meincnod hwnnw, byddwn yn unioni'r ffigurau i hepgor

that the figure which then goes to institutions is a much more robust one for them to measure their activity against.

Unfortunately you cannot do that until you have the student records in and can see and correct the figure. Therefore, while we can produce early benchmarks, they inevitably have to carry a health warning. At the moment, we are consulting institutions on management statistics, and one of the questions we are asking them is whether they would like to have some interim benchmarks, but which would be relatively rough and ready and would not be

darpariaeth trydydd parti, fel bod y ffigwr sydd wedyn yn mynd i'r sefydliadau yn llawer mwy cadarn iddynt fesur eu gweithgaredd yn ei erbyn.

Yn anffodus ni allwch wneud hynny nes eich bod wedi derbyn y cofnodion myfyrwyr ac yn gallu gweld a chywiro'r ffigwr. Felly, er ein bod yn gallu cynhyrchu meincnodau cynnar, mae'n rhaid iddynt, yn anochel, gael rhybudd arnynt. Ar hyn o bryd, yr ydym yn ymgynghori â sefydliadau ar ystadegau rheoli ac un o'r cwestiynau yr ydym yn ei ofyn iddynt yw a ydynt am gael rhai meincnodau dros dro, ond a fyddai'n eithaf amrwd ac na fyddai'n

a total portfolio of benchmarks. Then, if they were going to address this at their governing bodies, they would not have to do it piecemeal if some earlier figures were available. It is not a situation with an easy straightforward answer.

Peter Black: But you are moving towards a benchmarking regime between colleges?

Professor Andrews: To some extent that has been in existence for a long time, in that we have produced management statistics. We have also been producing performance indicators in the last few years. We are now consulting colleges on that range of management

bortffolio cyfan o feincnodau. Yna, petaent yn bwriadu mynd i'r afael â hyn gyda'u cyrff llywodraethu, ni fyddai'n rhaid iddynt wneud hynny bob yn dipyn petai rhai ffigurau cynharach ar gael. Nid yw'n sefyllfa ag iddi ateb syml.

Peter Black: Ond yr ydych yn symud tuag at system o feincnodi rhwng colegau?

Yr Athro Andrews: I ryw raddau mae hynny wedi bodoli ers peth amser, yn yr ystyr ein bod wedi cynhyrchu ystadegau rheoli. Yr ydym hefyd wedi bod yn cynhyrchu dangosyddion perfformiad yn yr ychydig flynyddoedd diwethaf. Yr ydym bellach yn ymgynghori â cholegau ar yr

statistics, partly because of suggestions which have emerged in this report, partly because of the way in which further education and the responsibilities of colleges have been changing, but also because the early management statistics were rather our own proposals when the colleges were relatively new into independence. I think they are much better able to come forward now. However, under the governance and management development programme, one of the colleges is leading a group of eight colleges on benchmarking, with particular regard to their own facilities and how colleges might themselves also develop benchmarking

ystod honno o ystadegau rheoli, yn rhannol oherwydd argymhellion sydd wedi deillio o'r adroddiad hwn, yn rhannol oherwydd y ffordd y mae addysg bellach a chyfrifoldebau colegau wedi bod yn newid, ond hefyd oherwydd mai ein cynigion ni ein hunain oedd yr ystadegau rheoli cynnar pan oedd y colegau yn gymharol newydd o ran annibyniaeth. Yr wyf yn credu y gallant ddod yn eu blaenau yn llawer gwell bellach. Fodd bynnag, o dan y rhaglen datblygu llywodraethu a rheoli, mae un o'r colegau yn arwain grwp o wyth coleg o ran meincnodi, gydag ystyriaeth arbennig i'w cyfleusterau eu hunain a sut y gallai'r colegau eu hunain hefyd ddatblygu technegau

techniques with things on which we would not necessarily have statistics. They can go much more deeply there. I would welcome that in the longer run so that there would be two ways into benchmarking—our own sector figures and their own figures for a whole range of things on which we would not necessarily be collecting information.

Peter Black: How useful are you actually finding these exercises? Are you actually seeing any significant differences?

Professor Andrews: In the management statistics?

meincnodi gyda phethau na fyddai gennym ystadegau arnynt o anghenraid. Gallant dreiddio'n llawer dyfnach yno. Buaswn yn croesawu hynny yn yr hir dymor fel y byddai dwy ffordd o feincnodi—ein ffigurau sector ein hunain a'u ffigurau hwy eu hunain ar gyfer ystod gyfan o bethau na fyddem o anghenraid yn casglu gwybodaeth arnynt.

Peter Black: Pa mor ddefnyddiol yw'r ymarferion hyn yn eich barn chi? A ydych yn gweld unrhyw wahaniaethau arwyddocaol?

Yr Athro Andrews: Wrth reoli ystadegau?

Peter Black: **Yes.**

Peter Black: **Ie.**

Professor Andrews: **Yes.**

However, to use them is quite a sophisticated exercise. For example, if you looked at a set of management statistics for pay costs or teaching staff costs against other staff costs, in an individual institution, you would see some fairly significant variations. You would then have to look at the particular colleges. For example, you would find that pay costs were less for a land-based college, and that teaching pay costs were less again, but that is because there is a whole agricultural industry going on in the college. There are differences between tertiary colleges, further education colleges

Yr Athro Andrews: **Ie. Fodd**

bynnag, mae eu defnyddio'n ymarfer eithaf soffistigedig. Er enghraifft, petaech yn edrych ar set o ystadegau rheoli ar gyfer costau talu neu gostau staff addysgu yn erbyn costau staff eraill, mewn sefydliad unigol, byddech yn gweld rhai amrywiadau eithaf sylweddol. Yna byddai'n rhaid ichi edrych ar y colegau arbennig. Er enghraifft, byddech yn canfod bod costau cyflogau yn llai ar gyfer coleg seiliedig ar dir, a bod costau cyflogau addysgu yn llai eto, ond mae hynny oherwydd bod yna ddiwydiant amaeth cyfan yn y coleg. Ceir gwahaniaethau

and sixth form colleges. You have to be careful interpreting these statistics therefore.

Brian Gibbons: I appreciate that you may not be in favour of over-regulation and over-uniformity, but I think you said, in response to the question of the sixth monthly and five year externally validated audit, that you are working on insisting that all colleges do them because some of them already had a good track record. How you would know that the system was beginning to go off the boil internally is what worried me. The National Audit Office has said that the

rhwng colegau trydyddol, colegau addysg bellach a cholegau chweched dosbarth. Mae'n rhaid bod yn ofalus wrth ddehongli'r ystadegau hyn felly.

Brian Gibbons: Yr wyf yn gwerthfawrogi na ydych o bosibl o blaid gor-reoleiddio a gor-unffurfiaeth, ond yr wyf yn credu ichi ddweud, mewn ymateb i'r cwestiwn o archwiliad wedi'i ddilysu'n allanol, eich bod yn gweithio ar fynnu bod pob coleg yn eu cynnal oherwydd mae gan rai ohonynt enw da eisoes. Yr hyn oedd yn fy mhryderu oedd sut y byddech yn gwybod bod y system yn dechrau mynd yn aneffeithlon yn fewnol. Dywedodd y Swyddfa

total cost of this exercise is £40,000 for the whole of Wales. It seems to be very good value for money. Do you agree with that figure?

Professor Andrews: First, on how would we know, there are two things that would carry warnings for us. One, for example, would be changes in finance staff or illness of finance staff, something like that, which might affect the college's capacity to produce good forecasts. Secondly, we have always got a test of forecast, because we see the out-turn in their audited accounts. Therefore, when you see a good relationship between the forecast and the out-turn

Archwilio Genedlaethol mae cyfanswm cost yr ymarfer hwn yw £40,000 ar gyfer Cymru gyfan. Ymddengys bod hyn yn werth da iawn am arian. A ydych yn cytuno gyda'r ffigur hwnnw?

Yr Athro Andrews: I ddechrau, ar sut y byddem yn gwybod, mae dau beth a fyddai'n rhybudd inni. Un, er enghraifft, fyddai newid mewn staff cyllid neu salwch ymhlith staff cyllid, rhywbeth tebyg i hynny, a allai effiethio ar allu'r coleg i gynhyrchu rhagolygon da. Yn ail, mae gennym brawf rhagolygon bob amser, gan ein bod yn gweld yr all-dro yn eu cyfrifon archwiliatedig. Felly, pan welwch berthynas dda rhwng y rhagolwg a'r all-dro flwyddyn ar ôl

year on year, and the same finance director is responsible for these year in and year out, I think he deserves credit and should not be monitored if he does not need it. I may be wrong, that is only a personal view, not an absolute one.

blwyddyn, a bod yr un cyfarwyddwr cyllid yn gyfrifol am y rhain flwyddyn ar ôl blwyddyn, yr wyf yn credu ei fod yn haeddu clod ac ni ddylai gael ei fonitro os nad oes angen hynny. Hwyrach fy mod yn anghywir, dim ond barn bersonol yw hon, nid yn absoliwt.

The £40,000 is the cost to us. The cost to colleges will be significantly more in terms of what they would have to pay; their internal or external auditors and the staff time in the college that would have to be invested in this. Our guess is that the real cost will be nearer £5,000 rather than £1,000 a throw, which gives a figure of about £200,000, not

Y £40,000 yw'r gost i ni. Bydd y gost i golegau yn sylweddol fwy yn nhermau'r hyn y byddai'n rhaid iddynt ei dalu; eu harchwilwyr mewnol neu allanol ac amser y staff yn y coleg a fyddai'n gorfod cael ei fuddsoddi yn hyn. Yr ydym yn dyfalu y bydd y gost wirioneddol yn agosach at £5,000 yn hytrach na £1,000 y tro sydd yn rhoi

£40,000, at the end of the day. The £40,000 is based on what we contribute to the college for certification. We pay £1,000 to each college when we require certification, but they must put in the manpower and pick up the actual bill from their auditors. That would vary according to the amount of work that needed to be done.

Brian Gibbons: It occurred to me that the figure was rather low.

Professor Andrews: You thought it was good value for money?

ffigwr o tua £200,000 nid £40,000, ar ddiwedd y dydd. Mae'r £40,000 yn seiliedig ar yr hyn yr ydym yn ei gyfrannu i'r coleg ar gyfer ardystiad. Yr ydym yn talu £1,000 i bob coleg pan fydd angen ardystiad arnom, ond mae'n rhaid iddynt hwy gyfrannu'r gweithlu a thalu'r bil gan eu harchwilwyr. Byddai hwnnw'n amrywio yn dibynnu ar faint o waith yr oedd angen ei wneud.

Brian Gibbons: Meddyliais tybed a oedd y ffigwr braidd yn isel.

Yr Athro Andrews: Yr oeddech o'r farn ei bod yn werth da am arian?

Brian Gibbons: **Excellent.**

Brian Gibbons: **Rhagorol.**

Alun Pugh: **Can I bring you back to the question on mergers? You said that mergers should be a bottom-up process. I entirely accept that provision will not suffer, and that by and large, mergers do not result in campus closures. However, those benefits do not always extend to college managers. Mergers can be enormously threatening for senior college managers in particular. Given that, in general, turkeys do not vote for Christmas, is there a case for a more proactive approach?**

Alun Pugh: **A allaf ddod â chi'n ôl at y cwestiwn ar uno? Dywedoch y dylai uno fod yn broses o'r gwaelod tuag i fyny. Yr wyf yn llwyr dderbyn na fydd y ddarpariaeth yn dioddef, ac at ei gilydd, nad yw uno yn arwain at gau campysau. Fodd bynnag, nid yw'r manteision hynny bob amser yn ymestyn i reolwyr y coleg. Gall uno fod yn fygythiad mawr i uwch reolwyr colegau yn arbennig. O gofio, yn gyffredinol, nad yw twrcïod o blaid y Nadolig, a oes achos dros ymagwedd fwy proactif?**

Professor Andrews: **I am in great difficulty here, Chair,**

Yr Athro Andrews: **Y mae gennyf anhawster mawr**

in that we were asked to produce a mergers paper. We have made various suggestions. However, the paper has not been released as yet. I am not speaking for the Council, but for myself. That way I can preserve the confidentiality of that paper. It seems that, as we move forward with the Education and Training Action Group agenda, particularly as we are looking for the local community consortia to play a much more significant role in the planning of education locally, it would be appropriate, at that level, for present structures to be looked at carefully. That could include mergers of further education institutions and, quite possibly, a whole range of other issues, which

yma, Gadeirydd, oherwydd gofynnwyd inni gynhyrchu papur ar uno. Yr ydym wedi gwneud amrywiol argymhellion. Fodd bynnag, nid yw'r papur wedi'i ryddhau eto. Nid wyf yn siarad ar ran y Cyngor, ond yn hytrach dros of fy hun. Fel hyn yr wyf yn gallu cadw cyfrinachedd y papur hwnnw. Ymddengys, wrth inni symud ymlaen gydag agenda Grwp Gweithredu Addysg a Hyfforddiant, yn arbennig gan ein bod yn edrych tuag at gonsortia'r gymuned leol i chwarae rhan fwy sylweddol yn y gwaith o gynllunio addysg yn lleol, y byddai'n briodol, ar y lefel honno, i edrych ar y strwythurau presennol yn ofalus. Gallai hynny gynnwys uno sefydliadau addysg

would go beyond that, such as small sixth forms in difficulty. There may be ways of making sixth forms more viable by federated systems or by federating them with colleges so that colleges can provide support for schools. However, I am looking rather further forward and talking at a political level about that, although I see tremendous opportunities down stream.

Janet Davies: I do not know whether you are able to answer this question, in view of the fact that the paper has

bellach ac, o bosibl, ystod gyfan o faterion eraill, a fyddai'n mynd y tu hwnt i hynny, fel dosbarthiadau bach chweched dosbarth mewn trafferthion. Efallai bod ffyrdd o wneud dosbarthiadau'r chweched yn fwy ymarferol drwy systemau cyfundodol neu drwy eu cyfuno gyda cholegau er mwyn i golegau allu darparu cymorth i'r ysgolion. Fodd bynnag, yr wyf yn edrych ymhellach i'r dyfodol ac yn siarad ar lefel wleidyddol ynglyn â hynny, er fy mod yn gweld cyfleoedd aruthrol yn nes ymlaen.

Janet Davies: Ni wn a allwch ateb y cwestiwn hwn, yng ngoleuni'r ffaith nad yw'r papur wedi'i gyhoeddi. Os

not been published. If you feel that I am pushing this too far, please say so. I assume that the paper will take into account the issue of Welsh language education and the problems that arise from that at tertiary college level.

Professor Andrews: We take into account the cultural differences. I do not think that, within the context of what we are proposing, it would do any damage at all to Welsh language provision. If anything, it would strengthen it in that larger institutions will be better resourced.

If I can reflect privately, the particular issue is rural

teimlwch fy mod yn gwthio hyn yn rhy bell, dywedwch hynny os gwelwch yn dda. Yr wyf yn tybio y bydd y papur yn ystyried y mater o addysg Gymraeg a'r problemau sydd yn deillio o hynny ar lefel colegau trydyddol.

Yr Athro Andrews: Yr ydym yn ystyried y gwahaniaethau diwylliannol. Nid wyf yn credu, o fewn cyd-destun yr hyn yr ydym yn ei argymhell, y byddai'n gwneud unrhyw ddrwg o gwbl i'r ddarpariaeth Gymraeg. Os rhywbeth, byddai'n ei chryfhau yn yr ystyr y byddai gan y sefydliadau mwy well adnoddau.

Os gallaf fyfyrrio'n breifat, y mater penodol yw ardaloedd

areas. If you tried to create a large college in a rural area, that could cover an enormous area and areas of tremendous cultural difference. That is an issue, which, privately, I think must be addressed in other ways.

Janet Davies: It is a problem in the more urban areas, because there are still fairly long travelling distances and the issue of road traffic becomes more acute.

Professor Andrews: Yes, I would not imagine for a moment a situation in which one would want to propose a merger that involved closing campuses. That takes you outside the merger paper.

gwledig. Os byddech yn ceisio creu coleg mawr mewn ardal wledig, gallai gwmpasu ardal enfawr ac ardaloedd â gwahaniaethau diwylliannol aruthrol. Mae hwnnw'n fater yr wyf yn bersonol o'r farn y dylid mynd i'r afael ag ef mewn ffyrdd eraill.

Janet Davies: Mae'n broblem yn yr ardaloedd mwy trefol, gan fod pellteroedd teithio eithaf hir o hyd ac mae'r mater o draffig yn dod yn fwy dwys.

Yr Athro Andrews: Ie, ni fyddwn yn dychmygu am eiliad sefyllfa lle byddai rhywun am gynnig uno a fyddai'n golygu cau campysau. Mae hynny yn eich arwain y tu hwnt i'r

The whole thrust of what we have been doing with the sector, and the policy of many sector institutions, is outreach provision; trying to take it nearer to potential students, which partly refers to what Alun was talking about earlier in that that is relatively costly. However, if, for example, we are going to crack the social inclusion agenda, we cannot do it by retreating back to a smaller number of campuses. It has to be quite the opposite. It may be outreaching, in some cases, in an electronic form through distance learning. Frankly, at the foundation level, that is a pretty heavy deterrent to people coming forward. If one is looking to work, for example, with urban regeneration

papur uno. Holl bwyslais yr hyn yr ydym wedi bod yn ei wneud gyda'r sector, a pholisi llawer o sefydliadau'r sector, yw darpariaeth outreach; ceisio ei symud yn agosach at ddarpar fyfyrwyr, sydd yn rhannol yn cyfeirio at yr hyn y soniodd Alun amdano yn gynharach sef ei fod yn gymharol gostus. Fodd bynnag, os ydym er enghraifft, yn bwriadu cyflawni'r agenda cynwysoldeb cymdeithasol, ni allwn wneud hynny drwy ddychwelyd at nifer llai o gampysau. Mae'n rhaid i'r gwrthwyneb ddigwydd. Efallai y bydd yn ymestyn allan, mewn rhai achosion, ar ffurf electronig drwy ddysgu o bell. Y gwir yw, ar y lefel sylfaen, bod hyn yn ffactor mawr sydd yn atal pobl rhag

community associations, one has to outreach provision into the communities that are trying to regenerate. There are a few very good stories in south Wales, but nothing like as many as one would like to hear.

Mr Shortridge: To clarify, I have not read this paper, but it is available in the Library if Members want to read it, although it has not been formally issued. As accounting officer, I see the issue of mergers primarily as a policy issue, and not a financial management one. There can be occasions when,

dod ymlaen. Os yw rhywun am weithio, er enghraifft, gyda chymdeithasau adfywio cymunedau, mae'n rhaid sicrhau bod y ddarpariaeth yn ymestyn i'r cymunedau y maent yn ceisio eu hadfywio. Ceir ambell i stori dda iawn yn ne Cymru, ond nid hanner cymaint ag y byddai rhywun yn dymuno eu clywed.

Mr Shortridge: I egluro, nid wyf wedi darllen y papur hwn, ond mae ar gael yn y Llyfrgell os bydd yr Aelodau yn dymuno ei ddarllen, er nad yw wedi'i gyhoeddi'n ffurfiol. Fel y swyddog cyfrifo, yr wyf yn gweld uno yn bennaf fel mater yn ymwneud â pholisi, ac nid yn fater sydd yn ymwneud â

if a college is in serious difficulty, the option of merging arises, and in that context it becomes a financial management issue.

Essentially, I think it is right and proper that it should be regarded as a policy issue.

Alison Halford: Forgive my denseness in this, but what is the difference between a performance indicator and a benchmark?

Professor Andrews: Performance indicators tend to be pointed up. They are few and are used by the Council to try to measure performance in terms of

rheolaeth ariannol. Gall achosion godi, os yw'r coleg mewn trafferthion difrifol, lle bydd yr opsiwn o uno yn codi ac yn y cyd-destun hwnnw daw'n fater sydd yn ymwneud â rheolaeth ariannol. Yn ei hanfod, credaf ei bod yn gywir ac yn briodol i'w ystyried fel mater yn ymwneud â pholisi.

Alison Halford: Maddeuwch imi am fod mor ddwl, ond beth yw'r gwahaniaeth rhwng dangosydd perfformiad a meincnod?

Yr Athro Andrews: Mae dangosyddion perfformiad yn tueddu i fod yn bethau y rhoddir pwyslais arnynt. Maent yn brin ac fe'u defnyddir gan y Cyngor i

improvement in basic areas. For example, it might be student growth or growth in the number of students on vocational courses, something of that sort. Management statistics and benchmarking might measure a whole range of things, such as pay as a proportion of costs and pay of teaching staff as a proportion of total staff pay, a whole range of issues that penetrate into the management of the colleges, which they can then take out. You would normally set targets for performance indicators, for example, growth in the number of students.

Alison Halford: **Would it appear to be a dreadful**

geisio mesur perfformiad yn nhermau gwelliannau mewn meysydd sylfaenol. Er enghraifft, gallai fod yn dwf yn nifer y myfyrwyr neu nifer y myfyrwyr ar gyrsiau galwedigaethol, rhywbeth o'r fath. Gallai ystadegau rheoli a meincnodi fesur ystod gyfan o bethau, fel cyflog fel cyfran o'r costau a chyflog staff addysgu fel cyfran o gyflog yr holl staff, ystod gyfan o faterion sydd yn treiddio i reolaeth y colegau, y gallant wedyn eu hepgor. Byddech fel arfer yn pennu targedau ar gyfer dangosyddion perfformiad, er enghraifft, twf yn nifer y myfyrwyr.

Alison Halford: **A fyddai'n ymddangos yn sarhaus**

verbal if I suggested that your answer indicates that, when you talk of benchmarks having to do with the management of the college, you are indicating that that is nothing to do with the Funding Council?

petawn yn argymhell bod eich ateb yn awgrymu, pan fyddwch yn sôn am feincnodau yn ymwneud â rheolaeth y coleg, eich bod yn awgrymu nad oes gan hynny ddim i'w wneud â'r Cyngor Cyllido?

Professor Andrews: **Not at all.** Nor am I seeking to indicate that they do not have a public value. They do. They give a great deal of information about student enrolments and movement between subjects. Such things might be of statistical value. I said that earlier because it had come up in the context of college management and its value to colleges. That is partly how it has been presented in the

Yr Athro Andrews: **Dim o gwbl.** Nid wyf ychwaith yn ceisio awgrymu nad oes ganddynt werth i'r cyhoedd. Mae gwerth iddynt. Maent yn rhoi llawer iawn o wybodaeth am gofrestriadau myfyrwyr a'r symudiad rhwng pynciau. Gallai pethau o'r fath fod o werth ystadegol. Dywedais hynny'n gynharach gan ei fod wedi codi yng nghyd-destun rheoli colegau a'i werth i golegau. Dyma'n rhannol yw'r ffordd

report, the particular point that you raise.

Geraint Davies: Obviously, training has a big part to play in Objective 1 funding. Will you be monitoring the preparations of the colleges for that opportunity and as they go through the programme to make sure that they are making the best use of that money?

Professor Andrews: I hope that we will. I am in some difficulty at the moment in that we are really awaiting the taking through of policies, and ourselves then being briefed or guided or told to do this by the Assembly. However, I think it is fair to say that our view

y cafodd ei gyflwyno yn yr adroddiad, y pwynt penodol yr ydych yn ei godi.

Geraint Davies: Yn amlwg, mae hyfforddiant yn rhan fawr o arian Amcan 1. A fyddwch yn monitro paratoadau'r colegau ar gyfer y cyfle hwnnw ac wrth iddynt fynd drwy'r rhaglen wneud yn siwr eu bod yn gwneud y defnydd gorau o'r arian hwnnw?

Yr Athro Andrews: Gobeithio y byddwn yn gwneud hynny. Y mae gennyf beth anhawster ar hyn o bryd gan ein bod yn aros i'r polisiau gael eu tywys yn eu blaenau, ac inni gael briff wedyn neu arweiniad gan y Cynulliad neu i'r Cynulliad ddweud wrthym i wneud hyn. Fodd

and the view of colleges is that we do feel that it is very important that Objective 1 money is used through a national strategy. I think part of the weakness with the existing European funding is that although it is good, there tends to be a degree of opportunism in it rather than it fulfilling a national strategy. We would dearly welcome the opportunity for this money to be used strategically. I hope I have not spoken out of turn in saying that.

Janet Davies: We have come to the end of the section on monitoring of institutions.

bynag, credaf ei bod yn deg dweud mai ein barn ni a barn y colegau yw ein bod yn teimlo ei bod yn bwysig iawn bod arian Amcan 1 yn cael ei ddefnyddio drwy strategaeth genedlaethol. Credaf mai rhan o'r gwendid gyda'r arian Ewropeaidd presennol yw er ei fod yn dda, mae rhyw elfen o achub ar y cyfle yn gysylltiedig ag ef yn hytrach na chyflawni strategaeth genedlaethol. Byddem yn croesawu'r cyfle'n fawr i'r arian hwn gael ei ddefnyddio'n strategol. Gobeithio nad wyf wedi siarad ar fy nghyfer wrth ddweud hynny.

Janet Davies: Yr ydym wedi dod i ddiwedd yr adran ar fonitro sefydliadau. Yn

Rather than going to the next section on governance, we will have a coffee break. I ask that you do not get into social conversation during this hearing, please.

[A coffee break was held between 10.35 a.m. and 10.55 a.m.]

Janet Davies: I would like to start looking at the report on the governance of the institutions. I would like to ask Mr Shortridge the first question, which relates to paragraph 3.1. It states that the Funding Council was asked in January this year to take responsibility for monitoring governance at institutions in Wales. Could you tell the Committee what

hytrach na mynd ymlaen i'r adran nesaf ar lywodraethu, cawn egwyl ar gyfer coffi. Gofynnaf ichi beidio â sgwrsio'n gymdeithasol yn ystod y gwrandawriad hwn, os gwelwch yn dda.

[Cynhaliwyd egwyl ar gyfer coffi rhwng 10.35 a.m. a 10.55 a.m.]

Janet Davies: Hoffwn ddechrau edrych ar yr adroddiad ar lywodraethu'r sefydliadau. Hoffwn ofyn y cwestiwn cyntaf, sydd yn ymwneud â pharagraff 3.1, i Mr Shortridge. Noda y gofynnwyd i'r Cyngor Cyllido ym mis Ionawr eleni gymryd y cyfrifoldeb dros fonitro llywodraethu mewn sefydliadau yng Nghymru. A allech ddweud wrth y

this change involved and what measures you have set in place to ensure that the Funding Council fulfils this new responsibility fully?

Mr Shortridge: Yes, a bit of background first. When the Funding Council was first set up and the further education colleges were set up as independent institutions, the approach that the Welsh Office took to governance was essentially a hands-off one. The view was taken that the Instrument and Articles of Government were set out for the various organisations and it was for them to manage themselves. That was the essential philosophy of the Act. We saw our role

Pwyllgor beth oedd y newid hwn yn ei olygu a'r mesurau yr ydych wedi eu sefydlu i sicrhau bod y Cyngor Cyllido yn cyflawni'r cyfrifoldeb newydd hwn yn llawn?

Mr Shortridge: Ie, ychydig o'r cefndir i ddechrau. Pan sefydlwyd y Cyngor Cyllido i ddechrau a phan sefydlwyd y colegau addysg bellach fel sefydliadau annibynnol, yr oedd ymagwedd y Swyddfa Gymreig tuag at lywodraethu yn un anuniongyrchol yn y bôn. Cymerwyd y farn bod yr Offeryn ac Erthyglau y Llywodraeth wedi eu pennu ar gyfer y sefydliadau amrywiol ac mai eu cyfrifoldeb hwy oedd rheoli eu hunain. Dyna oedd athroniaeth y Ddeddf yn ei

very much in terms of providing them with guidance and we issued guidance to governors in March 1996 and to clerks to the governing bodies in August 1996. The pendulum then started to swing and there were instances—mainly in England but certainly at Gwent Tertiary College—where there clearly were problems in the way in which the role of governors was being exercised. We recognised that there was a need to place much more intensive consideration on the governance issue and to provide more active help and guidance.

As John indicated in an earlier answer, in our

hanfod. Gwelsom ein rôl yn bennaf yn nhermau darparu arweiniad iddynt a chyhoeddasom arweiniad i llywodraethwyr ym Mawrth 1996 ac i glerciaid yn y cyrff llywodraethu yn Awst 1996. Yna dechreuodd y pendil symud ac yr oedd achosion—yn bennaf yn Lloegr ond yn sicr yng Ngholeg Trydyddol Gwent—lle yr oedd problemau amlwg yn y ffordd yr oedd rôl y llywodraethwyr yn cael ei harfer. Cydnabuasom bod angen rhoi llawer mwy o ystyriaeth ddwys i'r mater o llywodraethu ac i ddarparu cymorth ac arweiniad mwy gweithredol.

Fel yr awgrymodd John mewn ateb cynharach, yn ein

guidance letter in December 1997 we asked the Funding Council to work up arrangements essentially for working with the further education institutions in Wales to develop good practice in governance and management. As a result of that, the Funding Council developed its governance and management development programme. By the end of 1998, we were satisfied that the arrangements that the Funding Council had put in place with the institutions were sufficiently robust that we formally asked the Funding Council to take over responsibility for monitoring and overseeing the way in which governance operated. Our main request was that from June 2000, the Funding

llythyr arweiniad yn Rhagfyr 1997 gofynasom i'r Cyngor Cyllido lunio trefniadau yn bennaf ar gyfer gweithio gyda sefydliadau addysg bellach yng Nghymru er mwyn datblygu arfer da mewn llywodraethu a rheoli. O ganlyniad i hynny, datblygodd y Cyngor Cyllido ei raglen datblygu llywodraethu a rheoli. Erbyn diwedd 1998, yr oeddem yn fodlon bod y trefniadau yr oedd y Cyngor Cyllido wedi eu sefydlu gyda'r sefydliadau yn ddigon cryf nes inni ofyn yn ffurfiol i'r Cyngor Cyllido ymgymryd â'r cyfrifoldeb o fonitro a goruchwylio'r ffordd y gweithredwyd y drefn lywodraethu. Ein prif gais oedd y dylai'r Cyngor Cyllido, o Fehefin 2000, ddarparu adroddiad

Council should provide us with an annual report of its review of the governance arrangements in the further education colleges.

Janet Davies: Could you explain what form that report would take and to whom it would be available?

Mr Shortridge: I think it is probably premature to say precisely what form. We have not had one yet and I do not think that we have been too prescriptive in setting out precisely what we expect from the Funding Council but either Derek and/or John can help me on that. I would certainly expect that such a report, which is made available to the Assembly, would also be made available

blynyddol inni o'i arolwg o drefniadau llywodraethu yn y colegau addysg bellach.

Janet Davies: A allech egluro ar ba ffurf y byddai'r adroddiad hwnnw ac i bwy y byddai ar gael?

Mr Shortridge: Credaf ei bod yn ôl pob tebyg yn rhy gynnar i ddweud yn union ar ba ffurf y bydd. Nid ydym wedi cael un eto ac nid wyf o'r farn ein bod wedi bod yn rhy benodol wrth nodi'n union beth a ddisgwyliwn gan y Cyngor Cyllido ond gall naill ai Derek a/neu John fy helpu gyda hynny. Yn sicr buaswn yn disgwyl i adroddiad o'r fath, a fydd ar gael i'r Cynulliad, hefyd fod

to its Members.

ar gael i'w Aelodau.

Janet Davies: Professor Andrews, what sources of information will you draw on for the report?

Janet Davies: Athro Andrews, pa ffynonellau o wybodaeth y byddwch yn tynnu arnynt ar gyfer yr adroddiad?

Professor Andrews: Much of it will draw on the areas that we review on a termly basis. However, we did agree a framework with the Welsh Office for this assurance statement, which was the findings and recommendations on governance made by our own audit service in their visits to colleges and their follow-up visits to colleges. We draw on the conclusions and the progress that is being made in the governance and management development

Yr Athro Andrews: Bydd llawer ohono yn tynnu ar y meysydd yr ydym yn eu hadolygu fesul tymor. Fodd bynnag, cytunasom ar fframwaith gyda'r Swyddfa Gymreig ar gyfer y datganiad sicrwydd hwn, sef y canfyddiadau a'r argymhellion ar lywodraethu a wnaethpwyd gan ein gwasanaeth archwilio ein hunain yn eu hymweliadau â cholegau a'u hymweliadau dilynol â cholegau. Yr ydym yn tynnu ar y casgliadau a'r cynnydd a wneir yn y

programme—and if you would like to ask me questions on that, I can answer them, or I can leave you a copy of that programme—also any issues of governance which arise from the institution’s own internal audit and we would seek reports from the institution’s internal auditors on its affairs and, any matters that arise out of our monitoring of the institution’s financial health, issues that arise out of the strategic planning process—the quality of the plans, the actual substance of issues raised in the plans, the nature of our dialogue with the college—and then beyond that, miscellaneous issues that arise from our own dealings with the college.

rhaglen datblygu llywodraethu a rheoli—ac os hoffech ofyn cwestiynau imi ynglyn â hynny, gallaf eu hateb, neu gallaf adael copi o’r rhaglen honno ichi—a hefyd unrhyw faterion llywodraethu sydd yn deillio o archwiliad mewnol y sefydliad ei hun a byddem yn gofyn am adroddiadau gan archwilwyr mewnol y sefydliad ar ei faterion ac, unrhyw faterion sydd yn deillio o’n gwaith o fonitro iechyd ariannol y sefydliad, materion sydd yn deillio o’r broses cynllunio strategol—ansawdd y cynlluniau, sylwedd gwirioneddol y materion a godwyd yn y cynlluniau, natur ein dialog gyda’r coleg—ac yna y tu hwnt i hynny, materion amrywiol sydd yn deillio o’n

That could include, for example, the quality of the management of the information which comes from the college—a range of ad hoc things. The intention would be that, as officers, we would review this in the May/June period with a view to drawing up a full report on the sector as a whole but where necessary drawing attention to particular difficulties in individual institutions. That would be submitted then to the Assembly or to colleagues in the Assembly. We have, incidentally, submitted one report to you in September on preliminary proposals.

Janet Davies: **Do you think that these arrangements will**

hymwneud ein hunain â'r coleg. Gallai hynny gynnwys, er enghraifft, ansawdd rheoli'r wybodaeth a ddaw o'r coleg—ystod o bethau *ad hoc*. Y bwriad fyddai inni, fel swyddogion, adolygu hyn yn y cyfnod Mai/Mehefin gyda'r nod o lunio adroddiad llawn ar y sector cyfan ond ble bydd angen yn tynnu sylw at anawsterau arbennig mewn sefydliadau unigol. Byddai hynny'n cael ei gyflwyno wedyn i'r Cynulliad neu i gydweithwyr yn y Cynulliad. Yr ydym, gyda llaw, wedi cyflwyno un adroddiad ichi ym Medi ar gynigion rhagarweiniol.

Janet Davies: **A ydych o'r farn y bydd y trefniadau hyn**

provide the Assembly with the needed assurance about the adequacy of governance in the various institutions?

Professor Andrews: I think they will do two things. One is that I hope they would provide you with that assurance because there have been tremendous advances, which I personally find reassuring, but I think it will also bring out any institutions that are not up to speed, if there are any. In a sense, in this process there will inevitably be a sanction on institutions if they are recalcitrant on registers of interests or what you will.

yn darparu'r sicrwydd angenrheidiol ynghylch digonolrwydd llywodraethu yn y sefydliadau amrywiol i'r Cynulliad?

Yr Athro Andrews: Credaf y byddant yn gwneud dau beth. Un yw fy mod yn gobeithio y byddant yn rhoi'r sicrwydd hwnnw ichi gan y bu datblygiadau enfawr, ac y mae hynny'n fy nghalonogi'n bersonol, ond credaf y bydd hefyd yn amlygu unrhyw sefydliadau nad ydynt yn datblygu mor gyflym ag y dylent, os o gwbl. Ar un ystyr, yn y broses hon bydd cosb anochel i sefydliadau os ydynt yn ystyfnig ynghylch cofrestrau o fuddiannau neu beth bynnag a fyynnwch.

If you are saying to me, can we therefore assume that there will never be a problem in the FE sector, well, no, the world is not perfect, but I think we will be going pretty well down the road to eliminating the most serious problems.

Janet Davies: Yes. I think there will always be some problems, somewhere.

Christine Chapman: Could I ask Mr Shortridge a question? Mr Shortridge, we know that there have been concerns about activities in Halton College in England, and you mentioned Gwent Tertiary College. As a result of that, a number of changes

Os ydych yn dweud wrthyf, a allwn felly dybio na fydd byth broblem yn y sector addysg bellach, wel, na allwn, nid yw'r byd yn berffaith, ond yr wyf o'r farn y byddwn fwy neu lai yn mynd ar y trywydd i ddiddymu'r problemau mwyaf difrifol.

Janet Davies: Ie. Credaf y bydd wastad rai problemau, yn rhywle.

Christine Chapman: A allwn ofyn cwestiwn i Mr Shortridge? Mr Shortridge, gwyddom y bu pryderon ynghylch gweithgareddau yng Ngholeg Halton yn Lloegr, a chrybwyllasoch Goleg Trydyddol Gwent. O ganlyniad i hynny,

have been made to the way institutions in Wales are to be governed. Could you tell us a bit more about how you plan to monitor the implementation of those changes and their likely impact?

Mr Shortridge: I think, in terms of the monitoring, I would be looking primarily to Professor Andrews and the Funding Council to do that. Although we have, quite properly, an arms' length relationship with the Funding Council, nonetheless it is a close relationship. We do have twice yearly review meetings with the Funding Council on its planning arrangements and that will include governance. Laurie

gwnaethpwyd nifer o newidiadau i'r ffordd y dylai sefydliadau yng Nghymru gael eu llywodraethu. A allech ddweud ychydig mwy wrthym am sut yr ydych yn bwriadu monitro gweithredu'r newidiadau hynny a'u heffaith debygol?

Mr Shortridge: Credaf, o ran monitro y byddwn am i'r Athro Andrews a'r Cyngor Cyllido wneud hynny'n bennaf. Er bod gennym, yn briodol iawn, berthynas hyd braich gyda'r Cyngor Cyllido, serch hynny mae'n berthynas agos. Yr ydym yn cynnal cyfarfodydd arolygu ddwywaith y flwyddyn gyda'r Cyngor Cyllido ar ei drefniadau cynllunio a bydd hynny'n cynnwys llywodraethu. Mae Laurie

Pavelin, who is head of our Financial Accountability Division and effectively our chief accountant, sits as an observer on the audit committee of the Funding Council and either Richard Davies or Derek Adams attends the board meetings of the Funding Council as observer. So we have a lot of ways of finding out how things are going and, therefore, the opportunity, properly, not improperly, to influence things. I do not know whether the Committee might find it helpful if I just ran through some of the changes that we have put in place, because these are significant changes.

Pavelin, sef pennaeth ein Hadran Atebolrwydd Ariannol a'n prif gyfrifydd fwy neu lai, yn eistedd fel sylwedydd ar bwyllgor archwilio'r Cyngor Cyllido ac mae naill ai Richard Davies neu Derek Adams yn mynychu cyfarfodydd bwrdd y Cyngor Cyllido fel sylwedydd. Felly mae gennym nifer o ffyrdd o gael gwybod sut y mae pethau'n mynd ac, felly, y cyfle i ddylanwadu ar bethau yn briodol, nid yn amhriodol. Ni wn a fydd yn ddefnyddiol i'r Pwyllgor petawn yn crybwyll rhai o'r newidiadau yr ydym wedi eu pennu, oherwydd mae'r rhain yn newidiadau arwyddocaol.

There were two sets of changes in June, just before the Assembly formally took over its powers. Following consultation, we made a series of changes. They mainly focused on changing the composition of the governing bodies to reduce the proportion of members of the governing bodies with a business background, from at least 50 per cent to a third and to increase the proportion of members who came from the local community or had a direct interest in the college as either staff or students.

However, in October—this was an Order made by the Assembly—a whole series of further changes were made,

Yr oedd dwy set o newidiadau ym Mehefin, ychydig cyn i bwerau gael eu trosglwyddo i'r Cynulliad. Yn dilyn ymgynghori, gwnaethom gyfres o newidiadau. Yr oeddent yn canolbwyntio'n bennaf ar newid cyfansoddiad cyrff llywodraethu er mwyn gostwng cyfran aelodau'r cyrff llywodraethu oedd â chefnidir busnes, o o leiaf 50 y cant i draean ac i gynyddu'r gyfran o aelodau a oedd yn dod o'r gymuned leol neu a oedd â diddordeb uniongyrchol yn y coleg naill ai fel staff neu fyfyrwyr.

Fodd bynnag, ym mis Hydref—yr oedd hwn yn Orchymyn a wnaethpwyd gan y Cynulliad—

which followed on from a House of Commons Committee of Public Accounts hearing that Professor Andrews and I attended in June, and an earlier PAC hearing that dealt with Halton College. There, what we did—and this is going back to what I was saying earlier about feeling that we could not safely continue to have such a hands-off approach—was to put forward changes, primarily within the new Articles. However, some of these changes are being done administratively. We are ensuring that the clerks to governing bodies are independent of the senior management team and we have provided a power to enable the Funding Council

gwnaethpwyd cyfres o newidiadau pellach, a oedd yn dilyn ymlaen o wrandawriad Pwyllgor Cyfrifon Cyhoeddus Ty'r Cyffredin a fynychwyd gan yr Athro Andrews a minnau ym mis Mehefin, a gwrandawriad cynharach o'r Pwyllgor Cyfrifon Cyhoeddus a oedd yn ymdrin â Choleg Halton. Yr hyn a wnaethom yno—ac mae hyn yn cyfeirio'n ôl at yr hyn a ddywedais yn gynharach am y teimlad na allem yn ddiogel barhau i gael ymagwedd mor anuniongyrchrol—oedd cyflwyno newidiadau, yn bennaf o fewn yr Erthyglau newydd. Fodd bynnag, mae rhai o'r newidiadau hyn yn cael eu gwneud yn weinyddol. Yr ydym yn sicrhau bod y clerciaid i'r

to nominate up to two governors, when it considers that to be necessary. The Funding Council can, if it wishes, require observers and assessors to attend governing body meetings. Provision on training and provision to ensure that search committees evaluate the contribution made by existing governors for proposing their reappointment, is given. The college governing bodies must receive a report, at least termly, that reviews of the colleges' financial position have been undertaken.

cyrff llywodraethu yn annibynnol ar yr uwch dîm rheoli ac yr ydym wedi darparu pŵer i alluogi'r Cyngor Cyllido i enwebu hyd at ddau lywodraethwr, pan fydd yn ystyried bod hynny'n angenrheidiol. Gall y Cyngor Cyllido, os dymuna, ofyn i sylwedyddion ac aseswyr fynychu cyfarfodydd o'r corff llywodraethu. Rhoddir darpariaeth ar hyfforddiant a darpariaeth i sicrhau bod pwyllgorau chwilio yn gwerthuso'r cyfraniad a wneir gan lywodraethwyr presennol er mwyn cynnig eu hailbenodi. Mae'n rhaid i gyrff llywodraethu'r coleg gael adroddiad, o leiaf bob tymor, bod arolygon o sefyllfa ariannol y coleg wedi'u cynnal.

So these new requirements are things which, essentially, the Funding Council will be monitoring and reviewing through its governance and management development programme. We, in turn, will be seeking our assurance, partly from the annual assurance report that Professor Andrews has referred to, but also from our continuing relationship with the Funding Council, so that we can be picking up intelligence and if there are things which concern us, usually use our position of influence in informal discussions to ensure that matters are as we would wish them to be.

Felly mae'r gofynion newydd hyn yn bethau y bydd y Cyngor Cyllido, yn y bôn, yn eu monitro a'u hadolygu trwy ei raglen datblygu llywodraethu a rheoli. Byddwn ninnau wedyn yn ceisio sicrwydd ein hunain, yn rhannol trwy adroddiad sicrwydd blynyddol y mae'r Athro Andrews wedi cyfeirio ato, ond hefyd trwy ein cydberthynas barhaus â'r Cyngor Cyllido fel y gallwn gasglu gwybodaeth, ac os bydd pethau sydd yn achosi pryder inni, y gallwn fel arfer ddefnyddio ein dylanwad mewn trafodaethau anffurfiol i sicrhau bod materion fel y dymunwn iddynt fod.

Christine Chapman: **Professor Andrews, in paragraph 3.4 to 3.6 a number of issues are discussed about the selection of governors and the checks that should be made into their suitability to serve. What reassurance can you give the Committee that each of the 28 institutions are being open and fair in their selection of governors and are undertaking all the necessary checks to ensure that the people selected are suitable to serve?**

Professor Andrews: **What I can tell you here is that all the further education colleges now have search committees and that 21 out of 23 colleges have written procedures. I**

Christine Chapman: **Athro Andrews, ym mharagraff 3.4 i 3.6 trafodwyd nifer o faterion ynglyn â dewis llywodraethwyr a'r gwiriadau y dylid eu gwneud o ran eu haddasrwydd i wasanaethu. Pa sicrwydd allwch chi ei roi i'r Pwyllgor bod pob un o'r 28 sefydliad yn ymddwyn yn agored ac yn deg wrth ddewis llywodraethwyr ac yn ymgymryd â phob gwiriad angenrheidiol er mwyn sicrhau bod y bobl a ddewisir yn addas i wasanaethu?**

Yr Athro Andrews: **Yr hyn y gallaf ei ddweud wrthy ch yma yw bod gan bob coleg addysg bellach bwyllgorau chwilio yn awr a bod gweithdrefnau ysgrifenedig**

think virtually all of them—if not all—now advertise for governors. It is not simply done on hearsay, or by going back to the same areas, but there are opportunities for new people to come in.

Jon Shortridge raised the issue of the change in the composition of the governing body, which will introduce more people from local government as members—if you remember, under the old system they could only be co-opted—at least one and a maximum of three—five in the case of Gwent, because of its size. There will also be at least one community member

gan 21 o blith 23 o’r colegau. Credaf fod pob un ohonynt bron—os nad i gyd—yn hysbysebu am lywodraethwyr bellach. Ni wneir hyn trwy achlust yn unig, neu trwy fynd yn ôl at yr un ardaloedd, ond mae cyfleoedd i bobl newydd i ddod i mewn.

Cododd Jon Shortridge y mater o’r newid yng nghyfansoddiad y corff llywodraethu, a fydd yn cyflwyno rhagor o bobl o lywodraeth leol fel aelodau—os cofiwch, o dan yr hen system, ni ellid ond eu cyfethol—o leiaf un ac uchafswm o dri—pump yn achos Gwent, oherwydd ei maint. Bydd hefyd o leiaf un aelod o’r gymuned ac, eto,

and, again, a maximum of three. This in itself will change the nature of the governing body and I think make it more outward looking. As a footnote, it is a migration to that. It is not a sort of big bang with a governing body going and a new one coming in.

Colleges are carrying out checks. Sixteen out of the 23 colleges are carrying out checks. Could I just say one thing, because I agree with all the changes that have been made. I think that they were necessary against the background of the sort of problems one has seen, not so much in Wales, but they have been widely reported—the Haltons and the Wirrals and

uchafswm o dri. Bydd hyn ynddo'i hun yn newid natur y corff llywodraethu, ac yn fy marn i, yn gwneud iddo edrych yn fwy eangfrydig. Fel troednodyn, mae'n symudiad tuag at hynny. Nid yw'n newid mawr gydag un corff llywodraethu yn mynd ac un newydd yn dod i mewn.

Mae colegau yn cynnal gwiriadau. Mae 16 o blith y 23 o golegau yn cynnal gwiriadau. A gaf i ddweud un peth, gan fy mod yn cytuno â'r holl newidiadau a wnaethpwyd. Credaf iddynt fod yn angenrheidiol yn erbyn y cefndir o broblemau o'r math a welwyd, nid gymaint yng Nghymru, ond bu cryn sôn amdanynt—yr Haltons a'r Wirrals ac ati.

so on. There is a danger that in the governance of colleges we rely on unpaid volunteers, who, in many cases, put in a lot of work. One of the things that comes through the report very strongly, is the regularity of meetings and the attendance at meetings. Not just governing body meetings, but finance meetings and so on. We have got to be very careful in all this that we do not regulate to such an extent, or criticise to such an extent, that people, at the end of the day, say ‘Well why am I giving my unpaid time?’ So there is a balance. The reason I say that is because you ask about checks and, if somebody is volunteering, unpaid, to do something and you want to run a credit check and crime

Mae yna berygl wrth lywodraethu colegau ein bod yn dibynnu ar wirfoddolwyr di-dâl, sydd, mewn sawl achos, yn gwneud llawer o waith. Un o’r pethau sydd yn amlwg iawn yn yr adroddiad yw amllder cyfarfodydd a’r nifer sydd yn mynychu cyfarfodydd. Nid cyfarfodydd y corff llywodraethu yn unig, ond cyfarfodydd cyllid ac ati. Mae’n rhaid inni fod yn ofalus iawn yn hyn o beth nad ydym yn rheoleiddio i’r fath raddau, neu’n beirniadu i’r fath raddau, nes bod pobl, ar ddiwedd y dydd, yn dweud ‘Wel, pam yr wyf yn rhoi fy amser heb dâl?’ Felly mae cydbwysedd. Fy rheswm dros ddweud hynny yw oherwydd ichi holi am wiriadau ac, os bydd rhywun

record check and that sort of thing, there is a danger that some people will feel affronted. Certainly, there have been occasions where, for example, some potential governors have asked ‘Why should I have to declare the interests of my husband or wife, if I am going onto a governing body?’ It raises issues of privacy, the right to private life. So, while it is in place and it is working, I think that one of things we have to do as a Funding Council is to make sure that we do not come in with heavy boots and upset a lot of people who are giving up their free time very genuinely and supportively to colleges.

yn gwirfoddoli, yn ddi-dâl, i wneud rhywbeth ac yr ydych am wneud gwiriad credyd a gwiriad o gofnod troseddau a’r math yna o beth, mae perygl y bydd rhai pobl yn teimlo bod hynny’n sarhaus. Yn sicr, bu achlysuron lle mae llywodraethwyr posibl wedi gofyn ‘Pam y mae’n rhaid i mi ddatgan buddiannau fy ngwr neu fy ngwraig, os wyf yn dod yn aelod o gorff llywodraethu?’ Mae’n codi materion o breifatrwydd, yr hawl i gael bywyd preifat. Credaf felly, tra y bydd yn bodoli ac yn gweithio, mai un o’r pethau y mae’n rhaid inni ei wneud fel Cyngor Cyllido yw sicrhau nad ydym yn dod i mewn yn llawdrwm ac yn pechu llawer o bobl sydd yn rhoi o’u hamser i’r colegau yn

ddiffuant ac yn gefnogol.

Christine Chapman: To add to that, I take your point about volunteers. However, do you feel that as a Funding Council you are influencing the colleges enough to cast their nets wide enough to get a broad sector of people?

Christine Chapman: I ychwanegu at hynny, yr wyf yn derbyn eich pwynt ynglyn â gwirfoddolwyr. Fodd bynnag, a ydych yn teimlo eich bod chi fel Cyngor Cyllido yn dylanwadu digon ar y colegau iddynt ledu eu rhwydi yn ddigon eang i gael trawstoriad eang o bobl?

Professor Andrews: We cannot force colleges to do that. It is only something that we can urge. As part of the governance and management development programme, we have seminars and this programme asks specific questions on how colleges go about ensuring diversity and also expertise. You need

Yr Athro Andrews: Ni allwn orfodi colegau i wneud hynny. Rhywbeth y gallwn ei annog yn unig ydyw. Fel rhan o'r rhaglen datblygu llywodraethu a rheoli, cynhelir seminarau gennym ac mae'r rhaglen hon yn gofyn cwestiynau penodol am y modd y mae colegau yn mynd ati i sicrhau

people with financial expertise and, ideally, with human resource expertise on governing bodies. So we are doing that, but it is at the level of exhortation, rather than insistence. We cannot insist; they are independent bodies.

Christine Chapman: In the report there were some concerns about training. What mechanisms can the Further Education Funding Council put in place to ensure the rigour and accessibility of training for governors?

Professor Andrews: We provided a framework of training to governing bodies

amrywiaeth ac arbenigedd hefyd. Mae angen pobl ag arbenigedd ariannol arnoch ac, yn ddelfrydol, ag arbenigedd adnoddau dynol ar gyrff llywodraethu. Felly yr ydym yn gwneud hynny, ond trwy annog, yn hytrach na mynnu. Ni allwn fynnu; cyrff annibynnol ydynt.

Christine Chapman: Cafwyd rhai pryderon ynglyn â hyfforddiant yn yr adroddiad. Pa ddulliau o weithredu y gall y Cyngor Cyllido Addysg Bellach eu sefydlu i sicrhau hyfforddiant trylwyr a hygyrch ar gyfer llywodraethwyr?

Yr Athro Andrews: Darparwyd fframwaith o hyfforddiant i gyrff

back in 1997. In fact, we did that before we were asked by the Welsh Office to look at this because we were conscious of the need for more training. We have been monitoring what colleges do. All colleges are now involved in training and in our latest review we reckon that about 18 or 19 colleges have quite good training programmes. Under this governance and management development programme we have a number of seminars for governors ourselves. We also want to cascade it down. The problem is, if we put on a governor training course in Swansea or Cardiff or Merthyr and another one in Llandudno, let us say, many governors are not going to travel a long distance and

llywodraethu yn 1997. Yn wir, gwnaethom hynny cyn i'r Swyddfa Gymreig ofyn inni edrych ar hyn oherwydd yr oeddem yn ymwybodol o'r angen am fwy o hyfforddiant. Yr ydym wedi bod yn monitro'r hyn y mae colegau yn ei wneud. Mae pob coleg yn ymwneud â hyfforddiant bellach ac yn ein harolwg diweddaraf yr ydym yn tybio bod rhaglenni hyfforddi eithaf da gan tua 18 neu 19 o'r colegau. O dan y rhaglen datblygu llywodraethu a rheoli hon yr ydym ein hunain wedi cynnal nifer o seminarau ar gyfer llywodraethwyr. Yr ydym hefyd eisiau rhaedru hyn. Y broblem yw, os cynhaliwn gwrs hyfforddi i llywodraethwyr yn Abertawe neu Gaerdydd neu Ferthyr

perhaps give up an afternoon from work. One of the things that has to be done is to cascade training down so that colleges themselves can do it, often perhaps before the governors' meeting or to provide it in a more easily accessible form. We are working with the English Funding Council, firstly to produce a new guide for governors. This will update and bring in all the things that we have been talking about now. It should be out about April, by the time we have it translated and ready to go out. We will also be working with them later on training packages for governors. I hope that we will have that available in electronic form as well as in paper form so that governors

Tudful ac un arall yn Llandudno, dyweder, ni fydd llawer o lywodraethwyr yn barod i deithio pellter hir ac efallai yn cael prynhawn i ffwrdd o'u gwaith. Un o'r pethau y mae'n rhaid ei wneud yw rhaeadru hyfforddiant fel y gall y colegau eu hunain ei wneud, yn aml cyn cyfarfod o'r llywodraethwyr o bosibl neu i'w ddarparu ar ffurf llawer mwy hygyrch. Yr ydym yn gweithio gyda'r Cyngor Cyllido yn Lloegr, yn y lle cyntaf i gynhyrchu canllaw newydd ar gyfer llywodraethwyr. Bydd hwn yn diweddarau ac yn dod â'r holl bethau yr ydym wedi bod yn eu trafod yn awr ynghyd. Dylai fod wedi'i gyhoeddi tua mis Ebrill erbyn i ni ei gyfieithu a'i fod

will be able to have this at home and use it in their own time. Hopefully then they will have an opportunity to take up issues at their own college.

yn barod i gael ei ryddhau. Byddwn hefyd yn gweithio â hwy yn ddiweddarach ar becynnau hyfforddi ar gyfer llywodraethwyr. Gobeithiaf y bydd y rhain ar gael ar ffurf electronig yn ogystal ag ar bapur fel y gall llywodraethwyr fynd â'r rhain gartref i'w defnyddio yn eu hamser eu hunain. Gobeithio y cânt gyfle wedyn i godi materion yn eu colegau eu hunain.

Christine Chapman: Finally, Professor Andrews, paragraph 3.7 and example 1 in the report draw attention to some very serious potential conflicts of interest which the National Audit Office identified. What steps is the Funding Council

Christine Chapman: Yn olaf, Athro Andrews, mae paragraff 3.7 ac enghraifft 1 yn yr adroddiad yn tynnu sylw at ambell bosibilrwydd o wrthdaro buddiannau difrifol iawn a nodwyd gan y Swyddfa Archwilio Genedlaethol. Pa gamau y

taking to prevent such occurrences?

Professor Andrews: These things are reviewed by our auditors but, in terms of advice and the sort of things that are now coming out in the governance and management development programme, it is now made very clear to colleges and to governors of colleges that conflicts of interest of this sort are not acceptable. It does not come without its own problems though. If you reflect for a moment, it is quite useful to have on a college governing body people with financial experience, perhaps legal experience. There is a

mae'r Cyngor Cyllido yn eu cymryd i atal digwyddiadau o'r fath?

Yr Athro Andrews: Adolygwyd y pethau hyn gan ein harchwilwyr ond, o ran cyngor a'r math o bethau sydd yn deillio o'r rhaglen datblygu llywodraethu a rheoli ar hyn o bryd, mae'n eglur iawn bellach i'r colegau ac i lywodraethwyr y colegau nad yw gwrthdaro buddiannau o'r fath yn dderbyniol. Nid yw heb ei phroblemau ei hun fodd bynnag. Os ystyriwch am eiliad, mae'n eithaf defnyddiol cael pobl ar gorff llywodraethu coleg sydd â phrofiad ariannol, neu brofiad cyfreithiol o bosibl. Mae yna berygl. Sut yr ydych

danger. How are you going to get a local accountant or a local solicitor if you say that his firm could not act with the college? In effect, by taking on the governance position, he could be excluding his firm. To some extent one has to be careful here, and there are cases where, for example, you might have solicitors on governing bodies whose firm is acting. One has to make sure that there are appropriate barriers, that the firm is appointed with detached, objective tendering procedures and that the individual governor has no involvement whatsoever in their appointment, nor should he act for the college as a solicitor in that firm. You must have some sort of

yn mynd i gael cyfrifydd lleol neu gyfreithiwr lleol os dywedwch na allai ei gwmni weithredu gyda'r coleg? Mewn gwirionedd, o ganlyniad i ymgymryd â swydd lywodraethu, gallai fod yn gwahardd ei gwmni ei hun. Mae'n rhaid bod yn ofalus yn y fan hon i ryw raddau, ac mae achosion, er enghraifft, lle y gallai cyfreithwyr y mae eu cwmnïau yn gweithredu o ran y coleg fod ar y corff llywodraethu. Mae'n rhaid sicrhau bod yna rwystrau priodol, fel bod cwmnïau yn cael eu penodi trwy weithdrefnau tendro annibynnol a gwrthrychol ac nad yw'r llywodraethwr unigol yn ymwneud â'u penodi mewn unrhyw fodd, neu'n gweithredu o ran y

Chinese wall.

**coleg fel cyfreithiwr i'r
cwmni hwnnw. Mae'n rhaid
cael rhyw fath o wahanfur.**

**Christine Chapman: I do not
know if anyone else wants to
come in on this. Are you
happy that the guidelines
that the Funding Council
provides to colleges would
make that perfectly clear? I
know that some colleges were
better than others at
adhering to this. Are the
guidelines clear enough and
is everything fairly open?**

**Christine Chapman: Ni wn a
oes unrhyw un arall am
ychwanegu at hyn. A ydych
yn fodlon y byddai'r
canllawiau y mae'r Cyngor
Cyllido yn eu darparu i'r
colegau yn gwneud hynny'n
berffaith glir? Gwn fod rhai
o'r colegau yn well na'i
gilydd o ran cydymffurfio â
hyn. A yw'r canllawiau yn
ddigon clir ac a yw popeth yn
weddol agored?**

**Professor Andrews: The
guidelines are clear but I
think equally important are
the follow-up audit reviews,
so that one can raise this as a
living issue in colleges.**

**Yr Athro Andrews: Y mae'r
canllawiau yn glir ond yn fy
marn i, mae'r arolygon
archwilio dilynol yr un mor
bwysig, fel y gellir codi hyn
fel mater byw yn y colegau.**

Janet Davies: **Can I come in there? If you find that serious conflict of interest has not been declared, is there any action that you can take? I have had quite a lot of experience in various arenas over this and I find that although you can lay down guidelines and explain clearly, it does not seem to go into people's minds when it comes to a meeting and they do not declare a conflict of interest. Is there any action that you can take when that happens, beyond slapping their wrists and saying 'naughty'?**

Professor Andrews: **I know exactly what you are talking about. The other thing that I**

Janet Davies: **A gaf ddod i mewn yn y fan yna? Os canfyddwch nad yw achos o wrthdaro buddiannau difrifol wedi ei ddatgan, a oes unrhyw gamau y gallwch eu cymryd? Yr wyf wedi cael cryn dipyn o brofiad mewn sawl maes yn hyn o beth a theimlaf er y gellir gosod canllawiau a'u hesbonio'n glir, nad yw pobl fel petaent yn eu cadw ar gof ar adeg cyfarfod ac nid ydynt yn datgan unrhyw wrthdaro buddiannau. A oes unrhyw gamau y gallwch eu cymryd pan ddigwydd hyn, heblaw am roi pryd o dafod iddynt a dweud 'dyna ddrwg'?**

Yr Athro Andrews: **Yr wyf yn gwybod yn union am beth yr ydych yn sôn. Y peth arall y**

would add from my own experience is that, if you are talking in general terms, people often forget. They do not think that it applies to them or whatever. Where you actually spot it and say, ‘Hey, this should not have happened’, they are often extremely embarrassed and think, ‘Oh yes, it should not have happened’, and they stop it immediately. We have had illustrations of that which have come to light. We have drawn it to people’s attention and they have been embarrassed by it, particularly if it is done at my level—nothing in particular attaches to me—but they realise that it is a matter of great seriousness. If it went beyond that I would have no hesitation in

byddwn yn ei godi o’r profiad fy hun yw, os ydych yn siarad mewn termau cyffredinol, mae pobl yn aml yn anghofio. Nid ydynt yn credu ei fod yn berthnasol iddynt neu beth bynnag. Pan fyddwch yn dod o hyd iddo a dweud, ‘Beth? Ddylai hyn ddim fod wedi digwydd’, y maent yn aml â chywilydd mawr arnynt ac yn meddwl ‘O, ie, ddylai hynny ddim fod wedi digwydd’, ac maent yn rhoi’r gorau iddo ar unwaith. Yr ydym wedi cael enghreifftiau o hynny sydd wedi dod i’r amlwg. Yr ydym wedi tynnu sylw pobl ato ac maent wedi bod â chywilydd ynglyn ag ef, yn enwedig os gwneir hynny ar fy lefel i—does dim byd yn arbennig yn cysylltu â mi—ond maent yn sylweddoli ei fod yn fater

taking it up with colleagues in the Assembly.

difrifol iawn. Petai'n mynd y tu hwnt i hynny, ni fyddwn yn petruso cyn codi'r mater gyda chydweithwyr yn y Cynulliad.

Janet Davies: I am now going to bring Peter Black in, and we may have time for one or two interventions.

Janet Davies: Yr wyf yn awr am ddod â Peter Black i mewn i'r drafodaeth, ac efallai y bydd amser gennym i gael un neu ddau o gyfraniadau.

Peter Black: I start with a supplementary fact. Like Janet, I have had experience of an environment where you have declarations of interest and so on. Do colleges have set procedures and guidelines of which all governors are made aware, on how and when to declare interests, what level of declaration is

Peter Black: Yr wyf yn cychwyn gyda ffaith atodol. Fel Janet, yr wyf wedi cael profiad o fod mewn amgylchedd lle y caiff datganiadau o fuddiannau ac ati eu gwneud. A oes gan golegau weithdrefnau a chanllawiau sefydlog y mae llywodraethwyr yn ymwybodol ohonynt, am sut

appropriate and whether they need to withdraw from meetings?

Professor Andrews: They all have registers of interest which are all publicly available now, usually by asking the clerk for a sight of them. To the best of my knowledge, they all have regulations on conflict of interests. One of the things that we are doing with this report—before it came out we knew the recommendations in it and we checked with the colleges, other than the eight, where they stood on these. We did a further check in November

a phryd i ddatgan buddiannau, pa lefel o ddatganiad sydd yn berthnasol ac a oes angen iddynt dynnu allan o gyfarfodydd?

Yr Athro Andrews: Mae cofrestrau o fuddiannau gan bob un ohonynt sydd bellach ar gael i'r cyhoedd, fel arfer trwy ofyn i'r clerc am gael eu gweld. Hyd y gwn, mae rheoliadau am wrthdaro buddiannau gan bob ohonynt. Un o'r pethau yr ydym yn ei wneud gyda'r adroddiad hwn—cyn iddo gael ei gyhoeddi gwyddem am yr argymhellion ynddo a gwiriasom gyda'r colegau, heblaw am yr wyth, lle yr oeddent yn sefyll o safbwynt y rhain. Gwnaethom wiriad

and it was by drawing on that that I was able to quote one or two figures for the number of colleges that were doing this. By the end of this year we will be seeking from each college a statement of its position on all these issues and the action plans that they are going to take to bring them into line with everything which is in this report. Our auditors will be reviewing that. The review will begin in April. It will allow the colleges a whole term to bring everything into line. That will be a thorough review to ensure that everything is in line with what is in the report.

pellach ym mis Tachwedd a thrwy dynnu ar hwnnw yr oeddwn yn gallu dyfynnu un neu ddau o ffigurau am y nifer o golegau a oedd yn gwneud hyn. Erbyn diwedd y flwyddyn hon byddwn yn gofyn i bob coleg am ddatganiad am ble y mae'n sefyll ar bob un o'r materion hyn a'r cynlluniau gweithredu y maent yn bwriadu ymgymryd â hwy er mwyn cydymffurfio â phopeth yn yr adroddiad hwn. Bydd ein harchwilwyr yn adolygu hynny. Bydd yr arolwg yn dechrau ym mis Ebrill. Bydd yn caniatáu tymor cyfan i'r colegau gydymffurfio. Arolwg trylwyr fydd hwnnw er mwyn sicrhau bod popeth yn cydymffurfio â'r hyn sydd yn yr adroddiad.

Peter Black: **That is quite helpful, thank you. Can I turn to paragraph 3.16? This briefly discusses the nature of the relationship between the principal and the governing body. Professor Andrews, how many of the governing bodies at the 28 institutions are now formally appraising the principal's performance?**

Professor Andrews:
Seventeen.

Peter Black: **Right. Moving on to paragraph 3.21, this indicates that most of the colleges that the NAO visited are becoming aware of the need for them to have comprehensive whistleblowing procedures.**

Peter Black: **Mae hynny'n eithaf defnyddiol, diolch yn fawr. A gaf droi at baragraff 3.16? Mae hwn yn trafod yn gryno natur y berthynas rhwng y pennaeth a'r corff llywodraethu. Athro Andrews, sawl corff llywodraethu yn y 28 sefydliad sydd yn gwerthuso perfformiad y pennaeth yn ffurfiol bellach?**

Yr Athro Andrews: **Dau ar bymtheg.**

Peter Black: **Iawn. Gan symud ymlaen at baragraff 3.21, mae hwn yn nodi bod y rhan fwyaf o golegau y mae'r Swyddfa Archwilio Genedlaethol wedi ymweld â hwy yn dod yn ymwybodol o'r angen iddynt sefydlu**

In the light of the introduction of the Public Interest Disclosure Act 1999 in July, what guidance have you given to the sector on this?

gweithdrefnau datgelu cyfrinachau cynhwysfawr. Yng ngoleuni cyflwyno Deddf Datgelu er Budd y Cyhoedd 1999 ym mis Gorffennaf, pa arweiniad yr ydych wedi'i roi ar hyn i'r sector?

Professor Andrews: That they should have whistleblowing procedures that fulfil the requirements of the Act with outside points of reference. Of the 23 colleges, 20 now have whistleblowing procedures. Two are in the process of finalising. We will be visiting the other one in April and I am sure that they will be developing one. The outside points of reference are sometimes to internal auditors. More often than not they are to the Funding

Yr Athro Andrews: Y dylai fod ganddynt weithdrefnau datgelu cyfrinachau sydd yn ateb gofynion y Ddeddf ynghyd â phwyntiau cyfeirio allanol. O blith y 23 coleg, mae gan 20 ohonynt weithdrefnau datgelu cyfrinachau bellach. Mae dau ar fin cael eu cwblhau. Byddwn yn ymweld â'r llall ym mis Ebrill ac yr wyf yn siwr y byddant yn datblygu un. Weithiau y pwyntiau cyfeirio allanol yw'r archwilwyr mewnol. Yn

Council and sometimes to the Assembly. amlach na pheidio maent i'r Cyngor Cyllido ac weithiau i'r Cynulliad.

Peter Black: Do you audit these procedures to ensure that there is consistency—? Peter Black: **A ydych yn archwilio'r gweithdrefnau hyn i sicrhau bod cysondeb—?**

Professor Andrews: They have only just been developed but we are going to audit them, not least because I think that these are important to colleges themselves. Otherwise, things just pile up and eventually it is in the local newspaper or something like that, whereas you could have nipped it in the bud much earlier. Yr Athro Andrews: **Y maent newydd gael eu datblygu ond yr ydym yn mynd i'w harchwilio, yn bennaf oherwydd bod y rhain yn bwysig i'r colegau eu hunain yn fy marn i. Fel arall gall pethau Gronni ac yn y pendraw bydd yn ymddangos yn y papur newydd lleol neu rywbeth tebyg, tra y gallech fod wedi datrys y mater yn llawer cynt.**

Peter Black: My experience of whistleblowing procedures is Peter Black: **Fy mhrofiad o weithdrefnau datgelu**

that institutions, even though they adopt the procedures, have difficulties with them when somebody actually does blow the whistle. How are you going to monitor the way they are implemented? Will you be looking at specific cases where that happens and so on?

Professor Andrews: We can only monitor the procedures. However, the procedures in themselves contain the outside point of reference so that, from the point of view of an individual complainant, they would be able to take it up with the internal auditor, the Funding Council or the Assembly. The one thing that I can say, and I am proud to

cyfrinachau yw, er bod sefydliadau yn mabwysiadu'r gweithdrefnau, eu bod yn cael anawsterau gyda hwy pan fydd rhywun yn datgelu cyfrinachau o ddifrif. Sut y byddwch yn monitro'r modd y cânt eu gweithredu? A fyddwch yn edrych ar achosion penodol lle mae hynny'n digwydd ac ati?

Yr Athro Andrews: Ni allwn ond monitro'r gweithdrefnau. Fodd bynnag, mae'r gweithdrefnau eu hunain yn cynnwys y pwynt cyfeirio allanol fel y gallant, o safbwynt achwynydd unigol, ei godi â'r archwilydd mewnol, y Cyngor Cyllido neu'r Cynulliad. Un peth y gallaf ei ddweud, ac yr wyf yn falch o allu ei ddweud, yw

be able to say it, is that we have never had a letter, anonymous or otherwise, that we have not followed up with the college. It is obviously more difficult to follow up anonymous letters because you cannot go back for further information. We have very few letters incidentally—do not think that we have letters every week, they are really quite rare. However, I would want to follow up even an anonymous letter that does not really hang together.

Peter Black: My concern with whistleblowing of that type, although I think that it is very important that we do

nad ydym erioed wedi cael llythyr, yn ddi-enw neu fel arall, nad ydym wedi gweithredu arno gyda'r colegau. Mae'n amlwg yn llawer anos gweithredu ar lythyrau di-enw oherwydd na allwch fynd yn ôl i gael rhagor o wybodaeth.

Ychydig iawn o lythyrau a dderbyniwyd gennym gyda llaw—peidiwch â meddwl ein bod yn derbyn llythyrau bob wythnos, y maent yn ei eithaf prin. Fodd bynnag, byddwn am weithredu ar lythyr di-enw hyd yn oed os nad yw'n gwneud rhyw lawer o synnwyr.

Peter Black: Fy mhryder i ynglyn â gweithdrefnau datgelu o'r fath, er ei bod yn bwysig iawn eu bod gennym

have it, is that once it has all blown over and has all been investigated and dealt with, the whistleblower then becomes vulnerable. My main concern is how that is going to be monitored to ensure that the whistleblower is protected, because a few months down the line they may well find themselves demoted or made redundant or something. It is very difficult for them to pin it back to the actual process.

Professor Andrews: **Yes, but I think that the whistleblowing procedure is itself the important follow-up. If the whistleblower is penalised,**

yn fy marn i, yw unwaith bod y dyfroedd wedi tawelu gyda phopeth wedi cael ei ymchwilio a'i ddatrys, yna y mae'r sawl sydd wedi datgelu cyfrinachau mewn sefyllfa fregus. Fy mhrif bryder yw'r modd y caiff hynny ei fonitro er mwyn sicrhau bod bod y sawl sydd wedi datgan cyfrianchau yn cael ei ddiogelu, oherwydd ymhen ychydig o fisoedd mae'n bosibl y byddant yn cael eu diraddio neu eu diswyddo neu rywbeth. Mae'n anodd iawn iddynt ei gysylltu yn ôl â'r weithdrefn ei hun.

Yr Athro Andrews: **Ydyw, ond credaf mai'r weithdrefn datgelu cyfrinachau ynnddi'i hun yw'r weithred bwysig wedi hynny. Os caiff y sawl**

that is another reason for whistleblowing. That would fall foul of the legislation if an institution was found to have been penalising the whistleblower.

sydd yn datgelu cyfrinachau ei gosbi, dyna reswm arall dros ddatgelu. Byddai hynny'n groes i'r ddeddfwriaeth os canfyddir bod sefydliad wedi cosbi'r sawl sydd wedi datgelu cyfrinachau.

Peter Black: I am reassured that you are keeping an eye on that.

Peter Black: Yr ydych wedi fy sicrhau eich bod yn cadw llygad ar hynny.

Professor Andrews: I am retiring at the end of April but I am sure that the Funding Council will continue to keep an eye on it.

Yr Athro Andrews: Yr wyf yn ymddeol ddiwedd fis Ebrill ond yr wyf yn sicr y bydd y Cyngor Cyllido yn parhau i gadw llygad arno.

Peter Black: The last question is on paragraphs 3.24 and 3.25. These underline the need for governing bodies to

Peter Black: Mae'r cwestiwn olaf ar baragraff 3.24 a pharagraff 3.25. Maent yn tanlinellu'r angen i gyrff

be open in the way that they conduct all aspects of their business. What steps have you taken to encourage openness through such measures? You have already mentioned making registers of interest open to the public, but what is your opinion on encouraging public access to meetings, holding an annual general meeting, access to background papers and so on?

Professor Andrews: I can provide you with details on the particular areas that are included in the recommendations in paragraph 3.24, for example the minutes of governing

llywodraethu fod yn agored yn y ffordd y maent yn ymgymryd â phob agwedd ar eu busnes. Pa gamau a gymerwyd gennych i hyrwyddo natur agored trwy fesurau o'r fath? Yr ydych eisoes wedi crybwyll gwneud cofrestrau o fuddiannau yn agored i'r cyhoedd, ond beth yw eich barn ar hyrwyddo mynediad y cyhoedd i gyfarfodydd, cynnal cyfarfod cyffredinol blynyddol, mynediad i bapurau cefndir ac ati?

Yr Athro Andrews: Gallaf ddarparu manylion o'r meysydd penodol a gynhwysir yn yr argymhellion ym mharagraff 3.24 ichi, er enghraifft bod cofnodion cyfarfodydd y

body and committee meetings being made publicly available. They are publicly available in all the FE colleges and at least one of the designated institutions. Often they are deposited in college libraries, but they are available to the public through the library or through writing to the clerk and so on.

On staff and student governors, that of course is very largely overtaken by the recomposition of the governing body that Jon Shortridge was talking about. It is now mandatory to have at least one staff and one student governor, although as a footnote, as the report says, it is not always

corff llywodraethu a phwyllgorau ar gael i'r cyhoedd. Maent ar gael i'r cyhoedd ymhob coleg Addysg Bellach ac mewn o leiaf un o'r sefydliadau a ddynodwyd. Yn aml cânt eu rhoi mewn llyfrgelloedd colegau, ond maent ar gael i'r cyhoedd trwy'r llyfrgell neu trwy ysgrifennu at y clerc ac yn y blaen.

Ynglyn â llywodraethwyr staff a llywodraethwyr sydd yn fyfyrwyr, mae hyn wrth gwrs wedi'i oddiweddyd i raddau helaeth gan ailgyfansoddiad o'r corff llywodraethu y mae Jon Shortridge wedi sôn amdano. Mae'n orfodol bellach i gael o leiaf un llywodraethwr sydd yn aelod o'r staff ac un

easy to get student governors who are able to attend regularly and provide continuity. It does vary from college to college. The issue of appraising the governing bodies on performance is something that is very much taken up in the governance and management development programme. There are specific questions in there, which the governing body has to address on these issues.

Peter Black: Do you know if any of the colleges actually hold their meetings in public and make agendas available in advance, for example to

sydd yn fyfyrwr, ond fel troed-nodyn, fel a ddywed yr adroddiad, nid yw'n hawdd bob amser cael llywodraethwyr sydd yn fyfyrwyr sydd yn gallu mynychu'n rheolaidd a darparu parhad. Mae'n amrywio o goleg i goleg. Mae gwerthuso perfformiad cyrff llywodraethu yn fater sydd yn cael ei drafod yn helaeth yn y rhaglen datblygu llywodraethu a rheoli. Mae cwestiynau penodol y mae'n rhaid i'r corff llywodraethu ymdrin â hwy mewn perthynas â'r materion hyn.

Peter Black: A ydych yn gwybod a oes unrhyw un o'r colegau yn cynnal eu cyfarfodydd yn gyhoeddus ac yn sicrhau bod agendau ar

the local press, to encourage access?

gael ymlaen llaw, er enghraifft i'r wasg leol, i hyrwyddo mynediad?

Professor Andrews: I do not know the answer to that.

Yr Athro Andrews: Ni wn yr ateb i hynny.

Peter Black: Is it something that you would encourage?

Peter Black: A yw'n rhywbeth y byddech yn ei annog?

Professor Andrews: It would depend on the issues before the governing body. What I would not want to do is to encourage that and run the risk then that the real business is done behind the scenes or done in a finance committee. What colleges do have are annual public meetings and I would very much want to encourage those. The other issue—on

Yr Athro Andrews: Byddai'n dibynnu ar y materion gerbron y corff llywodraethu. Yr hyn na fyddwn am ei wneud yw annog hynny ac wedyn cymryd y risg bod y busnes gwirioneddol yn cael ei wneud o'r golwg neu trwy bwyllgor cyllid. Yr hyn sydd gan golegau yw cyfarfodydd cyhoeddus blynyddol a hoffwn eu hannog yn fawr

whether governing body meetings should be open to the public—there are quite significant issues involved there. As I say, if the price you pay is that the real business is done in a finance committee or an executive committee, one could do more harm than good.

Alun Pugh: I have a question about the clerk's role. The clerk has a hugely important job and also potentially a very lonely job, because he or she is the only person who does not answer directly to the principal. Sometimes, the clerk has to tell the principal and the governors in very

iawn. Ynglyn â'r mater arall—sef a ddylai cyfarfodydd cyrff llywodraethu fod yn agored i'r cyhoedd ai peidio—mae yna faterion go bwysig yn gysylltiedig â hyn. Fel y dywedaf, os mai gwneud busnes gwirioneddol mewn pwyllgor cyllid neu bwyllgor gweithredol yw'r pris sydd i'w dalu, gellir gwneud mwy o ddrwg nac o dda.

Alun Pugh: Mae cwestiwn gennyf ynglyn â rôl y cler. Mae gan y cler swydd bwysig tu hwnt a hefyd swydd a allai fod yn unig iawn, oherwydd mai ef neu hi yw'r unig berson nad yw'n atebol yn uniogrychol i'r pennaeth. Mae'n rhaid i'r cler ar adegau ddweud wrth

strong terms, not just when they are doing something wrong but if they are actually in danger of moving into each other's territory. Do you share my view that it is unacceptable for a clerk to have two hats? By that I mean a clerk's job and then not simply a job on the management team but any other responsibility where he or she has to report to the principal because of the conflict of interests there. They need to be separate. If clerks are spending half of their time doing a clerk's job and half of their time looking after college transport or something else like that, then they are compromised.

y pennaeth a'r llywodraethwyr yn gadarn iawn nid yn unig pan fyddant yn gwneud rhywbeth o'i le ond hefyd pan fyddant mewn perygl gwirioneddol o symud i diriogaeth ei gilydd. A ydych o'r un farn â minnau nad yw'n dderbyniol i glerc fod â dwy het? Hynny yw swydd clerc ac wedyn nid dim ond swydd ar y tîm rheoli ond unrhyw gyfrifoldeb arall lle mae'n rhaid iddo ef neu iddi hi fod yn atebol i'r pennaeth oherwydd gwrthdaro buddiannau yno. Mae angen iddynt fod ar wahân. Os yw clerciaid yn treulio hanner eu hamser yn gwneud swydd clerc a hanner eu hamser yn gofalu am drafnidiaeth y coleg neu rywbeth cyffelyb, yna cânt eu cyfaddawdu.

Professor Andrews: **I am coming around to your view. I would not have agreed with that a few years back for two reasons. First, with very rare exceptions, a clerk's job is not enough to fill a full-time post. The other reason why I would not have agreed with what you are saying a few years ago is that I had taken a view that there was a tremendous advantage in the clerk being employed within the institution, being of the institution, knowing how it ticked and knowing what was going on. I was used to that myself in my former hat in terms of the way the university registrar operated. However, I have seen situations of conflict of interest and I think that the one thing that is clear is that**

Yr Athro Andrews: **Yr wyf yn dechrau dod i gytuno â chi. Ni fyddwn wedi cytuno â hynny rai blynyddoedd yn ôl am ddau reswm. Yn gyntaf, heblaw am eithriadau prin iawn, nid yw gwaith clercc yn ddigon i lenwi swydd llawn amser. Y rheswm arall na fyddwn wedi cytuno â'r hyn a ddywedwch rai blynyddoedd yn ôl yw fy mod o'r farn bod mantais wych mewn cael clercc a oedd wedi ei gyflogi o fewn y sefydliad, yn rhan o'r sefydliad, yn gwybod sut yr oedd yn gweithio ac yn gwybod beth oedd yn mynd ymlaen. Yr oeddwn innau wedi hen arfer â hynny yn fy swydd flaenorol o ran y ffordd y gweithredai cofrestrydd prifysgol. Fodd bynnag, yr wyf wedi gweld sefyllfaoedd**

the clerk should not hold a senior managerial position which involves him in reporting to the governing body and so on. I think that it is a difficult job and I think that it is going to become increasingly more sensitive because it is really quite pivotal in the changes that the Assembly is introducing, with the responsibilities put on the clerk. In future, the appointment of a clerk will be subject to the approval of the Council. It would not be an appointment by the Council, but it would be subject to Council approval. That in significant part would be to avoid the potential conflicts that you are talking about.

o wrthdaro buddiannau a chredaf mai'r hyn sydd yn eglur yw na ddylai'r clercc ddal swydd reoli uwch sydd yn golygu ei fod yn atebol i'r corff llywodraethu ac yn y blaen. Credaf ei bod yn swydd anodd a theimlaf y bydd yn fwyfwy sensitif gan ei bod yn dra chanolog yn y newidiadau y mae'r Cynulliad yn eu cyflwyno, gan roi'r cyfrifoldebau ar y clercc. Yn y dyfodol, bydd penodi clercc yn amodol ar gymeradwyaeth y Cyngor. Ni fyddai'n benodiad gan y Cyngor ond byddai'n amodol ar gymeradwyaeth y Cyngor. Byddai hyn i raddau helaeth er mwyn osgoi'r gwrthdaro buddiannau posibl yr ydych yn sôn amdanynt.

Alun Pugh: **Finally, on documents such as the register of interests and minutes, which are public documents. People who are more sensitive than me find it very difficult to walk into a clerk's office to ask for copies of these documents, including staff of many colleges. Do you think that there is a case for putting these things on the web as a matter of course, because I think that every college now has a website?**

Professor Andrews: **There is no reason why they should not be. I had not thought of that one before. I would not like to say to colleges 'you must put this on the web', but I think that we could**

Alun Pugh: **Yn olaf, ynglyn â dogfennau megis y gofrestr o fuddiannau a chofnodion, sydd yn ddogfennau cyhoeddus. Mae pobl sydd yn fwy sensitif na minnau yn ei chael hi'n anodd i gerdded i mewn i swyddfa clerck a gofyn am gopiau o'r dogfennau hyn, gan gynnwys staff mewn llawer o'r colegau. A ydych yn credu bod yna ddadl dros roi'r eitemau hyn ar y we fel mater o arfer gan y tybiaf fod gwefan gan bob coleg bellach?**

Yr Athro Andrews: **Nid oes unrhyw reswm pam na ddylent fod. Nid oeddwn wedi meddwl am hynny cyn hyn. Ni hoffwn ddweud wrth y colegau 'mae'n rhaid ichi roi hwn ar y we', ond credaf**

quite easily say to colleges ‘have you thought about this?’ It is the sort of thing where, if a number of colleges do it, then others will follow suit.

Janet Davies: We will now turn to part 4, the strategic and financial management of colleges. In paragraph 4.5, Professor Andrews, you concluded that less than one third of the plans provided the full level of assurance that you needed, and you based that on your review of the institutions’ strategic plans of 1997. You also had serious concerns about the ability of some institutions to operate successfully in the medium to long term. Have these serious weaknesses

y gallwn ddweud yn hawdd wrth y colegau ‘a ydych wedi ystyried hyn?’ Dyna’r math o beth os bydd nifer o golegau yn ei wneud, yna bydd eraill yn eu dilyn.

Janet Davies: Trown yn awr at ran 4, rheolaeth strategol ac ariannol colegau. Ym mharagraff 4.5, Athro Andrews, daethoch i’r casgliad bod llai na thraean o’r cynlluniau yn darparu’r lefel gyflawn o sicrwydd yr oedd ei angen arnoch, a gwnaethoch seilio hyn ar eich arolwg o gynlluniau strategol y sefydliadau ar gyfer 1997. Roedd gennych bryderon mawr hefyd ynglyn â gallu rhai o’r sefydliadau i weithredu’n llwyddiannus yn y tymor canolig i’r hir

been remedied at all the colleges?

Professor Andrews: **No. If we look at the 1999 plans, there are at the moment 12 colleges that we think are producing good strategic plans. They are well-constructed and addressing the range of issues that should be addressed. They have also properly involved their governors and the staff. There are another seven that we think are well on the way. There are a further eight colleges that we still feel have quite a lot to do to reach the position in which we want them to be. One of the things we must bear in mind on this is that the process of strategic**

dymor. A yw'r gwendidau difrifol hyn wedi'u hunioni yn y colegau i gyd?

Yr Athro Andrews: **Nac ydynt. Os edrychwn ar y cynlluniau ar gyfer 1999, mae 12 coleg ar hyn o bryd sydd yn cynhyrchu cynlluniau strategol da yn ein barn ni. Maent wedi'u llunio'n dda ac yn mynd i'r afael â'r amrediad o faterion y dylid mynd i'r afael ag ef. Maent hefyd wedi cynnwys eu llywodraethwyr a'r staff mewn modd priodol. Mae yna saith arall sydd ar y llwybr cywir yn ein barn ni. Mae wyth coleg arall a chanddynt gryn dipyn i'w wneud o hyn yn ein barn ni i gyrraedd y sefyllfa yr ydym am iddynt ei chyrraedd. Un**

planning does not necessarily come naturally to people. It involves many issues and balances. You might ask why we do not provide them with a template so they can just go ahead and do it. After a little pause, one can see why we do not. That would almost remove the strategic planning exercise from them. They would just follow our template. Initially, we took the view that we should leave it entirely to those colleges to make their strategic plans. Encouraging diversity in a land-based college would produce a plan very different in kind from that of a tertiary college, let us say.

o'r pethau y mae'n rhaid inni ei gofio ynglyn â hyn yw nad yw'r broses o gynllunio strategol yn dod yn naturiol i bobl o anghenraid. Mae'n cwmpasu llawer o faterion a chydbwyso. Gallech ofyn pam nad ydym yn rhoi templed iddynt fel y gallant fwrw ymlaen a'i wneud. Ar ôl oedi am ennyd, gellir gweld pam na wnawn hyn. Byddai hynny yn tynnu'r ymarfer cynllunio strategol oddi wrthynt bron. Byddant ond yn dilyn ein templed. Ar y dechrau, yr oeddem o'r farn y dylem ei adael yn gyfan gwbl i'r colegau hynny i baratoi eu cynlluniau strategol. Byddai annog amrywiaeth mewn coleg seiliedig ar dir yn esgor ar gynllun tra gwahanol ei natur i gynllun gan goleg

It was clear after two or three years that this was not working. Although colleges were improving, they were improving very slowly. We did not produce a template in 1997 but we produced a list of issues that they should adopt, a sort of structure for the plan. We then began quite seriously to monitor. It was that first year in 1997 that produced this out-turn which we thought was disappointing. We have stuck with it. We are not content with the progress that has been made. We would like to have seen more progress. We take consolation in the fact that nearly half the sector is up to speed and another quarter is rapidly joining

trydyddol, dyweder.

Yr oedd yn amlwg ar ôl dwy neu dair blynedd nad oedd hyn yn gweithio. Er bod colegau yn gwella, roeddent yn gwella'n araf iawn. Ni wanaethom gynhyrchu templed ym 1997 ond cynhyrchwyd rhestr o faterion y dylent eu mabwysiadu, rhyw fath o strwythur ar gyfer y cynllun. Wedyn dechreuasom fonitro yn eithaf dwys. Yn y flwyddyn gyntaf honno ym 1997 y cynhyrchwyd yr all-dro hwn a oedd yn siomedig yn ein barn ni. Yr ydym wedi glynu wrtho. Nid ydym yn fodlon ar y cynnydd a wnaethpwyd. Hoffem fod wedi gweld mwy o gynnydd. Yr ydym yn cysuro ein hunain gyda'r ffaith bod

them. We obviously have a lot of work to do with the other eight. They have a lot of work to do themselves.

bron i hanner y sector yn gyfredol bellach ac y bydd chwarter arall yn ymuno â hwy cyn bo hir. Yn amlwg mae gennym lawer o waith i'w wneud gyda'r wyth arall. Mae ganddynt lawer o waith i'w wneud eu hunain.

Janet Davies: I do not want to nit-pick, but you said 12 colleges were fine, seven were on their way and that there was a lot to do in eight. What has happened to the other one?

Janet Davies: Nid wyf am hollti blew, ond dywedasoeh fod 12 coleg yn dda, bod saith ar y llwybr iawn a bod gan wyth lawer o waith i'w wneud. Beth a ddigwyddodd i'r llall?

Professor Andrews: The other one is before you. Its future lies in your hands. It has produced a strategic plan but it is very different in kind from the others as it is closely tied up with the future

Yr Athro Andrews: Mae'r llall ger eich bron. Mae ei ddyfodol yn eich dwylo chi. Mae wedi cynhyrchu cynllun strategol ond mae'n dra gwahanol o ran natur i'r rhai eraill gan ei fod yn gaeth

proposals for merger. Incidentally, that plan is good. You could say that 13 were fine rather than 12.

iawn i'r cynigion ar gyfer uno yn y dyfodol. Gyda llaw, mae'r cynllun hwnnw yn un da. Gellwch ddweud bod 13 yn iawn yn hytrach na 12.

Janet Davies: Are the ones that are causing you concern now the same ones that would have caused concern in 1997?

Janet Davies: Ai'r un cynlluniau a fyddai wedi achosi pryder ym 1997 yw'r rhai sydd yn achosi pryder ichi nawr?

Professor Andrews: Yes.

Yr Athro Andrews: Ie.

Janet Davies: They are not new ones?

Janet Davies: Onid ydynt yn rhai newydd?

Professor Andrews: No.

Yr Athro Andrews: Nac ydynt.

Janet Davies: What steps are you taking to ensure that the institutions can give you all the assurances you are

Janet Davies: Pa gamau yr ydych yn eu cymryd i sicrhau y gall y sefydliadau roi pob sicrwydd a geisir gennych a

looking for and what sanctions you will apply if they do not?

Professor Andrews: It is not so much that we do not have the assurances. For example, if you are talking about the quality of provision, these institutions are not bad teachers or failing to put on the appropriate provision. None of them are at risk in teaching. Teaching in some of them is very good. Their financial health is being monitored and, although some of them may be unsatisfactory, they are not at risk of going out of business or anything of that sort. The financial health of some of them is satisfactory. It is not that there is a poverty of internal control. It

pha gosbau y byddwch yn eu rhoi pe baent yn methu?

Yr Athro Andrews: Nid yw'n fater o beidio â chael sicrwydd. Er enghraifft, os ydych yn siarad am ansawdd darpariaeth, nid yw'r sefydliadau hyn yn dysgu'n wael neu'n methu â rhoi darpariaeth briodol. Nid yw un ohonynt mewn perygl wrth addysgu. Mae'r addysgu yn rhai ohonynt yn dda iawn. Caiff eu hiechyd ariannol ei fonitro ac er bod rhai ohonynt yn anfoddhaol o bosibl, nid ydynt mewn perygl o fynd i'r wal neu rywbeth cyffelyb felly. Mae iechyd ariannol rhai ohonynt yn foddhaol. Nid oes diffyg rheolaeth fewnol. Nid yw eu systemau rheoli gwybodaeth

is not necessarily that their management information systems are weak; although perhaps in one or two cases they are not the strongest, they are not the weakest. We are not concerned on the issue of assurances of them as a going concern. We are concerned about the difficulty of them structuring a plan with appropriate vision and thrust and seeing where they are going to be in two and three years' time. It is, perhaps, worth bearing in mind that if you go back five or certainly 10 years, you would not find many academic institutions that would be doing that. Strategic planning, as we know it, is a relatively recent phenomenon. It is an important one and a valuable

yn wan o anghenraid; er efallai nad ydynt hwy yw'r cryfaf, mewn un neu ddau o achosion, nid y rhai gwannaf ydynt. Nid ydym yn pryderu ynghylch sicrwydd eu bod yn fusnesau gweithredol. Yr ydym yn pryderu am yr anhawster sydd ganddynt i lunio cynllun â gweledigaeth a phwyslais priodol ac i weld ymha sefyllfa y byddant ymhen dwy neu dair blynedd. Mae'n werth cofio, efallai, os ewch yn ôl bum mlynedd neu'n sicr 10 mlynedd, ni welech lawer o sefydliadau academaidd a fyddai'n gwneud hynny. Mae cynllunio strategol, fel yr ydym ni yn ei adnabod, yn ffenomenon cymharol ddiweddar. Mae'n un pwysig ac yn ychwanegiad gwerthfawr.

addition.

Alison Halford: Before I get to the script with which I have been presented, would the fact that eight colleges have a great deal to do have anything to do with the fact that 11 principals are not actually assessed on their competence? You told us in answer to a former question that only 17 boards of governors assess their principals. I find that figure staggeringly small.

Professor Andrews: That applies to FE colleges, incidentally, so that is 17 out of 23.

Alison Halford: Even so?

Alison Halford: Cyn imi gyrraedd y sgript a gyflwynwyd imi, a yw'r ffaith bod gan wyth coleg gryn dipyn i'w wneud yn gysylltiedig â'r ffaith nad yw 11 o'r penaethiaid yn cael eu hasesu o ran eu medr? Dywedasoch yn eich ateb i gwestiwn blaenorol mai 17 o fyrddau llywodraethu yn unig sydd yn asesu eu penaethiaid. Teimlaf fod y ffigwr hwnnw yn hynod o fach.

Yr Athro Andrews: Mae hynny'n berthnasol i golegau Addysg Bellach, gyda llaw, felly mae'n 17 o blith 23.

Alison Halford: Os felly?

Professor Andrews: **Even so, I agree with you. The principals should be assessed properly. That is one of the things that we will be taking up in the review. In the audit review, which will begin in April, we will ask the colleges for their present position to see where those assessments are missing. I take your point, and I agree.**

Alison Halford: **I am looking at paragraph 4.14 which states that none of the colleges that the National Audit Office visited were planning strategically to generate sources of income other than grants from your good selves. What steps is**

Yr Athro Andrews: **Os felly, cytunaf â chi. Dylai'r penaethiaid gael eu hasesu mewn modd priodol. Dyna un o'r pethau y byddwn yn ymdrin ag ef yn yr arolwg. Yn yr arolwg archwilio, a fydd yn dechrau ym mis Ebrill, byddwn yn gofyn i'r colegau am eu sefyllfa bresennol i weld lle mae'r asesiadau hynny yn eisiau. Derbyniaf eich pwynt, a chytunaf ag ef.**

Alison Halford: **Yr wyf yn edrych ar baragraff 4.14 sydd yn nodi nad oedd yr un coleg a ymwelwyd ag ef gan y Swyddfa Archwilio Genedlaethol yn cynllunio'n strategol i greu ffynonellau incwm ar wahân i grantiau sydd yn dod trwy eich llaw**

your council taking to ensure that institutions take this issue seriously? Are you providing them with guidance and practical help?

Professor Andrews: In the strategic plans we ask them to address this. They are all addressing it. Of the 23 colleges, we felt that 22 were addressing it adequately this year. I chose the word ‘adequately’ deliberately because, in some cases, colleges are really addressing it constructively and vigorously and we could not wish for more, other than for all colleges to do the same. In some cases, colleges are addressing it and

chi. Pa gamau y mae eich cyngor yn eu cymryd i sicrhau bod y sefydliadau yn cymryd y mater hwn o ddifrif? A ydych yn rhoi arweiniad a chymorth ymarferol iddynt?

Yr Athro Andrews: Yn y cynlluniau strategol yr ydym yn gofyn iddynt ymdrin â hyn. Maent i gyd yn ymdrin ag ef. O blith y 23 coleg, yr oeddem o’r farn bod 22 yn ymdrin ag ef mewn modd digonol eleni. Dewisais y gair ‘digonol’ yn fwriadol, gan fod rhai achosion lle mae colegau yn ymdrin ag ef mewn modd adeiladol ac egniol mewn gwirionedd ac ni allwn ddymuno am ddim byd mwy, ond bod y colegau i gyd yn gwneud yr un peth.

concentrating on particular areas and, perhaps, not looking across the piece. Although, one might well say that they must make a start somewhere, so if they are going to develop funding more strategically in this area, and opportunistically elsewhere, well let them do that and then build up the others.

One of the problems that they inevitably have is that by their nature they have different opportunities. Again I come back to either a land-based college or a multi-faculty college with a significant land-based

Mewn rhai achosion, mae colegau yn ymdrin ag ef ac yn canolbwyntio ar feysydd penodol ac efallai nad ydynt yn edrych ar y darlun cyfan. Er y gellir dweud bod rhaid iddynt gychwyn yn rhywle, felly os ydynt yn mynd i ddatblygu cyllido mewn modd mwy strategol yn y maes hwn, ac yn fanteisiol mewn mannau eraill, yna gadewch iddynt wneud hynny ac yna adeiladu'r gweddill.

Un o'r problemau sydd ganddynt yn anochel yw bod ganddynt gyfleoedd gwahanol oherwydd eu natur. Dychwelaf eto at goleg seiliedig ar dir neu goleg aml-gyfadran sydd â swyddogaeth helaeth ar y tir.

function. The opportunities for income generation are very different than they would be for a tertiary college in town. In a number of areas it is not easy for them to be strategic because the source of funding may itself be slightly opportunistic. ESF funding is a major one. They might put that in to their forward planning, but to some extent, it has to be put in as hope rather than something towards which they know they can work. Contracts with training and enterprise councils is an example of this. There has been quite a lot of upping and downing in the amount that some colleges have had from TECs in recent years.

Mae'r cyfleoedd i gynhyrchu incwm yn wahanol iawn i'r rhai a fyddai gan goleg trydyddol a leolir mewn tref. Mewn nifer o feysydd, nid yw'n hawdd iddynt fod yn strategol gan y gall y ffynhonnell arian fod yn un ychydig yn fanteisgar. Mae cyllid yr ESF yn brif ffynhonnell. Gallent gynnwys honno yn eu cynlluniau at y dyfodol, ond i ryw raddau mae'n rhaid ei chynnwys mewn gobaith yn hytrach nac fel rhywbeth y maent yn gwybod y gallant weithio tuag ato. Enghraifft o hyn yw contractau â chynghorau hyfforddi a menter. Cafwyd tipyn o godi a gostwng o ran y swm y mae rhai colegau wedi ei dderbyn oddi wrth TECs yn y blynyddoedd diwethaf.

May I tell you about something that we are introducing to which I personally attach a great deal of importance? With my other hat on, the Higher Education Funding Council introduced what was called TACS—a training and consultancy services programme—for higher education very early in 1993. That has been a tremendous success in causing the universities and colleges to work with industry in Wales and sometimes abroad, even with Japan, with a view to bringing in income. We have put a small amount of funding in, about two-thirds of a million pounds, and they now bring in income of well over £30 million. This comes into Wales and much of it is

A gaf i sôn wrthy ch am rywbeth yr ydym yn ei gyflwyno sydd yn bwysig tu hwnt yn fy marn bersonol i? Gan wisgo fy het arall, cyflwynodd y Cyngor Cyllido Addysg Uwch yr hyn a elwir TACS—rhaglen gwasanaethau hyfforddi ac ymgynghori—ar gyfer addysg uwch yn gynnar iawn ym 1993. Bu hyn yn llwyddiant aruthrol gan beri i'r prifysgolion a'r colegau weithio â diwydiant yng Nghymru a thramor weithiau, hyd yn oed gyda Siapan, er mwyn denu incwm. Yr ydym wedi cyfrannu swm bach o arian, tua dwy ran o dair o filiwn o bunnau, ac maent bellach yn denu incwm sydd ymhell dros £30 miliwn. Mae hyn yn dod i mewn i Gymru ac mae

from Welsh industries. It has been a super success story.

We continue to put the money in so that they develop that work into new areas.

This last year we have had funding from the Welsh Office to imitate that with the further education colleges.

We have only been prepared to put it into colleges that have put in a good bid, with a business plan to show how they will use the money and build income on it. We have also encouraged them to enter into partnerships with HE institutions so that they can feed on the experience of HE institutions. I hope that we are going to see that sort of success with FE colleges,

rhan helaeth ohono'n dod o ddiwydiannau yng Nghymru. Mae wedi bod yn llwyddiant aruthrol.

Yr ydym yn parhau i gyfrannu'r arian er mwyn iddynt ymestyn y gwaith hwnnw i feysydd newydd. Yn y flwyddyn ddiwethaf hon yr ydym wedi derbyn cyllid oddi wrth y Swyddfa

Gymreig i efelychu hynny gyda'r colegau addysg bellach. Dim ond i golegau sydd wedi paratoi cynnig da, ynghyd â chynllun busnes yn dangos sut y byddant yn defnyddio'r arian a chreu incwm trwyddo yr ydym wedi bod yn barod i'w roi.

Yr ydym hefyd wedi'u hannog i wneud partneriaethau â sefydliadau HE fel y gallant elwa ar

not least because in many areas, they are the institutions that are best able to work with training and consultancy support for small and medium sized industries in their areas.

brofiad sefydliadau HE. Gobeithiaf y gwelwn lwyddiant o'r fath yn y colegau Addysg Bellach, yn anad dim oherwydd mai hwy yw'r sefydliadau mewn llawer o ardaloedd a all weithio orau â chymorth hyfforddi ac ymgynghori ar gyfer diwydiannau bach a chanolig yn eu hardaloedd hwy.

Alison Halford: Are you saying that the National Audit Office is wrong in its suggestion in 4.14?

Alison Halford: A ydych yn dweud bod y Swyddfa Archwilio Genedlaethol yn anghywir yn ei awgrym yn 4.14?

Professor Andrews: No, I am saying that we have moved on quite a bit since their 1997 review of institutions' work.

Yr Athro Andrews: Nac ydwyf, yr wyf yn dweud ein bod wedi symud ymlaen gryn dipyn ers eu harolwg o waith y sefydliadau ym 1997.

Alison Halford: **Do you think that there is a degree of complacency in the way that this matter has been handled by the Funding Council?**

Professor Andrews: **No, and certainly not by colleges either. Given that they have had efficiency gains or squeezes of funding of 21.5 per cent, they want and need all the outside income they can get. There is no complacency.**

Alison Halford: **But they do not seem to have done very much about it. A yes or no answer would be fine, Professor.**

Alison Halford: **A ydych yn credu bod elfen hunanfodlon yn y modd y cafodd y mater hwn ei drin gan y Cyngor Cyllido?**

Yr Athro Andrews: **Nac ydwyf, ac yn sicr nid gan y colegau ychwaith. O wybod eu bod wedi gwneud arbedion effeithlonrwydd neu gael cyfyngiadau ar gyllid o 21.5 y cant, mae arnynt eisiau ac angen yr holl incwm allanol y gallant ei gael. Nid oes unrhyw huanfodlonrwydd.**

Alison Halford: **Ond nid ymddengys eu bod wedi gwneud rhyw lawer ynghylch hyn. Byddai ydynt neu nac ydynt yn iawn, Athro.**

Professor Andrews: **Sixty million pounds is not bad.**

Yr Athro Andrews: **Nid yw chwe deg miliwn o bunnau yn ddrwg.**

Alison Halford: **Moving on, we are now looking at 4.16, where we are told that the institutions need to address twin issues of investment and borrowing in a formal, strategic way so as to ensure that they maximise the benefits from any reserves they may hold, and minimise the risks and costs from any borrowing they undertake. What action has the Funding Council taken to ensure that all institutions have addressed these issues in a structured way?**

Alison Halford: **Gan symud ymlaen, yr ydym nawr yn edrych ar 4.16, lle y dywedwyd wrthym bod angen i'r sefydliadau ymdrin â'r ddau fater cysylltiedig o fuddsoddi a benthyca mewn modd ffurfiol strategol er mwyn sicrhau eu bod yn amlhau'r buddiannau a ddaw oddi wrth unrhyw gronfeydd wrth gefn a ddelir ganddynt a lleihau'r peryglon a'r costau yn deillio o unrhyw fenthyciad a wneir ganddynt. Pa gamau a gymerwyd gan y Cyngor Cyllido i sicrhau bod pob sefydliad wedi ymdrin â'r materion hyn mewn ffordd**

strwythuredig?

Professor Andrews: There are controls on borrowing. They have to notify us if they borrow more than 3 per cent of their annual income. They need consent to borrow more than 5 per cent. They need consent for any unsecured borrowing. So there are quite rigid controls on borrowing above a small amount.

Investment is really a matter for their governing bodies, although it is something that we will review in our audit review to make sure that they are—not getting the best rate because that could involve elements of risk, but to make sure that they are getting the best interest rate with proper regard for the security and

Yr Athro Andrews: Mae rheoliaethau ar gyfer benthyca. Mae'n rhaid iddynt ein hysbysu os ydynt yn benthyca mwy na 3 y cant o'u hincwm blyneddol. Mae angen caniatâd arnynt i fenthyca mwy na 5 y cant. Mae angen caniatâd arnynt ar gyfer unrhyw fenthyciad heb ei ddiogelu. Felly y mae rheoliaethau eithaf llym ar gyfer benthyciadau dros swm bach. Mater i'w cyrff llywodraethu yw buddsoddi mewn gwirionedd, er ei fod yn fater y byddwn yn ei adolygu yn ein harolwg archwilio i wneud yn siwr eu bod—nid ydynt yn derbyn y gyfradd orau bosibl gan y gallai hynny olygu elfennau o

the availability of the funding.

beryl ond i sicrhau eu bod yn derbyn y gyfradd orau bosibl gan roi pob ystyriaeth i sicrwydd ac argaeledd yr arian.

Alison Halford: Do you feel comfortable that you cannot improve upon this particular area then?

Alison Halford: A ydych yn teimlo'n gyfforddus na allwch wella ar y maes penodol hwn felly?

Professor Andrews: No, I think that investment, but not borrowing, is an area where we want to encourage sharing of best practice so that institutions can seek out the best rates of return on their money without putting it at risk.

Yr Athro Andrews: Nac ydwyf, credaf fod buddsoddi, ond nid benthyca, yn faes lle yr ydym eisiau annog rhannu'r arfer gorau fel y gall sefydliadau geisio'r cyfraddau enillion gorau am eu harian heb ei roi mewn perygl.

Alison Halford: Paragraphs 4.17 to 4.21 raise detailed and

Alison Halford: Mae paragraffau 4.17 i 4.21 yn

serious issues about the need for institutions to improve their budgeting, their financial reporting and their forecasting of cash flows.

You may agree with us that these are basic issues for any institutions. We are seeking your assurance. What are you doing to ensure that the necessary staff and structures are in place to balance these important requirements?

Professor Andrews: You are absolutely right about the importance of this area. We have been working with the institutions, both in terms of the financial health monitoring and with our

codi materion manwl a difrifol ynglyn â'r angen i sefydliadau wella ar y ffordd y maent yn cyllidebu, gwneud adroddiadau ariannol a rhagweld llif arian. Efallai y cytunwch â ni bod y rhain yn faterion sylfaenol i unrhyw sefydliad. Yr ydym yn ceisio sicrhad gennych. Beth ydych yn ei wneud i sicrhau bod y staff a'r strwythurau angenrheidiol wedi'u sefydlu i gydbwyso'r gofynion pwysig hyn?

Yr Athro Andrews: Yr ydych yn hollol gywir ynglyn â phwysigrwydd y maes hwn. Yr ydym wedi bod yn cydweithio â'r sefydliadau o ran monitro iechyd ariannol a thrwy'n hymweliadau

audit visits to institutions. There has been a considerable improvement. Part of it is the natural result of institutions maturing and gaining experience, and partly it is the financial squeeze—nothing concentrates attentions more than a difficult financial situation—and partly the work that we have done, particularly my director of finance and my colleagues in finance, with the finance offices of the institutions.

If you ask me if I am satisfied that everything is right here, the answer is no. I am satisfied that significant progress has been made. I am satisfied that the level of

archwilio â'r sefydliadau. Cafwyd cryn dipyn o welliant. Mae hyn yn rhannol yn deillio'n naturiol o'r broses o aeddfedu ac ennill profiad gan y sefydliadau, ac yn rhannol o'r wasgfa ariannol—nid oes dim byd gwell am ddal sylw na sefyllfa ariannol anodd—ac yn rhannol y gwaith a wnaethpwyd gennym ni, yn enwedig gan fy nghyfarwyddwr cyllid a'm cydweithwyr cyllid gyda swyddfeydd cyllid y sefydliadau.

Os ydych yn gofyn imi a wyf yn fodlon bod popeth yn iawn yma, yr ateb yw nac ydwyf. Yr wyf yn fodlon y gwnaethpwyd cynnydd sylweddol. Yr wyf yn fodlon

reporting to governors is much better than it was and is adequate to good. There are two areas where I think one wants to see improvement. One is in forward budgeting. Colleges are not good at profiling. When you are not good in profiling, it makes it more difficult for a governing body to oversee the funding. If you have a budget that is profiled across month by month, and then you have reports to governing bodies, either monthly or even every term, you can look at those reports and see how they reflect the budget. You can see where the variance is and you can expect finance staff to explain the reasons for the variances. If your profiling is not good, or if you have not

bod y lefel o gyflwyno adroddiadau i'r llywodraethwyr yn llawer gwell nag yr oedd a'i fod yn ddigonol i dda. Credaf fod dau faes lle y mae angen gweld gwelliant. Cyllidebu ymlaen llaw yw un ohonynt. Nid yw colegau yn dda o ran proffilio. Pan nad ydych yn proffilio'n dda, y mae'n llawer anoddach i gorff llywodraethu oruchwylio'r arian. Os oes gennych gyllideb sydd wedi ei phroffilio fesul mis, ac yna mae gennych adroddiadau i gyrff llywodraethu, naill ai'n fisol neu ymhob tymor hyd yn oed, gallwch edrych ar yr adroddiadau hynny a gweld sut y maent yn adlewyrchu'r gyllideb. Gallwch weld lle mae'r amrywiant a gallwch ddisgwyl i staff cyllid

got a profile at all, then you have no map in the middle of the year. That is an area where we still need to do more work with colleges. That is very much a matter for my finance colleagues who work with finance staff in the colleges, but principals and senior management should also be aware of the importance of this.

Secondly, the reporting to governing bodies is good. We do not always feel that they react and take the necessary actions as quickly as they should.

esbonio'r rhesymau dros yr amrywiannau. Os nad yw eich proffilio'n dda, neu os nad oes gennych broffil o gwbl, yna nid oes gennych unrhyw fap ynghanol y flwyddyn. Mae hwn yn faes lle mae angen inni wneud rhagor o waith o hyd gyda'r colegau. Mater i'm cydweithwyr ariannol sydd yn cydweithio â staff ariannol yn y colegau yw hynny yn bennaf, ond dylai penaethiaid ac uwch reolwyr hefyd fod yn ymwybodol o bwysigrwydd hyn.

Yn ail, mae'r adroddiadau i'r cyrff llywodraethu'n dda. Ni themlwn bob amser eu bod yn ymateb ac yn cymryd y camau angenrheidiol mor gyflym ag y dylent.

Alison Halford:

Mr Shortridge, you said that you were responsible for providing value for money, and that you also had a whole set of systems in place to ensure that money was being used effectively in that sector. Reading the report and listening to the Professor's answers, do you still feel that you have the right set of systems in place to ensure best value for money?

Mr Shortridge: Yes, the systems that we have in place in the case of the Funding Council are tried and tested systems, which we use with all our sponsored bodies. These are common to the United Kingdom, and not

Alison Halford:

Mr Shortridge, dywedasoch mai chi oedd yn gyfrifol am roi gwerth am arian, a'ch bod hefyd wedi sefydlu cyfres gyflawn o systemau i sicrhau y defnyddiwyd arian yn effeithiol yn y sector hwnnw. O ddarllen yr adroddiad a gwranddo ar atebion yr Athro, a ydych yn parhau i deimlo eich bod wedi sefydlu'r gyfres gywir o systemau i sicrhau'r gwerth gorau am arian?

Mr Shortridge: Ydwyf, mae'r systemau a sefydlwyd gennym yn achos y Cyngor Cyllido yn systemau profedig a ddefnyddir gennym gyda'n holl gyrff nodedig. Maent yn gyffredin i'r Deyrnas Unedig, ac nid i Gymru yn

just to Wales. They have been tested in a number of settings. They are complex, and it would take me some time to explain them all. I am satisfied that they are fit for purpose. In terms of the Funding Council, perhaps I can quote from a review. One of the systems is that every five years we have what used to be called a financial management planning review of bodies. One has very recently been completed. To quote some things from it, the review concluded that the Welsh Higher and Further Education Funding Councils have sound financial controls operated by people with integrity, and that the respective boards have steered the councils, as particularly effective and

unig. Cawsant eu profi mewn nifer o sefyllfaoedd. Maent yn gymhleth, a byddai'n cymryd peth amser imi esbonio pob un. Yr wyf yn fodlon eu bod yn addas at y pwrpas. O ran y Cyngor Cyllido, efallai y caf ddyfynnu o arolwg. Un o'r systemau yw ein bod, bob pum mlynedd, yn cynnal yr hyn a arferwyd ei alw yn arolwg cynllunio rheolaeth ariannol y sefydliadau. Cafodd un arolwg ei gwblhau yn ddiweddar iawn. Gan ddyfynnu rhai o'r pethau ynddo, casgliad yr arolwg oedd bod gan Cyngorau Cyllido Addysg Uwch ac Addysg Bellach Cymru reoliaethau ariannol cadarn a weithredwyd gan bobl mewn modd gonest, a bod y byrddau perthnasol wedi

dynamic organisations in their first five years. I take a lot of assurance from a study that reaches conclusions like that. There are other quotes that I can give you, so basically I think we have a very good organisation here.

Alison Halford: Finally, having read this document, which contains a catalogue of shortcomings, do you still feel that the public is getting value for money, whatever your quotes tell us?

Mr Shortridge: One of the systems that we have in place is external audit. We have here an excellent forensic

llywio'r cynghorau, fel sefydliadau hynod effeithiol a dynamig yn eu pum mlynedd gyntaf. Mae astudiaeth sydd yn dod i gasgliadau o'r fath yn rhoi sicrwydd mawr imi. Mae dyfyniadau eraill y gallaf eu rhoi ichi, felly credaf yn y bôn fod gennym sefydliad da iawn yma.

Alison Halford: Yn olaf, wedi darllen y ddogfen hon, sydd yn cynnwys cyfres o ddiffygion, a ydych yn teimlo o hyd bod y cyhoedd yn cael gwerth am arian, beth bynnag a ddywed eich dyfyniad wrthym?

Mr Shortridge: Un o'r systemau a sefydlwyd gennym yw archwiliad allanol. Mae gennym

report prepared by external auditors. I take my assurance in part from such reports, but they have to be seen as part of the wider system.

When you have a forensic report prepared by auditors, it is inevitable, whatever organisation it is applied to, that it will come up with identified shortcomings and recommendations for improvement. That is life. I accept that as reality. My concern would be if I had an accounting officer within the agency concerned who was not taking those conclusions seriously. I have heard this morning, as you have heard, a chief executive who is taking these conclusions very seriously and acting on them.

adroddiad fforensig ardderchog yma a baratowyd gan yr archwilwyr allanol. Caf fy sicrhau yn rhannol gan adroddiadau o'r fath, ond mae'n rhaid eu hystyried fel rhan o'r system ehangach. Pan fydd gennyh archwilwyr yn paratoi adroddiad fforensig, mae'n anochel, pa sefydliad bynnag a archwiliwyd, y bydd yn nodi diffygion a godwyd ac argymhellion ar gyfer gwelliant. Dyna yw bywyd. Derbyniaf hynny fel realiti. Yr hyn a fyddai'n achos pryder imi yw pe bai gennyf swyddog cyfrifo o fewn yr asiantaeth nad oedd yn cymryd y casgliadau hynny o ddifrif. Yr wyf innau, fel chwithau y bore yma, wedi gwrando ar brif weithredwr sydd yn cymryd y casgliadau

**hyn o ddifrif ac yn
gweithredu arnynt.**

**Alison Halford: It would
appear that we do not need a
National Audit Office, Mr
Shortridge.**

**Alison Halford: Ymddengys
nad oes angen Swyddfa
Archwilio Genedlaethol
arnom, Mr Shortridge.**

**Janet Davies: We now turn to
the sections on the
procurement of goods and
services. I think that in this
section, the National Audit
Office is certainly providing
value for money in that it has
made a number of serious
criticisms in the report about
the way that the institutions
procure their goods and
services. Because of that, it
has produced a best practice
guide for all the institutions
in the sector. Professor
Andrews, what steps have**

**Trown yn awr
at yr adrannau ar brynu
nwyddau a gwasanaethau.
Credaf fod y Swyddfa
Archwilio Genedlaethol o ran
yr adran hon yn sicr yn rhoi
gwerth am arian gan ei bod
wedi gwneud nifer o
feirniadaethau difrifol yn yr
adroddiad am y modd y
mae'r sefydliadau yn prynu
eu nwyddau a'u
gwasanaethau. Oherwydd
hynny, mae wedi cynhyrchu
canllaw ymarfer gorau ar
gyfer yr holl sefydliadau yn y**

you taken to ensure that the policies, procedures and techniques in the guide are being implemented and what financial savings are the colleges making?

Professor Andrews: This is not the first time that they have had such a procurement guide. We produced one ourselves—I have it here—back in 1995, and at that point in time, when colleges’ independence was very much recognised, we had rather assumed that they would take account of that guide and use it. They did not use it to the extent that we would have wished and it is clear from the National Audit Office review that there is

sector. Athro Andrews, pa gamau a gymerwyd gennyh i sicrhau bod y polisiau, y gweithdrefnau a’r technegau yn y canllaw yn cael eu gweithredu a faint o arbedion ariannol a wneir gan y colegau?

Yr Athro Andrews: Nid dyma’r tro cyntaf iddynt gael canllaw prynu o’r fath. Cynhyrchom ganllaw ein hunain—mae gennyf yma—yn ôl ym 1995, ac ar yr adeg honno, pan gafodd annibyniaeth colegau ei chydnabod yn fawr, yr oeddem wedi cymryd yn ganiataol y byddent yn ystyried y canllaw hwnnw a’i ddefnyddio. Ni wnaethant ei ddefnyddio i’r fath raddau ag y byddem wedi ei ddymuno ac mae’n amlwg yn

significant scope for improving procurement. However, I think one should be careful here in not thinking that colleges are profligate. In many cases they are acquiring goods and utilities through consortia. In a number of cases these are historic—their links with local authorities, for example, where they are purchasing through consortia. There is scope for improvement, of that I have no doubt. We have included this within the governance and management development programme. We are reviewing it with colleges themselves. We have ascertained that 14 of the colleges now do have either a procurement officer or a senior manager who is

ôl arolwg y Swyddfa Archwilio Genedlaethol bod potensial mawr i wella'r broses brynu. Fodd bynnag, teimlaf y dylid bod yn ofalus yn y mater hwn i beidio â meddwl bod colegau yn afradlon. Mewn llawer o achosion maent yn caffael nwyddau a chyfleusterau trwy gonsortia. Mewn nifer o achosion maent yn rhai hanesyddol—eu cysylltiadau ag awdurdodau lleol, er enghraifft lle maent yn prynu trwy gonsortia. Yr wyf yn sicr fod lle i wella. Yr ydym wedi cynnwys hyn o fewn y rhaglen datblygu llywodraethu a rheoli. Yr ydym yn ei hadolygu gyda'r colegau eu hunain. Yr ydym wedi canfod bod gan 14 o'r colegau swyddog prynu neu uwch reolwr sydd â

responsible for procurement. Colleges that had dispersed procurement across different sites have centralised, and we are beginning to see the savings as a result of colleges looking at what they are doing more strategically. It is not enough, and one of the things that I am pleased to see develop under the governance and management development programme is that the college that is referred to in the report on a number of occasions as having somebody in charge of procurement and as having a strategy, is a lead organisation, along with another nine colleges—10 colleges all together are involved—in developing a programme of procurement in terms of structures,

chyfrifoldeb dros brynu erbyn hyn. Mae'r colegau a oedd wedi rhannu'r broses brynu ar draws safleoedd gwahanol wedi canoli, ac yr ydym yn dechrau gweld yr arbedion o ganlyniad i'r colegau yn edrych ar yr hyn a wnânt yn fwy strategol Nid yw'n ddigon, ac un o'r pethau y mae'n dda gennyf ei weld yn datblygu o dan y rhaglen datblygu llywodraethu a rheoli yw bod y coleg y cyfeirir ato yn yr adroddiad ar nifer o achlysuron fel un ag unigolyn sydd â chyfrifoldeb dros brynu ac fel un a chanddo strategaeth, yn sefydliad arweiniol, ynghyd â naw coleg arall—10 coleg i gyd yn cymryd rhan—wrth ddatblygu rhaglen o brynu yn mhermau strwythurau,

practices and consortia developments across, not just those 10 colleges, because it is not a closed club, other colleges will be able to come in. The fact that the lead is being taken by the college, which in this report is a good college, is, I think, particularly effective.

You ask about savings on the proposals in the report. I can give you anecdotes. One college, for example, which has centralised its procurement, has already saved £60,000 on purchases that it has made since it centralised. Before this report, on the basis of our own report on energy management, one college brought in energy advice and

arferion a datblygiadau consortia nid yn unig ar draws y 10 coleg hwnnw, oherwydd nid clwb caeëdig mohono, bydd colegau eraill yn gallu ymuno. Mae'r ffaith mai'r coleg, sydd yn un da yn ôl yr adroddiad hwn, sydd yn cymryd arweiniad yn effeithiol iawn yn fy marn i.

Yr ydych yn holi am arbedion ar y cynigion yn yr adroddiad. Gallaf roi enghreifftiau ichi. Mae un coleg er enghraifft, sydd wedi canoli ei broses brynu, eisoes wedi arbed £60,000 ar bryniadau a wnaethpwyd ganddo ers iddo ganoli. Cyn yr adroddiad hwn, ar sail ein hadroddiad ein hunain ar reoli ynni, cafodd un coleg gyngor am ynni ac mae wedi

has cut its energy costs from just under £90,000 to something over £50,000. It has reduced them by about 25 per cent. Another college has brought in advice on its telephone system and the way it is using it—this is a professional firm of consultants who advise on how to get the best value in the telephone system—and estimates that that will save about £75,000. These are significant savings. How many will actually come as a result of this report and the guidance and how many would have come otherwise, one is never able to answer. What one can say, though, overall, is that the amount that the sector spends on procuring goods and services is in the order of about £70

gostwng ei gostau ynni o swm ychydig yn llai na £90,000 i swm ychydig dros £50,000. Cafwyd gostyngiad o tua 25 y cant. Mae coleg arall wedi derbyn cyngor ar ei system ffôn a'r modd y mae'n ei defnyddio—cwmni proffesiynol o ymgynghorwyr yw'r rhain sydd yn rhoi cyngor ar sut i gael y gwerth gorau o'r system ffôn—ac mae'n amcangyfrif y bydd yn arbed tua £75,000. Mae'r rhain yn arbedion sylweddol. Ni ellir dweud faint a ddaw yn sgîl yr adroddiad hwn a'r arweiniad a faint a fyddai wedi dod fel arall. Yr hyn y gellir ei ddweud, fodd bynnag, yn gyffredinol, yw bod y sector yn gwario tua £70 miliwn y flwyddyn ar brynu nwyddau a gwasanaethau. Os

million a year. If this resulted in savings of just a couple of per cent, that would be a total saving of about £1.5 million. I do not think one will necessarily see savings in quite that way. One of the areas where a clever purchasing strategy can often result in savings is with computer procurement. There are two ways in which you can use your bargaining power. One is perhaps to get cheaper computers and another is to get more computing with the same amount of money. I think, at the end of the day, one has to look at this in two ways. One is saving money and the other is perhaps improved quality, improved resourcing, as a result of being able to get better value.

arweiniodd hyn at arbedion o ryw un neu ddau y cant, byddai hynny yn golygu arbed cyfanswm o tua £1.5 miliwn. Ni chredaf y byddwn yn gweld arbedion yn yr union ffordd honno o reidrwydd. Un o'r meysydd lle y gall strategaeth brynu ddeallus arwain at arbedion yn aml yw prynu cyfrifiaduron. Gellir defnyddio'ch gallu i fargeinio mewn dwy ffordd. Prynu cyfrifiaduron rhatach yw un ffordd o bosibl a'r llall yw cael mwy o gyfrifiaduron am yr un faint o arian. Credaf, ar ddiwedd y dydd, bod yn rhaid ystyried hyn mewn dwy ffordd. Mae un yn arbed arian ac mae'r llall o bosibl yn dod ag ansawdd gwell, adnoddau gwell o ganlyniad i werth gwell.

Janet Davies: **You have begun, Professor Andrews, to get reports from institutions on the progress they are making—**

Professor Andrews: **We are getting reports from institutions, but I think the development programme on which the college I mentioned is taking the lead, is going to be very central on this. We will want to work with those who are involved in that programme, so that rather than just having reports from individual institutions, we can develop something that will run right through the sector. That way I think we will get a better out-turn for everybody.**

Janet Davies: **Athro Andrews, yr ydych wedi dechrau derbyn adroddiadau oddi wrth sefydliadau ar y cynnydd y maent yn ei wneud—**

Yr Athro Andrews: **Yr ydym yn derbyn adroddiadau oddi wrth sefydliadau, ond credaf fod y rhaglen ddatblygu lle mae'r coleg a grybwyllais yn cymryd arweiniad yn mynd i fod yn ganolog iawn yn hyn o beth. Byddwn am gydweithio â'r rhai sydd yn ymwneud â'r rhaglen honno, ac felly yn hytrach na chael adroddiadau gan sefydliadau unigol, gallwn ddatblygu rhywbeth a fydd yn rhedeg ar draws y sector cyfan. Yn y modd hwnnw credaf y byddwn yn cael canlyniad**

gwell i bawb.

Janet Davies: **OK. Thank you.** Janet Davies: **O'r gorau.**
Diolch yn fawr.

Alun Pugh: **I am looking at paragraph 4.24 on page 71. It states 'the key requirement in any institution's procurement arrangements is the need for a purchasing strategy'. However, at the moment, most institutions do not have such a strategy. What steps are the council taking to make sure that each institution does produce that document?**

Alun Pugh: **Yr wyf yn edrych ar baragraff 4.24 ar dudalen 71. Mae'n nodi 'the key requirement in any institution's procurement arrangements is the need for a purchasing strategy'. Fodd bynnag, ar hyn o bryd, nid oes strategaeth o'r fath gan y mwyafrif o sefydliadau. Pa gamau y mae'r cyngor yn eu cymryd i sicrhau bod pob sefydliad yn cynhyrchu'r ddogfen honno?**

Professor Andrews: **Very much what I have just been saying, in fact, Alun, that the**

Yr Athro Andrews: **Yn debyg iawn i'r hyn yr wyf newydd ei ddweud, mewn**

exercise which is being conducted now by these colleges, with the lead college I mentioned, is very much designed to format the strategy which each college can then take and adapt itself.

gwirionedd, Alun, pwrpas yr ymarfer sydd yn cael ei gynnal ar hyn o bryd gan y colegau hyn, gyda'r coleg arweiniol a grybwyllais, yw yn bennaf i lunio'r strategaeth y gall pob coleg wedyn ei mabwysiadu a'i haddasu ei hun.

Alun Pugh: Did you say that 14 colleges now have a senior manager with overall responsibility for the issue of procurement?

Alun Pugh: A ddywedasoeh fod gan 14 coleg bellach uwch reolwr â chyfrifoldeb cyffredinol dros y broses brynu?

Professor Andrews: Which means there is another—I was going to say another 14 institutions, but if we keep with the colleges—another nine colleges certainly need to take that step.

Yr Athro Andrews: Sydd yn golygu bod un arall—yr oeddwn yn mynd i ddweud 14 sefydliad arall, ond os cadwn at y colegau— mae angen i naw coleg arall yn sicr gymryd y cam hwnnw.

Alun Pugh: **Looking at the number, and looking at this best practice report, how can we rely on that, because some colleges seem to believe that they have purchasing officers, but when they are asked to produce a body they find difficulty in producing one?**

Alun Pugh: **O ystyried y nifer, ac wrth ystyried yr adroddiad arfer gorai hwn, sut y gallwn ddibynnu ar hynny, oherwydd ymddengys fel petai rhai colegau yn credu bod ganddynt swyddogion prynu, ond pan ofynnir iddynt roi unigolyn gerbron maent yn ei chael hi'n anodd i wneud hynny?**

Professor Andrews: **We know that such a person exists, but as to the strength of the systems that lie behind that and the structures, one cannot be so sure. That is one of the things that will be part of the audit review, which will be the follow-up exercise to this, which we will conduct in April.**

Yr Athro Andrews: **Gwyddom fod y fath berson yn bodoli, ond o ran cryfder y systemau sydd y tu ôl i hynny a'r strwythurau, ni ellir bod yn sicr. Dyma un o'r pethau a fydd yn rhan o'r arolwg archwilio y byddwn yn ei gynnal ym mis Ebrill, a fydd yn ymarfer dilynol i hyn.**

Alun Pugh: A structured approach to managing suppliers is the key to an efficient and effective procurement process. The National Audit Office found very variable practice in this area. Has the Council set a deadline by which time all institutions should have reviewed and streamlined their supplier arrangements?

Professor Andrews: At the moment, 13 colleges have now moved on this and have got supplier lists. Again, we will be looking for an end of year position statement and following it up with that audit review in April.

Alun Pugh: Mae ymagwedd strwythuredig tuag at reoli cyflenwyr yn allweddol i broses brynu effeithiol ac effeithlon. Bu'r Swyddfa Archwilio Genedlaethol yn canfod arfer gwahanol iawn yn y maes hwn. A yw'r Cyngor wedi gosod dyddiad cau pan ddylai pob sefydliad fod wedi adolygu a symleiddio eu trefniadau cyflenwi?

Yr Athro Andrews: Ar hyn o bryd, mae 13 coleg wedi gweithredu ar hyn bellach ac wedi cael rhestrau o gyflenwyr. Eto, byddwn yn disgwyl datganiad diwedd y flwyddyn a byddwn yn dilyn hynny gydag arolwg archwilio ym mis Ebrill.

Alun Cairns: **Professor, paragraph 4.26 highlights the financial limits above which staff should obtain written quotations and a higher level, obviously, for the tendering initiative is required. These range from £6,000 to £50,000 for tendering in particular. That is obviously a very wide range in financial terms. What do you believe to be an appropriate level?**

Professor Andrews: **It really does depend on the institution. If you have a relatively small institution like, say, the Workers Educational Association, one would expect that to be taken probably at the level of the director. If you have a very**

Alun Cairns: **Athro, mae paragraff 4.26 yn tynnu sylw at y terfynau ariannol y dylai staff eu defnyddio i gael dyfynbrisiau ysgrifenedig ac mae'n amlwg bod angen lefel uwch ar gyfer y fenter dendro. Mae'r rhain yn amrywio o £6,000 i £50,000 ar gyfer tendro'n arbennig. Yn amlwg, mae hwnnw'n amrediad eang iawn mewn termau ariannol. Beth yw'r lefel briodol yn eich barn chi?**

Yr Athro Andrews: **Mae'n dibynnu'n llwyr ar y sefydliad. Os oes sefydliad cymharol fach gennyh fel, er enghraifft, Mudiad Addysg y Gweithwyr, byddech yn disgwyl bod penderfyniad yn cael ei wneud ar lefel y cyfarwyddwr o bosibl. Os oes**

large college with a number of campuses, then decisions will be taken by managerial staff at varying levels according to cost values.

That is the way it would work with most institutions, but above a particular level one would expect it to go to the level of principal, and at certain levels to the finance committee of the college.

Alun Cairns: Are you saying, then, that you think it is right that the smaller colleges have a much higher level before they initiate a tendering process?

Professor Andrews: No, the opposite in fact is what I would expect. What the NAO

gennyh goleg mawr iawn gyda nifer o gampysau, yna bydd staff rheoli ar lefelau amrywiol yn gwneud penderfyniadau yn ôl gwerthoedd cost. Dyna'r ffordd y byddai'n gweithio yn y mwyafrif o sefydliadau, ond uwchlaw rhyw lefel benodol, byddwch yn ei ddisgwyl i fod ar lefel y pennaeth, ac ar rai lefelau i fynd at bwyllgor cyllid y coleg.

Alun Cairns: A ydych yn dweud felly, ichi gredu ei bod hi'n iawn bod gan y colegau llai lefel llawer uwch cyn iddynt ddechrau proses dendro?

Yr Athro Andrews: Nac ydwyf, byddwn yn disgwyl y gwrthwyneb mewn

is saying in the report, and rightly, is that this seems somewhat perverse in some cases.

gwirionedd. Yr hyn a ddywed y Swyddfa Archwilio Genedlaethol yn yr adroddiad, sydd yn hollol gywir, yw bod hyn i'w weld yn groes i'r graen mewn rhai achosion.

Alun Cairns: **That is the point of my question. Is it right then that the smaller institutions are at a much higher level, whereas the larger institutions are at a much lower level?**

Alun Cairns: **Dyna bwynt fy nghwestiwn. A yw'n gywir felly bod y sefydliadau llai ar lefel llawer uwch tra bo'r sefydliadau mwy ar lefel llawer is?**

Professor Andrews: **You are quite right. That is clearly wrong. We have been working with the sector. I was talking with my auditors about this and I have the figures for you. They have said that this is largely being**

Yr Athro Andrews: **Yr ydych yn hollol gywir. Mae'n amlwg nad yw hynny'n iawn. Yr ydym wedi bod yn cydweithio â'r sector. Yr oeddwn yn siarad am hyn â'm harchwilwyr ac mae'r ffigurau gennyf ichi. Maent**

sorted out now between colleges, or within colleges, so that the balance of procurement is related to the size of the college.

wedi dweud bod hyn yn cael ei ddatrys i raddau helaeth ar hyn o bryd rhwng y colegau, neu o fewn y colegau, fel bod cydbwysedd y broses brynu yn gysylltiedig â maint y coleg.

Alun Cairns: You mentioned that you are in the process of sorting that out. How far down the road are you and when can we expect the correct structures to be in place in all of the colleges?

Alun Cairns: Sonioch eich bod yn y broses o ddatrys hyn. Pa mor bell yr ydych wedi mynd a phryd y gallwn ddisgwyl gweld y strwythurau cywir wedi'u sefydlu ymhob un o'r colegau?

Professor Andrews: I would have thought by April, at the latest.

Yr Athro Andrews: Erbyn mis Ebrill ar yr hwyraf yn fy nhyb i.

Alun Cairns: Thank you. A fundamental way to reduce the prices paid for items is to

Alun Cairns: Diolch yn fawr. Ffordd sylfaenol o ostwng y prisiau a delir am eitemau

aggregate orders, especially for items such as stationery, furniture and other consumables. This can either be done with organisations or through the use of purchasing consortia. What consideration has the Funding Council given to encouraging the sector to develop its own purchasing consortium or joining with the higher education sector consortium in Wales?

Professor Andrews: That is one of the issues that is central to the governance and management development programme that I mentioned to you. We have the lead college, which figures well here. That is one of the issues that will be

yw archebion cyfansymiol, yn enwedig ar gyfer eitemau megis papur ysgrifennu, dodrefn a nwyddau traul eraill. Gellir gwneud hyn gyda sefydliadau neu trwy ddefnyddio consortia prynu. Pa ystyriaeth y mae'r Cyngor Cyllido wedi ei rhoi i annog y sector i ddatblygu consortiwm prynu ei hun neu i ymuno â chonsortiwm y sector addysg uwch yng Nghymru?

Yr Athro Andrews: Dyna un o'r materion sydd yn ganolog i'r rhaglen ddatblygu llywodraethu a rheoli a grybwyllais wrthy. Mae'r coleg arweiniol gennym sydd yn cael adroddiad da yma. Dyna un o'r materion a fydd yn ganolog i hynny.

central to that.

There are variations. Occasionally, institutions may be able to get a better deal by going to a consortium that is not simply one of other colleges. For example, perhaps linking with their local authority, if their local authority is able to get a particularly good deal on something. For the main, one would anticipate that better deals are likely to be had by working with other colleges, because of the likeness of the procurement. I, myself, would not necessarily say that one should simply work with a consortium of Welsh colleges. There is a consortium, which is based in a Wiltshire institution, which

Mae yna amrywiadau. Ar adegau, gall sefydliadau gael gwell bargaen trwy fynd at gonsortiw m nad yw'n un o'r colegau eraill. Er enghraifft, efallai cydgysylltu â'u hawdurdodau lleol, os yw eu hawdurdod lleol yn gallu cael bargaen arbenning o dda ar rywbeth. Ar y cyfan, byddai rhywun yn rhagweld mai trwy gydweithio â cholegau eraill y byddwch yn debygol o gael bargeinion gwell oherwydd tebygrwydd y prynu. Ni ddywedwn o reidrwydd fod yn rhaid cydweithio â chonsortiw m o golegau yng Nghymru. Mae yna gonsortiw m a leolir mewn sefydliad yn Swydd Wiltshire y mae nifer o

a number of Welsh colleges tap into. If they can get a better deal by linking up with another consortium, then that is fine.

Alun Cairns: Thank you. Paragraph 4.27 relates to market testing. I was surprised to note that half of the colleges did not market test and some relied on local authorities' direct services organisations to assess the efficiency of their in-house provider and did not compare the price and performance with what was available from the private sector. Would you enlarge on that paragraph, please?

golegau yng Nghymru yn ei ddefnyddio. Os gallent gael gwell bargaen trwy gydgyssylltu â chonsortium arall yna, gorau i gyd.

Alun Cairns: Diolch yn fawr. Mae paragraff 4.27 yn ymwneud â phrofi'r farchnad. Yr oeddwn yn synnu wrth nodi nad oedd hanner y colegau yn profi'r farchnad a bod rhai yn dibynnu ar sefydliadau gwasanaethau uniongyrchol yr awdurdodau lleol i asesu effeithiolrwydd eu darparwr mewnol ac nad oeddent yn cymharu'r pris a'r perfformiad â'r hyn a oedd ar gael yn y sector preifat. A wnewch chi ymhelaethu ar y paragraff hwnnw os gwelwch yn dda?

Professor Andrews: **In part, of course, what it is stating is that the colleges, before independence, were used to working with their local authorities and being guided by local authorities and, indeed, often procuring through local authority consortia in terms of produce. Afterwards, many of them continued to work in such a way. They had the facilities and they had the staff and they did not necessarily want to incur the perturbations and problems of going out and market testing. Market testing is, and certainly has been, quite a controversial area. It has been clear, in a number of cases, that where colleges have moved, it has not necessarily meant staff**

Yr Athro Andrews: **Yn rhannol wrth gwrs yr hyn a ddywed yw bod y colegau, cyn dod yn annibynol, yn arfer cydweithio â'u hawdurdodau lleol ac yn cael eu harwain gan awdurdodau lleol ac, yn wir yn aml yn prynu trwy gonsortia llywodraeth leol o ran cynnyrch. Wedyn, yr oedd llawer ohonynt yn parhau i weithio yn y modd hwn. Yr oedd y cyfleusterau ganddynt ac yr oedd y staff ganddynt ac nid oeddent o reidrwydd eisiau ymdrin â'r problemau a'r aflonyddwch o fynd allan a phrofi'r farchnad. Mae profi'r farchnad yn faes go ddadleuol, ac yn sicr bu'n ddadleuol yn y gorffennol. Yr oedd yn eglur, mewn nifer o achosion, lle mae colegau wedi symud, nad oedd hyn o**

redundancies or anything of that sort, but it has meant bringing in outside caterers with their own capital to refurbish kitchens and canteens and restaurants and that sort of thing. The college ends up with a much better service. One is seeing that now increasingly throughout the sector. There is an illustration given somewhere in the report of problems with catering. That college has gone down that route. I think that is to be encouraged. I have seen some refurbished catering facilities in consequence of this, which are extremely good.

Alun Cairns: **Thank you for that. That is obviously a**

reidrwydd wedi golygu diswyddo staff neu rywbeth tebyg, ond yr oedd yn golygu dod ag arlwywyr allanol i mewn â'u cyfalaf eu hunain i adnewyddu ceginau a ffreuturiau a bwytai a'r math yna o beth. Mae gwasanaeth llawer gwell gan y coleg yn y pen draw. Gwelir hyn yn fwyfwy ar draws y sector. Cafwyd esiampl o broblemau sydd yn gysylltiedig ag arlwyyo rhywle yn yr adroddiad. Mae'r coleg hwnnw wedi dilyn y llwybr hwnnw. Credaf y dylid ei annog. Yr wyf wedi gweld rhai cyfleusterau arlwyyo, a adnewyddwyd o ganlyniad i hyn, sydd yn arbennig o dda.

Alun Cairns: **Diolch am hynny. Dyna enghraifft**

positive example. How many of the 28 institutions, though, have changed their structure to accommodate market testing as a result of the report?

Professor Andrews: I do not know. I am sorry, I cannot answer that.

Alun Cairns: When do you expect that the majority of organisations will be in a position to instigate tests in the market place?

Professor Andrews: I am not sure that all of them necessarily will. We do not have the authority over a college to say that it must market test. So all one can do

gadarnhaol, mae'n amlwg. Sawl un o'r 28 sefydliad, fodd bynnag, sydd wedi newid eu strwythur er mwyn cymhwyso profi'r farchnad o ganlyniad i'r adroddiad?

Yr Athro Andrews: Ni wn. Mae'n ddrwg gennyf, ni allaf ateb hynny.

Alun Cairns: Pryd y disgwyliwch y bydd y rhan fwyaf o'r sefydliadau mewn sefyllfa i ddechrau profi yn y farchnad?

Yr Athro Andrews: Nid wyf yn sicr y gwnaiff pob un ohonynt o reidrwydd. Nid oes gennym yr awdurdod dros goleg i ddweud wrtho bod rhaid iddo brofi'r farchnad.

is to work with colleges and ask whether, in their circumstances, they would be best advised to market test. It does not necessarily suit all colleges.

Felly yr unig beth y gellir ei wneud yw cydweithio â'r colegau a holi a fyddai'n ddoeth iddynt brofi'r farchnad yn eu hamgylchiadau hwy. Nid yw o reidrwydd yn addas i bob coleg.

Alun Cairns: In relation to market testing, then, what savings have been achieved in those sort of examples that you have actually quoted?

Alun Cairns: Ynglyn â phrofi'r farchnad felly, pa arbedion a gafwyd yn y math o enghreifftiau a ddyfynnwyd gennych mewn gwirionedd?

Professor Andrews: In the one particular college, it no longer continued to lose money on its catering.

Yr Athro Andrews: Mewn un coleg yn arbennig, ni pharhaodd i golli arian ar ei arlwyo.

Alun Cairns: What sort of sums are we talking about in terms of financial savings?

Alun Cairns: Pa fath o symiau o arian yr ydym yn sôn amdanynt o ran arbedion

ariannol?

Professor Andrews: They were in the tens of thousands. They were not in the hundreds of thousands—the loss that was being made.

Yr Athro Andrews: Yr oeddent yn ddegau o filoedd. Nid oeddent yn gannoedd o filoedd hynny yw y golled a wnaethpwyd.

Alun Cairns: What estimate do you make in terms of savings in a full financial year for all the colleges if they did move to more market testing?

Alun Cairns: Beth yw eich amcangyfrif chi o'r arbedion mewn blwyddyn ariannol gyfan ar gyfer y colegau i gyd petaent yn dechrau gwneud rhagor o brofi'r farchnad?

Professor Andrews: I have no idea. I am sorry about that. For example, earlier in the report the illustration of a college that is making £0.5 million profit on its catering and childcare services is quoted. I cannot for a

Yr Athro Andrews: Nid oes unrhyw syniad gennyf. Mae'n ddrwg gennyf am hynny. Er enghraifft yn gynharach yn yr adroddiad dyfynnwyd esiampl o goleg sydd yn gwneud elw o £0.5 miliwn ar ei wasanaethau

moment see that college wanting to go out and market test. It is doing superbly well managing those services for itself. It also has the advantage that the facilities are available to its own students as part of their training programme. That is partly why I said that it does depend on individual colleges.

Alun Cairns: **Thank you. Paragraph 4.28 highlights that 60 per cent of institutions do not have a formal energy management policy and 80 per cent do not have a water management policy. What energy audit has been conducted since the report?**

arlwyo a gofal plant. Ni allaf weld am eiliad y byddai'r coleg hwnnw am fynd allan i brofi'r farchnad. Mae rheoli'r gwasanaethau hynny yn arbennig o dda ei hun. Mae'n fantais hefyd bod y cyfleusterau ar gael i'w fyfyrwyr ei hun fel rhan o'u rhaglen hyfforddi. Dyna yn rhannol pam y dywedais mai dibynnu ar golegau unigol a wna.

Alun Cairns: **Diolch yn fawr. Mae paragraff 4.28 yn tynnu sylw at y ffaith nad oes gan 60 y cant o'r sefydliadau bolisi ffurfiol dros reoli ynni ac nad oes gan 80 y cant bolisi rheoli dwr. Pa archwiliad ynni a wnaethpwyd ers yr adroddiad?**

Professor Andrews: **We know that eight colleges now have energy management policies. We would want to see the others follow suit over the course of the next year. In terms of energy management, we have already produced guidance ourselves in 1998 for institutions. We—when I say ‘we’ I mean the Welsh Funding Councils, in that we led a consortium of the three funding councils, England, Scotland and ourselves on energy management—produced a report and a guide and we have shared that with the FE sector in that the greater part of it was equally applicable to the FE sector. It has not made as much use of it as we would like, although I did quote the**

Yr Athro Andrews: **Gwyddom fod polisiau rheoli ynni gan wyth coleg bellach. Hoffem weld rhai eraill yn eu hefelychu yn ystod y flwyddyn nesaf. O ran rheoli ynni, yr ydym eisoes wedi cynhyrchu arweiniad ein hunain ar gyfer sefydliadau ym 1998. Gwnaethom— pan ddywedaf ‘ni’ yr wyf yn golygu Cynghorau Cyllido Cymru, gan inni arwain consortiwm o’r tri chyngor cyllido, Lloegr, yr Alban a ninnau ar reoli ynni— gynhychu adroddiad a chanllaw ac yr ydym wedi’u rhannu â’r sector Addysg Bellach gan fod y rhan fwyaf ohono yr un mor berthnasol i’r sector Addysg Bellach. Nid yw wedi gwneud cymaint o ddefnydd ohono ag y byddem yn ei ddymuno, er**

example of the college earlier on that has made significant savings. We will want to see this carried through in the course of the next year so that all colleges have energy management policies.

imi ddyfynnu'r enghraifft yn gynharach o'r coleg sydd wedi gwneud arbedion sylweddol. Byddwn am weld hyn yn cael ei weithredu yn ystod y flwyddyn nesaf fel bod gan bob coleg bolisiau rheoli ynni.

Alun Cairns: In relation to the significant variations in the unit prices that colleges were paying for gas and electricity, if all colleges contracted to the lowest unit price, what annual financial savings could we expect?

Alun Cairns: Ynglyn â'r gwahaniaethau sylweddol yn pris fesul uned yr oedd y colegau yn talu am nwy a thrydan, pe bai pob coleg yn contractio i'r pris isaf fesul uned, pa arbedion ariannol blyneddol y gallem eu disgwyl?

Professor Andrews: I do not know. All I can tell you about that is that, for the small to medium sized college, the saving was about £25,000.

Yr Athro Andrews: Nid wyf yn gwybod. Yr unig beth y gallaf ei ddweud wrthy ch am hynny yw mai tua £25,000 oedd yr arbediad i goleg bach

There are a number of colleges which probably are getting their energy at a cost that is pretty well as low as they are likely to achieve but there are others where there would be significant scope for savings. However, if you ask me to guess across the sector as a whole, I think it would run into some few hundreds of thousands, not into millions.

Alun Cairns: In relation to the pricing and energy policy, you have been able to give some examples, for which I am grateful. Do you believe that you have a role in paying close attention to the potential savings that are available in terms of encouraging the switching of

i ganolig o ran maint. Mae yna nifer o golegau sydd yn fwy na thebyg yn cael eu hynni am gost sydd fwy na lai cyn ised ag y maent yn debygol o'i gael ond mae rhai eraill lle y byddai potensial sylweddol dros arbedion. Fodd bynnag, pe baech yn gofyn imi ddyfalu ar draws y sector cyfan, credaf y byddai o gwmpas rhai cannoedd o filoedd nid miliynau.

Alun Cairns: Ynglyn â'r prisio a'r polisi ynni, yr ydych wedi gallu rhoi rhai enghreifftiau, ac yr wyf yn ddiolchgar am hynny. A ydych o'r farn bod rôl gennych wrth dalu sylw manwl i'r arbedion posibl sydd ar gael trwy annog cyfnewid prosesau o fewn y

processes within the colleges? colegau?

Professor Andrews: The question that you are asking is very much central to the broader issue of what is happening at the moment. As I mentioned earlier, we were a funding council without any powers over the governance and management of institutions, other than in connection with things like financial health monitoring, probity in the use of public funding and quality assessment of provision.

What has been happening over the last few years, which began out of concern about some weakness in management and governance—and I would emphasise not so much in

Yr Athro Andrews: Mae'r cwestiwn a ofynnwch yn ganolog iawn i'r mater ehangach sef yr hyn sydd yn digwydd ar hyn o bryd. Fel y soniais yn gynharach, yr oeddem yn gyngor cyllido heb unrhyw bwerau dros lywodraethu a rheoli sefydliadau, ac eithrio mewn cysylltiad â phethau fel monitro iechyd ariannol, gonestrwydd o ran defnyddio cyllid cyhoeddus ac asesu ansawdd darpariaeth.

Yr hyn sydd wedi bod yn digwydd dros yr ychydig o flynyddoedd diwethaf, a ddechreuwyd oherwydd pryder ynglyn â rhai gwendidau mewn rheoli a llywodraethu—a hoffwn

Wales—has moved on to a rather broader agenda of a funding council working with institutions, not just on the broader issues of governance that we were talking about earlier, but on a number of managerial issues such as the ones that we are talking about now. We can only do that in partnership with institutions. We do not have any authority to go in and make decisions or manage. Nor, indeed, have we got the expertise. However, what we can do is to act as a catalyst for change. That is something that we are doing increasingly. For us, this is something of a cultural change. It is very different from the responsibilities that we have under the 1992 Act, and it is only something that

bwysleisio nad yn gymaint yng Nghymru—wedi symud ymlaen tuag at agenda ehangach o gyngor cyllido yn cydweithio â sefydliadau, nid ar y materion ehangach o ran llywodraethu yn unig yr oeddem yn sôn amdanynt yn gynharach, ond ar nifer o faterion rheoli megis y rhai yr ydym yn siarad amdanynt nawr. Ni allwn wneud hynny ond trwy bartneriaeth â'r sefydliadau. Nid oes unrhyw awdurdod gennym i fynd i mewn a gwneud penderfyniadau neu reoli. Nid yw'r arbenigedd gennym ychwaith. Fodd bynnag, yr hyn y gallwn ei wneud yw gweithredu fel catalydd dros newid. Dyna rywbeth yr ydym yn ei wneud fwyfwy. I ni, mae hyn yn newid diwylliannol. Mae'n wahanol

can be worked through in partnership with institutions. As I say, we do not have any authority to come in and manage them or instruct them to do things in this way or that. Nor have we necessarily got the ability to do that.

Alun Cairns: In acting as the catalyst, and informing the partnership and encouraging better financial prudence in the colleges, do you feel that greater information on the potential savings on your part would act as a much stronger encouragement to the other organisations to

iawn i'r cyfrifoldebau sydd gennym o dan Ddeddf 1992, ac ni ellir ond ei weithredu trwy bartneriaeth â sefydliadau. Fel y dywedaf, nid oes gennym unrhyw awdurdod i ddod i mewn a'u rheoli neu'u cyfarwyddo i wneud pethau mewn un ffordd neu'i gilydd. Ac nid oes gennym ychwaith o reidrwydd y gallu i wneud hynny.

Alun Cairns: Wrth weithredu fel catalydd, a thrwy hysbysu'r bartneriaeth ac annog gwell gofal ariannol yn y colegau, a ydych yn teimlo y byddai rhagor o wybodaeth am arbedion posibl ar eich rhan chi yn rhoi anogaeth llawer cryfach i'r sefydliadau eraill i ad-drefnu eu

restructure their systems?

Professor Andrews: Yes. We do not have the information as such, but in that catalyst role we can bring colleges together, and those colleges that have done this well and have made the savings can share their good practice. That is one of the best ways of influencing an institution, when they see that another institution has done this and made this saving.

Peter Black: We are talking about savings that can be made from better procurement practices, etc. What about the interests of Agenda 21 in terms of procurement and in terms of the way colleges manage

systemau?

Yr Athro Andrews: Ydwyf. Nid yw'r wybodaeth gennym fel y cyfryw, ond drwy'r rôl o fod yn gatalydd gallwn ddod â'r colegau ynghyd, a gall y colegau hynny sydd wedi gwneud hyn yn dda ac wedi gwneud arbedion rannu eu harfer da. Dyna un o'r ffyrdd gorau o ddylanwadu ar sefydliad, pan welant fod sefydliad arall wedi gwneud hyn ac wedi gwneud arbedion.

Peter Black: Yr ydym yn siarad am arbedion y gellir eu gwneud trwy arferion prynu gwell, ac ati. Beth am fuddiannau Agenda 21 o ran y broses brynu a'r modd y mae'r colegau yn rheoli eu hadnoddau a'u hynni? A

their resources and their energy? Are you encouraging colleges to follow that agenda?

ydych yn annog colegau i ddilyn yr agenda honno?

Professor Andrews: Which agenda, sorry?

Yr Athro Andrews: Pa agenda, mae'n ddrwg gennyf?

Peter Black: Agenda 21. Environmental considerations.

Peter Black: Agenda 21. Ystyriaethau amgylcheddol.

Professor Andrews: Ah, right. Sorry, I was still on the report here. We have encouraged colleges in that way, and many colleges are very sensitive to this. However, again it is not something where we have any authority or control over colleges. It is only something where we can share good

O iawn. Mae'n ddrwg gennyf, yr oeddwn yn ystyried yr adroddiad o hyd. Yr ydym wedi annog colegau yn y ffordd honno, ac mae llawer o golegau yn sensitif iawn yn hyn o beth. Fodd bynnag, eto nid yw'n faes lle mae gennym awdurdod neu reolaeth dros y colegau. Mae ond yn

practice and good thinking, and encourage.

Janet Davies: One last question. I take your point about the importance of getting better services, better quality products or a greater number of products, under the procurement situation but I wondered if there might be a time when you could give the Committee an estimate of likely financial savings to be achieved as a result of implementing the NAO's recommendations.

Professor Andrews: We can try to do that, Chair. However, if you will forgive me, I have some words of caution. If you are asking

rhywbeth lle y gallwn rannu arfer da a meddylfryd da, ac annog.

Janet Davies: Un cwestiwn olaf. Derbyniaf eich pwynt ynglyn â phwysigrwydd cael gwasanaethau gwell, gwell cynnyrch o ansawdd neu nifer fwy o gynnyrch, o dan y sefyllfa brynu ond tybed a fydd yna adeg pan allwch roi amcangyfrif i'r Pwyllgor o arbedion ariannol tebygol a wneir o ganlyniad i weithredu argymhellion y Swyddfa Archwilio Genedlaethol.

Yr Athro Andrews: Gallwn geisio gwneud hynny, Gadeirydd. Fodd bynnag, os maddeuwch imi, mae gennyf rai geiriau o rybudd. Os

what are the benefits of this report, one is going to be improvements in governance, improvements in management, improvements in provision and you cannot quantify those in cash terms. Another, hopefully, will be—but there are a lot of other things coming in on this one—that one will not have colleges running into financial problems and having to make staff redundant, with the resultant costs. There will be significant savings there. However, it will be difficult to say to what extent that might be influenced by this report, by what the Welsh Office has done in putting the responsibility on us and the governance and management development programme. It ydych yn gofyn beth yw manteision yr adroddiad hwn, un ohonynt fydd gwelliannau o ran llywodraethu, gwelliannau o ran rheoli, gwelliannau mewn darpariaeth, ac ni allwch feintioli'r rhain yn nhermau ariannol. Mantais arall, gobeithiaf, fydd— ond mae llawer o bethau eraill yn dod i mewn ar hyn—yw na fydd colegau yn mynd i anawsterau ariannol a gorfod diswyddo staff, gyda'r costau dilynol. Bydd arbedion sylweddol yn hynny o beth. Fodd bynnag, bydd yn anodd dweud i ba raddau y gall yr adroddiad hwn ddylanwadu ar hynny, o ganlyniad i'r hyn y mae'r Swyddfa Gymreig wedi ei wneud drwy roi'r cyfrifoldeb arnom ni a'r rhaglen datblygu

will not be possible to parcel out. One, hopefully, will be able to get some figures on savings across the sector as a result of improved procurement practices and energy management.

Undoubtedly, quite a lot will be because of this report acting as a catalyst. Not all will be. The energy management illustration I gave you precedes the report and came as a result of our own guidance of 1998.

However, hopefully, we will be able to come back—and I guess we will probably need to be looking through the accounts of the next academic year, which is 2000-01—we might possibly come back with interim figures after the accounts for 1999-2000, but this report

llywodraethu a rheoli. Ni fydd modd gwahaniaethu. Gobeithio y bydd hi'n bosibl cael rhai ffigurau ar arbedion ar draws y sector o ganlyniad i wella arferion y broses brynu a rheoli ynni. Yn ddi-os, bydd cryn dipyn yn deillio yn sgîl yr adroddiad hwn yn gweithredu fel catalydd. Ond ni fydd pob un. Mae'r esiampl o reoli ynni a roddais ichi yn rhagflaenu'r adroddiad ac yn dod o ganlyniad i'n harweiniad ni ym 1998. Fodd bynnag, gobeithio y gallwn ddod yn ôl—a thybiaf y bydd angen inni edrych ar gyfrifon y flwyddyn academaidd nesaf sef 2000-01—y gallwn ddod yn ôl gyda ffigurau dros dro o bosibl ar ôl cyfrifon 1999-2000, ond ni fyddai cyfle gan

would not have had a chance to influence that in the full year. Certainly at the end of 2000-01 we could come back with some ideas of savings. What we could not tell you was how many stem from this report and how many stem from the governance and management development programme. The programme I told you about, with the lead institution on procurement, arises out of the governance and management development programme, although no doubt it would be partly influenced by the report. A lot of savings will come from that. Trying to isolate the savings from this report is almost impossible. However, this would be a major catalyst in producing

yr adroddiad hwn i ddylanwadu ar hynny yn y flwyddyn gyfan. Yn sicr ar ddiwedd 2000-01, gallwn ddychwelyd â rhyw syniad o arbedion. Yr hyn na allem ei ddweud wrthy ch yw faint fyddai'n deillio o'r adroddiad hwn a faint fyddai'n deillio o'r rhaglen datblygu llywodraethu a rheoli. Mae'r rhaglen a soniais amdani wrthy ch, gyda'r sefydliad arweiniol ar y broses brynu, yn deillio o'r rhaglen datblygu llywodraeth a rheoli, er y byddai wedi ei ddylanwadu'n rhannol gan yr adroddiad hwn yn sicr. Bydd llawer o arbedion yn deillio o hynny. Mae bron yn amhosibl ceisio ynysu'r arbedion oddi wrth yr adroddiad hwn. Fodd bynnag, hwn fyddai'n prif

savings in that procurement area.

Janet Davies: Thank you very much. The Committee appreciates fully the importance of the further education sector in providing skills, training and progressing towards a better economic base in Wales, as well as the value to people individually of training and education in the further education colleges. On behalf of the Committee, I thank you, Professor Andrews, Mr Shortridge, and your colleagues for your very full and helpful answers. As you will know, a draft transcript will be sent to you so that you can check its factual accuracy before it is

gatalydd wrth gynhyrchu arbedion yn y maes prynu.

Janet Davies: Diolch yn fawr iawn ichi. Mae'r Pwyllgor yn llawn werthfawrogi pwysigrwydd y sector addysg bellach o ran darparu sgiliau, hyfforddiant a datblygu tuag at sylfaen economaidd well i Gymru yn ogystal â'r gwerth i bobl yn unigol o gael hyfforddiant ac addysg yn y colegau addysg bellach. Ar ran y Pwyllgor, diolchaf ichi, Athro Andrews, Mr Shortridge a'ch cydweithwyr am eich atebion llawn a defnyddiol iawn. Fel y gwyddoch, caiff trawsysgrifiad ei anfon atoch fel y gallwch wirio ei gywirdeb ffeithiol cyn iddo gael ei gyhoeddi. Pan

**published. When the
Committee publishes its
report eventually, the
transcript will be included as
an annex. Thank you very
much.**

**gyhoedda'r Pwyllgor ei
adroddiad yn y pen draw,
caiff y trawsysgrifiad ei
gynnwys fel atodiad. Diolch
yn fawr iawn.**

Daeth y sesiwn cymryd tystiolaeth i ben am 12.19 p.m.

The evidence-taking session ended at 12.19 p.m.



**Cynulliad Cenedlaethol Cymru
Pwyllgor Archwilio**

**The National Assembly for Wales
Audit Committee**

**Addysg Bellach yng Nghymru
Further Education in Wales**

**Cwestiynau 112-191
Questions 112-191**

**Dydd Iau 27 Ionawr 2000
Thursday 27 January 2000**

Aelodau o'r Cynulliad yn bresennol: Janet Davies (Cadeirydd), Peter Black, Christine Chapman, Geraint Davies, Brian Gibbons, Alison Halford, Alun Pugh, Dafydd Wigley.

Swyddogion yn bresennol: Gillian Body, Swyddfa Archwilio Genedlaethol Cymru; Syr John Bourn, Archwilydd Cyffredinol Cymru; Phil Gray, Swyddog Cydymffurfio y Cynulliad.

Tystion: Allison Coleman, Cadeirydd y Llywodraethwyr, Coleg Ceredigion; Andre Morgan, Prifathro, Coleg Ceredigion; Brian Robinson, Prifathro a Phrif Weithredwr, Coleg Sir Gaerfyrddin; Patrick Lithgow, Cadeirydd y Llywodraethwyr, Coleg Sir Gaerfyrddin.

Assembly Members present: Janet Davies (Chair), Peter Black, Christine Chapman, Geraint Davies, Dafydd Wigley, Brian Gibbons, Alison Halford, Alun Pugh.

Officials present: Gillian Body, National Audit Office; Sir John Bourn, the Auditor General for Wales; Phil Gray, Assembly Compliance Officer.

Witnesses: Allison Coleman, Chair of the Governors of Coleg Ceredigion; Andre Morgan, Principal of Coleg Ceredigion; Brian Robinson, Principal and Chief Executive of Carmarthenshire College; Patrick Lithgow, Chair of

Carmarthenshire College.

Dechreuodd y cyfarfod am 9.33 a.m.

The meeting began at 9.33 a.m.

[112] Janet Davies: Good morning. Welcome to the second evidence-taking session of the Audit Committee's investigation into further education in Wales. Before Christmas, we met with the Higher and Further Education Funding Councils for Wales.

The purpose of the meeting is to take evidence and I hope you are not too worried about it. We want to see how things look from the colleges' view, having seen how things look from the Higher and Further

[112] Janet Davies: Bore da. Croeso i'r ail sesiwn cymryd tystiolaeth yn ymchwiliad y Pwyllgor Archwilio i addysg bellach yng Nghymru. Cyn y Nadolig, cyfarfuasom â Chynghorau Cyllido Addysg Bellach ac Uwch Cymru.

Diben y cyfarfod yw cymryd tystiolaeth a gobeithiaf nad ydych yn rhy bryderus yn ei gylch. Yr ydym am weld sut mae pethau yn edrych o safbwynt y colegau, gan inni weld sut y mae pethau yn

Education Council for Wales's view. It is valuable for us to have both views to arrive at a clear understanding. The National Audit Office's report was published on 23 July 1999 on behalf of the Auditor General.

I have not received any apologies for this meeting, although one of our Members, Alun Cairns, is absent and, unfortunately, Christine Chapman will have to leave at 11.30 a.m. to attend another meeting. I welcome you all and ask the witnesses to introduce themselves.

edrych o safbwynt Cyngor Cyllido Addysg Bellach ac Uwch Cymru. Mae'n werthfawr inni dderbyn y naill safbwynt a'r llall er mwyn dod at ddealltwriaeth dda. Cyhoeddwyd adroddiad y Swyddfa Archwilio Genedlaethol ar 23 Gorffennaf 1999 ar ran yr Archwilydd Cyffredinol.

Nid wyf wedi derbyn unrhyw ymddiheuriadau ar gyfer y cyfarfod hwn, er bod un o'n Haelodau, Alun Cairns, yn absennol, ac, yn anffodus, bydd yn rhaid i Christine Chapman adael am 11.30 a.m. i fynychu cyfarfod arall. Estynnaf groeso i bob un ohonoch gan ofyn i'r tystion gyflwyno eu hunain.

Ms Coleman: **I am chair of the governors of Coleg Ceredigion.**

Ms Coleman: **Cadeiryddes llywodraethwyr Coleg Ceredigion wyf i.**

Mr Morgan: **I am the principal of Coleg Ceredigion.**

Mr Morgan: **Prifathro Coleg Ceredigion wyf i.**

Mr Robinson: **I am the principal of Carmarthenshire College.**

Mr Robinson: **Prifathro Coleg Sir Gaerfyrddin wyf i.**

Mr Lithgow: **I am chair of Carmarthenshire College.**

Mr Lithgow: **Cadeirydd Coleg Sir Gaerfyrddin wyf i.**

[113] Janet Davies: **I will start by asking a question on the financial health of the colleges. I do not know in what order you will want to answer, because the two principals at least will want to answer every question. Chairs of governors, come in**

[113] Janet Davies: **Dechreuaf trwy ofyn cwestiwn am iechyd ariannol y colegau. Ni wn ym mha drefn y byddwch am ymateb, gan y bydd y ddau brifathro o leiaf am ateb pob cwestiwn. Cewch chwi, gadeiryddion llywodraethwyr, siarad pan**

when you wish. First, Mr Morgan. We have read all of the documents and we understand that, following very serious financial management problems in 1994-95, which caused your college to be assessed as unsatisfactory, you are now in a much stronger financial position. You are now classified as marginal and hoping to be classified as satisfactory shortly. What have been the main factors that have enabled you to move from the unsatisfactory classification to your current position?

Mr Morgan: To begin with, the college was spending too much money in 1994-95, particularly on staffing and

fynnoch. Yn gyntaf, Mr Morgan. Yr ydym wedi darllen y dogfennau i gyd a deallwn eich bod bellach mewn sefyllfa ariannol gryfach o lawer wedi problemau rheoli ariannol difrifol iawn yn 1994-95 a barodd i'ch coleg gael ei asesu fel un anfoddhaol. Yr ydych wedi cael eich dosbarthu yn un ymylol bellach ac yn gobeithio cael eich dosbarthu yn un boddhaol cyn bo hir. Beth fu'r prif ffactorau sydd wedi eich galluogi i symud o'r dosbarthiad anfoddhaol i'ch sefyllfa bresennol?

Mr Morgan: Yn gyntaf, yr oedd y coleg yn gwario gormod o arian yn 1994-95, yn enwedig ar staffio a staff

part-time teaching staff. One of the first things that had to happen was a substantial reduction in staff numbers—in management staff, teaching staff and non-teaching staff. We had to reach a situation where we were cutting down expenditure and reducing staff numbers, but at the same time maintaining and, hopefully, continuing to develop a comprehensive further education service for Ceredigion.

Cutting down staff numbers was one element, but we undertook a number of efficiency gains, initially in 1995, but then also extended over the next few years. For example, we undertook a 9 per cent efficiency gain by

dysgu dros dro. Un o'r pethau cyntaf yr oedd yn rhaid iddo ddigwydd oedd gostyngiad sylweddol yn nifer y staff—yn y staff rheoli, y staff dysgu a'r staff nad ydynt yn dysgu. Yr oedd yn rhaid inni gyrraedd sefyllfa lle yr oeddem yn torri ar wariant a gostwng nifer y staff, ond ar yr un pryd yn cynnal, a, gobeithio, yn parhau i ddatblygu gwasanaeth addysg bellach cynhwysfawr i Geredigion.

Un elfen oedd cwtogi nifer y staff, ond cymerasom sawl cam i gynyddu effeithlonrwydd, yn 1995 i ddechrau, ond gan ymestyn wedyn dros yr ychydig flynyddoedd nesaf. Er enghraifft, cymerasom gam i

changing the lesson period for students from one hour to 55 minutes. Therefore, if a student undertook a 20-lesson course at Ceredigion, it became 20 multiplied by 55 minutes. This implemented a 9 per cent efficiency gain on staffing.

A year later, we followed that up by introducing a new flexible contract for teaching staff, where their annual teaching workload, in line with other colleges in Wales—this was not unique to Ceredigion—increased by 10 per cent. So, between those two elements, there was an efficiency saving of nearly 20 per cent straight away.

gynyddu effeithlonrwydd 9 y cant trwy newid y cyfnod gwrs ar gyfer myfyrwyr o awr i 55 munud. Felly, os oedd myfyriwr yn gwneud cwrs 20 gwrs yng Ngheredigion, daeth yn 20 wedi’u lluosu â 55 munud. Trwy hyn gweithredwyd cynnydd effeithlonrwydd o 9 y cant ar staffio.

Flwyddyn yn ddiweddarach, dilynastom hynny trwy gyflwyno contract hyblyg newydd ar gyfer staff dysgu, lle y cynyddodd eu llwyth gwaith blynyddol, yn gyson â cholegau eraill yng Nghymru—nid oedd hyn yn unigryw i Geredigion—10 y cant. Felly gyda’r ddwy elfen hynny, cafwyd arbediad effeithlonrwydd o ymron i 20

y cant ar unwaith.

We also undertook a range of different efficiencies. At that time, we were operating on effectively four campuses; two major campuses—one in Aberystwyth and one in Cardigan—and two very small, arguably non-viable campuses. We had to close those small campuses and transfer the provision to the main ones and we generated some revenue from selling those campuses off as well.

A year later, in 1997, we undertook a new contract for our non-teaching staff and introduced more flexible

Cymerasom ystod o wahanol gamau i gynyddu effeithlonrwydd. Bryd hynny, yr oeddem yn gweithredu ar bedwar campws mewn gwirionedd; dau brif gampws—un yn Aberystwyth a'r llall yn Aberteifi—a dau gampws bychan iawn nad oeddent efallai yn ymarferol. Yr oedd yn rhaid inni gau'r campysau hynny a throsglwyddo'r ddarpariaeth i'r prif gampysau a chynhyrchwyd peth refeniw trwy werthu'r campysau hynny hefyd.

Flwyddyn yn ddiweddarach, yn 1997, gwnaethom gontract newydd i'n staff nad ydynt yn dysgu a chyflwyno

arrangements in terms of contracts of employment and job descriptions. For example on the estates side, we made the post of caretaker redundant in the college and introduced the concept of an estates assistant. That meant estates staff did not only caretake or look after security, but also had to undertake duties and responsibilities allied to the maintenance and repair of the college estate. We also introduced an element of this into the contracts of all of our technician staff, so that, within their capabilities, they could also contribute to the maintenance of the estate, looking much more at the whole ethos of self-help. Therefore, we introduced a whole range of cost-saving

trefniadau mwy hyblyg o ran telerau contractau cyflogi a disgrifiadau swydd. Er enghraifft, ar ochr yr ystadau, gwnaethpwyd i ffwrdd â swydd gofalwr yn y coleg a chyflwynwyd y cysyniad o gynorthwy-ydd ystadau. Golygai hynny fod staff yr ystadau nid yn unig yn gwneud dyletswyddau gofalu neu warchod diogelwch; yr oedd yn rhaid iddynt hefyd ymgymryd â dyletswyddau a chyfrifoldebau yn gysylltiedig â chynnal a chadw ac atgyweirio ystad y coleg. Cyflwynasom elfen o hyn i gontractau pob un o'n staff technegol fel y gallent hefyd, o fewn eu gallu, gyfrannu tuag at gynnal a chadw'r ystad, gan ystyried ethos hunan-gymorth yn ei

elements. We also had to cut down expenditure on the non-pay side and run very tight budgets in all areas, and we continue to do that.

gyfanrwydd i raddau llawer mwy. Felly cyflwynasom ystod lawn o elfennau arbed costau. Bu'n rhaid inni hefyd gwtogi ar wariant ar yr ochr nad yw'n gyflogau a chadw at gyllidebau tynn iawn ym mhob maes, ac yr ydym yn parhau i wneud hynny.

[114] Janet Davies: Thank you. Moving on from that, does your senior manager responsible for finance report directly to you? If he or she does, what are the key benefits of that arrangement?

[114] Janet Davies: Diolch yn fawr. Gan symud ymlaen, a yw eich uwch reolwr â chyfrifoldeb dros gyllid yn cyflwyno adroddiad yn uniongyrchol i chi? Os ydyw, beth yw prif fanteision y trefniant hwnnw?

Mr Morgan: She does. Our finance manager does report directly to me. Continuing from my previous answer, another area in which we had

Mr Morgan: Ydyw. Mae ein rheolwraig cyllid yn cyflwyno adroddiad yn uniongyrchol i mi. Gan barhau â'm hateb blaenorol, maes arall lle yr

to run a tight budget was management in general. Financial management needed tightening up greatly in the college and we undertook three steps to do that. The first was to strengthen the finance team by having two experienced and qualified accountants to undertake key roles. Secondly, the accuracy and the timeliness or the up-to-dateness of the reporting of financial information needed to be improved. We have ensured that. Thirdly, we introduced a management structure where there was a very hands-on link between the principal and the finance manager. Therefore the finance manager reports directly to me and works very closely with me. I find that to

oedd yn rhaid inni gadw at gyllideb dynn oedd rheoli yn gyffredinol. Yr oedd angen cryfhau rheolaeth ariannol yn ddirfawr yn y coleg a chymerasom dri cham i wneud hynny. Y cam cyntaf oedd atgyfnerthu'r tîm cyllid trwy gael dau gyfrifydd profiadol a chymwys i ymgymryd â rolau allweddol. Yn ail, yr oedd angen gwella cywirdeb a phrydlondeb neu amseroldeb cyflwyno gwybodaeth ariannol. Yr ydym wedi sicrhau hynny. Yn drydydd, cyflwynasom strwythur rheoli lle yr oedd cysylltiad ymarferol iawn rhwng y prifathro a'r rheolwraig cyllid. Felly mae'r rheolwraig cyllid yn cyflwyno adroddiad yn uniongyrchol i mi ac yn cydweithio'n agos iawn â mi. Yr wyf o'r farn

be invaluable. Possibly, that is easier to do in a smaller college.

[115] Janet Davies: **Thank you. That is interesting.**

[116] Geraint Davies: **I understand, Mr Morgan, that when your college was classified as unsatisfactory, you were obliged to produce a formal recovery plan for the Funding Council, which involved—among other things—giving monthly reports to the Funding Council. How did this process work in practice and how beneficial do you think it was?**

fod hynny yn amhrisiadwy. Efallai ei bod yn haws gwneud hynny mewn coleg llai.

[115] Janet Davies: **Diolch yn fawr. Mae hynny'n ddiddorol.**

[116] Geraint Davies: **Deallaf, Mr Morgan, pan gafodd eich coleg ei ddsbarthu'n anfoddhaol, ei bod yn ofynnol ichi gyflwyno cynllun adfer ffurfiol i'r Cyngor Cyllido a olygai—ymhlith pethau eraill—roi adroddiadau misol i'r Cyngor Cyllido. Sut y gweithiai'r broses hon yn ymarferol a pha mor fuddiol oedd yn eich barn chi?**

Mr Morgan: **Initially, we were reporting monthly to the Funding Council. However, the accounts were somewhat behind, if I can put it that way. There was a gap between the end of one month and the production of the accounts, which was not a very healthy situation when you are trying to run the college effectively. Getting the accounts up to date is absolutely crucial to the efficient and effective running of an organisation. You can see where you are going. It all ties in with the issue of strategic planning, budgeting and budget profiling. I think that having an efficient finance department and up-to-date and accurate financial information is absolutely key,**

Mr Morgan: **Ar y dechrau, yr oeddem yn cyflwyno adroddiad misol i'r Cyngor Cyllido. Fodd bynnag, yr oedd y cyfrifon ychydig ar ei hôl hi, os gallaf ei disgrifio felly. Yr oedd bwlch rhwng diwedd un mis a cyflwyno'r cyfrifon, nad oedd yn sefyllfa iach iawn pan ydych yn ceisio rhedeg y coleg yn effeithiol. Mae sicrhau bod y cyfrifon yn gyfredol yn holl bwysig i redeg sefydliad yn effeithlon ac effeithiol. Gallwch weld i ble yr ydych yn mynd. Mae i gyd yn gysylltiedig â'r mater o gynllunio strategol, cyllidebu a phroffilio cyllideb. Yr wyf o'r farn fod adran gyllid effeithlon a gwybodaeth ariannol gyfredol a manwl gywir yn hollol allweddol ac yn holl bwysig. Bydd o fudd enfawr**

absolutely crucial. It is going to be of tremendous benefit to the college.

[117] Geraint Davies: You are up to date with that now, are you?

Mr Morgan: Yes.

[118] Geraint Davies: You can take action immediately, therefore?

Mr Morgan: That is right.

[119] Geraint Davies: Was there anything else that the Funding Council could have done to assist the college in its recovery process?

i'r coleg.

[117] Geraint Davies: Yr ydych yn gyfredol yn hynny o beth bellach, ydych chi?

Mr Morgan: Ydym.

[118] Geraint Davies: Gallwch weithredu ar unwaith, felly?

Mr Morgan: Mae hynny'n gywir.

[119] Geraint Davies: A oedd unrhyw beth arall y gallai'r Cyngor Cyllido fod wedi'i wneud i gynorthwyo'r coleg yn ei broses adfer?

Mr Morgan: **If the college were in that situation, say currently or last year, I would have said nothing at all effectively, insofar as the Funding Council has a number of ways in which it supports and aids colleges. However, that was in 1995: only two years after the incorporation of colleges in 1993, when colleges became independent of the local authorities. That was not an easy time because there was a big push from the Funding Council for colleges, including Coleg Ceredigion, to increase student numbers. This push, of course, had come to the Funding Council from the Welsh Office. At the same time, there was also a big push to bring about a level playing field in terms of**

Mr Morgan: **Pe bai'r coleg yn y sefyllfa honno, eleni neu'r llynedd dyweder, byddwn wedi dweud dim byd o gwbl mewn gwirionedd, i'r graddau y mae gan y Cyngor Cyllido nifer o ffyrdd i gynorthwyo a helpu colegau. Fodd bynnag, yn 1995 yr oedd hynny; dim ond dwy flynedd ar ôl i'r colegau gael eu hymgorffori yn 1993, pan ddaeth y colegau yn annibynnol ar yr awdurdodau lleol. Yr oedd hi'n amser anodd oherwydd bod pwysau mawr gan y Cyngor Cyllido i'r colegau, gan gynnwys Coleg Ceredigion, gynyddu nifer y myfyrwyr. Yr oedd y pwysau hyn wrth gwrs wedi dod i'r Cyngor Cyllido gan y Swyddfa Gymreig. Ar yr un pryd, yr oedd pwysau mawr**

the funding of further education colleges, and Coleg Ceredigion was one of those colleges that had to—to use the jargon—migrate downwards to a common unit of funding. Therefore, there was tremendous pressure on the college to bring in more students and to save money.

One of the reasons, of course, why the college's finances did get into a bit of a mess is the fact that staffing costs increased in a big effort to increase student numbers. A reduction in funding occurred then for a period, year on year, of four years—quite a serious reduction of funding. This meant, inevitably, that it could not

hefyd i ddod â chydraddoldeb o ran cyllido colegau addysg bellach, ac yr oedd Coleg Ceredigion yn un o'r colegau hynny yr oedd yn rhaid iddo symud i lawr, fel petai, tuag at uned gyllido gyffredin. Felly yr oedd pwysau mawr iawn ar y coleg i gael rhagor o fyfyrwyr ac arbed arian.

Un o'r rhesymau, wrth gwrs, pam yr aeth cyllid y coleg i ychydig o drafferthion yw'r ffaith fod costau staff wedi cynyddu o ganlyniad i ymdrech fawr i gynyddu nifer y myfyrwyr. Cafwyd gostyngiad mewn cyllid wedyn am gyfnod, o flwyddyn i flwyddyn, o bedair blynedd—gostyngiad cyllid go ddifrifol. Golygai

go on forever. At some point, the whole financial strength of the sector would be cast into doubt and the sector would maybe even become destabilised. I think that it happened to Coleg Ceredigion soonest. It began to happen to other colleges afterwards. Fortunately, the funding settlement for this year reversed that trend and has enabled further education to work on a better financial footing now. In a roundabout way, what I am saying, I suppose, is that at that early point in the history of the college, arguably the Funding Council could have provided some financial support, not to bail the college out but to help towards bailing it out. But that is history now and it is

hyn, yn anochel, na allai barhau am byth. Rhywbryd neu'i gilydd byddai amheuaeth ynghylch holl gryfder ariannol y sector a byddai'r sector yn mynd yn ansefydlog hyd yn oed. Credaf mai i Goleg Ceredigion y digwyddodd hynny gynharaf. Dechreuodd ddigwydd i golegau eraill wedyn. Yn ffodus, gwrthdrowyd y setliad ariannol gan y duedd honno ac mae wedi galluogi addysg bellach i weithio ar sail ariannol well. Yr hyn yr wyf yn ei ddweud, mewn ffordd anuniongyrchol o bosibl yw y gallai'r Cyngor Cyllido o bosibl, ar yr adeg gynnar honno yn hanes y coleg, fod wedi rhoi peth cymorth ariannol, nid i achub y coleg ond yn hytrach i helpu i'w

easy to say it in hindsight.

achub. Ond hen hanes yw hynny erbyn hyn ac mae'n hawdd ei ddweud o edrych yn ôl.

[120] Geraint Davies: You reduced the staff overall?

[120] Geraint Davies: A wnaethoch ostwng nifer y staff yn gyffredinol?

Mr Morgan: Yes.

Mr Morgan: Do.

[121] Geraint Davies: Has that had an effect on the educational standards of the college?

[121] Geraint Davies: A yw hynny wedi effeithio ar safonau addysgol y coleg?

Mr Morgan: Reducing the staff, undertaking the efficiency gains that we did, enabled us to maintain the standards. It perhaps held us back from developing and pushing forward the standards as we would have

Mr Morgan: Bu gostwng nifer y staff, gan ymgymryd â'r camau a gymerasom i gynyddu effeithlonrwydd, yn fodd i'n galluogi i gadw safonau. Mae'n bosibl ei fod wedi ein rhwystro rhag datblygu a chodi'r safonau

liked. I do not think that anyone actually lost out, so it showed that efficiencies could reasonably be made. The point is that at the end of the day, you need to be in a sound, strong, viable financial position and not to have to go through a period of on-going crisis management. That enables you to develop strategically and to take on the range of government initiatives and community developments that are happening at the moment. Therefore, we are in a position now where we are able to move forward well.

[122] Dafydd Wigley: Yr wyf eisiau dilyn yr un trywydd â Geraint. Pan soniwch am

fel y byddem wedi dymuno. Nid wyf o'r farn fod neb wedi bod ar ei golled, felly dangosodd y gellid yn rhesymol gynyddu effeithlonrwydd. Y nod yn y pen draw yw bod yn rhaid ichi fod mewn sefyllfa ariannol gadarn, gryf, ymarferol ac heb orfod mynd trwy argyfwng rheoli parhaus. Mae hynny yn eich galluogi i ddatblygu'n strategol ac ymgymryd ag ystod o fentrau'r llywodraeth a datblygiadau cymunedol sydd yn digwydd ar hyn o bryd. Felly yr ydym bellach mewn sefyllfa lle y gallwn symud ymlaen yn dda.

[122] Dafydd Wigley: I wish to follow the same path as Geraint. When you mention

gynnydd effeithioldeb, mae hynny'n golygu eich bod naill ai'n cael yr un allbwn am lai o gost neu'n cael mwy o allbwn am yr un gost.

Cyfeiriasoch at y ffaith eich bod wedi llwyddo i dorri pum munud oddi ar bob awr. Cyfeiriasoch hefyd at y ffaith eich bod wedi lleihau nifer y lleoliadau yr ydych yn gweithio ynddynt.

Cyffyrddodd Geraint â'r pwynt cyntaf. A gaf i gyffwrdd â'r ail? A yw lleihau nifer y lleoliadau wedi achosi anhawster i rai myfyrwyr, ac a yw'r dewis a'r cyfle a oedd yn bodoli i fyfyrwyr cyn y newidiadau hyn wedi effeithio ar y nifer sydd yn dod i'r coleg neu ar y dewisiadau pynciau y

efficiency gains, that means that you are either getting the same output for less cost or getting more output for the same cost. You referred to the fact that you have succeeded in cutting five minutes off each hour. You also referred to the fact that you have decreased the number of locations in which you work.

Geraint has touched on the first point. May I touch on the second? Has decreasing the number of sites caused difficulty for some students, and has the choice and opportunity that existed for students before these changes affected the numbers that enter the college or the subject choices that they can

gallant eu dilyn?

Mr Morgan: O ran niferoedd, mae nifer y myfyrwyr yng Ngholeg Ceredigion wedi codi bob blwyddyn, hyd yn oed ym mlwyddyn y problemau ariannol mawr. Mae'r ddarpariaeth a'r gwahanol gyrsiau, a nifer y myfyrwyr hefyd, wedi cynyddu yn y coleg. Felly, nid yw wedi effeithio ar yr addysg nac ar y cyfle i'r myfyrwyr.

Efallai mai'r broblem fwyaf sydd gennym yng Ngheredigion, mewn ardal wledig, yw bod myfyrwyr yn gorfod teithio pellter i'r coleg bob dydd. Er enghraifft, mae gennym fysiau yn mynd o Aberteifi i Aberystwyth ac o

follow?

Mr Morgan: As regards numbers, the number of students in Coleg Ceredigion has increased year on year, even in the year of the great financial problems. The provision and variety of courses, and the number of students too, have increased in the college. Therefore, it has not affected the education or the students' opportunities.

Perhaps the greatest problem that we have in Ceredigion, in a rural area, is that students have to travel a distance to the college every day. For example, we have buses going from Cardigan to Aberystwyth and from

Aberystwyth i Aberteifi. Nid yw hi'n daith hawdd na phleserus iawn yn gynnar yn y bore, yn aros mewn gwahanol bentrefi ac ati.

Fodd bynnag, ni ddywedwn i fod hynny wedi gwaethygu ers y newid, oherwydd yr oedd y ddau gampws arall yn rhai bychain iawn—un yng nghanol y sir yn Felinfach a'r llall yn weddol agos i Aberystwyth.

A dweud y gwir, fe ddywedwn fod y sefyllfa wedi gwella yn hytrach nag fel arall.

[123] Geraint Davies: A question now for Mr Robinson. I understand that in contrast with Mr Morgan, the Funding Council has almost continuously assessed

Aberystwyth to Cardigan. It is not a very easy or pleasurable journey early in the morning, stopping in various villages and so on.

However, I would not say that that has worsened since the change, because the other two campuses were very small—one in the middle of the county in Felinfach and the other relatively close to Aberystwyth.

Indeed, I would say that the situation has improved rather than vice versa.

[123] Geraint Davies: Cwestiwn yn awr i Mr Robinson. Yn wahanol i sefyllfa Mr Morgan, deallaf fod y Cyngor Cyllido, yn ddieithriad bron, wedi barnu

your college as having satisfactory financial health. What do you consider have been the main factors that have enabled you to maintain that consistent financial performance?

Mr Robinson: There are a number of ongoing practices. First, there is constant monitoring of the annual budget. We are effectively looking at it almost weekly. Any adjustments that have to be made are made, and that process involves all of the senior management team. We also make sure that the budget is reported at every meeting of the corporate board. There are eight meetings scheduled over the course of an academic year.

bod iechyd ariannol eich coleg yn foddhaol. Beth yn eich tyb chi yw'r y prif ffactorau sydd wedi eich galluogi i gadw'r perfformiad ariannol cyson hwnnw?

Mr Robinson: Ceir nifer o arferion parhaus. Yn gyntaf, caiff y gyllideb flynyddol ei monitro'n gyson. Yr ydym yn ei hystyried bob wythnos i bob pwrpas. Gwneir unrhyw addasiadau y mae angen eu gwneud ac mae'r broses honno yn cynnwys pob aelod o'r tîm rheoli uwch. Yr ydym yn sicrhau hefyd bod adroddiad ar y gyllideb ym mhob cyfarfod o'r bwrdd corfforaethol. Trefnir wyth cyfarfod yn ystod y flwyddyn academaidd. Felly mae'r

Therefore, on eight occasions the financial performance is reported to the board, with particular emphasis on variances. That process is made more effective because the board members are able to take on some of the issues and raise questions and concerns if they feel they have them.

There are two or three members of the board who have considerable financial expertise in their professional lives and they are able to interpret data very effectively. We are involved in a number of capital projects and have been over the years. The performance within those capital projects is also

bwrdd yn derbyn adroddiad ar y perfformiad ariannol ar wyth achlysur, gyda phwylais arbennig ar amrywiannau. Mae'r broses honno yn fwy effeithiol oherwydd y gall aelodau'r bwrdd fynd i'r afael â'r rhai o'r materion a chodi cwestiynau a phryderon os teimlant felly.

Mae dau neu dri aelod o'r bwrdd sydd â chryn arbenigedd ariannol yn eu bywydau proffesiynol ac maent yn gallu dehongli data'n effeithiol iawn. Yr ydym yn ymgymryd â nifer o brosiectau cyfalaf ac wedi bod yn gwneud hyn dros y blynyddoedd. Caiff y perfformiad o fewn y prosiectau cyfalaf hynny ei

monitored at every board meeting. The board effectively has zero tolerance of any suggestion that there is movement beyond budget. It is a discipline within which we are forced to work. Another factor is that the process of strategic planning—I believe that you have copies of the strategic plan—is totally enmeshed with the budget setting and financial management of the college. The two are seen as integral processes.

The director of finance is a member of the senior management team and always has been. All budget holders get monthly budget reports with, again, variances picked out so that

fonitro hefyd ym mhob un o gyfarfodydd y bwrdd. Nid yw'r bwrdd, i bob pwrpas, yn goddef unrhyw awgrym bod symudiad y tu hwnt i'r gyllideb. Y mae'n ddisgyblaeth y mae'n rhaid inni weithio y tu mewn iddi. Ffactor arall yw bod y broses cynllunio strategol—deallaf fod gennyh gopiau o'r cynllun strategol—yn rhan annatod o bennu'r gyllideb a rheoli'r coleg yn ariannol. Ystyrir bod y ddau yn brosesau annatod.

Mae'r cyfarwyddwr cyllid yn aelod o'r tîm rheoli uwch a dyna fu'r sefyllfa erioed. Mae pob deiliad cyllideb yn derbyn adroddiadau cyllideb misol â'r amrywiannau, eto, wedi'u hamlygu fel y gallant

they can see whether perhaps income is less than anticipated against the profile, or indeed whether expenditure is above the profile. Therefore, each individual budget holder is brought to the reality of their performance throughout the year. On staffing, we have a staffing model that has been improved over the years and is directly linked to funded student enrolments.

Therefore, in theory, the money coming in via student activity is linked directly to the main activity of the college, which is obviously the teaching. We also build contingencies into the staffing budget, mainly to cover issues such as staff absenteeism through illness and so on. Therefore, there is

weld a yw'r incwm o bosibl yn llai na'r disgwyl o'i gymharu â'r proffil, neu yn wir a yw'r gwariant yn fwy na'r proffil. Felly, mae pob deiliad cyllideb yn gweld gwir ddarlun o'i berfformiad drwy gydol y flwyddyn. O ran staffio, mae gennym fodel staffio sydd wedi ei wella ar hyd y blynyddoedd ac sydd wedi'i gysylltu'n uniongyrchol â nifer cofrestriadau myfyrwyr a ariennir. Felly, mewn egwyddor, caiff yr arian a ddaw i mewn trwy weithgaredd myfyrwyr ei gysylltu'n uniongyrchol â phrif weithgaredd y coleg, sef yr addysg wrth reswm. Yr ydym hefyd yn cynnwys symiau wrth gefn yn y gyllideb staffio, yn bennaf i ymdrin â materion megis

a degree of comfort that one or two unexpected events that inevitably occur during a year are covered within the staffing budget.

absenoliaeth staff oherwydd salwch ac ati. Felly mae rhywfaint o gysur bod modd ymdrin ag un neu ddau o ddigwyddiadau annisgwyl, sydd yn anorfod yn digwydd yn ystod y flwyddyn, o fewn y gyllideb staffio.

Another factor that has arisen on a couple of occasions is that any change to the management structure is brought to the board for its approval. It is also costed so that the board can see both the nature of the structure—its purpose and what it is set out to achieve—and also the cost implications. A final factor I would have to mention is that of the efforts of all the staff—both teaching and non teaching—

Ffactor arall sydd wedi codi unwaith neu ddwy yw bod unrhyw newid yn y strwythur rheoli yn cael ei gyflwyno gerbron y bwrdd i'w gymeradwyo. Caiff ei gostio hefyd fel y gall y bwrdd weld natur y strwythur—ei ddiben a'r hyn y bwriada ei gyflawni—ac hefyd yr oblygiadau cost. Y ffactor olaf y byddai'n rhaid i mi ei grybwyll yw ymdrechion pob aelod o'r staff—y rhai sydd yn dysgu

over the years. With the efficiency gains, they have committed themselves to the health of the institution.

a’r rhai nad ydynt yn dysgu—dros y blynyddoedd. Gyda’r camau i gynyddu effeithlonlrwydd, maent wedi ymrwymo i iechyd y sefydliad.

[124] Geraint Davies: Have you had to reduce teaching staff on occasions when funding has not matched what you expected?

[124] Geraint Davies: A fu’n rhaid ichi ostwng nifer y staff dysgu ar brydiau pan oedd yr arian yn llai na’r hyn a ddisgwylicch?

Mr Robinson: We have not reduced teaching staff. When I first took up my post, I brought in a significant restructuring to the management. It was a question of reallocating duties. One or two staff took the opportunity to take early retirement or voluntary redundancy. However, it was restricted to a fairly small

Mr Robinson: Nid ydym wedi gostwng nifer y staff dysgu. Pan ddechreuais yn fy swydd, adrefnais y strwythur rheoli yn sylweddol. Mater o ailddosrannu dyletswyddau ydoedd. Manteisiodd un neu ddau o’r staff ar y cyfle i ymddeol yn gynnar neu i gymryd diswyddiad gwirfoddol. Fodd bynnag, cyfyngwyd hyn i nifer

number of management posts and it did not affect the teaching staff as a whole nor the bulk of the business support staff.

gymharol fach o swyddi rheoli ac nid effeithiodd ar y staff dysgu ar y cyfan na'r rhan fwyaf o'r staff cymorth busnes.

[125] Brian Gibbons: When Professor Andrews was speaking to us, he was reasonably sanguine about the sector's general financial situation. That was, in part, due to the ability of the sector to attract outside funding. Could you comment on that in general and talk a little about what you think the opportunities are for your colleges from Objective 1 funding?

[125] Brian Gibbons: Pan oedd yr Athro Andrews yn siarad â ni, yr oedd yn gymharol hyderus ynghylch sefyllfa ariannol gyffredinol y sector. Y rheswm am hynny, i raddau, oedd gallu'r sector i ddenu arian o'r tu allan. A allech chi roi sylwadau ar hynny yn gyffredinol a siarad ychydig am y cyfleoedd a gynigir, yn eich tyb chi, i'ch colegau yn sgîl arian Amcan 1?

Mr Robinson: In our case, our income varies between that from the Further Education

Mr Robinson: Yn ein hachos ni, mae ein hincwm yn amrywio o'r hyn a ddaw o'r

Funding Council and that from other sources. The percentage from the Funding Council is approximately 63 per cent. The remainder, obviously, has to be attracted from a variety of other sources. The main ones are educational contracts with other organisations that currently have funds linked to training. The Training and Enterprise Council is the major one and also the Employment Service in the case of New Deal. There is a significant income from those two sources. We have a significant higher education remit within the college and currently just under 1,000 enrolments. That brings in another significant income stream both from the funded places through the Higher

Cyngor Cyllido Addysg Bellach a'r hyn a ddaw o ffynonellau eraill. Tua 63 y cant yw canran y Cyngor Cyllido. Rhaid denu'r gweddill o amrywiaeth o ffynonellau eraill, wrth gwrs. Y prif rai yw contractau addysgol gyda sefydliadau eraill y mae ganddynt gyllid ar hyn o bryd sydd yn gysylltiedig â hyfforddiant. Y prif un yw'r Cyngor Hyfforddiant a Menter a hefyd y Gwasanaeth Cyflogi yn achos y Fargen Newydd. Daw incwm sylweddol o'r ddwy ffynhonnell hyn. Mae gennym gylch gorchwyl sylweddol o ran addysg uwch o fewn y coleg ac ar hyn o bryd mae rhyw ychydig o dan 1,000 o gofrestriadau. Daw hynny â ffrwd incwm sylweddol arall yn sgîl y

Education Funding Council and the fee income. For the last two or three years, we have been attracting approximately £1 million per annum from a variety of European funded programmes—European regional development fund and European social fund predominantly. That has been a very valuable source of additional funding to carry out activities that, clearly, without such money, we would not have been able to perform.

We have contracts with a variety of employers to deliver training, in one or

lleoedd a ariennir trwy'r Cyngor Cyllido Addysg Uwch a'r incwm ffioedd. Yn ystod y ddwy neu dair blynedd diwethaf, yr ydym wedi denu tua £1 miliwn y flwyddyn oddi wrth amrywiaeth o raglenni a ariennir gan Ewrop—y gronfa ddatblygu rhanbarthol Ewropeaidd a chronfa gymdeithasol Ewrop yn bennaf. Mae'r rhain wedi bod yn ffynhonnell werthfawr iawn o arian ychwanegol i ymgymryd â gweithgareddau na fyddem, yn amlwg, wedi gallu ymgymryd â hwy heb arian o'r fath.

Mae gennym gontractau gyda nifer o gyflogwyr i gyflwyno hyfforddiant, mewn

two cases in quite significant numbers. For example, the entire shop floor workforce of a major employer in Llanelli—Calsonic—are involved in national vocational qualification work, specifically linked to their training needs. That is one extreme. More of the activity in our area, however, is linked to the needs of small and medium sized enterprises and there is immense variation in that. Other income streams are the trading arms of the college itself. Some of those also produce significant surpluses for the overall benefit of the college. There are a number of them. The open learning centre would probably be one of the more significant ones in terms of

un neu ddau o achosion, i nifer go sylweddol o bobl. Er enghraifft, mae holl weithlu ffatri un o'r prif gyflogwyr yn Llanelli—sef Calsonic—yn ymgymryd â gwaith cymwysterau galwedigaethol cenedlaethol, a gysylltir yn benodol â'u hanghenion hyfforddiant. Dyna un pegwn. Mae mwy o'r gweithgarwch yn ein hardal, fodd bynnag, yn gysylltiedig ag anghenion mentrau bach a chanolig ac mae hynny'n amrywio'n ddirfawr. Ffrydiau incwm eraill yw adenydd masnachu'r coleg ei hun. Mae rhai ohonynt hefyd yn cynhyrchu gweddillion sylweddol er budd cyffredinol y coleg. Mae yna nifer ohonynt. Mae'n debyg mai un o'r rhai pwysicaf o ran yr arian sydd ynghlwm â

the money involved. However, the internal organisations in the college, whether the canteens, or the retail outlets of which we have one or two, all help to produce the overall income target, which is currently around £18 million.

Mr Morgan: In terms of the financial future of the college—this does very much link in with income generation—I believe that the college is now on a sound financial footing. We have an efficient staffing structure and an estate that is in an overall good condition. We have now a situation where we have generated and hold reserves of over £800,000. As

hi yw'r ganolfan dysgu agored. Fodd bynnag, mae holl sefydliadau mewnol y coleg, p'un ai'r ffreuturiau neu'r mannau adwerthu—y mae un neu ddau gennym—yn helpu i gynhyrchu cyfanswm targed yr incwm, sef tua £18 miliwn ar hyn o bryd.

Mr Morgan: O ran dyfodol ariannol y coleg—mae hyn yn gysylltiedig â chynhyrchu incwm i raddau helaeth—yr wyf o'r farn fod gan y coleg bellach sylfaen ariannol gadarn. Mae gennym strwythur staffio effeithlon ac ystad sydd mewn cyflwr da ar y cyfan. Yr ydym mewn sefyllfa bellach lle yr ydym wedi cynhyrchu ac yn dal cronfeydd wrth gefn o

I said earlier, at least we can start from a position of relative strength now. It is easier to plan strategically in that situation. In a rural area like Ceredigion, there are limiting factors in the ability of the college to generate income from outside sources. If the financial health of the sector and the college is to be maintained, at the end of the day one is looking at that source of income that has the lowest risk, which is income from the Further Education Funding Council for Wales. That, in turn, is reliant on a good settlement annually from the Assembly. Having said that, the college, very crudely, has a turnover of around £4 million and we receive about £3 million from the Funding Council. We

dros £800,000. Fel y dywedais gynnu, gallwn o leiaf gychwyn o sefyllfa gymharol gadarn bellach. Mae'n haws cynllunio'n strategol yn y sefyllfa honno. Mewn ardal wledig megis Ceredigion, mae ffactorau sydd yn cyfyngu ar allu'r coleg i gynhyrchu incwm o ffynonellau allanol. Os ydym am gynnal iechyd ariannol y sector a'r coleg, rhaid yn y pen draw ystyried y ffynhonnell o incwm sydd â'r risg isaf, sef yr incwm o Gyngor Cyllido Addysg Bellach Cymru. Mae hynny, yn ei dro, yn dibynnu ar setliad da yn flynyddol o'r Cynulliad. Wedi dweud hynny, mae gan y coleg drosiant o tua £4 miliwn, yn fras iawn, a derbyniwn tua £3 miliwn o'r Cyngor

therefore raise about £1 million; about a quarter of our money comes from sources outside FEFCW. Those are the same sources, essentially, that Brian Robinson has just mentioned, for example European moneys.

We have smaller sums annually from ESF—sums of up to £200,000 per annum. However, one thing that we have also done well out of, actually during the period of recovery, apart from generating surpluses, is that we have successfully undertaken two £1 million build projects at the Cardigan campus, both of which attracted ERDF support. European money

Cyllido. Yr ydym felly yn codi tua £1 miliwn; daw tua chwarter o'n harian o ffynonellau y tu allan i CCABC. Yr un ffynonellau yw'r rhain, yn y bôn, â'r rhai y mae Brian Robinson newydd sôn amdanynt, er enghraifft arian Ewrop.

Yr ydym yn derbyn symiau llai bob blwyddyn o Gronfa Gymdeithasol Ewrop—sef symiau hyd at £200,000 y flwyddyn. Fodd bynnag, un peth yr ydym wedi elwa yn fawr arno, yn ystod y cyfnod adfer i bob pwrpas, ar wahân i gynhyrchu gweddillion, yw ein bod wedi ymgymryd yn llwyddiannus â dau brosiect adeiladu £1 miliwn a gafodd gymorth oddi wrth y Gronfa Ddatblygu Rhanbarthol

has been an important source of development for the college. We also have contracts for franchise income from higher education from a number of institutions and we have also generated moneys over the years from contracts with the local TEC. In addition to that, we obtained tuition fee income from local employers, the vast majority of which are small to medium sized enterprises. We also charge part-time students and adult students tuition fees in certain categories. Therefore, we generate up to £1 million a year. As I said, that is about a quarter of the money that is coming through annually at the end of the day.

Ewropeaidd. Bu arian Ewrop yn ffynhonnell bwysig ar gyfer datblygu'r coleg. Mae gennym gontractau hefyd ar gyfer incwm rhyddfrait o addysg uwch gan nifer o sefydliadau ac yr ydym wedi cynhyrchu incwm dros y blynyddoedd trwy gontractau gyda'r Cyngor Hyfforddiant a Menter lleol. At hynny, cawsom incwm ffioedd hyfforddiant oddi wrth gyflogwyr lleol y mae'r rhan fwyaf ohonynt yn fentrau bach a chanolig eu maint. Yr ydym hefyd yn codi ffioedd hyfforddiant ar fyfyrwyr rhan amser a myfyrwyr sydd yn oedolion, mewn categorïau penodol. Felly, yr ydym yn cynhyrchu hyd at £1 miliwn y flwyddyn. Fel y dywedais, dyna tua chwarter o'r arian sydd yn

ein cyrraedd yn flynyddol yn y pen draw.

You also mentioned the importance of Objective 1. Two points on that. It is important for us to look at Objective 1 from a strategic perspective of how we can benefit the local community by working collaboratively, be it with other FE colleges, with the county council or possibly with a range of potential partners in higher education as well. The other point returns to the lessons mentioned in answer to the first question. At the end of the day, what one has to do to run an efficient college is to control expenditure. Expenditure, at the end of the day, is something you can

Soniasoch hefyd am bwysigrwydd Amcan 1. Dau bwynt am hynny. Mae'n bwysig inni ystyried Amcan 1 o safbwynt strategol, sef sut y gallwn sicrhau budd i'r gymuned leol trwy weithio ar y cyd, boed â cholegau addysg bellach eraill, â'r cyngor sir neu efallai ag ystod o bartneriaid posibl mewn addysg uwch yn ogystal. Mae'r pwynt arall yn cyfeirio'n ôl at y gwersi y soniwyd amdanynt wrth ateb y cwestiwn cyntaf. Yn y pen draw yr hyn y mae'n rhaid ei wneud i redeg coleg effeithlon yw rheoli gwariant. Mae gwariant, yn y pen draw, yn rhywbeth y gellir ei

control. Income is far more difficult to control; arguably, it is outside one's control. We must be wary of being over-dependent or placing an over-emphasis on things like Objective 1 funding. I think that that has to be looked at in almost a different way. It cannot become a dependency or a part of our core funding. I think that is something to which we have a responsibility, as a further education college in our area, to contribute at a more strategic level. All these sources of income, whether they are TEC income or HE income, I would regard as potentially medium or high risk, because they can be pulled away quickly. If there were cuts in HE, the first thing to go would be a

reoli. Mae'n llawer anos i reoli incwm; gellir dadlau ei fod y tu hwnt i reolaeth rhywun. Mae'n rhaid inni fod yn ofalus nad ydym yn orddibynnol neu'n rhoi gormod o bwyslais ar bethau megis arian Amcan 1. Yr wyf o'r farn fod yn rhaid edrych ar hyn mewn ffordd wahanol bron. Ni allwn ddibynu arno neu adael iddo ddod yn rhan o'n harian craidd. Yr wyf o'r farn fod cyfrifoldeb arnom dros hynny, fel coleg addysg bellach yn ein hardal, i gyfrannu ar lefel fwy strategol. Byddwn i'n ystyried bod risg ganolig i uchel, o bosibl, i bob un o'r ffynonellau incwm hyn, boed yn incwm CHM neu'n incwm addysg uwch, oherwydd y gallant gael eu tynnu'n ôl yn gyflym. Pe bai toriadau yn

franchise provision, for example. It is important to have these additional sources but one has to be careful about the balance and that is why the Funding Council income is so important.

digwydd mewn addysg uwch, y peth cyntaf i fynd fyddai darpariaeth rhyddfrait, er enghraifft. Mae'n bwysig bod y ffynonellau ychwangeol gennym ond rhaid gofalu am y cydbwysedd a dyna pam y mae incwm y Cyngor Cyllido mor bwysig.

[126] Brian Gibbons: Will both of your colleges be taking a pro-active position on options on Objective 1 or do you feel that you are not in a position to take that forward view at the moment?

[126] Brian Gibbons: A fydd colegau'r ddau ohonoch yn cymryd safbwynt rhagweithredol ar opsiynau ynglyn ag Amcan 1 neu a ydych yn teimlo nad ydych mewn sefyllfa i edrych ymlaen felly ar hyn o bryd?

Mr Robinson: The college is very involved, and has been for some time, in the preparation for Objective 1 funding both nationally and

Mr Robinson: Mae'r coleg ynghlwm i raddau helaeth iawn wrth baratoi ar gyfer arian Amcan 1 yn genedlaethol ac yn lleol ac

locally. Nationally, through FFORWM, the organisation for the FE sector in Wales, we have played an active role as we are able in the various groups that have been established to plan for Objective 1. We have approached the local partnership in a similar, proactive way. So we are trying to make sure that our plans are compatible with, the developing strategy on an all-Wales basis and at a local level.

Mr Morgan: There is a similar approach from Coleg Ceredigion. We are involved with FFORWM, the association of Welsh colleges, at a national level, which is of crucial importance. We are

wedi bod ers tro. Yn genedlaethol, trwy FFORWM, sef sefydliad y sector addysg bellach yng Nghymru, yr ydym wedi bod mor weithredol ag y gallwn yn y grwpiau amrywiol a sefydlwyd i gynllunio ar gyfer Amcan 1. Yr ydym wedi trin y bartneriaeth leol yn yr un modd rhagweithredol. Felly yr ydym yn ceisio sicrhau bod ein cynlluniau yn gydnaws â datblygu strategaeth ledled Cymru ac ar lefel leol.

Mr Morgan: Mae gan Goleg Ceredigion ymagwedd gyffelyb. Yr ydym ynghlwm wrth FFORWM, sef cymdeithas colegau Cymru, ar lefel genedlaethol, sydd o'r pwys mwyaf. Yr ydym hefyd

also involved with the local partnerships in a range of different initiatives. For example, we have established the Ceredigion strategic partnership for lifelong learning. That was initiated by Coleg Ceredigion and is chaired by our vice-principal. It involves the county council, the education department of the council, the economic development department, two universities in Ceredigion, individual schools and the careers service and so on. A pulling together of these organisations in this sort of way is definitely the way forward. So I think that we are taking a very similar approach to Carmarthenshire College.

ynghlwm wrth y partneriaethau lleol mewn amrediad o fentrau gwahanol. Er enghraifft, sefydlasom bartneriaeth strategol Ceredigion ar gyfer dysgu gydol oes. Cychwynnwyd hynny gan Goleg Ceredigion ac mae ein is-brifathro yn ei chadeirio. Mae'r cyngor sir, adran addysg y cyngor, yr adran datblygu economaidd, dwy brifysgol yng Ngheredigion, ysgolion unigol a'r gwasanaeth gyrfaedd ac ati i gyd yn rhan ohoni. Nid oes amheuaeth nad dod â'r sefydliadau hyn ynghyd yn y ffordd hon yw'r ffordd ymlaen. Credaf felly ein bod yn cymryd ymagwedd debyg iawn i Goleg Sir Gaerfyrddin.

[127] Janet Davies: I now move on to how the Funding Council undertakes its responsibilities for monitoring institutions. Could I ask Mr Morgan about having your five-year and mid-year forecasts externally validated? The Funding Council is not convinced about the NAO's recommendations on this, but it has planned to extend this process to all marginal colleges and to some which are assessed as satisfactory. You have had your five-year forecast and mid-year return certified externally. Do you think that that helps you? How do you feel about the cost of it?

[127] Janet Davies: Yr wyf yn awr yn symud ymlaen at sut mae'r Cyngor Cyllido yn ymgymryd â'i gyfrifoldebau o ran monitro sefydliadau. A gaf ofyn i Mr Morgan ynglyn â dilysu eich rhagolwg pum mlynedd a'ch rhagolwg canol y flwyddyn yn allanol? Mae amheuan gan y Cyngor Cyllido ynghylch argymhellion y Swyddfa Archwilio Genedlaethol ar hyn, ond mae'n bwriadu ymestyn y broses hon i bob coleg ymylol ac i rai a gafodd asesiad boddhaol. Cafodd eich rhagolwg pum mlynedd a'ch rhagolwg canol y flwyddyn eu hardystio'n allanol. A ydych o'r farn fod hyn o gymorth ichi? Beth yw eich barn ynglyn â'i gost?

Mr Morgan: It is difficult for me to speak from the sector's point of view. I can only speak on the experience of Coleg Ceredigion. We have undergone this process for a number of years and, I suppose, to us it is a routine thing, in a sense. It happens and we do not particularly regard it as a huge imposition or a significant burden. We prepare forecasts carefully and thoroughly for mid-year and for forward planning in our institutional plans and when an auditor comes in, therefore, all the working papers are to hand. It is an opportunity for dialogue between senior staff of the external auditors that we use and the finance manager and myself. The big benefit it provides to Coleg Ceredigion, to myself as

Mr Morgan: Mae'n anodd imi siarad o safbwynt y sector. Gallaf ond siarad am brofiad Coleg Ceredigion. Buom yn ymgymryd â'r broses hon ers nifer o flynyddoedd a pheth arferol ydyw inni, debygaf, ar un ystyr. Mae'n digwydd ac nid ydym yn ei hystyried yn dasg arbennig o enfawr nac yn gryn faich. Yr ydym yn paratoi rhagolygon yn ofalus ac yn drylwyr o ran cynllunio canol y flwyddyn a chynllunio at y dyfodol yn ein cynlluniau sefydliadol a phan fydd archwilydd yn dod i mewn, felly, mae'r papurau gwaith wrth law. Mae'n gyfle i gael deialog rhwng uwch aelodau staff yr archwilwyr allanol a ddefnyddir gennym, a'r rheolwraig cyllid a minnau. Y fantais fawr i Goleg Ceredigion, i minnau, fel y prifathro a swyddog cyfrifo â chyfrifoldeb ac

[128] Alison Halford: You are batting first, Mr Morgan, if that is okay with you. We are told that some of the actions of the Funding Council are to help institutions, particularly those in financial difficulties. What additional steps, if any, do you consider the Funding Council should take to assist institutions in financial difficulty?

Mr Morgan: I made reference earlier on to perhaps some financial help that the Funding Council could have given to us as a College early on into incorporation. However, by now, the world of the Funding Council and

[128] Alison Halford: Chi sydd yn mynd yn gyntaf, Mr Morgan os yw hynny'n iawn gennych. Dywedwyd wrthym bod rhai o weithredoedd y Cyngor Cyllido i fod i helpu sefydliadau, yn enwedig y rhai hynny sydd mewn trafferthion ariannol. Pa gamau ychwanegol, os oes rhai, y dylai'r Cyngor Cyllido eu cymryd, yn eich barn chi, i gynorthwyo sefydliadau sydd mewn trafferthion ariannol?

Mr Morgan: Cyfeiriais yn gynharach at gymorth ariannol posibl y gallai'r Cyngor Cyllido fod wedi'i roi i ni fel Coleg yn fuan ar ôl ei gorffori. Serch hynny, erbyn hyn mae byd y Cyngor Cyllido a'r colegau wedi

the colleges has developed and matured. There are far more comprehensive monitoring systems. I could relate very much to the financial structures in Carmarthenshire College, about which Brian Robinson was talking earlier. I think that the Funding Council is actually very supportive in its approach to monitoring the financial health of the sector and in helping colleges. I think the key thing is that the Funding Council should continue with what I perceive as a supportive role in which the staff of the Council and those of the colleges in that situation work together. I do not have any suggestion for a particular avenue that it could perhaps develop which

datblygu ac aeddfedu. Mae yna systemau monitro llawer mwy cynhwysfawr. Gallaf uniaethu â strwythurau ariannol Coleg Sir Gaerfyrddin yn fawr iawn—yr hyn yr oedd Brian Robinson yn siarad amdano yn gynharach. Credaf fod y Cyngor Cyllido mewn gwirionedd yn gefnogol iawn yn ei ymagwedd tuag at fonitro iechyd ariannol y sector ac wrth helpu colegau. Credaf mai'r hyn sydd yn allweddol yw y dylai'r Cyngor Cyllido barhau â'r hyn a ystyriaf fi fel rôl gefnogol, lle mae staff y Cyngor a staff y colegau yn gweithio gyda'i gilydd yn y sefyllfa honno. Nid oes gennyf awgrym ynglyn â llwybr arbennig y gallai, o bosibl, ei ddatblygu ond y

it has not already done.

mae heb ei ddatblygu hyd yn hyn.

[129] Alison Halford: Audit fees cost quite a lot of money. Could you be given a little relief on the payment of your audit fees, bearing in mind that I understand that the Funding Council does contribute £1,000 to certification? You obviously have to pay something too. Could anything be done to spare you in that regard?

[129] Alison Halford: Mae ffioedd archwilio yn costio cryn dipyn o arian. A allech gael peth cymorth i dalu eich ffioedd archwilio, gan gofio, fel y deallaf, fod y Cyngor Cyllido yn cyfrannu £1,000 tuag at ardystio? Mae'n rhaid i chwithau hefyd dalu rhywfaint, wrth gwrs. A ellir gwneud unrhyw beth i'ch arbed yn hynny o beth?

Mr Morgan: That is a very helpful suggestion, actually. Going back for a minute, to the audit fees we incur in terms of the certification mentioned earlier, we can claim back up to £1,000 for each audit. Our audits over

Mr Morgan: Dyna awgrym defnyddiol iawn, yn wir. Gan ddychwelyd am eiliad at y ffioedd archwilio a godir arnom ar gyfer yr ardystio y cyfeiriwyd ato yn gynharach, gallwn hawlio hyd at £1,000 am bob archwiliad. Dim ond

the last few years—two audits annually—have only cost us something in the order of £1,500 or £1,600 plus VAT. So, effectively, we have been able to undertake those regular financial forecasting audits for nothing. The audit fees that we pay for our internal and external audit service are obviously far more expensive. We are talking about sums of £7,000 to £10,000 for each. The Funding Council requires that we appoint separate external and internal auditors. That is quite a weighty bill on colleges and, obviously, even though a small college like ours gets a lot less funding from the Funding Council, pro rata, the auditors must still go

tua £1,500 neu £1,600 ynghyd â TAW y mae ein harchwiliadau dros yr ychydig flynyddoedd diwethaf—sef dau archwiliad y flwyddyn—wedi costio. Felly, i bob pwrpas buom yn gallu ymgymryd â'r archwiliadau rhagweld ariannol rheolaidd am ddim. Mae'r ffioedd archwilio a dalwn am ein gwasanaeth archwilio mewnol ac allanol yn llawer drutach wrth reswm. Yr ydym yn siarad am tua £7,000 i £10,000 yr un. Mae'r Cyngor Cyllido yn ei gwneud yn ofynnol inni benodi archwilwyr allanol a mewnol gwahanol. Mae hynny yn dipyn o fil i'r colegau, ac wrth gwrs, er bod coleg bach fel ninnau yn cael llawer llai o arian hyd yn oed oddi wrth y Cyngor Cyllido,

through the same careful, rigorous checks and systems. Audit is an expensive item for us. I must confess, I had not thought of the possibility of the Funding Council contributing to that. I will change tack quickly and say yes, that would be very helpful indeed.

pro rata, mae'n rhaid i'r archwilwyr fynd trwy'r un gwiriadau a systemau gofalus a thrylwyr. Mae'r gwaith archwilio yn eitem gostus inni. Mae'n rhaid i mi gyfaddef nad oeddwn wedi meddwl am y posibilrwydd y byddai'r Cyngor Cyllido yn cyfrannu at hynny. Fe newidiaf fy meddwl yn gyflym a dweud ie, byddai hynny o gymorth mawr yn wir.

[130] Janet Davies: I do not think you should get too carried away on that.

[130] Janet Davies: Efallai na ddylech ddilyn y trywydd hwnnw'n ormodol.

[131] Alison Halford: That was a rich vein of information, was it not? Thank you very much indeed. The next question is

[131] Alison Halford: Yr oedd hynny'n addysgiadol iawn, onid oedd? Diolch yn fawr iawn yn wir. Mae'r cwestiwn nesaf i'r ddau brifathro. A

to both principals. Shall we start with you, Mr Robinson, to give Mr Morgan a chance to draw breath? We have been told at a previous Committee meeting about the governance and management development programme—GMDP. What have been the main benefits of this process to date to your college and could this process be improved?

Mr Robinson: The main advantage of the whole process was the starting point. We were required to initially conduct a self-assessment against a number of criteria: governance, strategic planning, operational planning, financial planning, human resource management, the estates and capital equipment

gawn ddechrau gyda chi, Mr Robinson, i roi cyfle i Mr Morgan gael ei wynt ato? Dywedwyd wrthym mewn cyfarfod Pwyllgor blaenorol am y rhaglen datblygu llywodraeth a rheoli. Beth oedd prif fanteision y broses hon i'ch coleg hyd yn hyn ac a ellir gwella ar y broses hon?

Mr Robinson: Prif fantais yr holl broses oedd y man cychwyn. Yn y dechrau yr oedd yn ofynnol inni wneud hunan-asesiad yn unol â nifer o feini prawf: llywodraethu, cynllunio strategol, cynllunio gweithredol, cynllunio ariannol, rheoli adnoddau dynol, yr ystadau ac archwiliad rheoli cyfarpar cyfalaf. Yr oedd yr hunan-

management and control audit. That self-assessment, which involved the governing body, particularly on the issue of governance, was the basis of a subsequent action plan. I have no doubt that the main benefit of the GMDP was that initial starting point and the ongoing addressing of the issues identified within the action plan.

Subsequent to that, there have been a number of initiatives that have identified the good practice that the initial self-assessments produced. That is not just in my institution, but across the sector as a whole. The Funding Council has facilitated a number of

asesiad hwnnw, a oedd yn cynnwys y corff llywodraethol, yn enwedig ar fater llywodraethu, yn sylfaen i gynllun gweithredu dilynol. Nid oes amheuaeth gennyf mai prif fantais y rhaglen datblygu llywodraeth a rheoli oedd y man cychwyn hwnnw a'r gwaith parhaus o fynd i'r afael â'r materion a nodwyd o fewn y cynllun gweithredu.

Yn dilyn hynny, bu nifer o fentrau sydd wedi nodi'r arfer da a grëwyd yn sgîl yr hunan-asesiadau cychwynnol. Mae hynny yn wir nid yn unig yn fy sefydliad i ond ar draws y sector cyfan. Mae'r Cyngor Cyllido wedi hwyluso nifer o brosesau sydd wedi galluogi

processes that have enabled that good practice to be exchanged. That is an ongoing process and must inevitably bring a number of institutions into greater contact with where the better practice is. In our case, one particular opportunity has been to develop our purchasing strategy and, via additional funding, take on board another eight colleges initially, but potentially rather more than that, to explore how that particular piece of management could be extended across more colleges. That is an example of this fundable, good practice spreading process.

[132] Alison Halford: **But could it be improved from**

i'r arfer da hwnnw gael ei gyfnewid. Proses barhaus ydyw ac mae'n anochel y bydd yn dod â nifer o sefydliadau i fwy o gyswllt â'r manau lle ceir arfer gwell. Yn ein hachos ni, un cyfle penodol fu datblygu ein strategaeth brynu a, thrwy ariannu ychwanegol, yr ydym wedi cwmpasu wyth coleg arall i ddechrau ond mae lle i ychwanegu at hynny, i ymchwilio i'r modd y gellir ymestyn yr agwedd arbennig honno ar reoli ar draws mwy o golegau. Dyna enghraifft o'r broses hon sydd yn lledaenu arfer da ac y gellir ei hariannu.

[132] Alison Halford: **Ond a ellid ei gwella o safbwynt eich**

your own college's point of view?

coleg chi?

Mr Robinson: Going back to the start of the GMDP, there was significant sector involvement in the process. It was not something that was dreamed up by the Funding Council and imposed. There was a debate early on as to the most appropriate strategies. I was involved in that debate. I feel that the process has worked. I do not see that there are any major ways that it could have been improved. Inevitably, any programme like this carries with it an element of bureaucracy, which can sometimes slow down the speed with which you can move things forward. At the

Mr Robinson: Gan ddychwelyd at fan cychwyn y rhaglen datblygu llywodraeth a rheoli, bu'r sector yn ymwneud yn sylweddol â'r broses. Nid rhywbeth a gafodd ei greu a'i orfodi gan y Cyngor Cyllido mohono. Yr oedd trafodaeth ar adeg gynnar ynghylch y strategaethau mwyaf priodol. Cymerais ran yn y drafodaeth honno. Yr wyf o'r farn fod y broses wedi gweithio. Credaf na allai fod wedi ei gwella mewn unrhyw ffyrdd o bwys. Yn anochel, mae elfen o fiwrocratiaeth yn perthyn i unrhyw raglen felly a gall hyn weithiau arafu'r graddau y gellir symud

end of the day, that is an inevitable outcome of dealing with public money so I do not see that there is any way that you can avoid that.

[133] Alison Halford: Mr Morgan, can you answer the same question, regarding benefits, the process and any improvements that you can envisage?

Mr Morgan: I would very much agree with what Brian Robinson has just said. The biggest benefit to date for Coleg Ceredigion has been the undertaking of a very thorough, very detailed, very self-critical self-assessment process in relation to the list of areas mentioned—governance, human

pethau ymlaen weithiau. Yn y pen draw, canlyniad anochel yn deillio o ymdrin ag arian cyhoeddus ydyw felly credaf nad oes unrhyw ffordd o osgoi hynny.

[133] Alison Halford: Mr Morgan, a wnewch chi ateb yr un cwestiwn, parthed manteision, y broses ac unrhyw welliannau y gallwch feddwl amdanynt?

Mr Morgan: Cytunaf i raddau helaeth â'r hyn y mae Brian Robinson newydd ei ddweud. Y fantais fwyaf hyd yn hyn i Goleg Ceredigion fu ymgymryd â phroses hunan-asesiad trylwyr, manwl a hunan-feirniadol iawn o ran y rhestr o feysydd y soniwyd amdanynt—llywodraethu, rheoli adnoddau dynol,

resources management, financial management and so on—and the follow-up of producing an action plan. It really has enabled the institution to look at itself, to analyse itself critically and to focus on those key areas for development and to produce an action plan and a timescale.

On improvements, it is early days in one sense. You do find logistical difficulties and so on, but there are different ways around them. For example, there is a section on governance and obviously a key thrust of the GMDP is, for example, training for governors. I do not think that the Funding Council itself will be able to fully

rheolaeth ariannol ac ati— a'r gwaith dilynol o gynhyrchu cynllun gweithredu. Yn wir, mae wedi galluogi'r sefydliad i ystyried ei hun, dadansoddi ei hun yn feirniadol, a chanolbwyntio ar y meysydd allweddol i'w datblygu a phennu cynllun gweithredu a graddfa amser.

O ran gwelliannau, mae'n ddyddiau cynnar mewn un ystyr. Yr ydych yn dod o hyd i anawsterau logistaidd ac ati, ond mae ffyrdd gwahanol o'u datrys. Er enghraifft, mae adran ar lywodraethu ac wrth gwrs prif bwyslais y rhaglen datblygu llywodraeth a rheoli yw, er enghraifft, hyfforddiant llywodraethwyr. Credaf na

implement that programme as well as it would have liked—not because it has got it wrong, but simply because of practical considerations. Boards of governors are spread throughout Wales and are made up of people who have considerable time commitments and so on. Also, there are the logistics of putting on training days and meetings. So what will happen inevitably is, as is happening now with programmes taking place in north and south Wales, that representatives of the governing body will go. The chair will go to one and the chair of the Audit Committee will go to another or maybe the vice chair and somebody else will attend another one. That is not a comprehensive

all y Cyngor Cyllido ei hun weithredu'r rhaglen honno'n llawn gystal ag y dymunai—nid oherwydd ei fod yn anghywir ond yn syml oherwydd ystyriaethau ymarferol. Mae byrddau llywodraethwyr ledled Cymru ac arnynt bobl sydd ag ymrwymadau amser sylweddol ac ati. Hefyd dyna'r logisteg wrth drefnu diwrnodau a chyfarfodydd hyfforddi. Felly yr hyn fydd yn digwydd yn anochel, fel sydd yn digwydd bellach gyda rhaglenni a drefnir yng ngogledd a de Cymru yw y bydd cynrychiolwyr o'r corff llywodraethol yn mynd. Bydd y cadeirydd yn mynd i'r naill gyfarfod a bydd cadeirydd y Pwyllgor Archwilio yn mynd i'r llall neu efallai y bydd yr is-

training programme for the board as a whole.

gadeirydd a rhywun arall yn mynychu cyfarfod arall. Nid yw hynny yn rhaglen hyfforddi gynhwysfawr ar gyfer y bwrdd cyfan.

However, the colleges themselves can take that on board. For example, we have had training in the past but we are going to establish a structured training programme in-house this year. We will timetable it on the same days as board meetings and consequently maximise the attendance of board members. If we can develop our own internal structured programme—something, incidentally, which emerged from our own self-assessment as an important need, particularly

Fodd bynnag, gall y colegau eu hunain fynd i'r afael â hynny. Er enghraifft, yr ydym wedi derbyn hyfforddiant yn y gorffennol ond yr ydym yn mynd i sefydlu rhaglen hyfforddi fewnol strwythuredig eleni. Byddwn yn amserlennu hynny i gyd-daro â chyfarfodydd y bwrdd ac yn y modd hwn gynyddu nifer yr aelodau'r sydd yn mynychu'r bwrdd i'r eithaf. Os gallwn ddatblygu ein rhaglen fewnol strwythuredig ein hunain—rhywbeth, fel mae'n

in relation to areas such as financial management—and if that can be strengthened and developed and enhanced by the external training lest we look inwards at ourselves too much, then I think that this GMDP programme has the potential to work really well for the sector, and I am very encouraged by what has happened to date.

digwydd, y gwnaeth ein hunan-asesiad ein hunain ei amlygu fel angen pwysig, yn enwedig mewn perthynas â meysydd megis rheolaeth ariannol—ac os gellir atgyfnerthu a datblygu a hyrwyddo hynny trwy hyfforddiant allanol rhag ofn ein bod yn rhy fewnblyg, yna yr wyf o’r farn fod gan y rhaglen datblygu llywodraeth a rheoli hon y potensial i weithio’n dda iawn i’r sector, ac fe’m calonogwyd gan yr hyn sydd wedi digwydd hyd yn hyn.

[134] Alison Halford: My next question is to the chairs of governors. Ms Coleman, in what way has your governing body benefited to date from GMDP?

[134] Alison Halford: Mae fy nghwestiwn nesaf i gadeiryddion y llywodraethwyr. Ms Coleman, ymha ffordd y bu eich corff llywodraethol yn

elwa ar y rhaglen datblygu llywodraeth a rheoli hyd yn hyn?

Ms Coleman: **I think that the main benefit is that it provides a very useful framework within which governors can look at the college and evaluate its management and the way in which it is progressing, and any problems that it has. It focuses our attention on the things that really matter, such as governance, strategic planning, operational planning and management, finance, human resources, estates and that kind of thing. It increases the efficiency of the board because we now structure our agenda at each meeting**

Ms Coleman: **Credaf mai'r prif fantais yw ei bod yn darparu fframwaith defnyddiol iawn sydd yn galluogi'r llywodraethwyr i edrych ar y coleg a gwerthuso'r modd y caiff ei reoli a'r ffordd y mae'n datblygu, ac unrhyw broblemau sydd ganddo. Mae'n ein gorfodi i ganolbwyntio ar y pethau o bwys gwirioneddol, megis llywodraethu, cynllunio strategol, cynllunio a rheoli gweithredol, cyllid, adnoddau dynol, ystadau ac ati. Mae'n cynyddu effeithlonrwydd y bwrdd oherwydd ein bod bellach yn**

to look under those particular headings. Obviously not every one comes up at every meeting but with the finance and general purposes and the audit committee reporting to the board and with the board's attention on various matters, the whole thing is covered on a very regular basis. Therefore there is a much better and greater oversight within a structured framework. That is very useful for a lay board of governors.

I would like to continue Andre Morgan's point about training. The training

trefnu ein hagenda ym mhob cyfarfod i ystyried eitemau o dan y penawdau penodol hynny. Wrth gwrs nid yw pob un yn codi ym mhob cyfarfod ond gan fod y pwyllgor cyllid a dibenion cyffredinol a'r pwyllgor archwilio yn cyflwyno adroddiad gerbron y bwrdd a bod y bwrdd yn rhoi sylw i faterion amrywiol, caiff y cyfan ei gwmpasu yn rheolaidd iawn. Felly ceir arolygiaeth llawer gwell a llawer mwy o fewn fframwaith strwythuredig. Mae hynny'n ddefnyddiol iawn ar gyfer bwrdd llywodraethwyr lleyg.

Hoffwn barhau â phwynt Andre Morgan ynghylch hyfforddiant. Mae'r

provided for us by the Further Education Funding Council for Wales is very useful but it takes a very long part of our day to attend a training session that runs from 3.00 p.m. to 7.30 p.m. For example, I went to one in south Wales recently and left home at 11 a.m. and got home at 10 p.m. That is a considerable time commitment and there was no one at the session that lived anywhere nearer than I.

[135] Alison Halford: **So what is the solution to that problem?**

Ms Coleman: **The solution is for us to go occasionally, and**

hyfforddiant y mae Cyngor Cyllido Addysg Bellach Cymru yn ei ddarparu ar ein cyfer yn ddefnyddiol iawn ond mae'n cymryd cyfran helaeth iawn o'n diwrnod i fynychu sesiwn hyfforddiant sydd yn rhedeg o 3.00 p.m. i 7.30 p.m. Er enghraifft, euthum i un yn ne Cymru yn ddiweddar gan adael fy nghartref am 11 a.m. a dychwelyd am 10 p.m. Mae hynny'n gryn ymroddiad amser ac nid oedd neb yn y sesiwn a oedd yn byw yn agosach na minnau.

[135] Alison Halford: **Felly beth yw'r ateb i'r broblem honno?**

Ms Coleman: **Yr ateb yw inni fynychu'n achlysurol, ac**

perhaps for the Funding Council to have sessions in the four corners of Wales instead of in the north and in the south. That would make things much easier. However, as Andre Morgan said, we have our own training programme. By having half an hour or an hour before a board meeting, all those governors who are coming to the board meeting will make every effort to attend our internal training sessions. We had a session on estates at our last meeting, and we are planning one on finance in the very near future.

efallai i'r Cyngor Cyllido gynnal sesiynau ym mhob cwr o Gymru yn hytrach nag yn y gogledd ac yn y de. Byddai hynny'n gwneud pethau'n llawer haws. Fodd bynnag, fel y dywedodd Andre Morgan, mae gennym ein rhaglen hyfforddiant ein hunain. Drwy drefnu hanner awr neu awr cyn cyfarfod y bwrdd, bydd pob un o'r llywodraethwyr hynny sydd yn dod i gyfarfod y bwrdd yn gwneud pob ymdrech i fynychu ein sesiynau hyfforddiant mewnol. Cynhaliwyd sesiwn ar ystadau gennym yn ein cyfarfod diwethaf, ac yr ydym yn trefnu un ar gyllid yn y dyfodol agos iawn.

[136] Alison Halford: So, from your point of view, the whole process could be improved by ensuring more training across Wales, geographically?

Ms Coleman: That is right.

[137] Alison Halford: Mr Lithgow, could I ask you the same question? How has this GMDP benefited your board of governors?

Mr Lithgow: I recognise some of Brian's comments about intolerance. I speak as someone who is a chartered accountant, and who has worked in the automotive industry for the last 10 years,

[136] Alison Halford: Felly, o'ch safbwynt chi, gellid gwella'r holl broses trwy sicrhau bod mwy o hyfforddiant ledled Cymru, yn ddaearyddol?

Ms Coleman: Mae hynny'n gywir.

[137] Alison Halford: A gaf ofyn yr un cwestiwn i Mr Lithgow? Sut mae'r rhaglen datblygu llywodraeth a rheoli hon wedi bod o fudd i'ch bwrdd llywodraethwyr?

Mr Lithgow: Yr wyf yn cydnabod rhai o sylwadau Brian ynglyn ag annoddefgarwch. Yr wyf yn llefaru fel un sydd yn gyfrifydd siartredig ac a fu'n gweithio yn y diwydiant

which is a very self-critical industry. I found the process of self-assessment an excellent discipline and I felt that we were probably over-critical. However, I did not think that that was too bad a thing. We forced ourselves to examine some of the good and bad practices. Even events like today force me to examine critically how we are managing the college.

I attended a recent training event on strategic planning and I thought that the event was well run. It was informative, there was good

modurol am y 10 mlynedd diwethaf sydd yn ddiwydiant hunan-feirniadol iawn. Yr oedd y broses o hunan-asesiad yn ddisgyblaeth ardderchog yn fy nhyb i a'm teimlad oedd ein o bosibl yn rhy hunan-feirniadol. Fodd bynnag, yr oeddwn o'r farn nad oedd hynny'n beth rhy ffôl. Yr oeddem yn gorfodi ein hunain i archwilio rhai o'r arferion da a drwg. Mae hyd yn oed digwyddiadau fel heddiw yn fy ngorfodi i archwilio'n feirniadol y modd yr ydym yn rheoli'r coleg.

Yn ddiweddar, mynychais ddigwyddiad hyfforddiant ar gynllunio strategol a theimlais fod y digwyddiad wedi'i drefnu'n dda. Yr oedd

participation and it drew together a wide range of people. What I did feel, though, that was of equal benefit, was meeting some other governors and chairs and listening to some of the problems they have and some of the good things that they are doing. I know it is a drain on our time but I think that there are enormous benefits in doing that. As far as the training itself goes, I know from my own work experience that very often, although there are training courses at work, I may not have the time to attend them. However, we use videos quite a lot. Maybe there is scope for using videos. Rather than travelling for several hours, if there is a good and relevant video, people can

yn darparu gwybodaeth, cafwyd cyfraniad da oddi wrth y rhai a oedd yn mynychu a gwnaeth gasglu ynghyd ystod eang o bobl. Ond yr hyn a oedd yr un mor fuddiol yn fy marn i, oedd cwrdd â rhai o'r llywodraethwyr a chadeiryddion eraill a gwrando ar rai o'r problemau a oedd ganddynt a'r rhai o'r pethau da y maent yn eu gwneud. Gwn ei bod yn feichus o ran ein hamser ond credaf fod manteision mawr o wneud hynny. Cyn belled ag y mae hyfforddiant yn y cwestiwn, gwn o'm profiad gwaith fy hun er bod cyrsiau hyfforddiant yn y gwaith, yn aml, ni fydd amser gennyf i'w mynychu. Fodd bynnag, yr ydym yn defnyddio fideos

take it and watch it at home.

cryn dipyn. Efallai bod lle i ddefnyddio fideos. Yn hytrach na theithio am nifer o oriau, os bydd fideo da a pherthnasol ar gael, gall pobl fynd ag ef a'i wyllo gartref.

To some extent, when we are talking about improvement—again perhaps because I am too self-critical—there has to be room for improvement in whatever area. I do believe strongly in benchmarking and become concerned that when we are regarded as satisfactory we may become complacent. When we are the best, we are not measuring ourselves against the right sort of people. We have to keep analysing and evaluating our quality

I ryw raddau, pan fyddwn yn siarad am wella—unwaith eto, efallai gan fy mod yn rhy hunan-feirniadol—mae'n rhaid bod lle i wella ym mha faes bynnag. Credaf yn gryf mewn meincnodi a phryderaf y gallwn fod yn hunanfodlon os cawn ein hasesu'n foddhaol. Pan mai ni yw'r gorau, nid ydym yn mesur ein hunain yn erbyn y math cywir o bobl. Mae'n rhaid inni barhau i ddadansoddi a gwerthuso ein hansawdd o hyd.

continually.

[138] Alison Halford: A question to both principals again please, although I am sure your chairs will be happy to come in, too. You may have almost answered this. A key element of GMDP is sharing best practice. How is the process working? What are some of the key best practices that each of you are sharing with other institutions? I would be delighted to hear about that.

Mr Morgan: I will begin, if I may. The Funding Council has identified through its GMDP that Coleg

[138] Alison Halford: Cwestiwn i'r ddau brifathro unwaith eto os gwelwch yn dda, ond yr wyf yn siwr y bydd eich cadeiryddion yn fodlon cyfrannu hefyd. Efallai eich bod wedi ateb y cwestiwn hwn. Rhannu arfer da yw un o elfennau allweddol y rhaglen datblygu llywodraeth a rheoli. Sut mae'r broses yn gweithio? Beth yw rhai o'r arferion gorau allweddol yr ydych yn eu rhannu â sefydliadau eraill? Byddwn wrth fy modd o glywed am hynny.

Mr Morgan: Dechreuaf os gallaf. Mae'r Cyngor Cyllido wedi nodi drwy ei raglen datblygu llywodraeth a

Ceredigion has good practice to offer in a number of areas—strategic planning, human resource management and operational planning. We are pleased that we have already shared two examples with the sector arising from this. One links closely to the board as well. That is, that the board of governors approved last year a new mission statement and a new set of strategic aims and objectives for Coleg Ceredigion. We were pleased to be asked by the Funding Council if we as a college were willing to share our strategic aims and objectives with other colleges in Wales who are experiencing difficulties in this area because we are seen as a model of good practice. We

rheoli fod gan Goleg Ceredigion arfer da i’w gynnig mewn nifer o feysydd—cynllunio strategol, rheoli adnoddau dynol a chynllunio gweithredol. Yr ydym yn falch ein bod eisoes wedi rhannu dwy enghraifft â’r sector yn codi o hyn. Mae un yn gysylltiedig iawn â’r bwrdd hefyd. Hynny yw, y llynedd cymeradwyodd y bwrdd llywodraethwyr ddatganiad cenhadaeth newydd a chyfres newydd o nodau ac amcanion strategol i Goleg Ceredigion. Yr oeddem yn falch fod y Coleg Cyllido wedi gofyn a oeddem ni, fel coleg, yn fodlon rhannu ein nodau a’n hamcanion strategol gyda’r colegau eraill yng Nghymru sydd yn profi anawsterau yn y maes hwn oherwydd y

were more than pleased to do that.

cawn ein hystyried yn fodel o arfer da. Yr oeddem yn hynod o falch i wneud hynny.

My second example is a very recent one indeed. As part of the GMDP training programme, which Allison Coleman referred to, there were training events put on earlier this month in north and south Wales on human resources management. We were invited to contribute to the session in south Wales on staff development. We have a comprehensive five-day, in-house staff development programme, again probably arising from the need for financial efficiency where you have to have a lot more self-help, rather than just spend money to go on

Un ddiweddar iawn yw fy ail enghraifft yn wir. Fel rhan o raglen hyfforddiant y rhaglen datblygu llywodraeth a rheoli y cyfeiriodd Allison Coleman ati, cynhaliwyd digwyddiadau hyfforddiant yn gynharach y mis hwn yng ngogledd a de Cymru ar destun rheoli adnoddau dynol. Fe'n gwahoddwyd i gymryd rhan yn y sesiwn yn ne Cymru ar ddatblygu staff. Mae gennym raglen datblygu staff fewnol gynhwysfawr pum niwrnod, unwaith eto o bosibl yn deillio o'r angen am effeithlonrwydd ariannol lle y mae'n rhaid bod

external courses. What we have in the college is a well-established five-day, in-house programme for all staff—teaching staff and support staff—teaching support staff in particular. That is also underpinned by a comprehensive set of written procedures and associated documentation to track the whole system, and we were very pleased to share that in the session in Barry College about two weeks ago.

[139] Alison Halford: Mr Robinson, have you got anything to add on that particular question on key best practice?

gennyh efallai lawer mwy o hunan-gymorth, yn hytrach na dim ond gwario arian ar fynychu cyrsiau allanol. Yr hyn sydd gennym yn y coleg yw rhaglen fewnol pum niwrnod sefydlog ar gyfer y staff i gyd—staff dysgu a staff cymorth—staff cymorth dysgu yn enwedig. Caiff hyn ei ategu gan gyfres gynhwysfawr o weithdrefnau ysgrifenedig a dogfennaeth gysylltiedig i gadw llygad ar y system gyfan, ac yr oeddem yn falch iawn i rannu hynny yn y sesiwn yng Ngholeg y Barri tua phythefnos yn ôl.

[139] Alison Halford: Mr Robinson, a oes gennyh unrhyw beth i'w ychwanegu ar y cwestiwn penodol hwnnw am arfer gorau

allweddol?

Mr Robinson: There are a number of items that have been identified. I think probably the one that is potentially the most helpful is in the sphere of purchasing. We have had a purchasing manager for some time and that person, with support from senior management, has put together a proposal, which the Funding Council has approved, to develop further the consortium approach within the sector. It is very early days as we have only just started, but potentially that could be of significant benefit to the sector.

If I may also go back to one

Mr Robinson: Mae yna nifer o eitemau a nodwyd. Credaf bod yr un mwyaf buddiol o bosibl yn y maes prynu. Bu rheolwr prynu gennym ers tro ac mae'r person hwnnw gyda chymorth yr uwch reolwyr, wedi llunio cynnig, a gymeradwywyd gan y Cyngor Cyllido, i ddatblygu ymhellach ymagwedd gonsortiwm o fewn y sector. Mae'n ddyddiau cynnar iawn oherwydd newydd ddechrau yr ydym, ond efallai y gallai fod o fudd sylweddol i'r sector.

Os caf ddychwelyd at un o'ch

of your previous questions, and a point that Patrick Lithgow made. Over the last 12 months I have been part of a group called the good governance working group, which was set up by both the English and Welsh Funding Councils and drew expertise from a variety of sources, including a number of chairs of governing bodies. We have now produced a guide for governors, which is imminent in terms of it being published and available. It has with it, potentially, training materials which may well address the concern expressed about the geography of training with governors who have major commitments in other spheres. That is potentially very valuable for the future.

cwestiynau blaenorol hefyd, ac at y pwynt a wnaethpwyd gan Patrick Lithgow. Dros y 12 mis diwethaf, bûm yn rhan o grwp a elwir y gweithgor llywodraethu da, a sefydlwyd gan y Cynghorau Cyllido yng Nghymru a Lloegr ac a dynnodd ar brofiad o amrywiaeth o ffynonellau, gan gynnwys nifer o gadeiryddion cyrff llywodraethol. Yr ydym bellach wedi cynhyrchu canllaw i lywodraethwyr, sydd ar fin cael ei gyhoeddi a bydd ar gael yn fuan. Ynghyd â'r canllaw y mae deunydd hyfforddiant a fydd o bosibl yn mynd i'r afael â'r pryder a fynegwyd ynghylch lleoliad hyfforddiant i lywodraethwyr sydd ag ymrwymïadau pwysig mewn meysydd eraill. Gall hynny o

bosibl fod yn werthfawr iawn yn y dyfodol.

[140] Alison Halford: I have one last question, which again you can all confer on. It is about benchmarking. Some concerns have been raised by the National Audit Office about the way that the Funding Council uses benchmarks, something you have mentioned, Mr Lithgow. How useful is this financial and benchmark information that the Funding Council currently provides? Is it helpful? Can it be better? I do not mind who answers this. Is the financial and benchmarking information satisfactory to colleges to operate?

[140] Alison Halford: Mae gennyf un cwestiwn ar ôl ac unwaith eto gallwch i gyd ymgynghori yn ei gylch. Codwyd rhai pryderon gan y Swyddfa Archwilio Genedlaethol ynglyn â'r ffordd y mae'r Cyngor Cyllido yn defnyddio meincnodau, yr ydych chi, Mr Lithgow, wedi cyfeirio ati eisoes. Pa mor ddefnyddiol yw'r wybodaeth ariannol a meincnodi a ddarperir gan y Cyngor Cyllido ar hyn o bryd? A ydyw o gymorth? A all fod yn well? Nid oes gwahaniaeth gennyf pwy sydd yn ateb hyn. A yw'r wybodaeth ariannol a meincnodi yn foddhaol i'r

colegau ei gweithredu?

Mr Robinson: Shall I start?

Mr Robinson: A oes eisiau i mi ddechrau?

**[141] Alison Halford:
Whatever. I do not mind.
You can confer among
yourselves on this one.**

**[141] Alison Halford: Fel y
mynnoch. Nid oes
gwahaniaeth gennyf. Cewch
ymgyngori ymhlith eich
gilydd ar y cwestiwn hwn.**

**Mr Robinson: I am sure that
others will want to chip in. I
think that benchmarking is,
to some extent, in its infancy.
There is a lot of data around
and maybe almost too much.
We now have information
supplied regularly by the
Funding Council. That is
useful, because you can judge
the college performance
against the standard for the**

**Mr Robinson: Yr wyf yn siwr
y bydd y gweddill am
gyfrannu. Credaf mai
newydd ddechrau y mae
meincnodi i raddau. Mae
llawer o ddata ar gael ac
efallai bod bron gormod. Yr
ydym yn awr yn derbyn
gwybodaeth yn rheolaidd
gan y Cyngor Cyllido. Mae
hynny'n ddefnyddiol,
oherwydd gellwch farnu**

sector and also draw down information from other colleges. That can be extremely powerful. One of the problems at the moment is that a lot of the data tends to be a bit dated. There are very good reasons for this, because the process of collecting the data and analysing it, making sure that it is accurate, is not something that can be done quickly. There is a time lag behind the requirements of now and the data that is actually available. There are proposals to try to overcome that and produce more timely data, and I think that that would be welcomed.

perfformiad y coleg o'i gymharu â'r safon ar gyfer y sector a hefyd gael hyd i wybodaeth oddi wrth y colegau eraill. Gall hynny fod yn rymus iawn. Un o'r problemau ar hyn o bryd yw fod llawer o'r wybodaeth yn tueddu i fod yn eithaf dyddiedig. Mae rhesymau da iawn dros hynny, oherwydd nad yw'r broses o gasglu'r data a'i ddadansoddi a chadarnhau ei gywirdeb yn un y gellir ei chyflawni yn gyflym. Mae oedi rhwng y gofynion presennol a'r data sydd ar gael mewn gwirionedd. Mae yna gynigion i geisio goresgyn hynny a chynhyrchu data mwy amserol, a chredaf y byddai croeso i hynny.

Colleges clearly identify benchmarking as something of very considerable importance, because another one of the GMDP best practice funded programmes that has come forth from the sector is on benchmarking. There are a number of colleges that have put a proposal forward, again approved by the Funding Council, which will hopefully take that issue much further forward.

[142] Alison Halford: Do you generally agree with that, Mr Morgan? Is there anything else that you want to add? I want to ask one last question, and time is running out.

Mae'n amlwg bod colegau o'r farn fod meincnodi yn rhywbeth o'r pwys mwyaf, oherwydd mai meincnodi yw testun un arall o'r rhaglenni arfer gorau a ariennir gan y rhaglen datblygu llywodraeth a rheoli sydd wedi deillio o'r sector. Mae nifer o golegau wedi rhoi cynnig gerbron, unwaith eto â chymeradwyaeth y Cyngor Cyllido a fydd, gobeithio, yn symud y mater hwnnw ymhellach.

[142] Alison Halford: A ydych yn cytuno â hynny, Mr Morgan? A hoffech ychwanegu unrhyw beth arall? Yr wyf am ofyn un cwestiwn arall, ac mae'r amser yn mynd yn brin.

Mr Morgan: I would like to come in briefly, and that is, I suppose, to reinforce what Brian Robinson has said. Benchmarking is a very important and valuable management information tool for the sector. The various benchmarking information that comes through from FEFCW is obviously somewhat variable. Some of the benchmarking information is more useful than others. Unfortunately, it tends to be a little dated but, at the end of the day, it is valuable. It is not necessarily a question of asking have we got it right or have we got it wrong. Again, it enables you to say: 'Oh, we seem to be in line' or 'We are different. Why are we different? What are the reasons for that?' It

Mr Morgan: Hoffwn siarad yn fyr iawn a hynny, mae'n debyg, i ategu'r hyn a ddywedodd Brian Robinson . Mae meincnodi yn offeryn gwybodaeth pwysig a gwerthfawr i'r sector. Mae'r amryw o wybodaeth feincnodi a ddaw oddi wrth CCABC yn amrywio ryw ychydig, mae'n amlwg. Mae rhai agweddau ar yr wybodaeth feincnodi yn fwy defnyddiol na rhai eraill. Yn anffodus, mae'r wybodaeth yn tueddu i fod braidd yn ddyddiedig ond, wedi dweud hynny, y mae'n werthfawr. Nid yw'n fater o bosibl o ofyn a yw'n gywir neu anghywir gennym. Unwaith eto, mae'n golygu eich bod yn gallu dweud 'O, yr ydym yn cydymffurfio yn ôl pob tebyg' neu 'Yr ydym yn

enables us as managers to evaluate what we are doing, how we are doing it and so on. Indeed, benchmarking was regarded in our own self-assessment as being something that was so important for us to develop that, as a part of our programme, we have actually employed consultants to undertake a benchmarking exercise, which has benchmarked us against about 60 per cent of the colleges in England and Wales as a whole. It is obviously pleasing, for example, when the information which has newly come back to us gives us an indication that our expenditure costs per student are below the Welsh average and, indeed, below the

wahanol. Pam yr ydym yn wahanol? Beth yw'r rhesymau dros hynny?' Mae'n ein galluogi, fel rheolwyr, i werthuso'r hyn a wnawn, sut yr ydym yn ei wneud ac ati. Yn wir, yr oeddem ninnau yn ein hunan-asesiad ein hunain yn ystyried bod meincnodi mor bwysig inni ei ddatblygu fel rhan o'n rhaglen, yr ydym wedi cyflogi ymgynghorwyr i ymgymryd ag ymarferiad meincnodi, sydd wedi ein meincnodi trwy ein cymharu â 60 y cant o'r colegau ledled Cymru a Lloegr. Yr ydym yn ymfalchïo, wrth gwrs, er enghraifft pan fydd yr wybodaeth yr ydym newydd ei derbyn yn awgrymu inni fod ein costau gwariant fesul myfyriwr yn is na'r cyfartaledd yng Nghymru ac,

English average. However, at the same time, it is not the sort of general piece of information that one sits on and is complacent about. It enables us to examine critically each area of college activity. It is not the be all and end all of everything, but it is a very important management tool.

[143] Alison Halford: This must be my last question, or I will be shot by the Chair. Turning the telescope around the other way, there is some suggestion that colleges have to provide vast amounts of information to the Funding Council. I have heard that about 260 questions have to be answered and that banks

yn wir, yn is na'r cyfartaledd yn Lloegr. Fodd bynnag, ar yr un pryd, nid dyma'r math o wybodaeth i ymfalchio ynddi a mynd yn hunanfodlon yn ei chylch. Mae'n ein galluogi i archwilio pob maes yng ngweithgaredd y coleg yn feirniadol. Nid yw'n gwbl hanfodol, ond mae'n offeryn rheoli pwysig iawn.

[143] Alison Halford: Dyma fy nghwestiwn olaf wrth raid, neu bydd y Gadeiryddes yn fy saethu. Wrth edrych o'r ochr arall, mae rhyw awgrym bod yn rhaid i'r colegau ddarparu toreth o wybodaeth i'r Cyngor Cyllido. Clywais fod yn rhaid ateb tua 260 o gwestiynau a bod angen lluoedd o staff i

of staff have to collate this information. Have you any comments on that or is it untrue?

gasglu'r wybodaeth hon ynghyd. A oes gennych unrhyw sylwadau ynglyn â hynny neu a yw hynny'n anghywir?

Mr Morgan: This probably refers in the main to the student records information that goes to the Funding Council, where there is a huge range of information fields on a computerised system in relation to each student. The information is vast and in the case of Carmarthenshire College, it being a much larger college than Coleg Ceredigion, it is far more vast than it is even for us. What it means is that we have a student records department and what one has to try to ensure is that

Mr Morgan: Mae'n debygol fod hyn yn cyfeirio at yr wybodaeth am gofnodion myfyrwyr yn bennaf y caiff ei hanfon at y Cyngor Cyllido lle mae ystod anferth o feysydd gwybodaeth ar system gyfrifiadurol am bob myfyriwr. Mae'r wybodaeth yn faith iawn ac yn achos Coleg Sir Gaerfyrddin sydd yn goleg llawer mwy na Choleg Ceredigion, mae'n llawer mwy hirfaith nag ydyw inni. Golyga hyn fod adran cofnodion myfyrwyr gennym a'r hyn y mae'n rhaid ei sicrhau yw bod yr

that department is providing management information for Coleg Ceredigion as well as for the Funding Council, because inevitably there are so many returns, with three census dates a year—

[144] Alison Halford: So roughly how much does it cost you to collate the information required by the Funding Council?

Mr Morgan: In our case, it would be the best part of the salaries of two administrative officers. Having said that, it is this information which provides the recurrent funding for us at the end of the day.

adran yn darparu gwybodaeth reoli i Goleg Ceredigion yn ogystal â'r Cyngor Cyllido, gan fod cymaint o ddychweliadau, yn anochel, gyda thri dyddiad cyfrifiad y flwyddyn—

[144] Alison Halford: Felly faint y mae'n costio'n fras ichi gasglu'r holl wybodaeth angenrheidiol ynghyd ar gyfer y Cyngor Cyllido.

Mr Morgan: Yn ein hachos ni, golygai gyfran helaeth o gyflogau dau swyddog gweinyddol. Wedi dweud hynny, yr wybodaeth hon sydd yn dod â chyllid rheolaidd inni yn y pen draw.

[145] Alison Halford: So you are not critical of the system? I know you cannot be, in your difficult situation. If you were not in that difficult situation, you would be critical of it.

Mr Morgan: It is quite a burden, and is something that is talked about a lot in the sector.

[146] Janet Davies: We have other questions which we would have liked to ask you, but you will probably be relieved to hear that because I feel I must try to keep time for other issues, I would now like to move on to the issue of governance of the institutions and perhaps address questions more to the chairs

[145] Alison Halford: Felly nid ydych yn beirniadu'r system? Gwn na allwch, yn eich sefyllfa anodd. Pe na baech yn y sefyllfa anodd honno, byddech yn ei beirniadu.

Mr Morgan: Mae'n dipyn o faich, ac yn destun siarad yn aml yn y sector.

[146] Janet Davies: Mae gennym gwestiynau eraill yr hoffem eu gofyn ichi, ond mae'n siwr y bydd yn dda gennych glywed, gan fy mod am ganiatáu amser i faterion eraill, yr hoffwn symud ymlaen yn awr at fater llywodraethu'r sefydliadau a efallai gyfeirio rhagor o gwestiynau at gadeiryddion y

of governors. My first question is on something that you have talked about, to an extent. Being a governor is unpaid and it would be useful if you could give the Committee an indication of the level of commitment that is required to be an effective governor of a FE institution.

Ms Coleman: **If I could perhaps divide my answer into the commitments of governors and then commitments as a chair, which is on top of that, that might be useful. We have a minimum of six board meetings per year. We have five finance and general**

llywodraethwyr. Mae fy nghwestiwn cyntaf yn ymwneud â phwnc yr ydych eisoes wedi sôn amdano rywfaint. Gwaith di-dâl yw gwaith y llywodraethwr a byddai'n ddefnyddiol pe gallech roi amcan i'r Pwyllgor o lefel yr ymrwymiad y mae ei angen i fod yn llywodraethwr effeithiol ar sefydliad addysg bellach.

Ms Coleman: **Efallai y byddai'n ddefnyddiol pe bawn yn rhannu fy ateb yn ddwy ran sef ymrwymiadau llywodraethwyr ac yna ymrwymiadau'r cadeirydd sydd ar ben hynny. Cawn isafswm o chwe chyfarfod o'r bwrdd y flwyddyn. Cynhelir pum cyfarfod o'r pwyllgor**

purposes committee meetings and at least three audit committee meetings. The other committees, for example, the search committee on recruitment of governors, meet as required. Each governor is obviously on the board and each governor would be on at least one of those particular committees.

cyllid a dibenion cyffredinol a thri chyfarfod archwilio o leiaf. Mae'r pwyllgorau eraill, er enghraifft y pwyllgor chwilio ar gyfer recriwtio llywodraethwyr yn cyfarfod yn ôl y galw. Mae pob llywodraethwr yn eistedd ar y bwrdd wrth reswm a byddai pob llywodraethwr yn eistedd ar un o leiaf o'r pwyllgorau penodol hynny.

In addition to that, governors attend training sessions, for example, the external ones provided by the Funding Council. I was very heartened at a recent board meeting, when the Funding Council introduced their training programme, that there was a very lively and

Yn ychwanegol at hynny, bydd llywodraethwyr yn mynychu sesiynau hyfforddiant, er enghraifft, y rhai allanol a ddarperir gan y Cyngor Cyllido. Cefais fy nghalonogi yn ddiweddar mewn cyfarfod o'r bwrdd pan gyflwynodd y Cyngor Cyllido ei raglen

interested response from the governors and that they were very keen to attend training sessions. They probably take a day's effort in terms of travelling and attendance. Then there is travelling to meetings. Each governor would probably travel for maybe two and a half to three hours in order to attend a particular meeting. Then we have public events, such as open days, which we make every effort to attend, and also exhibitions. For example, when the students give an exhibition on something, governors are encouraged to attend. Governors also attend events such as signing agreements with HE and FE colleges. We had a signing of a memorandum of

hyfforddiant, bod ymateb bywiog a brwdfrydig oddi wrth y llywodraethwyr a'u bod yn awyddus iawn i fynychu sesiynau hyfforddiant. Mae fwy na thebyg yn golygu diwrnod o waith yn nhermau teithio a mynychu. Ar ben hynny mae teithio i gyfarfodydd. Byddai pob llywodraethwr yn teithio am ddwy awr a hanner i dair awr o bosibl i fynychu cyfarfod penodol. Wedyn ceir digwyddiadau cyhoeddus, megis diwrnodau agored, yr ydym yn gwneud pob ymdrech i'w mynychu, a hefyd arddangosfeydd. Er enghraifft, pan fydd y myfyrwyr yn trefnu arddangosfa ar rywbeth neu'i gilydd, anogir y llywodraethwyr i'w mynychu. Bydd

understanding with the university in Aberystwyth on Monday. There are also collaborative events with HE. Those would be the sort of things that a governor would attend.

In addition, as Chairman, I would be involved with the principal in planning for meetings, so we would have at least one meeting before a board meeting. There is also a lot of paperwork and circulars, and correspondence and meetings with the Funding Council. These are not necessarily

llywodraethwyr hefyd yn mynychu digwyddiadau megis llofnodi cytundebau â cholegau addysg uwch ac addysg bellach. Cafodd memorandwm cydddealltwriaeth â'r brifysgol yn Aberystwyth ei lofnodi ddydd Llun. Mae digwyddiadau ar y cyd ag addysg uwch hefyd. Dyma'r math o beth y byddai llywodraethwr yn ei fynychu.

Yn ogystal, fel Cadeirydd, byddwn yn cymryd rhan, ynghyd â'r prifathro, yn y gwaith o drefnu cyfarfodydd, fel y byddem yn cael un cyfarfod o leiaf cyn cyfarfod o'r bwrdd. Mae llawer o waith papur a chylchlythyrau hefyd, a gohebiaeth a chyfarfodydd â'r Cyngor Cyllido. Nid yw'r

regular but they do take up quite a lot of time at certain periods of the year. I speak to the principal over the telephone or we meet at least weekly, or sometimes more often. It depends what is happening. We discuss matters like staffing, policy developments, odd events that arise, and that kind of thing. Then there are occasional things like appearing before the Assembly, which obviously take a little time as well. It is quite a considerable commitment.

rhain yn rheolaidd o reidrwydd ond y maent yn cymryd llawer o amser ar gyfnodau penodol yn ystod y flwyddyn. Yr wyf yn siarad â'r prifathro dros y ffôn neu yr ydym yn cwrdd o leiaf unwaith yr wythnos, yn amlach weithiau. Mae'n dibynnu ar yr hyn sydd yn digwydd. Yr ydym yn trafod materion megis staffio, datblygiadau polisi, digwyddiadau sydd yn codi, a'r math hwnnw o beth. Wedyn mae pethau eraill yn codi o bryd i'w gilydd megis dod gerbron y Cynulliad, sydd hefyd yn cymryd rhywfaint o amser wrth gwrs. Mae'n gryn ymrwymiad.

[147] Janet Davies: Can I ask whether you feel that this does actually turn people away from being governors, and whether there are any practical measures that you think might reduce the burden?

Ms Coleman: I do not think that there is anything that we can do to reduce the burden if we are to comply with the governance and management development programme. I think that that has imposed a structure on us now, which means that there is a minimum below which we cannot fall. Therefore, I do not think that we can do anything to reduce it. As soon as anyone talks to a governor about the possibility of becoming a

[147] Janet Davies: A gaf ofyn a ydych yn teimlo bod hyn yn peri i bobl gefnu ar fod yn llywodraethwyr, ac a oes unrhyw fesurau ymarferol a allai leihau'r baich, yn eich barn chi?

Ms Coleman: Credaf nad oes modd inni leihau'r baich os ydym am gydymffurfio â rhaglen datblygu llywodraeth a rheoli. Teimlaf fod hynny bellach wedi gosod strwythur inni sydd yn golygu fod lleiafswm y mae'n rhaid inni ei fodloni. Felly, yr wyf o'r farn na allwn wneud unrhyw beth i'w leihau. Cyn gynted ag y bydd rhywun yn sôn wrth lywodraethwr am y posibilrwydd o fynd yn llywodraethwr neu ei fod yn cael ei gyfweld gan y

governor or is interviewed by the search committee, it is always the first question that they ask: how much time? We try to minimise the inconvenience in many ways by having good forward planning. We always announce in about June the cycle of meetings for the entire year so that people are able to plan in advance and put them in their diaries and so on. However, it is a matter of concern and if it increased a great deal more then I think that we would have problems. However, those people who are interested in being governors are usually willing to put in a significant amount of time, otherwise they do not come forward.

pwyllgor chwilio, dyma'r cwestiwn cyntaf a ofynnir bob tro: faint o amser? Yr ydym yn ceisio lleihau ar yr anhwylustod mewn sawl ffordd trwy waith cynllunio da at y dyfodol. Yr ydym bob amser yn cyhoeddi cylch y cyfarfodydd am y flwyddyn gyfan ym mis Mehefin fel y gall pobl gynllunio ymlaen llaw a'u nodi yn eu dyddiaduron ac ati. Fodd bynnag, mae'n achos pryder ac os bydd llawer mwy o gynnydd yna bydd problemau gennym yn fy marn i. Fodd bynnag, fel arfer mae'r bobl hynny sydd â diddordeb mewn bod yn llywodraethwyr yn fodlon rhoi cryn dipyn o amser, neu ni fyddant fel arall yn ymgynnig yn y lle cyntaf.

[148] Janet Davies: Mr Lithgow, would you like to add anything?

Mr Lithgow: I think that most of the meetings that Ceredigion have are similar to ours. We have eight corporate board meetings. Most governors would be on one committee or another—an audit committee, a standards committee. They are also likely to be a Chair of one of our consultative committees. There are other things like training days. As an accountant, I was trying to put a number on how many hours I would expect a normal governor to spend. I would think that it is somewhere in the region of—and I have not added

[148] Janet Davies: Mr Lithgow, a hoffech ychwanegu unrhyw beth?

Mr Lithgow: Mae'r rhan fwyaf o gyfarfodydd Ceredigion yn debyg i'n rhai ni yn fy marn i. Mae gennym wyth cyfarfod bwrdd corfforaethol. Byddai'r rhan fwyaf o'r llywodraethwyr yn eistedd ar un pwyllgor neu'i gilydd—pwyllgor archwilio, neu bwyllgor safonau. Maent hefyd yn debygol o fod yn Gadeirydd ar un o'n pwyllgorau ymgynghorol. Mae pethau eraill megis dyddiau hyfforddiant. Fel cyfrifydd, yr oeddwn yn ceisio cyfrif faint o oriau y byddwn yn disgwyl i lywodraethwr arferol eu treulio. Fy amcangyfrif i yw

travelling time—70 hours in a year.

[149] Janet Davies: **An hour and a half per week.**

Mr Lithgow: **A week and a half or a couple of weeks in working hours. Travelling is on top. For the chair, I am not sure whether I would double that figure or treble that figure. I try to meet with the principal once a week. I had planned that every Friday afternoon at least, or half of a Friday afternoon, I would go to the college and spend some time with him. I guess that would add, on average, something like 30 weeks at maybe three hours. Therefore, around 200 hours**

tua 70 awr y flwyddyn—ac nid wyf wedi ychwanegu amser teithio.

[149] Janet Davies: **Awr a hanner yr wythnos.**

Mr Lithgow: **Wythnos a hanner neu ddwy wythnos o oriau gwaith. Mae teithio ar ben hynny. I'r cadeirydd, nid wyf yn siwr a fyddwn yn dyblu neu'n treblu'r ffigur hwnnw. Yr wyf yn ceisio cwrdd â'r prifathro unwaith yr wythnos. Yr oeddwn wedi trefnu i mi fynd i'r coleg a threulio amser gydag ef bob prynhawn dydd Gwener o leiaf neu hanner prynhawn Gwener. Byddai hynny yn ychwanegu tua 30 wythnos neu ryw dair awr ar gyfartaledd yn fy nhyb i.**

a year for a chair, and maybe half of that for a governor.

[150] Janet Davies: It is a considerable commitment.

[151] Christine Chapman: I would like to ask a question to both chairs of governors. Bearing in mind the difficulties and challenges that you have talked about, I would like to know how you actually go about recruiting new members for the governing body. Are you satisfied, for example, that you are recruiting from the widest possible field of candidates?

Mr Lithgow: I suppose what we are looking for, or what I

Felly tua 200 awr y flwyddyn ar gyfer cadeirydd a hanner yr oriau hynny ar gyfer llywodraethwr.

[150] Janet Davies: Mae'n gryn ymrwymiad.

[151] Christine Chapman: Hoffwn ofyn cwestiwn i'r ddau gadeirydd. O ystyried yr anawsterau a'r heriau yr ydych wedi bod yn sôn amdanynt, hoffwn wybod sut yr ydych yn mynd wrthi i recriwtio aelodau newydd i'r bwrdd llywodraethol. A ydych yn fodlon, er enghraifft, eich bod yn recriwtio o'r maes ehangaf posibl o ymgeiswyr?

Mr Lithgow: Mae'n siwr mai'r hyn yr ydym yn

am looking for, in a governor is someone who would certainly represent the interests of the local community and, I suppose, the public generally. I am looking for that mix because, in some cases, we would need people with specific skills. If I were to retire and we definitely needed a qualified accountant as a governor, I am not sure that putting an advertisement in the paper would necessarily attract the people that we are looking for. Therefore, in some cases we would try to aim specifically at a sector. There are only a certain number of finance directors who would be in the criteria and I think we would probably aim for that. We do advertise. We did put an advert out. The chwilio amdano, neu'r hyn yr wyf i'n chwilio amdano, mewn llywodraethwr yw rhywun a fyddai'n sicr o gynrychioli buddiannau'r gymuned leol ac, mae'n debyg, y cyhoedd yn gyffredinol. Yr wyf yn chwilio am y gymysgedd honno oherwydd, mewn rhai achosion, byddai angen pobl â sgiliau penodol arnom. Pe bawn yn ymddeol ac angen cyfrifydd cymwys fel llywodraethwr arnom yn bendant, nid wyf yn sicr y byddai rhoi hysbyseb yn y papur o anghenraid yn denu'r bobl yr ydym yn chwilio amdanynt. Felly, mewn rhai achosion byddem yn ceisio anelu'n benodol at sector. Dim ond nifer benodol o gyfarwyddwyr cyllid fyddai'n bodloni'r

response to the advert, I think, was in single figures, but we did select a governor from that advert.

meini prawf ac yr wyf o'r farn y byddem fwy na thebyg yn anelu at hynny. Yr ydym yn hysbysebu. Cyhoeddwyd hysbyseb gennym. Yr oedd yr ymateb i'r hysbyseb, mi gredaf, mewn ffigurau sengl, ond fe wnaethom ddewis llywodraethwr o'r hysbyseb hwnnw.

The main thing or the big word, I suppose, is commitment. We have just talked about the commitment in time. However, I would expect governors to have a commitment to education generally. That is so vital. I cannot overemphasise how critical that is. It is commitment in time, commitment to education, to the success of the college and

Y prif beth neu'r gair mawr, mae'n debyg, yw ymrwymiad. Yr ydym newydd fod yn sôn am yr ymrwymiad o ran amser. Fodd bynnag, byddwn yn disgwyl i lywodraethwyr fod ag ymrwymiad i addysg yn gyffredinol. Mae hynny mor hanfodol. Ni allaf orbwysleisio pa mor hanfodol yw hynny. Mae'n ymrwymiad o ran amser,

commitment to quality. We just have to keep getting better and better. Other characteristics of the people that I am looking for are the main principles of public life: openness and honesty. I am also looking for someone with a sense of humour, because you need it occasionally.

ymrwymiad i addysg, i lwyddiant y coleg ac ymrwymiad i ansawdd. Mae'n rhaid inni barhau i wella a gwella. Prif egwyddorion bywyd cyhoeddus yw nodweddion eraill y bobl yr wyf yn chwilio amdanynt: ymagwedd agored a gonestrwydd. Yr wyf hefyd yn chwilio am rywun â synnwyr digrifwch, gan fod angen hynny arnoch ar brydiau.

[152] Christine Chapman: Could I ask, for example, what would be the gender balance? Are you looking for that? Are you satisfied that you would meet those requirements?

[152] Christine Chapman: A allaf ofyn, er enghraifft, beth fyddai'r cydbwysedd o ran rhyw? A ydych yn chwilio am hynny? A ydych yn fodlon y byddwch yn bodloni'r gofynion hynny?

Mr Lithgow: **We almost would, in that our two student representatives are female, along with three other governors. Therefore, the gender balance is reasonably equal. I remember that, a couple of years ago, I was looking for someone from the legal profession and saying that I would like someone who was young and female and a solicitor. That excludes a large proportion of the population, but I felt that we needed someone with legal experience and also to try to balance gender.**

Ms Coleman: **Perhaps I can answer that question in a**

Mr Lithgow: **Byddem bron â gwneud hynny, gan fod ein dau gynrychiolydd myfyrwyr yn fenywaidd, yn ogystal â thri llywodraethwr arall. Felly, mae'r cydbwysedd o ran rhyw yn eithaf cyfartal. Cofiaf, flwyddyn neu ddwy yn ôl, pan oeddwn yn chwilio am rywun o'r proffesiwn cyfreithiol, imi ddweud y byddwn yn awyddus i gael rhywun a oedd yn ifanc ac yn yn gyfreithwraig. Mae hynny'n eithrio cyfran helaeth o'r boblogaeth, ond yr oeddwn o'r farn fod angen rhywun â phrofiad cyfreithiol arnom a hefyd ceisio cael cydbwysedd o ran rhyw.**

Ms Coleman: **Efallai y gallaf ateb y cwestiwn hwnnw**

slightly different way, although I agree with most of what Patrick Lithgow has said. On a structural point of view, we have a search committee. The search committee meets to decide what kind of governor we would like to have, for example in terms of expertise such as legal expertise, knowledge of auditing, accountancy—that kind of thing. We also have a recruitment procedure, which we follow quite rigidly. Then we advertise. Our advertisements have variable success, but we recently had a very successful follow-up from our advertisement when we were seeking people with financial expertise. We got two finance directors who responded to that

mewn ffordd ychydig yn wahanol, er fy mod yn cytuno gyda'r rhan fwyaf o'r hyn a ddywedodd Patrick Lithgow. O safbwynt strwythurol, mae gennym bwyllgor chwilio. Mae'r pwyllgor chwilio yn cwrdd er mwyn penderfynu pa fath o lywodraethwr yr hoffem ei gael, er enghraifft yn nhermau arbenigedd megis arbenigedd cyfreithiol, gwybodaeth archwilio, cyfrifeg—y math yna o beth. Mae gennym hefyd weithdrefn recriwtio, yr ydym yn ei dilyn yn eithaf caeth. Yna yr ydym yn hysbysebu. Mae ein hysbysebion yn amrywio o ran llwyddiant, ond yn ddiweddar cawsom ymateb da iawn i'n hysbyseb pan oeddem yn chwilio am bobl

advertisement and have made excellent governors. Otherwise, I do not think that I can add anything to what has already been said.

ag arbenigedd ariannol. Cawsom ddau gyfarwyddwr cyllid a ymatebodd i'r hysbyseb hwnnw ac maent yn llywodraethwyr rhagorol. Fel arall, yr wyf o'r farn na allaf ychwanegu unrhyw beth at yr hyn a ddywedwyd eisoes.

[153] Christine Chapman: Moving on, possibly Mr Lithgow could answer this one. You have talked a little about selection, but what reassurances can you give the Committee that you have been open and fair in your selection of new governors, and what checks do you actually make on prospective new members?

[153] Christine Chapman: Gan symud ymlaen, gallai Mr Lithgow ateb y cwestiwn hwn o bosibl. Yr ydych wedi sôn ychydig am ddethol, ond pa sicrwydd y gallwch ei roi i'r Pwyllgor eich bod wedi bod yn agored ac yn deg wrth ddethol llywodraethwyr newydd, a pha wiriadau yr ydych yn eu gwneud ar ddarpar aelodau newydd?

Mr Lithgow: **I should say that we also have a search committee. However, we would ask people to fill in an application form. That application form would be a form of CV. That would cover a statement of whether they had any criminal offences and also whether they had been declared bankrupt. If they were appointed, we would also ask them to complete a similar form reinforcing that. We also ask them to complete a register of interests: any shareholdings or any interests in the college.**

Ms Coleman: **Our procedure is quite similar and we are very concerned to have**

Mr Lithgow: **Dylwn ddweud bod gennym hefyd bwyllgor chwilio. Fodd bynnag, byddem yn gofyn i bobl lenwi ffurflen gais. Byddai'r ffurflen gais honno ar ffurf CV. Byddai hynny'n cynnwys datganiad ynglyn ag a oes ganddynt unrhyw gofnod troseddol ac a ydynt wedi eu datgan yn fethdalwyr. Petaent yn cael eu penodi, byddem hefyd yn gofyn iddynt gwblhau ffurflen debyg yn cadarnhau hynny. Yr ydym hefyd yn gofyn iddynt gwblhau cofrestr o fuddiannau: unrhyw gyfranddaliadau neu fuddiannau yn y coleg.**

Ms Coleman: **Mae ein gweithdrefn ni yn eithaf tebyg ac yr ydym yn cymryd**

openness and transparency in it. As far as taking undertakings for a person's suitability is concerned, we cannot actually do checks on criminal offences although we can do that in relation to employees of the college because there are young people involved. Therefore, when it comes to governors giving undertakings about criminal offences or bankruptcy for example, we rely on them signing a form to say that there are no problems in that direction. We also have a list, which I have with me, of persons ineligible to be members so that we can use this as a checklist when we go through our proceedings. However, like Carmarthenshire College, we have an

gofal mawr i sicrhau bod ymagwedd agored a thryloyw iddi. O ran cymryd datganiadau ynghylch addasrwydd person, ni allwn wneud gwiriadau ar droseddau er y gallwn wneud hynny mewn perthynas â chyflogeion y coleg oherwydd bod pobl ifanc yn gysylltiedig. Felly, o ran llywodraethwyr yn rhoi datganiadau ynghylch troseddau neu fynd yn fethdalwyr er enghraifft, yr ydym yn dibynnu arnynt i lofnodi ffurflen sydd yn dweud nad oes unrhyw broblemau yn y cyswllt hwnnw. Mae gennym hefyd restr, ac yr wyf wedi dod â hi gyda mi, o'r bobl sydd yn anghymwys i fod yn aelodau fel y gallwn ei defnyddio fel rhestr wirio pan fyddwn yn

**application form which
requires a CV to be given.**

**mynd drwy ein
gweithdrefnau. Fodd
bynnag, fel Coleg Sir
Gaerfyrddin, mae gennym
ffurflen gais sydd yn gofyn
am ddarparu CV.**

**[154] Dafydd Wigley: Gan
ddilyn cwestiwn Christine
Chapman a'r atebion a
gawsom, mae pwyslais mawr
wedi bod ar arbenigedd
ymhlith llywodraethwyr—yn
gyfrifwyr, yn gyfreithwyr ac
yn bobl broffesiynol—ac ar
yr angen i lenwi CV. A oes
ymdrech hefyd i sicrhau bod
yna lywodraethwyr sydd yn
ymwybodol o'r problemau y
mae llawer o bobl sydd ar
incwm isel neu yn ddi-waith
yn eu hwynebu? Mae'r
profiad hwnnw yn rhan o'r
wybodaeth sydd gan rywun**

**[154] Dafydd Wigley: To
follow on from Christine
Chapman's question and the
answers we were given, there
has been much emphasis on
specialism among
governors—accountants,
solicitors and professional
people—and on the need to
fill in a CV. Is there also an
effort to ensure that there
are governors who are aware
of the problems faced by
many people who are on low
incomes or who are
unemployed? That
experience is part of the**

fel llywodraethwr, fel nad yw i gyd o bersbectif y rhai sydd efallai mewn sefyllfa well mewn bywyd.

Ms Coleman: I think that, possibly, our response there was dictated partly by the fact that we are appearing before the Audit Committee. Therefore, we emphasised the expertise in professional senses, particularly financial. However, we are also very aware of those issues and we also like to have people who have considerable expertise in education, and an interest in recruitment from a wider area and all these particular social problems as well.

knowledge one has as a governor, so that it is not all from the perspective of those who are perhaps in a better situation in life.

Ms Coleman: Credaf, o bosibl, fod ein hymateb i hynny wedi'i lywio'n rhannol gan y ffaith ein bod yn ymddangos gerbron y Pwyllgor Archwilio. Felly, pwysleisiwyd yr arbenigedd yn yr ystyr broffesiynol, yn arbennig yr ystyr ariannol. Fodd bynnag, yr ydym hefyd yn ymwybodol iawn o'r materion hynny a hoffwn hefyd gael pobl â chryn arbenigedd mewn addysg, a diddordeb mewn recriwtio o faes ehangach a'r holl broblemau cymdeithasol penodol hyn yn ogystal.

[155] Christine Chapman: Do you think that both colleges could do more to improve selection or how you select?

Ms Coleman: It is very difficult to know what else we could do. We advertise and we try to make ourselves publicly available and that kind of thing. I would welcome suggestions on that.

Mr Lithgow: I cannot add much more to that. Certainly when we put the advertisement out it is an open advertisement and we would look at any response to it. I cannot add much more, I am afraid.

[155] Christine Chapman: A ydych o'r farn y gallai'r ddau goleg wneud mwy i wella'r broses ddethol neu'r ffordd yr ydych yn dethol?

Ms Coleman: Mae'n anodd iawn gwybod beth arall y gallem ei wneud. Yr ydym yn hysbysebu ac yn ceisio sicrhau ein bod ar gael i'r cyhoedd a'r math yna o beth. Byddwn yn croesawu awgrymiadau ar hynny.

Mr Lithgow: Ni allaf ychwanegu llawer mwy at hynny. Yn sicr pan gyhoeddir hysbyseb gennym mae'n hysbyseb agored a byddem yn edrych ar unrhyw ymateb iddo. Ni allaf ychwanegu llawer mwy, mae'n ddrwg gennyf.

[156] Brian Hancock: Would you target, for example, trade union movements, which I think is very important on the point of adult education and so forth?

[156] Brian Hancock: A fyddech yn targedu, er enghraifft, undebau llafur sydd, yn fy marn i, yn bwysig iawn o ran addysg i oedolion ac ati?

Ms Coleman: I do not know. I have only recently—in October—become the Chairman of the Coleg Ceredigion board of governors. Therefore, I cannot answer for the past. We will target every possible organisation and we are required to have representatives of the community now, as part of our new constitution. Insofar as trade unions are deemed to be part of the community, yes, we would welcome that very much. No one is

Ms Coleman: Wn i ddim. Dim ond yn ddiweddar—ym mis Hydref—y deuthum yn Gadeirydd bwrdd llywodraethwyr Coleg Ceredigion. Felly, ni allaf ateb o ran y gorffennol. Byddwn yn targedu pob sefydliad posibl a bellach mae'n ofynnol inni gael cynrychiolwyr o'r gymuned, fel rhan o'n cyfansoddiad newydd. Yn yr ystyr bod undebau llafur yn cael eu hystyried yn rhan o'r gymuned, byddem yn croesawu hynny'n fawr iawn.

excluded, certainly.

**Ni oes neb yn cael ei eithrio,
yn sicr.**

**[157] Brian Hancock: Are
they included?**

**[157] Brian Hancock: A gânt
eu cynnwys?**

**Ms Coleman: Oh yes. I do not
think that we actually have a
governor in that sense, but
perhaps Mr Morgan can
respond to that.**

**Ms Coleman: Cânt yn wir.
Nid wyf yn credu bod
gennym lywodraethwr yn yr
ystyr honno, ond efallai y
gall Mr Morgan ymateb i
hynny.**

**Mr Morgan: I will add to that
and I will also go back to the
previous question from
Mr Wigley. The new
Instruments and Articles
have changed the dynamics
of a board of governors with
effect from August of this
year. The situation now is
that there is a requirement**

**Mr Morgan: Hoffwn
ychwanegu at hynny a
dychwelyd hefyd at y
cwestiwn blaenorol gan
Mr Wigley. Mae'r
Offerynnau a'r Erthyglau
newydd wedi newid
deinameg bwrdd
llywodraethwyr a bydd hyn
yn weithredol o fis Awst**

for a representative from the county council and there must also be community representation. In the case of Coleg Ceredigion, for example, we have made a conscious decision that we want two community representatives on the board. The actual difficulty is that we are in the process of recruiting those at the moment. This will very quickly change the dynamics. The reality of the situation in terms of student representation is that we have been fortunate, over the last two years, to have mature, adult students who have contributed from a very different perception.

eleni. Y sefyllfa bellach yw bod gofyniad am gynrychiolydd o'r cyngor sir a hefyd rhaid cael cynrychiolaeth o'r gymuned. Yn achos Coleg Ceredigion, er enghraifft, yr ydym wedi gwneud penderfyniad ymwybodol ein bod am gael dau gynrychiolydd o'r gymuned ar y bwrdd. Yr anhawster mewn gwirionedd yw ein bod yn y broses o recriwtio'r rheini ar hyn o bryd. Bydd hyn yn newid y ddeinameg yn gyflym iawn. Realiti'r sefyllfa o ran cynrychiolaeth myfyrwyr yw ein bod wedi bod yn ffodus, dros y ddwy flynedd ddiwethaf, o gael myfyrwyr aeddfed sydd yn oedolion sydd wedi cyfrannu o safbwynt gwahanol iawn.

In relation to trade unions, it is quite interesting that at Coleg Ceredigion one of the staff representatives on the board of governors is a National Association of Teachers in Further and Higher Education representative in the college. Although we do not have a formal trade union place on the board, we actually have a trade union representative on the board at the moment. I think that as the year goes by, the new dynamics that will be created by the change in emphasis, from a dominance of business members to more of a blend between business members and—if I can use the term—community members, will improve the situation to which Mr Wigley referred.

O ran undebau llafur, mae'n eithaf diddorol bod un o gynrychiolwyr y staff ar y bwrdd llywodraethwyr yng Ngholeg Ceredigion yn gynrychiolydd Cymdeithas Genedlaethol Athrawon mewn Addysg Bellach ac Uwch yn y coleg. Er nad oes gennym le ffurfiol i undeb llafur ar y bwrdd, mae gennym gynrychiolydd undeb llafur ar y bwrdd ar hyn o bryd. Wrth i'r flwyddyn fynd yn ei blaen, credaf y bydd y ddeinameg newydd a gaiff ei chreu gan y newid pwyslais, o aelodau busnes i fwy o gymysgedd rhwng aelodau busnes ac—os gallaf ddefnyddio'r term—aelodau'r gymuned—yn gwella'r sefyllfa y cyfeiriodd Mr Wigley ati.

Mr Robinson: We have had representatives from the community organisations since incorporation. There has been a representative from the county council and other local community groups. We also have two student representatives on the governing body. They are probably the most powerful advocates of the real needs of the local community. We have one representing the higher education cohort and one representing the further education cohort. In addition, we have two staff representatives, one teaching and one non-teaching, and also a member who is a deputy head teacher of a junior school. Therefore, that sort of expertise—representing the community,

Mr Robinson: Yr ydym wedi cael aelodau o sefydliadau'r gymuned ers yr ymgorffori. Bu cynrychiolydd o'r cyngor sir a grwpiau cymunedol lleol eraill. Mae gennym hefyd ddau gynrychiolydd myfyrwyr ar y corff llywodraethol. Hwy, fwy na thebyg yw'r dadleuwyr mwyaf pwerus dros anghenion gwirioneddol y gymuned leol. Mae gennym un sydd yn cynrychioli'r garfan addysg uwch ac un sydd yn cynrychioli'r garfan addysg bellach. Yn ogystal, mae gennym ddau gynrychiolydd staff, un sydd yn dysgu ac un nad yw'n dysgu, a hefyd aelod sydd yn ddirprwy bennaeth ysgol iau. Felly, mae'r math hwnnw o arbenigedd—sydd yn cynrychioli'r gymuned,

students and staff—balances the more specialist expertise in the functional areas of finance, law, estates and so on.

[A coffee break was held between 10.50 a.m. and 11.00 a.m.]

[158] Janet Davies: I will ask Alun Pugh to ask a few more questions on governance and then we will go on to talk about strategic planning and financial management.

[159] Alun Pugh: This report draws attention to some very serious potential conflicts of interest, which the National Audit Office identified. Obviously, these examples do

myfyrwyr a staff—yn rhoi cydbwysedd i'r arbenigedd mwy penodol ym meysydd swyddogaethol cyllid, y gyfraith, ystadau ac ati.

[Cafwyd egwyl goffi rhwng 10.50 a.m. ac 11.00 a.m.]

[158] Janet Davies: Gofynnaf i Alun Pugh ofyn ychydig mwy o gwestiynau ar lywodraethu ac yna awn ymlaen i sôn am gynllunio strategol a rheolaeth ariannol.

[159] Alun Pugh: Mae'r adroddiad hwn yn tynnu sylw at y posibilrwydd o rai achosion difrifol iawn o wrthdaro buddiannau, a nodwyd gan y Swyddfa

not relate to your colleges, but how do you make sure you do not get these sort of conflicts arising?

Archwilio Genedlaethol. Yn amlwg, nid yw'r enghreifftiau hyn yn ymwneud â'ch colegau, ond sut ydych chi'n sicrhau na fydd y math hwn o wrthdaro yn codi?

Ms Coleman: We maintain a register of interests of all board members and the chairman is aware of what is registered. That register is publicly available. We also require, on a more day-to-day basis, governors to withdraw from board meetings when anything that involves any potential conflict of interest arises. I have not been aware of any problems with people being willing to withdraw. We have never had any difficulties.

Ms Coleman: Yr ydym yn cadw cofrestr o fuddiannau ar gyfer pob aelod o'r bwrdd ac mae'r cadeirydd yn ymwybodol o'r hyn a gofrestrir. Mae'r gofrestr honno ar gael i'r cyhoedd. Yr ydym hefyd yn mynnu, ar sail fwy dyddiol, bod llywodraethwyr yn ymadael â chyfarfodydd y bwrdd pan fydd unrhyw beth sydd â phosibilrwydd o wrthdaro buddiannau yn codi. Nid wyf yn ymwybodol o unrhyw broblemau gyda phobl yn

There are serious concerns about this, but I am confident that those have not occurred in our college and I will do my best to ensure that they do not occur.

fodlon ymadael. Nid ydym erioed wedi cael unrhyw anhawster. Mae pryderon difrifol ynglyn â hyn, ond yr wyf yn hyderus nad yw'r rheini wedi digwydd yn ein coleg ni ac fe wnaif fy ngorau i sicrhau na fyddant yn digwydd.

Mr Lithgow:

Carmarthenshire College abides by the model code of conduct for corporation members, which was issued by the Funding Council. Governors are issued with a copy of this code on appointment. If there is a potential conflict of interest, in my experience it has been declared in the course of a meeting. I can think of a situation we had several

Mr Lithgow: Mae Coleg Sir Gaerfyrddin yn glynu wrth y model o god ymddygiad ar gyfer aelodau'r gorfforaeth, a gyhoeddwyd gan y Cyngor Cyllido. Rhoddir copi o'r cod hwn i lywodraethwyr pan gânt eu penodi. Os bydd unrhyw bosibilrwydd o wrthdaro buddiannau, yn fy mhrofiad i caiff hyn ei ddatgan yn ystod cyfarfod. Gallaf gofio sefyllfa a gawsom sawl blwyddyn yn

years ago, when we were discussing funding, a bank manager, who was a governor, certainly expressed his interest and withdrew when we were talking about whether we were going to take up the funding. So, I hope that we avoid conflicts of interest.

[160] Alun Pugh: You said that the registers of interest are both public documents. There are public documents and public documents. Are these registers, for example, published on your website? I know that both your colleges have websites. Does that then extend to things like minutes of meetings and governors' papers? I guess they are both public documents but in

ôl, pan oeddem yn trafod cyllid, mynegodd rheolwr banc, a oedd yn llywodraethwr, ei ddiddordeb yn bendant ac ymadawodd pan oeddem yn trafod a oeddem yn bwriadu derbyn y cyllid. Felly, gobeithiaf ein bod yn osgoi gwrthdaro buddiannau.

[160] Alun Pugh: Dywedasochofod y cofrestrau o fuddiannau ill dwy yn ddogfennau cyhoeddus. Mae yna ddogfennau cyhoeddus a dogfennau cyhoeddus. A yw'r cofrestrau hyn, er enghraifft, wedi'u cyhoeddi ar eich gwefan? Gwn fod gan eich colegau ill dau wefannau. A yw hynny'n ymestyn wedyn i bethau megis cofnodion cyfarfodydd

addition to filing a copy in, perhaps, a library box, are they published on your websites and are they regularly made available?

Ms Coleman: No. They are publicly available, but in a more old-fashioned sense. They are not available on the web. I think that I would be opposed to publishing a register of interests on the web until others, who, perhaps, have a more public life, have their similar interests registered on the web. We talked earlier about deterrants to people becoming governors and I

a phapurau'r llywodraethwyr? Tybiaf eu bod ill dau yn ddogfennau cyhoeddus ond yn ogystal â ffeilio copi mewn blwch llyfrgell, o bosibl, a gânt eu cyhoeddi ar eich gwefannau ac a drefnir eu bod ar gael yn rheolaidd?

Ms Coleman: Na chânt. Maent ar gael i'r cyhoedd, ond mewn ystyr fwy hen ffasiwn. Nid ydynt ar gael ar y we. Credaf y byddwn yn gwrthwynebu cyhoeddi cofrestr o fuddiannau ar y we hyd nes i eraill, sydd â bywydau mwy cyhoeddus o bosibl, gofrestru eu buddiannau tebyg ar y we. Soniwyd yn gynharach am beth sydd yn atal pobl rhag dod yn llywodraethwyr ac yr

think that having a register of their interests and that of their spouses and relatives freely available on the web would, very substantially, deter governors from joining the board.

wyf o'r farn y byddai rhoi cofrestr o'u buddiannau a buddiannau eu priod a'u perthnasau ar y we yn ddilyffethair yn atal llywodraethwyr rhag ymuno â'r bwrdd, a hynny i raddau helaeth iawn.

Mr Lithgow: The minutes of all meetings are publicly held in the library. The declaration of interests is also available via the clerk to the board. I had not thought about putting it on the web. I think I would echo the sentiments expressed by my fellow chair.

Mr Lithgow: Cedwir cofnodion pob cyfarfod yn gyhoeddus yn y llyfrgell. Mae'r datganiad o fuddiannau ar gael gan glerc y bwrdd hefyd. Nid oeddwn wedi ystyried ei roi ar y we. Credaf y byddwn yn adleisio'r teimladau a fynegwyd gan fy nghyd-gadeirydd.

[161] Alun Pugh: The nature of the relationship between the principal and the

[161] Alun Pugh: Bydd y cwestiynau nesaf yn ymwneud â natur y

governing body is the next line of questioning. Do you both formally appraise the performance of your principals? What are the main components of this process and what records are kept of that appraisal?

Mr Lithgow: Yes, I do appraise the principal and the vice-principal on an annual basis. We go through the previous year's action plan and discuss how their performance has been against the action plan. We then look to see what we can do to develop or overcome any strengths or weaknesses. That is a formal process.

berthynas rhwng y prifathro a'r corff llywodraethol. A yw'r ddau ohonoch yn gwerthuso perfformiad eich prifathrawon yn ffurfiol? Beth yw prif elfennau'r broses hon a pha gofnodion a gedwir o'r gwerthusiad hwnnw?

Mr Lithgow: Ydwyf, yr wyf yn gwerthuso'r prifathro a'r dirprwy brifathro yn flynyddol. Yr ydym yn edrych ar gynllun gweithredu'r flwyddyn flaenorol ac yn trafod eu perfformiad yn erbyn y cynllun gweithredu. Yna yr ydym yn edrych i weld beth y gallwn ei wneud i ddatblygu neu oresgyn unrhyw gryfderau neu wendidau. Mae honno'n broses ffurfiol.

Ms Coleman: **Our process is also formal. We evaluate the principal's performance under headings of planning; student and curriculum targets; financial targets; human resources; physical resources and general control and audit of the college. We do not make the appraisal publicly available. I have been trained as an appraiser in my own employment. We adopted the approach that these are confidential matters. Again, it would be unfair on any individual—be they a secretary, a principal or anyone else employed by the institution—to have the document publicly available because there is an element of staff development there as well as evaluation and**

Ms Coleman: **Mae ein proses ninnau hefyd yn un ffurfiol. Yr ydym yn gwerthuso perfformiad y prifathro o dan benawdau cynllunio; targedau myfyrwyr a'r cwricwlwm; targedau ariannol; adnoddau dynol; adnoddau ffisegol a rheolaeth gyffredinol ac archwiliad o'r coleg. Nid yw'r gwerthusiad ar gael i'r cyhoedd. Cefais fy hyfforddi fel gwerthuswr yn fy nghyflogaeth fy hun. Mabwysiadasom yr ymagwedd bod y rhain yn faterion cyfrinachol. Eto, byddai'n annheg ar unrhyw unigolyn—boed mewn swydd ysgrifenyddol, yn brifathro neu unrhyw un arall a gyflogir gan y sefydliad—petai'r ddogfen ar gael i'r cyhoedd gan fod elfen o**

monitoring.

ddatblygiad staff yn ogystal â gwerthuso a monitro.

[162] Alun Pugh: In both cases, that seems to be a fairly broad evaluation of the principal's performance across several areas of work. Is there any linkage between the outcomes of that process and the salary of the principal?

[162] Alun Pugh: Yn y ddau achos, ymddengys bod hynny'n werthusiad bras o berfformiad y prifathro ar draws sawl maes o waith. A oes unrhyw gyswllt rhwng canlyniadau'r broses honno a chyflog y prifathro?

Ms Coleman: Not directly. We do not have performance-related pay.

Ms Coleman: Nid yn uniongyrchol. Nid oes gennym system tâl yn ôl perfformiad.

Mr Lithgow: It is the same for Carmarthenshire College.

Mr Lithgow: Mae'r un peth yn wir am Goleg Sir Gaerfyrddin.

[163] Janet Davies: We will now move on to the strategic planning and financial management issues. Again, I will open it up and I will then ask Peter Black to continue. There may be one or two questions on how you are working towards Objective 1 also.

Mr Robinson, I understand that your college has consistently been assessed by the Funding Council as having produced strategic plans of good quality. Could you tell us a bit about the key components of your strategic planning process and the benefits that you consider this planning cycle brings to the college?

[163] Janet Davies: Symudwn ymlaen yn awr at y materion cynllunio strategol a rheolaeth ariannol. Eto, byddaf yn agor y drafodaeth ac yna'n gofyn i Peter Black barhau. Efallai y bydd ambell gwestiwn ynglyn â sut yr ydych yn gweithio tuag at Amcan 1 hefyd.

Mr Robinson, deallaf fod eich coleg wedi ei asesu'n gyson gan y Cyngor Cyllido fel coleg sydd wedi cynhyrchu cynlluniau strategol o ansawdd da. A allech ddweud ychydig wrthym am elfennau allweddol eich proses o gynllunio strategol a'r manteision i'ch coleg a ddaw, yn eich barn chi, yn sgîl y cylch cynllunio hwn?

Mr Robinson: **The starting point would be a clear timetable for the process of strategic planning. It is almost an all-year-round activity but there is a notional start in November for a completion date of the following June. That timetable is made available to all staff and to corporate board members and it clearly indicates who is doing what and when. So, the expectations of all the various contributors to the strategic planning process is upfront right at the very beginning. Another key element is that the initial start of the annual process is with the governing body. For the last two or three years, we have met—you could almost call it a training or**

Mr Robinson: **Y man cychwyn fyddai amserlen glir ar gyfer y broses o gynllunio strategol. Mae bron yn weithgaredd sydd yn digwydd gydol y flwyddyn ond mae yna ddechrau tybiannol ym mis Tachwedd ar gyfer dyddiad cwblhau yn ystod y mis Mehefin canlynol. Mae'r amserlen honno ar gael i bob aelod o'r staff ac i aelodau'r bwrdd corfforaethol ac mae'n nodi'n glir pwy sydd yn gwneud beth a phryd. Felly, mae disgwyliadau'r amrywiol gyfranwyr i'r broses cynllunio strategol yn hysbys o'r cychwyn cyntaf. Efen allweddol arall yw bod dechrau'r broses flynyddol yn digwydd gyda'r corff llywodraethol. Dros y ddwy neu dair blynedd ddiwethaf,**

seminar event—with the governing body and we have addressed the key strategic issues, not the detail, but the major strategic thrust of the institution, starting with the mission and then going on to look at the strategic aims. It has been a workshop-based approach, where all governors have had an opportunity to shape the way the college is directed. I think that is a critical part of the process.

As we go through the timetable of activity, it is constantly brought back to the governing body. Various

yr ydym wedi cwrdd â'r corff llywodraethol—bron na allech ei alw'n ddigwyddiad hyfforddi neu'n seminar—ac yr ydym wedi trafod y materion strategol allweddol nid y manylion, ond yn hytrach brif bwyslais strategol y sefydliad, gan ddechrau gyda'r genhadaeth ac yna symud ymlaen i edrych ar yr amcanion strategol. Bu'n ymagwedd yn seiliedig ar weithdai, lle cafodd yr holl lywodraethwyr gyfle i lunio cyfeiriad y coleg. Credaf fod hynny'n rhan hanfodol o'r broses.

Wrth inni fynd drwy amserlen y gweithgareddau, mae bob amser yn dychwelyd at y corff llywodraethol.

stages of the product are brought to the governors for their views and observations so that they are engaged not just at the beginning or end, but the whole process is involving them. Another key issue, I think, is that the strategic planning cycle and the budget planning cycle run alongside one another and interact. It is very easy to see the relationship between the two processes. The budget setting cycle is also made very public. The governing body has possession of it so that the governors know exactly what they should expect and when.

Caiff amrywiol gamau'r cynnyrch eu cyflwyno gerbron y llywodraethwyr i gael eu barn a'u sylwadau fel eu bod yn rhan o'r broses, nid yn unig ar y dechrau neu'r diwedd, ond drwy gydol y broses. Mater allweddol arall, yn fy marn i, yw bod y cylch cynllunio strategol a'r cylch cynllunio cyllideb yn rhedeg ochr yn ochr ac yn rhyngweithio. Mae'n hawdd iawn gweld y berthynas rhwng y ddwy broses. Mae'r cylch pennu cyllideb hefyd yn gyhoeddus iawn. Y corff llywodraethol sydd yn meddu arno fel bod y llywodraethwyr yn gwybod yn union beth y dylent ei ddisgwyl a phryd.

I believe that you have received copies of the strategic plan; you will see its structure. The key document, in many ways, is the annual operating plan. That is the detail. That is where you are really laying down your objectives and targets for the year in which you are going to operate. One of the key elements of the planning process is to review that as you are going through it. We carry out two reviews: one in December and one in May, when we go through and look at each and every target and assess performance against that target and effectively mark it. We use a sort of HMI code of a scale of one to five, where one is very good or outstanding and five is of major concern. It is an

Credaf eich bod wedi derbyn copïau o'r cynllun strategol; fe welwch ei strwythur. Y ddogfen allweddol, mewn sawl ffordd, yw'r cynllun gweithredu blynyddol. Dyna'r manylion. Dyna lle yr ydych mewn gwirionedd yn gosod eich amcanion a'ch targedau ar gyfer y flwyddyn yr ydych yn mynd i weithredu ynddi. Un o elfennau allweddol y broses gynllunio yw adolygu hynny wrth ichi fynd drwyddi. Yr ydym yn cynnal dau arolwg: un ym mis Rhagfyr a'r llall ym mis Mai, pan fyddwn yn mynd drwy pob targed, yn edrych arnynt ac yn asesu perfformiad yn erbyn y targed hwnnw a'i farcio i bob pwrpas. Yr ydym yn defnyddio rhyw fath o god AEM o raddfa o un i bump,

internal discipline that has been adopted. Members of the governing body have an opportunity to comment on the integrity of that process as well, as we are doing it. As I said, that process happens twice a year.

Last year, and I think it is fairly typical, we met 88 per cent of those targets. That is good, but perhaps, more useful is to then address why you have not met the other smaller percentage. That is something that we have to do. Why was a target not met? In some instances, you

lle mae un yn dda iawn neu'n rhagorol a phump yn destun pryder sylweddol.

Disgyblaeth fewnol a fabwysiadwyd yw hyn. Caiff aelodau o'r corff llywodraethol gyfle i wneud sylwadau ar integreidd y broses honno yn ogystal, wrth inni ei chyflawni. Fel y dywedais, mae'r broses honno'n digwydd ddwywaith y flwyddyn.

Y llynedd, ac yr wyf yn credu bod hyn yn eithaf nodweddiadol, llwyddasom i fodloni ag 88 y cant o'r targedau hynny. Mae hynny'n dda, ond efallai ei bod yn fwy defnyddiol wedyn mynd i'r afael â pham na wnaethoch gwrdd â'r ganran lai arall. Mae hynny'n

simply end up with something that is redundant. It is no longer an applicable objective. Things have moved on and it is no longer something that you would wish to develop. In other cases it is because of a weakness or failure and obviously you need to put activity in train to overcome that in a subsequent year.

Another key element is the involvement of all staff. It is not a process that is done by a small number of people and then imposed. It is a process that involves all staff,

rhywbeth y mae'n rhaid inni ei wneud. Pam na chafodd targed ei fodloni? Mewn rhai achosion, y canlyniad fydd cael rhywbeth diwerth ar eich dwylo. Nid yw bellach yn amcan perthnasol. Mae pethau wedi symud yn eu blaenau ac nid yw bellach yn rhywbeth y byddech yn dymuno ei ddatblygu. Mewn achosion eraill, y rheswm yw gwendid neu fethiant ac yn amlwg mae angen ichi roi gweithgaredd ar waith er mwyn goresgyn hynny mewn blwyddyn ddilynol.

Elfen allweddol arall yw cynnwys pob aelod o staff. Nid yw'n broses a wneir gan nifer bychan o bobl ac yna ei gorfodi. Mae'n broses sydd yn cynnwys pob aelod o'r

at all levels. We have various structures to try to make sure that that happens. Some are formal, with meetings scheduled at key parts of the year. For example, before Christmas, all the teaching staff were engaged in an activity lasting half a day, addressing some of the key strategic issues associated with the strategic plan that we are going to build up for next year. That would be one illustration. A good strategic plan has an analysis of the context within which you are working and sensitivity to the demands of the community in which you are working, is clearly critical. If you get that wrong and develop strategies that are out of tune with the needs of the area you are serving, clearly you

staff, ar bob lefel. Mae gennym strwythurau amrywiol i geisio sicrhau bod hynny'n digwydd. Mae rhai yn ffurfiol, gyda chyfarfodydd wedi'u hamserlennu ar adegau allweddol yn ystod y flwyddyn. Er enghraifft, cyn y Nadolig, yr oedd pob aelod o'r staff dysgu yn ymwneud â gweithgaredd a barhaodd am hanner diwrnod, yn mynd i'r afael â rhai o'r materion strategol allweddol sydd yn gysylltiedig â'r cynllun strategol yr ydym yn bwriadu ei adeiladu ar gyfer y flwyddyn nesaf. Byddai hynny'n un enghraifft. Mae gan gynllun strategol da ddadansoddiad o'r cydestun yr ydych yn gweithio o'i fewn a sensitifrwydd tuag at ofynion y gymuned yr

have a major mismatch. Therefore, we put a lot of emphasis on trying to make sure that the data, the context and the statistical information underpinning our plan are accurate.

ydych yn gweithio ynddi, yn amlwg yn hanfodol. Os bydd hynny'n anghywir gennych ac yr ydych yn datblygu strategaethau nad ydynt ar yr un donfedd ag anghenion yr ardal yr ydych yn ei gwasanaethu, yn amlwg mae gennych gamgyfatebiaeth fawr. Felly, rhoddwn lawer o bwyslais ar sicrhau bod y data, y cyd-destun a'r wybodaeth ystadegol sydd yn sail i'n cynllun yn gywir.

Finally, I would say that, having produced it, make sure that everyone is aware of it and that it is effectively communicated to all staff. Among the pack, you will have had the small, bilingual summary of the strategic plan. You will also notice

Yn olaf, hoffwn ddweud, ar ôl ei gynhyrchu, gwnewch yn siwr fod pawb yn ymwybodol ohono a'i fod yn cael ei gyfleu yn effeithiol i bob aelod o'r staff. Fel rhan o'r pecyn, byddwch wedi derbyn crynodeb dwyieithog bychan o'r cynllun strategol. Fe

that it is a much more usable document on a routine daily basis. As I have said, it is distributed to all staff and not just handed out. That is what we did in the first year, but as we have gone on we now build the issue of it around engaging staff with the product. The hope is that staff own it and share and contribute their particular element of moving the plan forward.

[164] Janet Davies: Thank you. You have answered the other questions that I had in mind.

sylwch hefyd ei bod yn ddogfen lawer mwy defnyddiol ar sail ddyddiol arferol. Fel y dywedais, caiff ei dosbarthu i bob aelod o'r staff yn hytrach na chael ei rhoi allan yn unig. Dyna'r hyn a wnaethom yn ystod y flwyddyn gyntaf, ond wrth inni fynd ymlaen yr ydym bellach yn ei seilio ar gysylltu'r staff â'r cynnyrch. Y gobaith bod staff yn cymryd meddiant ohono ac yn rhannu ac yn cyfrannu eu helpen benodol o symud y cynllun yn ei flaen.

[164] Janet Davies: Diolch. Yr ydych wedi ateb y cwestiynau eraill a oedd gennyf mewn golwg.

[165] Peter Black: Do you involve the student body at all in the drawing up of this plan?

Mr Robinson: Yes, in that the students have two representatives on the governing body and they would be part of the entire process, including that first phase that I mentioned where we hold a session for governors in November. Last November, one of the student representatives was present and she had an active role. The views and needs of the students are clearly identified. I doubt whether it goes beyond that and whether the students themselves formalise the process. I am not aware of

[165] Peter Black: A ydych yn cynnwys myfyrwyr o gwbl wrth lunio'r cynllun hwn?

Mr Robinson: Ydym, yn yr ystyr bod gan y myfyrwyr ddau gynrychiolydd ar y corff llywodraethol a byddent yn rhan o'r broses gyfan, gan gynnwys y cam cyntaf hwnnw a grybwyllais pan fyddwn yn cynnal sesiwn i lywodraethwyr ym mis Tachwedd. Mis Tachwedd diwethaf, yr oedd un o'r cynrychiolwyr myfyrwyr yn bresennol ac yr oedd ganddi rôl weithredol. Nodir barn ac anghenion y myfyrwyr yn glir. Yr wyf yn amau a yw'n mynd y tu hwnt i hynny ac a yw'r myfyrwyr eu hunain yn ffurfioli'r broses. Nid wyf yn

that happening, but in terms of their representatives having an opportunity to contribute, it is well embedded.

[166] Peter Black: Mr Lithgow, we received a detailed explanation from Mr Robinson of the involvement of governors in this. Do the governors take the opportunity of that involvement to get more hands-on experience of how the college operates by shadowing departments, sitting in on lectures and so on?

Patrick Lithgow: Some of the time constraints generally prevent us from doing that. Certainly, Brian Robinson has gone through the

ymwybodol bod hynny'n digwydd, ond o ran y cyfle i'w cynrychiolwyr gyfrannu, mae hynny wedi'i hen sefydlu.

[166] Peter Black: Mr Lithgow, cawsom esboniad manwl gan Mr Robinson o ran y llywodraethwyr yn hyn o beth. A yw'r llywodraethwyr yn cymryd y cyfle o'r cysylltiad hwnnw i feithrin profiad mwy uniongyrchol o sut y mae'r coleg yn gweithredu drwy gysgodi adrannau, eistedd mewn darlithoedd ac ati?

Patrick Lithgow: Ar adegau mae cyfyngiadau yn ein hatal rhag gwneud hynny yn gyffredinol. Yn sicr, mae Brian Robinson wedi mynd

governor involvement in our timetable of events for the strategic plan. We formally look at the plan four times during the year. It is an opportunity in the first stage, in November, not to plan but to think strategically, and try to step as far away as possible and look at the bigger picture. There are plenty of opportunities throughout the year for giving greater focus to parts of the plan and giving emphasis in areas where we think there are weaknesses or we would like to see some changes. However, at the end of the day the plan is the college's and the employees' and they have to buy into it. Therefore, it should not be a plan that the governors have decided upon. It is a live

drwy ran y llywodraethwyr yn ein hamserlen digwyddiadau ar gyfer y cynllun straetgol. Yr ydym yn edrych yn ffurfiol ar y cynllun bedair gwaith yn ystod y flwyddyn. Mae'n gyfle yn y cam cyntaf, ym mis Tachwedd, nid i gynllunio ond yn hytrach i feddwl yn strategol, a cheisio camu'n ôl mor bell â phosibl ac edrych ar y darlun mwy. Mae digon o gyfleoedd drwy gydol y flwyddyn i ganolbwyntio'n fwy ar rannau o'r cynllun a rhoi pwyslais ar feysydd lle y credwn bod gwendidau neu lle yr hoffem weld rhai newidiadau. Fodd bynnag, ar ddiwedd y dydd cynllun y coleg a'r gweithwyr ydyw ac mae'n rhaid iddynt brynu i mewn iddo. Felly, ni ddylai

document.

**fod yn gynllun y mae'r
llywodraethwyr wedi
penderfynu arno. Dogfen fyw
ydyw.**

[167] Peter Black:

**Mr Morgan, I understand
that, on the basis of your
1999 strategic plan, the
Funding Council considered
this a significant
improvement on previous
years. Could you describe the
changes that you made to
improve your planning, and
the benefits you consider this
brought to your college?**

[167] Peter Black:

**Mr Morgan, yr wyf yn deall,
ar sail eich cynllun strategol
ar gyfer 1999, fod y Cyngor
Cyllido wedi ystyried hyn yn
welliant sylweddol ar
flynyddoedd blaenorol. A
allech ddisgrifio'r
newidiadau a wnaethoch i
wella eich cynlluniau, a'r
manteision a ddaeth yn sgîl
hyn i'ch coleg yn eich barn
chi?**

**Mr Morgan: Looking back at
Funding Council
documentation, I think they
also said the same in relation
to 1998 and extended it into**

**Mr Morgan: O edrych yn ôl
ar ddogfennaeth y Cyngor
Cyllido, credaf iddynt
ddweud yr un peth hefyd
mewn perthynas â 1998 a'i**

1999 as well. Listening to Brian Robinson talk about the patterns, it is quite fascinating and remarkable, and reassuring as well—if that is a well established process—because it is so similar to what we undertake now in Ceredigion. I hope that we are on the right lines.

As Brian said, planning really is an all-year event and I am not quite sure where to start talking about the process. I will not go through it in the same detail. However, I will perhaps start at the end of the plan. The plan has to be submitted to the Funding Council by July and the first thing that

ymestyn i 1999 yn ogystal. Wrth wrando ar Brian Robinson yn sôn am y patrymau, mae'n eithaf diddorol a hynod, ac yn sicrwydd meddwl hefyd—os yw honno'n broses hirsefydlog—gan eu bod mor debyg i'r hyn yr ydym yn ymgymryd ag ef bellach yng Ngheredigion. Gobeithiaf ein bod ar y trywydd iawn.

Fel y dechreuodd Brian ddweud, mae'n wirioneddol yn rhywbeth sydd yn digwydd drwy gydol y flwyddyn ac nid wyf yn siwr ble i ddechrau sôn am y broses. Ni wnaf ei disgrifio mor fanwl. Fodd bynnag, hoffwn ddechrau o bosibl ar ddiwedd y cynllun. Mae'n rhaid cyflwyno'r cynllun i'r

happens at the beginning of the autumn term is that I present the plan at staff meetings on the two campuses, with a summary of extracts that address key issues. The plan is presented to the whole staff of the college.

Similarly, in the autumn term, the process begins in two ways. The board of governors begins by looking at the mission statement and the strategic aims in its pre-Christmas meeting, It discusses the wider issues, as Patrick Lithgow said. At the same time, there is total staff involvement. On the

Cyngor Cyllido erbyn mis Gorffennaf a'r peth cyntaf sydd yn digwydd ar ddechrau tymor yr hydref yw fy mod yn cyflwyno'r cynllun mewn cyfarfodydd staff ar y ddau gampws, gyda chrynodeb o'r darnau sydd yn mynd i'r afael â'r materion allweddol. Cyflwynir y cynllun i bob aelod o staff y coleg.

Yn yr un modd, yn nhymor yr hydref, mae'r broses yn dechrau mewn dwy ffordd. Mae bwrdd y llywodraethwyr yn dechrau drwy edrych ar y datganiad cenhadaeth a'r amcanion strategol yn ei gyfarfod cyn y Nadolig. Mae'n trafod y materion ehangach, fel y dywedodd Patrick Lithgow.

operational side, we begin with curriculum course teams. The teaching and support staff come together to complete a comprehensive range of curriculum planning documentation covering all sorts of areas. For example, courses that have just finished, new courses that have been developed, new units within courses and the implications of that in terms of rooms, accommodation, equipment, resources, finance, staffing, bilingual development and delivery, and a whole range of documentation where that fits in with recent initiatives: lifelong learning, inclusivity and so on. This is then filtered through to heads of department and, through a process involving the

Ar yr un pryd, mae'r staff yn cymryd rhan lawn. O safbwynt gweithredol, yr ydym yn dechrau gyda thimau cwrs cwricwlwm. Daw'r staff dysgu a chynnal ynghyd i gwblhau ystod gynhwysfawr o ddogfennaeth cynllunio cwricwlwm sydd yn cwmpasu pob math o feysydd. Er enghraifft, cyrsiau sydd newydd ddod i ben, cyrsiau newydd a ddatblygwyd, unedau newydd o fewn cyrsiau a goblygiadau hynny o ran ystafelloedd, adeiladau, offer, adnoddau, cyllid, staff, datblygu a chyflwyno dwyieithrwydd, ac ystod gyfan o ddogfennaeth ble mae hynny'n cydweddu â mentrau diweddar: dysgu gydol oes, cynwysoldeb ac ati. Yna caiff hyn ei raeadru i

curriculum management team and the senior management team, it comes to the board later on in the planning cycle. We also have a timetable of information—perhaps not as refined as Carmarthenshire College’s but a similar pattern—which goes to the board.

Interestingly, I totally agree with what Brian said about the key part of the institutional plan being the annual operating statement, containing the key objectives and targets for the year. We undertake the same process. We have two reviews that go back to the board, where each target is analysed critically. Interestingly, and

benaethiafid adran a, drwy broses o gynnwys y tîm rheoli cwricwlwm a’r uwch dîm rheoli, daw i’r bwrdd yn ddiweddarach yn y cylch cynllunio. Mae gennym hefyd amserlen wybodaeth—nid un mor goeth â Choleg Sir Gaerfyrddin o bosibl ond ar batrwm tebyg—sydd yn mynd at y bwrdd.

Yn ddiddorol, yr wyf yn cytuno’n llwyr â’r hyn a ddywedodd Brian ynglyn â’r ffaith mai rhan allweddol y cynllun sefydliadol yw’r datganiad gweithredu blynyddol, sydd yn cynnwys yr amcanion a’r targedau allweddol ar gyfer y flwydyn. Yr ydym yn ymgymryd â’r un broses. Mae gennym ddau arolwg sydd yn mynd yn ôl

perhaps somewhat
disappointingly occasionally
for the senior management
team, the board of governors
tends to concentrate on
targets that have not been
achieved or that will not be
achieved for various reasons.
It is such a similar cycle to
that of Carmarthenshire
College that it is quite
remarkable listening to it in
a sense.

at y bwrdd, lle caiff pob
targed ei ddadansoddi'n
feirniadol. Yn ddiddorol
ddigon, ac efallai braidd yn
siomedig ar adegau ar gyfer
yr uwch dîm rheoli, mae
bwrdd y llywodraethwyr yn
tueddu i ganolbwyntio ar
dargedau nad ydynt wedi'u
cyflawni neu na chânt eu
cyflawni am resymau
amrywiol. Mae'n gylch mor
debyg i un Coleg Sir
Gaerfyrddin fel ei fod bron
yn synnu rhywun wrth
wrando arno ar un ystyr.

Planning obviously involves
the governing body and all
the staff, but the key aspect
referred to by Brian is that at
the end of the day you cannot
plan in isolation for
anything. Everything must

Mae cynllunio yn amlwg yn
cynnwys y corff
llywodraethol a'r holl staff,
ond yr agwedd allweddol y
cyfeiriwyd ati gan Brian yw
na allwch gynllunio ar gyfer
unrhyw beth ar ei ben ei hun

relate very closely to the whole issue of financial forecasting. There must be a total link between the curriculum, the estate, financial forecasting and human resource management.

One example is that for the last three years we have undertaken an annual space utilisation survey of the college, where we undertake a detailed survey of every classroom for a whole week in November. There are all sorts of excuses from the staff; for example, that students are on work experience or that they are ill or out on a visit. However, you have to look, not at what

ar ddiwedd y dydd. Mae'n rhaid i bopeth ymwneud yn agos iawn â'r holl fater o ragolygu ariannol. Mae'n rhaid bod cyswllt cyflawn rhwng y cwricwlwm, materion yn ymwneud â'r ystad, rhagolygu cyllid a rheoli adnoddau dynol.

Un enghraifft yw ein bod dros y tair blynedd ddiwethaf wedi cynnal arolwg blynyddol ar ddefnydd o le yn y coleg, gan gynnal arolwg manwl o bob ystafell ddosbarth am wythnos gyfan ym mis Tachwedd. Ceir bob math o esgusodion gan y staff; er enghraifft, bod myfyrwyr ar brofiad gwaith neu eu bod yn sâl neu allan ar ymweliad. Fodd bynnag, mae'n rhaid

is on the timetable or on the register, but at a survey of the people who are actually there. Again, this informs the planning, because, for example, a timetable may indicate that we need three more rooms, but a space utilisation survey may indicate that we do not need three more rooms, that we need one or do not need any. You have to bring all these things together. It is a sophisticated process and, as Brian said, it is an ongoing process all through the year.

[168] Peter Black: Is it a similar set-up to Carmarthenshire College in that the involvement of your student body is through the

ichi edrych, nid yn unig ar yr hyn sydd ar yr amserlen neu ar y gofrestr, ond ar arolwg o'r bobl sydd yno. Eto, mae hyn yn llywio'r broses gynllunio, oherwydd, er enghraifft, gall amserlen ddangos bod angen tair ystafell arall arnom, ond efallai bod arolwg defnydd o le yn dangos nad oes angen tair ystafell arall arnom, bod angen un arnom neu nad oes angen un arnom o gwbl. Mae'n rhaid ichi ddod â'r holl bethau hyn ynghyd. Mae'n broses soffistigedig ac, fel y dywedodd Brian, mae'n broses barhaus gydol y flwyddyn.

[168] Peter Black: A yw'n sefyllfa debyg i Goleg Sir Gaerfyrddin yn yr ystyr bod y rhan y mae eich myfyrwyr yn ei chwarae yn digwydd

student governors only, or do you have a much wider involvement?

drwy fyfyrwyr sydd yn lywodraethwyr yn unig, neu a gaiff myfyrwyr eu cynnwys mewn modd llawer ehangach?

Mr Morgan: The involvement of the student body occurs in two ways: the first is that there is a student governor and the second is that we have student representatives on the course teams in the early stages of planning. However, like Brian, I would not presume to suppose that they actually feed back to the student body. We have to accept that it is on the basis of a small number of representatives.

Mr Morgan: Mae cynnwys y corff o fyfyrwyr yn digwydd mewn dwy ffordd: yn gyntaf mae yna fyfyrwr yn lywodraethwr ac yn ail mae gennym gynrychiolwyr myfyrwyr ar y timau cyrsiau yn ystod y camau cynllunio cynnar. Fodd bynnag, fel Brian, ni fyddwn yn bod mor hy â thybio eu bod yn rhoi adborth i'r myfyrwyr mewn gwirionedd. Mae'n rhaid inni dderbyn bod hyn yn digwydd ar sail nifer fechan o gynrychiolwyr.

[169] Peter Black: The Funding Council obviously takes a great interest in these strategic plans. Do you think that it could assist you further in drawing up those plans, perhaps by offering a template or support? I address the question to both principals.

Mr Morgan: It does offer a framework, which we follow. For example, a key part of the framework is financial forecasting for a period of four or five years and the way we complete that. We try to follow that framework as closely as possible, but at the end of the day, as Brian said—or as Mr Lithgow said, I cannot remember which gentleman said it—the

[169] Peter Black: Mae'r Cyngor Cyllido yn amlwg yn cymryd cryn ddiddordeb yn y cynlluniau strategol hyn. A ydych yn credu y gallai eich cynorthwyo ymhellach wrth lunio'r cynlluniau hynny, efallai drwy gynnig templed neu gymorth? Gofynnaf y cwestiwn i'r ddau brifathro.

Mr Morgan: Mae'n cynnig fframwaith, ac yr ydym yn ei ddilyn. Er enghraifft, rhan allweddol o'r fframwaith yw rhagolygon ariannol ar gyfer cyfnod o bedair neu bum mlynedd a'r ffordd yr ydym yn cwblhau hynny. Yr ydym yn ceisio dilyn y fframwaith hwnnw mor glôs â phosibl, ond ar ddiwedd y dydd, fel y dywedodd Brian—neu fel y dywedodd Mr Lithgow, ni

<p>college staff have to own that plan. Each college is different. Each area is different. It has different specialisms, different expertise, different dynamics, a different population and a different community: socially, economically and culturally. The Funding Council cannot be too prescriptive or pedantic with regard to structure. What it can offer is sound advice, support and guidance. They cannot write the plan for us. It would not be appropriate. The plan has to be the responsibility of the college. The GMDP programme has actually strengthened us. That is how they have helped indirectly, I think, by making us look at ourselves more self-critically. I think that</p>	<p>allaf gofio pa wr a ddywedodd hynny—mae'n rhaid i staff y coleg feddiannu'r cynllun hwnnw. Mae pob coleg yn wahanol. Mae pob ardal yn wahanol. Mae ganddynt wahanol arbenigeddau, gwahanol ddeinameg, poblogaeth wahanol a chymuned wahanol: yn gymdeithasol, yn economaidd ac yn ddiwylliannol. Ni all y Cyngor Cyllido fod yn rhy orchmynnol na phedantig o ran y strwythur. Yr hyn y gall ei gynnig yw cyngor, cymorth ac arweiniad cadarn. Ni allant ysgrifennu'r cynllun ar ein rhan. Ni fyddai hynny'n briodol. Mae'n rhaid i'r coleg fod yn gyfrifol am y cynllun. Mae'r rhaglen datblygu llywodraeth a</p>
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**that is the best way:
providing us with useful
benchmarking information
and with a structure through
the GMDP programme.
These are positive ways and I
praise the Funding Council's
involvement in that very
much. However, at the end of
the day, the plan must be the
college's.**

**rheoli wedi ein cryfhau
mewn gwirionedd. Dyna sut
y maent wedi helpu yn
anuniongyrchol, yn fy marn
i, yw drwy wneud inni
edrych arnom ein hunain yn
fwy hunan-feirniadol. Credaf
mai dyna'r ffordd orau:
darparu gwybodaeth
feincnodi ddefnyddiol inni
gyda strwythur drwy'r
rhaglen datblygu
llywodraeth a rheoli. Mae'r
rhain yn ffyrdd cadarnhaol a
chanmolaf ran y Cyngor
Cyllido yn hynny yn fawr
iawn. Fodd bynnag, ar
ddiwedd y dydd, mae'n rhaid
i'r cynllun fod yn gynllun y
coleg.**

**Mr Robinson: I think that the
process is quite prescriptive.
I do not think that we are in**

**Mr Robinson: Credaf fod y
broses yn eithaf
gorchmynnol. Credaf nad oes**

any doubt that there are some fairly clear guidelines laid down by the Funding Council as to what should be in an appropriate strategic plan. In addition, the process of its evaluation has become more sophisticated year on year. The analysis of last year's strategic plan—the one that we are currently working against—is very comprehensive, with a lot of detailed feedback on all sections. That allows greater confidence in a number of areas. If anything, it may be almost slightly too prescriptive. I think that with greater maturity in the sector, there may be scope for loosening up the extent of prescription. There are plans for future changes to the way that strategic planning is

gennym unrhyw amheuaeth bod y Cyngor Cyllido wedi pennu rhai canllawiau eithaf clir o ran beth ddylai cynllun strategol priodol ei gynnwys. Yn ogystal, mae'r broses o'i werthuso wedi dod yn fwy soffistigedig flwyddyn ar ôl blwyddyn. Mae'r dadansoddiad o gynllun strategol y llynedd—yr un yr ydym yn gweithio iddo ar hyn o bryd—yn gynhwysfawr iawn, gyda llawer o adborth manwl ar bob adran. Mae hynny'n caniatáu mwy o hyder mewn sawl maes. Os rhywbeth, efallai ei fod ychydig yn rhy benodol. Credaf, yn sgîl yr aeddfedrwydd cynyddol yn y sector, y gall fod cyfle i lacio'r graddau o orchymyn. Mae cynlluniau i wneud newidiadau yn y dyfodol i'r

undertaken and perhaps the maturity of the sector can be built in to that at the next stage of planning.

ffordd y gwneir cynllunio strategol ac efallai y gellir adeiladu aeddfedrwydd y sector yn rhan o hynny yn y cam cynllunio nesaf.

[170] Peter Black: I will move on to human resource planning and maybe start off with both principals. Do you consider that you have a human resource strategy? If yes, could you outline the key elements of your human resource planning? Perhaps Mr Robinson could start.

[170] Peter Black: Symudaf ymlaen i gynllunio adnoddau dynol gan ddechrau efallai gyda'r ddau brifathro. A ydych yn ystyried bod gennych strategaeth adnoddau dynol? Os ydych, a allech amlinellu elfennau allweddol eich gwaith cynllunio adnoddau dynol? Efallai y gallai Mr Robinson ddechrau.

Mr Robinson: When I took up my post back in 1996, one of the first decisions that the newly constituted senior management team took was

Mr Robinson: Pan ddechreuais yn fy swydd yn 1996, un o'r penderfyniadau cyntaf a wnaethpwyd gan yr uwch dîm rheoli newydd

to pursue Investors in People status. That process, as I am sure you are all aware, involves developing an action plan to ensure that you move along the pathway necessary to achieve that status. We identified the absence of an adequate human resource strategy. We had to create the necessary strategy in some detail. We took on board consultancy support to help us in that process and from that we identified a policy, and critical success factors within it. We also further developed many of the planning processes that were already in place but not perhaps linked as part of a cohesive human resource strategy. We do have the policy in place now. It has been in place for a year or

oedd ceisio cyrraedd statws Buddsoddwyr mewn Pobl. Mae'r broses honno, fel yr ydych oll yn siwr o fod yn gwybod, yn ymwneud â datblygu cynllun gweithredu i sicrhau eich bod yn symud ar hyd y trywydd angenrheidiol er mwyn ennill y statws hwnnw. Nodwyd diffyg strategaeth adnoddau dynol ddigonol gennym. Yr oedd yn rhaid inni greu'r strategaeth angenrheidiol yn eithaf manwl. Cawsom gymorth ymgynghorol i'n helpu yn y broses honno ac o hynny bu inni nodi polisi, a ffactorau llwyddiant hanfodol o'i fewn. Hefyd datblygasom ymhellach nifer o'r prosesau cynllunio a oedd eisoes wedi'u sefydlu ond nid efallai wedi'u cysylltu fel rhan o strategaeth adnoddau

two and we were successful in achieving IIP status in the summer of last year. The feedback on the assessment process was very complimentary about a number of elements of the human resource planning process.

Mr Morgan: We do have a human resources strategy, which we have developed over the last couple of years. It is one that I think has come out with credit in the assessment by FEFCW, which Brian Robinson referred to a couple of minutes ago. On this subject, I would like to explain how every strategy needs to be

dynol gydlynus. Mae'r polisi yn ei le gennym bellach. Mae yn ei le ers blwyddyn neu ddwy a llwyddasom i ennill statws Buddsoddwyr mewn Pobl yn ystod yr haf y llynedd. Yr oedd yr adborth ar y broses asesu yn gadarnhaol iawn ynglyn â nifer o elfennau o'r broses cynllunio adnoddau dynol.

Mr Morgan: Mae gennym strategaeth adnoddau dynol, a ddatblygwyd gennym dros y flwyddyn neu ddwy ddiwethaf. Mae'n un sydd yn fy marn i wedi cael clod yn yr asesiad gan CCABC, y cyfeiriodd Brian Robinson ato ychydig funudau yn ôl. Ar y pwnc hwn, hoffwn egluro'r ffordd y mae angen i bob strategaeth fod yn

different and explain some of the key features of the strategy by being very college specific. Because we have a college on two sites, which are virtually identical in size and in the number of staff, students, taught hours and so on, one of the key planks of our strategy is that, unlike other colleges, we do not have a departmental structure or a faculty structure based on subjects. We have actually gone quite the other way and we have a curriculum management team at each campus. In other words, the curriculum managers manage the whole of the provision on their sites. If, for example, you have health or business studies provision on both sites, they are actually managed wahanol ac egluro rhai o nodweddion allweddol y strategaeth drwy fod yn hynod benodol mewn perthynas â'r colegau. Gan fod gennym goleg ar ddau safle, sydd fwy neu lai yn hafal o ran maint ac o ran nifer y staff, myfyrwyr, oriau a addysgir ac ati, un o brif elfennau ein strategaeth yw nad oes gennym, yn wahanol i golegau eraill, strwythur adrannol neu gyfadrannol yn seiliedig ar bynciau. Yr ydym wedi mynd i'r cyfeiriad arall yn llwyr mewn gwirionedd ac mae gennym dîm rheoli cwricwlwm ym mhob campws. Mewn geiriau eraill, mae'r rheolwyr cwricwlwm yn rheoli'r holl ddarpariaeth ar eu safleoedd. Os oes gennych, er enghraifft, ddarpariaeth iechyd neu

separately at each site. You could say that that is divisive. However, it comes from our experience. We changed to that after years of trying to look at things in different ways. It suits Coleg Ceredigion. I am not saying that it would necessarily work in other places. However, given the size and nature of our establishment, it suits us and it works very effectively, because you have a small group of curriculum managers available on a day to day basis to respond to the needs and problems of both staff and students. Obviously, there is a danger of the two sites going their own way. It is very important therefore that that is underpinned and backed up by a very corporate,

astudiaethau busnes ar y ddau safle, cânt eu rheoli ar wahân ar bob safle. Gallech ddadlau fod hynny'n perirhwyg. Fodd bynnag, mae'n deillio o'n profiad.

Newidiasom i hynny wedi blynyddoedd o geisio edrych ar bethau mewn ffyrdd gwahanol. Mae'n addas ar gyfer Coleg Ceredigion. Nid wyf yn dweud y byddai o anghenraid yn gweithio mewn mannau eraill. Fodd bynnag, o gofio maint a natur ein sefydliad, mae'n addas inni ac mae'n gweithio'n effeithiol iawn, oherwydd bod gennyhych grwp bychan o reolwyr cwricwlwm sydd ar gael o ddydd i ddydd i ymateb i anghenion a phroblemau'r staff a'r myfyrwyr. Yn amlwg, mae perygl i'r ddau safle fynd eu

institutionally-based curriculum management team with a set of procedures and structures to ensure common systems in relation to delivery, quality and so on, which pulls us together as one college. That is one particular feature.

ffyrdd eu hunain. Mae'n bwysig iawn felly bod tîm rheoli cwricwlwm sydd yn gorfforaethol iawn ac wedi'i leoli yn y sefydliad yn sail i hyn ac yn ei gefnogi gyda set o weithdrefnau a strwythurau i sicrhau systemau cyffredin mewn perthynas â chyflwyno, ansawdd ac ati, gan ein tynnu ynghyd fel un coleg. Dyna un nodwedd benodol.

Another feature is that we try to draw out staffing priorities every year in our strategy, which we review every year. This year, for example, we have three priorities in Coleg Ceredigion. The first, and again perhaps this arises out of the crisis or financial

Nodwedd arall yw ein bod yn ceisio amlygu blaenoriaethau staffio bob blwyddyn yn ein strategaeth, a'u harolygu bob blwyddyn. Eleni, er enghraifft, mae gennym dair blaenoriaeth yng Ngholeg Ceredigion. Y gyntaf, ac eto efallai bod hyn yn deillio o'r argyfwng neu'r problemau

problems referred to in an earlier question, is that the number of full-time teaching staff in the college went down significantly over a period. There was a conscious decision this year, because the financial forecasting and the resources enabled us to do so, to change the mix of full-time staffing against part-time staffing and to introduce a number of extra full-time posts to help develop new areas of curriculum and also to improve curriculum quality in one or two key areas. That was a deliberate decision within the resources.

ariannol y cyfeiriwyd atynt mewn cwestiwn cynharach, yw bod nifer y staff dysgu llawn amser yn y coleg wedi gostwng yn sylweddol dros gyfnod. Gwnaethpwyd penderfyniad ymwybodol eleni, oherwydd bod y rhagolygon ariannol a'r adnoddau wedi ein galluogi i wneud hynny, i newid y gymysgedd o staff llawn amser o'u cymharu â staff rhan amser a chyflwyno nifer o swyddi llawn amser i helpu i ddatblygu meysydd newydd yn y cwricwlwm a hefyd i wella ansawdd y cwricwlwm mewn un neu ddau o feysydd allweddol. Yr oedd hynny'n benderfyniad bwriadol o fewn yr adnoddau.

The second part of the strategy for this year in particular, is that we are developing and finalising our Welsh language scheme at the moment. There is a particular emphasis on the need to develop the use of Welsh in the college. This can be done in two ways, by looking for more Welsh-speaking appointments in key areas, but also by giving all staff the opportunity to undertake staff development either to improve their Welsh or to begin the process of learning Welsh. That is a key part of our strategy for this year.

The third one is very specific. It was to appoint a

Yr ail ran o'r strataegaeth ar gyfer eleni yn arbennig, yw ein bod yn datblygu ac yn cwblhau ein cynllun iaith Gymraeg ar hyn o bryd. Rhoddir pwyslais arbennig ar yr angen i ddatblygu defnydd o'r Gymraeg yn y coleg. Gellir gwneud hyn mewn dwy ffordd, drwy chwilio am fwy o benodiadau Cymraeg mewn meysydd allweddol, ond hefyd drwy roi'r cyfle i bob aelod o'r staff ymgymryd â datblygiad staff naill ai er mwyn gwella eu Cymraeg neu er mwyn dechrau ar y broses o ddysgu Cymraeg. Mae hynny yn rhan allweddol o'n strategaeth ar gyfer eleni.

Mae'r trydydd yn benodol iawn, sef penodi swyddog

curriculum and student services officer at each campus so that the quality of our recruitment and induction procedures for students, and the way in which they choose their courses, are improved. We are actually increasing the services being provided for students coming in to the college and this is very closely linked to a new retention strategy that we have developed to enable us to retain a greater number of students than previously. Growth and recruitment is one key area but retention is another. We have identified a new staffing strategy to help with that. That was only started in September but our half-yearly statistics show that it is working. Those are

cwricwlwm a gwasanaethau myfyrwyr ym mhob campws fel bod ansawdd ein gweithdrefnau recriwtio a sefydlu ar gyfer myfyrwyr, a'r ffordd y maent yn dewis eu cyrsiau yn cael eu gwella. Yr ydym yn gwella'r gwasanaethau a ddarperir ar gyfer myfyrwyr sydd yn dod i mewn i'r coleg ac mae cyswllt agos iawn rhwng hyn â strategaeth gadw newydd yr ydym wedi ei datblygu i'n galluogi i gadw nifer mwy o fyfyrwyr nag o'r blaen. Mae twf a recriwtio yn un maes allweddol ond mae cadw yn un arall. Yr ydym wedi nodi strategaeth staffio newydd i helpu gyda hynny o beth. Dim ond ym mis Medi y dechreuwyd hynny ond dengys ein hystadegau hanner blwyddyn ei fod yn

the three areas that are particularly important in relation to this year.

gweithio. Dyna'r tri maes sydd yn arbennig o bwysig mewn perthynas ag eleni.

Also, staff development is an ongoing issue with us. What we do on the teaching side, for example, is to try to theme the programme every year. Last year was the year of teaching and learning, where we tried to get people to look at a more flexible way of delivering the curriculum. This year is the year of inclusive learning. We try to theme things every year. Staff development has to be a major and ongoing priority.

Hefyd, mae datblygiad staff yn fater parhaus inni. Yr hyn a wnawn o ran dysgu, er enghraifft, yw ceisio gosod thema i'r rhaglen bob blwyddyn. Yr oedd y llynedd yn flwyddyn addysgu a dysgu, lle y ceisiwyd dylanwadu ar bobl i edrych ar ffordd fwy hyblyg o gyflwyno'r cwricwlwm. Mae eleni yn flwyddyn dysgu cynhwysol. Yr ydym yn ceisio gosod themâu bob blwyddyn. Mae'n rhaid i ddatblygiad staff fod yn flaenoriaeth bwysig a pharhaus.

Another key area, although I mentioned it in a different context a minute ago, is part-time teaching staff. In a small college like Coleg Ceredigion, you cannot get the specialisms in all areas through full-time staff. We could not afford the staffing costs and we could not give them a full timetable. Specialist expertise in part-time staffing is absolutely key to us. One of the key parts of our strategy, on an ongoing basis, is to get that mix right all of the time between the crucial element of part-time expertise and the full-time cohort. There is also the change in relation to the estates and the more flexible approach to do with estates staff that I mentioned earlier on.

Maes allweddol arall, er fy mod wedi'i grybwyll mewn cyd-destun gwahanol funud yn ôl, yw staff dysgu rhan amser. Mewn coleg bychan fel Coleg Ceredigion, ni allwch gael yr arbenigeddau ym mhob maes drwy'r staff llawn amser. Ni allem fforddio'r costau staffio ac ni allem roi amserlen lawn iddynt. Mae arbenigedd penodol staff rhan amser yn gwbl allweddol inni. Un o elfennau allweddol ein strategaeth, ar sail parhaus, yw cael y gymysgedd gywir bob amser rhwng elfen hanfodol arbenigedd rhan amser a'r garfan llawn amser. Ceir hefyd y newid mewn perthynas â'r ystadau a'r ymagwedd fwy hyblyg sydd yn gysylltiedig â staff ystadau a grybwyllais yn

I think that I will mention one more issue, which is marketing. Bringing in income and income generation was mentioned earlier. When we had staff sign new flexible contracts, every one of our management staff and all our teaching staff were given a specific responsibility in relation to marketing the college. The new flexible contract we introduced two years ago for support staff also implies that responsibility. We do not see marketing as being just the remit of a marketing officer. There is an expectation that everyone contributes to income generation, to the

gynharach.

Credaf y gwnaf grybwyll un mater arall, sef marchnata. Soniwyd am ddenu incwm a chynhyrchu incwm yn gynharach. Pan ofynnasom i'n staff lofnodi contractau hyblyg newydd, rhoddwyd cyfrifoldeb penodol i bob un o'n staff rheoli a phob aelod o'n staff dysgu mewn perthynas â marchnata'r coleg. Mae'r contract hyblyg newydd a gyflwynwyd ddwy flynedd yn ôl ar gyfer staff cynnal hefyd yn awgrymu'r cyfrifoldeb hwnnw. Nid ydym yn gweld marchnata fel cylch gorchwyl swyddog marchnata yn unig. Disgwylir i bawb gyfrannu i gynhyrchu incwm, twf a llwyddiant y coleg ac i ddenu

growth and success of the college and to bringing in additional moneys.

Marketing has been established and will continue to remain in the strategy as a key plank of our planning.

[171] Peter Black: That was a comprehensive answer. Very briefly, do you actually carry out individual assessments of staff and individual performance plans for staff?

Mr Morgan: We are in the process this year of drawing up a formal—if I can use the term—staff appraisal policy. It is a weakness in our strategy at the moment.

arian ychwanegol. Mae marchnata wedi'i sefydlu a bydd yn parhau o fewn y strategaeth fel elfen allweddol o'n proses gynllunio.

[171] Peter Black: Yr oedd hynny'n ateb cynhwysfawr. Yn gryno iawn, a ydych yn cynnal asesiadau unigol o staff a chynlluniau perfformiad unigol ar gyfer staff mewn gwirionedd?

Mr Morgan: Eleni yr ydym yn y broses o lunio polisi hunan-werthuso ffurfiol—os gallaf ddefnyddio'r term. Mae'n wendid yn ein strategaeth ar hyn o bryd.

[172] Dafydd Wigley: **Brian raised the matter of Objective 1 status earlier. In the context of strategic planning, strategic opportunities are obviously central to that. I know that there is reference to Objective 1 status in the Carmarthenshire institutional plan as something that you have recognised as an opportunity. Given the scale of this opportunity—that the money available from Europe is £180 million a year, and £360 million a year with match funding, and that the experience in Ireland was that about a third of their Objective 1 money went into up-skilling and training the workforce—in the order of £100 million to £120 million a**

[172] Dafydd Wigley: **Cododd Brian y mater o statws Amcan 1 yn gynharach. Yng nghyd-destun cynllunio strategol, mae cyfleoedd strategol yn amlwg yn ganolog i hynny. Gwn y cyfeirir at statws Amcan 1 yng nghynllun sefydliadol Sir Gaerfyrddin fel rhywbeth yr ydych wedi'i nodi fel cyfle. O gofio graddfa'r cyfle hwn—bod yr arian sydd ar gael o Ewrop yn £180 miliwn y flwyddyn, a £360 miliwn y flwyddyn gydag arian cyfatebol, ac mai'r profiad yn Iwerddon oedd bod tua thraean o'u harian Amcan 1 wedi mynd tuag at uwchraddio sgiliau a hyfforddi'r gweithlu—gallai rhwng tua £100 miliwn a £120 miliwn y flwyddyn ddod i mewn i Gymru.**

year could be potentially coming into Wales. That would mean perhaps £4 million or £5 million in your area, a good slice of which would be relevant to your college. This scheme is now active as far as Europe is concerned. We are in the year 2000 and, from April, we expect that the programmes will be moving forward. What specific benefits are you seeing from the Objective 1 schemes, if you have built them in for your programme, say from next September? Have you received adequate information about the amount of finance that you will have and about the sort of developments for which that finance should be used? Are you receiving the

Byddai hynny yn golygu o bosibl £4 miliwn neu £5 miliwn yn eich ardal chi, a byddai cyfran sylweddol o hynny yn berthnasol i'ch coleg. Mae'r cynllun hwn bellach ar waith o safbwynt Ewrop. Yr ydym yn y flwyddyn 2000 ac, o fis Ebrill ymlaen, yr ydym yn disgwyl y bydd y rhaglenni yn symud yn eu blaenau. Pa fuddiannau penodol a welwch yn deillio o gynlluniau Amcan 1, os ydych wedi'u hadeiladu i mewn ar gyfer eich rhaglen, o fis Medi nesaf dyweder? A ydych wedi derbyn digon o wybodaeth ynghylch faint o arian a gewch a'r math o ddatblygiadau y gellid defnyddio'r cyllid hwnnw ar ei gyfer? A ydych yn cael yr arweinyddiaeth a'r

leadership and guidance in order to take that up?

arweiniad er mwyn manteisio ar hynny?

Mr Robinson: That is a long and complex question.

Mr Robinson: Mae hwn yn gwestiwn hir a chymhleth.

[173] Dafydd Wigley: It is a fairly important one.

[173] Dafydd Wigley: Mae'n un eithaf pwysig.

Mr Robinson: On some of the latter parts of the question, I have to say that at the moment we do not have the complete knowledge about what the level of funding will be, and so on. The documentation that is going to drive what we are able to do is also still in the developmental stage. But, as far as we are able, we are planning to try to ensure that we hit the ground running, in

Ar rai o rannau olaf y cwestiwn, mae'n rhaid imi ddweud ar hyn o bryd nad oes gennym yr wybodaeth gyflawn ynghylch faint fydd lefel yr arian, ac ati. Mae'r ddogfennaeth a fydd yn llywio'r hyn y gallwn ei wneud yn parhau i gael ei datblygu. Ond, hyd y gallwn, yr ydym yn bwriadu ceisio sicrhau ein bod yn dechrau ar yr un pryd, ar y cyd â'n partneriaid. Pwysleisiaf

conjunction with our partners. I stress that, because we believe that we are unable to make any significant progress unless we operate in partnership with others in both a local and a national context.

A lot of the planning that is undertaken currently is with partners. Nationally, the most significant development is clearly going to be an appropriate human resource development strategy. That is what we see as particularly critical. We are working with colleagues in higher education and the TEC movement to try to ensure that we are able to deliver our component of that national strategy. We are sensitive to the requirement

hynny, oherwydd ein bod yn credu na allwn wneud unrhyw gynnydd sylweddol oni fyddwn yn gweithredu mewn partneriaeth ag eraill mewn cyd-destun lleol a chenedlaethol.

Gwneir llawer o'r gwaith cynllunio cyfredol gyda phartneriaid. Yn genedlaethol, y datblygiad mwyaf sylweddol yn amlwg fydd strategaeth datblygu adnoddau dynol briodol. Dyna'r hyn a welwn fel y peth sydd yn hanfodol iawn. Yr ydym yn gweithio gyda chydweithwyr mewn addysg uwch a'r symudiad CHM er mwyn ceisio sicrhau ein bod yn gallu cyflwyno ein cydran o'r strategaeth genedlaethol honno. Yr ydym yn sensitif

that, if it is going to be of any real benefit, it has to move the economy forward.

Consequently, the needs of the local economy in south west Wales are at the forefront of this planning process.

Internally, we have established what we call the task group—it is an Objective 1 task group. Therefore, we are currently well-advanced in making sure that all of the major curriculum areas have engaged in the potential of this additional funding, so that their plans in relation to the needs of the particular demands that that curriculum area serves have the potential of being linked

i'r gofyniad bod yn rhaid iddo symud yr economi yn ei blaen os bydd o unrhyw famtais gwirioneddol. O ganlyniad, mae anghenion yr economi leol yn ne-orllewin Cymru yn flaenllaw yn y broses gynllunio hon.

Yn fewnol, yr ydym wedi sefydlu'r hyn a elwir gennym yn dasglu—tasglu Amcan 1. Felly, yr ydym mewn sefyllfa dda ar hyn o bryd o ran sicrhau fod pob un o'r prif feysydd cwricwlwm wedi cymryd rhan ym mhotensial yr arian ychwanegol hwn, fel bod gan eu cynlluniau mewn perthynas ag anghenion y galwadau penodol a wasanaethir gan y maes cwricwlwm hwnnw y potensial o gael eu cysylltu

in with the local and the national plan. It is really a question of networking to ensure that our component of that overall network is there, ready to be delivered.

Mr Morgan: Our situation is similar. Certainly, in terms of the questions that you asked, Mr Wigley, it is more difficult to answer the latter parts about where exactly we stand in relation to the level of funding and so on. We are not clear on that. We are very much working in partnership, looking to the county council, the Mid Wales TEC and the higher education establishments. Internally, there is a slight problem in the college at the

gyda'r cynllun lleol a chenedlaethol. Mewn gwirionedd, mae'n gwestiwn o rwydweithio i sicrhau bod ein cydran o'r rhwydwaith cyffredinol hwnnw yno, yn barod i'w chyflwyno.

Mr Morgan: Mae ein sefyllfa yn debyg. Yn sicr, o ran y cwestiynau a ofynasoch, Mr Wigley, mae'n anos ateb y rhannau olaf ynghylch ble union yr ydym mewn perthynas â'r lefel ariannu ac ati. Nid ydym yn glir ynghylch hynny. Yr ydym yn gweithio mewn partneriaeth i raddau helaeth, gan drafod gyda'r Cyngor Sir, CHM Canolbarth Cymru a'r sefydliadau addysg uwch. Yn fewnol, mae gan y coleg ychydig o broblem ar hyn o

moment, in that we extended the role of our European officer to get very much linked into course teams to try to build in the sort of things that Brian was talking about. Unfortunately—very particular to ourselves—her line manager, the projects manager, is off sick long-term and our European officer has obtained a new job so we are advertising for a replacement. I must admit that the learning curve for a new person coming in to the college concerns me at the moment, because I am also aware of the timescale. As you say, it is about the economy, it is about looking at things at a national level, but it is also about implementing structures within the organisation so

bryd, yn yr ystyr ein bod wedi ymestyn rôl ein swyddog Ewropeaidd i ymgysylltu â thimau cyrsiau er mwyn ceisio adeiladu'r math o bethau yr oedd Brian yn sôn amdano. Yn anffodus—yn arbennig iawn inni—mae ei rheolwr llinell, y rheolwr prosiectau, i ffwrdd o'r gwaith ar gyfnod o salwch tymor hir ac y mae ein swyddog Ewropeaidd wedi cael swydd newydd felly yr ydym yn hysbysebu am rhywun i gymryd ei lle. Mae'n rhaid imi gyfaddef bod y gromlin ddysgu ar gyfer person newydd sydd yn dod i mewn i'r coleg yn peri pryder imi ar hyn o bryd, oherwydd fy mod hefyd yn ymwybodol o'r raddfa amser. Fel y dywedwch, mae'n ymwneud â'r

that we are ready to be able to provide our contribution as quickly as possible.

Because of circumstances, I have a small short-term concern on that one.

economi, mae'n ymwneud ag edrych ar bethau ar lefel genedlaethol, ond mae hefyd yn ymwneud â gweithredu strwythurau o fewn y sefydliad fel ein bod yn barod i ddarparu ein cyfraniad cyn gynted â phosibl. Oherwydd amgylchiadau, mae gennyf bryder bach byr dymor ynghylch hynny.

[174] Dafydd Wigley: Do you believe that some of these will be up and running by September?

[174] Dafydd Wigley: A ydych yn credu y bydd rhai o'r rhain wedi'u sefydlu erbyn mis Medi?

Mr Morgan: I do not know.

Mr Morgan: Wn i ddim.

Mr Robinson: I would hope that that is the case because, as I mentioned earlier when I

Mr Robinson: Gobeithiaf y byddant oherwydd, fel y crybwyllais yn gynharach

was asked a question relating to income other than that from the Funding Council, one of our major sources is via European funding: an income of around £1 million per annum. That is a lot of activity in the south-west Wales area. We have staff involved with those various projects and we have resources devoted to them. I would not want to see a situation where there was any break in that process; partly, obviously, because of the income stream implications for the college, but also in terms of keeping good projects moving forward. So I would certainly hope that new programmes can be identified from April onwards and will be ready for implementation as soon

pan ofynnwyd cwestiwn imi yn ymwneud ag incwm ar wahân i incwm gan y Cyngor Cyllido, un o'n prif ffynonellau yw drwy arian Ewrop: incwm o tua £1 miliwn y flwyddyn. Mae hynny'n llawer o weithgaredd yn ardal de-orllewin Cymru. Mae gennym staff sydd yn ymwennud â'r amrywiol brosiectau hynny ac mae gennym adnoddau yn benodol ar eu cyfer. Ni fyddwn am weld sefyllfa lle bu toriad yn y broses honno; yn rhannol, yn amlwg, oherwydd goblygiadau'r ffrwd incwm ar gyfer y coleg, ond hefyd o ran symud prosiectau da yn eu blaenau. Felly byddwn yn sicr yn gobeithio y gellid nodi rhaglenni newydd o fis Ebrill

as possible.

ymlaen ac y byddant yn barod i'w gweithredu cyn gynted â phosibl.

[175] Dafydd Wigley: **I will ask one last question. Do you see the primary opportunity in this context as one of providing new courses that were not previously available, or as one of making courses which already exist available to people who have not taken advantage of them until now, either because they do not have the resources to pay for them or because of a lack of encouragement from employers?**

[175] Dafydd Wigley: **Hoffwn ofyn un cwestiwn terfynol. A ydych yn gweld y cyfle pennaf yn y cyd-destun hwn fel un sydd yn darparu cyrsiau newydd nad oeddent ar gael yn flaenorol, neu fel un sydd yn sicrhau bod cyrsiau sydd eisoes yn bodoli ar gael i bobl nad ydynt wedi manteisio arnynt tan nawr, naill ai oherwydd nad oes ganddynt yr adnoddau i dalu amdanynt neu oherwydd diffyg anogaeth gan gyflogwyr?**

Mr Robinson: **I think that the answer to that question is both. Certainly, the issue of**

Mr Robinson: **Credaf mai'r ateb i'r cwestiwn hwnnw yw'r ddau. Yn sicr, mae'r**

accessibility to education and training is a major one. European funding has helped that process in a significant way over the years and I am sure that it will continue to do so. However, there are also a number of new areas of provision, particularly in relation to the demands of the small and medium sized enterprises, where, due to constraints imposed by the size of the organisation, normal attendance at education and training opportunities is often prohibitive. It is just not feasible. Therefore, there is enormous scope to access the training needs of those groups.

mater o fynediad i addysg a hyfforddiant yn fater pwysig. Mae arian o Ewrop wedi helpu'r broses honno yn sylweddol dros y blynyddoedd ac yr wyf yn siwr y bydd yn parhau i wneud hynny. Fodd bynnag, mae yna hefyd nifer o feysydd newydd o ddarpariaeth, yn arbennig mewn perthynas â gofynion mentrau bach a chanolig lle, oherwydd y cyfyngiadau a bennwyd gan faint y sefydliad, mae mynychu'n arferol mewn cyfleoedd addysg a hyfforddiant yn eu rhwystro. Nid yw'n ymarferol. Felly, ceir cyfle anferth i fynd i'r afael ag anghenion hyfforddi'r grwpiau hynny.

In our area, the needs of the rural economy are also particularly sensitive. We have an agricultural diversification centre already in place. It is well-established and has been there for 18 months or so. The potential to increase the utilisation of that sort of facility, where access is in a variety of ways—through distance learning, provision of courses at times that are not in the normal college day, useful IT developments and so on. They are all ways of developing provision to meet the specific needs of the local economy. That is one of the greatest challenges for the next six or seven years.

Yn ein hardal ni, mae anghenion yr economi wledig hefyd yn arbennig o sensitif. Yr ydym eisoes wedi sefydlu canolfan arallgyfeirio amaethyddol. Mae wedi'i hen sefydlu ac wedi bodoli ers ryw 18 mis. Mae potensial i gynyddu'r defnydd o'r math hwnnw o gyfleuster, lle ceir mynediad mewn amrywiaeth o ffyrdd—drwy ddysgu o bell, darparu cyrsiau ar adegau nad ydynt o fewn y diwrnod coleg arferol, datblygiadau TG defnyddiol ac ati. Maent oll yn ffyrdd o ddatblygu'r ddarpariaeth i ddiwallu anghenion penodol yr economi leol. Dyna un o'r heriau mwyaf ar gyfer y chwe neu saith mlynedd nesaf.

Mr Morgan: If I could come in on that briefly again, there is obviously a very similar situation in mid Wales with SMEs. One initiative that I am pleased about is that we have put in a joint initiative to the Funding Council with Coleg Powys and Coleg Meirion Dwyfor for funding under a training and consultancy scheme in further education. The main thrust of that was to see if we as a group of three colleges could respond more effectively to the training needs of small to medium sized enterprises in the rural area. We know that we can do that. That again is in the early stages of development, but it is yet another way in which I hope we can establish a structure by

Mr Morgan: Os gallaf ddod i mewn ar hynny eto yn fyr, yn amlwg mae yna sefyllfa debyg iawn yng nghanolbarth Cymru gyda mentrau bach a chanolig. Un fenter yr wyf yn falch o glywed amdani yw ein bod wedi cyflwyno cyd-fenter i'r Cyngor Cyllido ar y cyd â Choleg Powys a Choleg Meirion Dwyfor i gael arian o dan gynllun hyfforddiant ac ymgynghori mewn addysg bellach. Prif bwyslais hynny oedd gweld a allem ni fel grwp o dri choleg ymateb yn fwy effeithiol i anghenion hyfforddi mentrau bach a chanolig eu maint mewn ardal wledig. Gwyddom y gallwn wneud hynny. Unwaith eto, ond megis dechrau mae'r gwaith o ddatblygu hyn, ond eto

which we will be able to contribute.

mae'n ffordd arall y gallwn, gobeithio, greu strwythur lle y gallwn gyfrannu.

[176] Janet Davies: **Alun, would you like to come in now?**

[176] Janet Davies: **Alun, a hoffech chi ddod i mewn nawr?**

[177] Alun Pugh: **Can I start with Mr Morgan? Bringing human resource management issues back into the debate, I accept what you said about the use of part-time experts. They have always had a strong part to play in further education. However, in past years, FE colleges have moved away from full-time staffing to part-time staffing and indeed agency staff because of financial pressures rather than anything to do with**

[177] Alun Pugh: **A gaf ddechrau gyda Mr Morgan? Gan ddod â'r materion rheoli adnoddau dynol yn ôl i'r ddadl, yr wyf yn derbyn yr hyn a ddywedasoich o ran defnyddio arbenigwyr rhan amser. Bu ganddynt ran amlwg mewn addysg bellach erioed. Fodd bynnag, yn y blynyddoedd diwethaf, mae colegau addysg bellach wedi symud oddi wrth staff llawn amser i staff rhan amser ac yn wir staff asiantaethau oherwydd pwysau ariannol**

curriculum management. I know that there is some extra finance coming into the system, which is mainly to reverse this trend. To what extent do those financial pressures to move from full time to part time or agency staff damage quality?

yn hytrach nag unrhyw beth yn gysylltiedig â rheoli'r cwricwlwm. Gwn fod rhywfaint o arian ychwanegol yn dod i mewn i'r system, yn bennaf er mwyn gwyrddroi'r duedd hon. I ba raddau y mae'r pwysau ariannol hynny i symud oddi wrth staff llawn amser i staff rhan amser neu staff asiantaethau yn andwyo ansawdd?

Mr Morgan: Going back to our own situation with having to very much control expenditure, I would not say that it damaged quality but I do not think that it enabled the college to move forward as quickly.

Mr Morgan: Gan ddychwelyd at ein sefyllfa ein hunain o orfod rheoli gwariant yn fanwl, ni fyddwn yn dweud ei fod wedi andwyo ansawdd ond nid wyf yn credu ei fod wedi galluogi'r coleg i symud yn ei flaen mor gyflym.

[178] Alun Pugh: It stifled innovation, perhaps?

Mr Morgan: Yes. Fortunately, with the increased settlement this year, we have actually increased our number of full-time teaching staff, to the order of over 20 per cent. That sounds a big increase, but it is not because our numbers overall are small. I return to what I said earlier on. Part-time staffing is key for us but you must have a situation where the leadership of courses and so on is the remit of full-time staff. You cannot expect too much of part-time staff. What they can bring you most is specialism and expertise in certain key

[178] Alun Pugh: A wnaeth lesteirio dyfeisgarwch, o bosibl?

Mr Morgan: Do. Yn ffodus, gyda'r cynnydd yn y setliad eleni, yr ydym wedi cynyddu nifer ein staff dysgu llawn amser dros 20 y cant. Mae hyn yn ymddangos yn gynnydd mawr, ond nid felly gan fod ein niferoedd ar y cyfan yn fach. Dychwelaf at yr hyn a ddywedais yn gynharach. Mae staff rhan amser yn allweddol inni ond mae'n rhaid ichi gael sefyllfa lle mae arweinyddiaeth cyrsiau ac ati yn gylch gorchwyl staff llawn amser. Ni allwch ddisgwyl gormod gan staff rhan amser. Y peth mwyaf y gallant ei roi ichi yw arbenigedd mewn meysydd

subject areas. Hopefully, the trend that we have now established in the college will continue.

[179] Alun Pugh: Is ‘stifled innovation rather than damaged quality’ a fair summary? Is that a fair soundbite?

Mr Robinson: I would not go along with that entirely. We certainly have never considered agency staff. Our teaching staff currently includes 20 per cent made up of part-time or visiting lecturers. I do not think that part-time lecturers necessarily represent a weakness. Much of the curriculum depends on specialist inputs and you

pwnc allweddol penodol. Gobeithio y bydd y duedd yr ydym bellach wedi’i sefydlu yn y coleg yn parhau.

[179] Alun Pugh: A yw ‘llesteirio dyfeisgarwch yn hytrach nag andwyo ansawdd’ yn grynodeb teg? A yw hynny’n ddisgrifiad teg?

Mr Robinson: Ni fyddwn yn cytuno’n llwyr â hynny. Yn sicr, nid ydym erioed wedi ystyried staff asiantaethau. Mae ein staff dysgu ar hyn o bryd yn cynnwys 20 y cant o ddarlithwyr rhan amser neu ddarlithwyr sydd yn ymweld. Nid wyf yn credu bod darlithwyr rhan amser o anghenraid yn wendid. Mae llawer o’r cwricwlwm yn dibynnu ar fewnbynau

could not afford or justify the employment of a full-time member of staff to cover a number of those specialisms. You require part-time staff. They are often engaged in other professional activity, which brings another benefit, because they bring that professional activity into the classroom whenever they do any teaching. There is no evidence at all that quality has suffered. The outcomes of HMI assessment in our case have improved over the last three or four years and the part-time staff have made a valuable contribution to that improvement. I do not think it has stifled development, I must be honest. Good part-time staff are valuable assets to the institution and can play a

arbenigol ac ni allech fforddio na chyfiawnhau cyflogi aelod llawn amser o staff i gwmpasu nifer o'r arbenigeddau hynny. Mae angen staff rhan amser arnoch. Maent yn aml yn ymwneud â gweithgaredd proffesiynol arall, sydd yn dod â mantais arall, gan eu bod yn dod â'r gweithgaredd proffesiynol hwnnw i'r ystafell ddosbarth pryd bynnag y byddant yn dysgu. Nid oes unrhyw dystiolaeth o gwbl fod yr ansawdd wedi dioddef. Mae canlyniadau asesiadau arolygwyr eu mawrhydi yn ein hachos ni wedi gwella dros y tair neu'r pedair blynedd ddiwethaf ac mae'r staff rhan amser wedi gwneud cyfraniad gwerthfawr i'r gwelliant hwnnw. Nid wyf yn credu ei

vital role in the health of the institution.

fod wedi llesteirio datblygiad, a bod yn onest. Mae staff rhan amser da yn asedau gwerthfawr i'r sefydliad a gallant chwarae rôl hanfodol yn iechyd y sefydliad.

[180] Peter Black: I have one last question on human resource management. The Funding Council gives you a lot of advice and support on financial issues. There was some criticism that it did not do the same in terms of human resource issues. Do you think there is scope for more guidance and support from the Funding Council on human resource strategies, without it being too prescriptive, of course, in terms of assisting you in developing your own

[180] Peter Black: Mae gennyf un cwestiwn olaf ar reoli adnoddau dynol. Mae'r Cyngor Cyllido yn rhoi llawer o gyngor a chymorth ichi ar faterion ariannol. Yr oedd peth beirniadaeth na wnaeth yr un peth o ran materion adnoddau dynol. A ydych o'r farn fod mwy o le ar gyfer arweiniad a chymorth gan y Cyngor Cyllido ar strategaethau adnoddau dynol, heb fod yn rhy orchmynnol, wrth gwrs, o ran eich cynorthwyo i ddatblygu eich strategaethau

strategies?

Mr Robinson: I do not really see that need. Since incorporation, there has always been an organisation representing the employer. Initially it was the CEF, which became the Association of Colleges. It has consistently supplied regular bulletins. They are almost too regular. They come weekly. The Chair will know that this welcome package arrives regularly from the Association of Colleges, with considerable guidance and detail on a whole range of human resource issues. The AOC has also organised a series of conferences, seminars and networking. There is a

eich hunain?

Mr Robinson: Ni welaf yr angen am hynny mewn gwirionedd. Ers ei sefydlu, bu sefydliad sydd yn cynrychioli'r cyflogwr bob amser. I ddechrau y CEF ydoedd, a ddaeth yn Gymdeithas y Colegau. Mae wedi darparu bwletinau rheolaidd. Maent bron yn rhy rheolaidd. Dônt yn wythnosol. Gwyr y Cadeirydd fod y pecyn croeso hwn yn cyrraedd yn rheolaidd gan Gymdeithas y Colegau gydag arweiniad a manylion sylweddol ar ystod eang o faterion adnoddau dynol. Mae Cymdeithas y Colegau hefyd wedi trefnu cyfres o gynadleddau, seminarau a rhwydweithio.

helpdesk. Any senior college manager can access this help almost 24-hours a day. It is a very good service.

A little nearer to home, FFORWM, the association for the colleges in Wales, has also established a network for personnel managers. It meets regularly and key issues are addressed. It organises conferences and so on. Colleges, I believe—certainly we do—have a specialist human resource manager who has a background in personnel management and is member of the senior management team. Therefore, there is a lot of in-house advice. Also, there is Funding Council sponsored and co-ordinated staff development, which has

Ceir desg gymorth. Gall unrhyw uwch reolwr coleg gysylltu â'r ddesg gymorth hon bron 24 awr y dydd. Mae'n wasanaeth da iawn.

Ychydig yn nes adref, mae FFORWM, cymdeithas colegau Cymru, wedi sefydlu rhwydwaith hefyd ar gyfer rheolwyr personél. Mae'n cwrdd yn rheolaidd gan fynd i'r afael â materion allweddol. Mae'n trefnu cynadleddau ac ati. Mae gan golegau, yn fy marn i—mae gennym ni yn sicr—reolwr adnoddau dynol arbenigol â chefnidir mewn rheoli personél ac sydd yn aelod o'r uwch dîm rheoli. Felly, ceir llawer o gyngor mewnol. Hefyd, ceir datblygiad staff wedi'i noddi a'i gydlynu gan y Cyngor Cyllido, sydd wedi deillio'n bennaf o broses y

largely emerged from the GMDP process, where colleges have identified common issues of concern and the Council has been able to come in and organise events to move that forward.

Mr Morgan: I agree with what Brian Robinson is saying. We have a similar situation. We have a personnel manager on our senior management team. No, I do not think the Funding Council should be more involved. I will be even more specific. With respect to the Funding Council, I do not believe that it possesses the expertise in that area and I do not think that it should or needs to do so. I go back

rhaglen datblygu llywodraeth a rheoli, lle mae colegau wedi nodi materion cyffredin o bryder ac mae'r Cyngor wedi gallu dod i mewn i drefnu'r digwyddiadau er mwyn symud hynny yn ei flaen.

Mr Morgan: Cytunaf â'r hyn a ddywed Brian Robinson. Mae gennym sefyllfa debyg. Mae gennym reolwr personél ar ein huwch dîm rheoli. Na, nid wyf o'r farn y dylai'r Cyngor Cyllido gymryd mwy o ran. Byddaf yn hyd yn oed yn fwy penodol. Gyda phob parch i'r Cyngor Cyllido, nid wyf o'r farn fod ganddo'r arbenigedd yn y maes hwinnw ac nid wyf yn credu y dylai wneud hynny ac nid oes angen iddo wneud hynny. I

to what I said earlier; at the end of the day each college's situation is individual and unique and it is up to that college to grow and develop and to manage that system in the most effective way. The Funding Council can of course help in certain ways. One good way is through the production of benchmarking information. If one college suddenly discovers that it is spending 80 per cent of its money on staffing and another college is spending 60 per cent, or if one college is spending only half its money on teaching staff while another is spending far more, that does not necessarily mean they are right or wrong. What it means is that you must look very closely and critically at that. I think

ddychwelyd at yr hyn a ddywedais yn gynharach, yn y pen draw mae sefyllfa pob coleg yn wahanol ac yn unigryw a chyfrifoldeb y coleg hwnnw yw tyfu a datblygu a rheoli'r system honno yn y ffordd fwyaf effeithiol. Gall y Cyngor Cyllido wrth gwrs helpu mewn ffyrdd penodol. Un ffordd dda yw drwy gynhyrchu gwybodaeth meincnodi. Os bydd un coleg yn darganfod ei fod yn gwario 80 y cant o'i arian ar staff a choleg arall yn gwario 60 y cant, neu os bydd un coleg yn gwario dim ond hanner ei arian ar staff dysgu tra bod un arall yn gwario llawer mwy, nid yw hynny o anghenraid yn golygu eu bod yn gywir neu'n anghywir. Yr hyn

it is in the provision of information and guidance that the Funding Council should be involved. At the end of the day, it is up to each institution to develop its own human resources planning.

mae'n ei olygu yw bod yn rhaid edrych yn fanwl ac yn feirniadol ar hynny. Credaf y dylai'r Cyngor Cyllido fod yn gysylltiedig â broses o ddarparu gwybodaeth a rhoi arweiniad. Yn y pen draw, cyfrifoldeb y sefydliadau unigol yw datblygu eu cynlluniau adnoddau dynol eu hunain.

[181] Janet Davies: This is the last section of the report at which we would like to look. It concerns the procurement of goods and services. Mr Robinson, I understand that you have had a purchasing officer in post since 1997. Could you outline his or her role and responsibilities?

[181] Janet Davies: Dyma adran olaf yr adroddiad yr hoffem edrych arni. Mae'n ymwneud â chaffael nwyddau a gwasanaethau. Mr Robinson, deallaf eich bod wedi penodi swyddog prynu ers 1997. A allech amlinellu ei rôl a'i gyfrifoldebau?

Mr Robinson: It is a complex area. I will try to select the salient critical elements of her role. First, it is to improve the process of purchasing and all the procedures associated with purchasing. That is a major priority among the requirements. Also, to make sure that we as an institution and all the various budget holders comply with relevant regulations—that is local, national and, indeed, European regulations, which affect some of the larger purchases. To improve the communication process within the institution between those staff who have the power to buy and the suppliers of those goods and services. Communication is vitally important. Also, to

Mr Robinson: Mae'n faes cymhleth. Ceisiaf ddethol elfennau hanfodol ac amlycaf ei rôl. Yn gyntaf mae gwella'r broses o brynu a'r holl weithdrefnau sydd yn gysylltiedig â phrynu. Mae honno'n brif flaenoriaeth o fewn y gofynion. Hefyd, sicrhau ein bod ni fel sefydliad a'r holl ddeiliaid cyllideb amrywiol yn cydymffurfio â'r rheoliadau perthnasol—hynny yw rheoliadau lleol, cenedlaethol ac, yn wir, Ewropeaidd, sydd yn effeithio ar rai o'r pryniannau mwyaf. Gwella'r broses gyfathrebu o fewn y sefydliad rhwng y staff hynny sydd â'r grym i brynu a chyflenwyr y nwyddau a'r gwasanaethau hynny. Mae cyfathrebu yn holl bwysig. Hefyd, sicrhau bod ein

make sure that our suppliers are managed properly. They do need managing, otherwise sometimes they may operate in ways that are not entirely in keeping with what you require. And, inevitably, to make savings and to ensure that, wherever possible, we get the best possible value for money. The significance of that is that from a limited resource, we are then able to spend more effectively and purchase a greater range and supply of goods and services than if we were not making those savings through the purchasing function.

[182] Janet Davies: Will you be setting targets for future savings to be achieved?

cyflenwyr yn cael eu rheoli'n gywir. Mae angen eu rheoli, oherwydd weithiau gallant gweithredu mewn ffyrdd nad ydynt yn cyfateb yn union â'r hyn sydd ei angen arnoch. Ac, yn anochel, gwneud arbedion a sicrhau, ble bynnag y bo'n bosibl, ein bod yn cael y gwerth gorau posibl am arian.

Arwyddocâd hynny yw ein bod yn gallu gwario yn fwy effeithiol a phrynu ystod a chyflenwad mwy o nwyddau a gwasanaethau, a hynny o adnoddau cyfyngedig, na phe na baem yn gwneud yr arbedion hynny drwy'r swyddogaeth brynu.

[182] Janet Davies: A fyddwch yn gosod targedau ar gyfer arbedion yn y

dyfodol?

Mr Robinson: We did not set targets when the decision was made to appoint a purchasing officer. It was discussed. In fact, it was discussed at board level. There is the built-in assumption that the cost of the post will be neutral, and that that person will at least save the salary cost. She has way exceeded that. The idea of setting a specific target was deemed not to be appropriate because the role involves so much more than simply saving money. It is about putting in the right procedures, processes and so on. I have been through that already. It is not just saving money. It is more complex

Mr Robinson: Ni osodasom dargedau pan wnaethpwyd y penderfyniad i benodi swyddog prynu. Fe'i trafodwyd. Yn wir, fe'i trafodwyd ar lefel y bwrdd. Tybir yn awtomatig na fydd y swydd yn costio dim, ac y bydd y person yn arbed cost y cyflog o leiaf. Mae hi wedi mynd ymhell y tu hwnt i hynny. Tybiwyd nad oedd y syniad o osod targed penodol yn briodol gan fod y rôl yn cynnwys llawer mwy nag arbed arian yn unig. Mae'n ymwneud â phennu'r gweithdrefnau a'r prosesau cywir ac ati. Yr wyf wedi bod drwy hynny eisoes. Nid arbed arian yn unig yw'r pwrpas. Mae'n fwy cymhleth

than that, I think. That is why targets were deemed not appropriate.

na hynny, yn fy marn i. Dyna pam y penderfynwyd nad oedd targedau yn briodol.

[183] Janet Davies: I accept that this is a much more complex issue. However, I was wondering whether you might work with the National Audit Office to quantify the savings that the appointment has generated?

[183] Janet Davies: Yr wyf yn derbyn bod hyn yn fater llawer mwy cymhleth. Fodd bynnag, yr oeddwn yn meddwl tybed a allech weithio gyda'r Swyddfa Archwilio Genedlaethol i feintioli'r arbedion y mae'r penodiad hwn wedi'u creu?

Mr Robinson: Although we did not set the target at the commencement of this appointment, I am very conscious of the savings that have been made. In fact, I can give you the exact figure. In the two-year period since September 1997 to August 1999, the savings were

Mr Robinson: Er na wnaethom osod y targed ar ddechrau'r penodiad hwn, yr wyf yn ymwybodol iawn o'r arbedion a wnaethpwyd. Yn wir, gallaf roi'r union ffigur ichi. Yn y cyfnod o ddwy flynedd rhwng mis Medi 1997 a mis Awst 1999, yr oedd yr arbedion yn

£136,126.25. The savings range from really quite small amounts—a couple of hundred pounds on a particular issue—to several thousand pounds. Some of those savings are going to be realised over a period of two or three years because they are linked to contracts for a service that extends beyond one particular financial year. We will obviously continue to do that. One of the items in the job specification was to report regularly to senior management on savings made. That is an ongoing expectation.

[184] Janet Davies: Mr Morgan, I want to ask you

£136,126.25. Mae'r arbedion yn amrywio o symiau eithaf bychan mewn gwirionedd—cwpwl o gannoedd o bunnau mewn un achos—i filoedd lawer. Caiff rhai o'r arbedion hynny eu gwireddu dros gyfnod o ddwy neu dair blynedd gan eu bod yn gysylltiedig â chontractau ar gyfer gwasanaeth sydd yn ymestyn y tu hwnt i un flwyddyn ariannol benodol. Byddwn yn amlwg yn parhau i wneud hynny. Un o eitemau'r fanyleb swydd oedd rhoi adroddiad rheolaidd i uwch reolwyr ar yr arbedion a wnaethpwyd. Disgwylir iddi wneud hynny yn barhaus.

[184] Janet Davies: Mr Morgan, yr wyf am ofyn ichi

about your procurement arrangements. Paragraph 4.24 of the NAO's report states that the key requirement in any institution's procurement arrangements is the need for a purchasing strategy and that as a minimum, institutions should appoint a senior manager to have overall responsibility. What progress have you made towards this?

ynglyn â'ch trefniadau caffael. Noda paragraff 4.24 o adroddiad y Swyddfa Archwilio Genedlaethol mai'r gofyniad allweddol yn nhrefniadau caffael unrhyw sefydliad yw'r angen am strategaeth brynu ac fel isafswm, dylai sefydliadau benodi uwch reolwr i ysgwyddo'r cyfrifoldeb cyffredinol. Pa gynnydd yr ydych wedi'i wneud tuag at hyn?

Mr Morgan: We appointed a new finance manager in September 1998. She is on the senior management team and is responsible for developing and implementing a purchasing strategy for the college. Having heard the savings figure from

Mr Morgan: Penodwyd rheolwraig cyllid newydd ym mis Medi 1998. Mae hi'n aelod o'r uwch dîm rheoli ac yn gyfrifol am ddatblygu a gweithredu strategaeth brynu ar gyfer y coleg. Wedi clywed y ffigwr arbedion gan Goleg Sir Gaerfyrddin, tybed

Carmarthenshire College, I wonder whether we need to change our minds at some point. However, what we have identified at the moment is that as a small college with a very limited spend on equipment and consumables, we do not think it is feasible to appoint a full-time purchasing officer. So the strategy works through the finance manager, and I can relate very much to the importance of communication and so on, which was referred to by Brian Robinson. What she has done to date is concentrate on three areas within the college: information technology hardware and software; paper and office consumables; and furniture.

a oes angen inni newid ein meddyliau rhywbryd. Fodd bynnag, yr hyn a nodwyd gennym ar hyn o bryd yw fel coleg bychan gyda gwariant cyfyngedig iawn ar offer a nwyddau traul, nid ydym yn credu ei bod yn ymarferol penodi swyddog prynu llawn amser. Felly mae'r strategaeth yn gweithio drwy'r rheolwr cyllid, a gallaf uniaethu'n fawr iawn â phwysigrwydd cyfathrebu ac ati, y cyfeiriwyd ato gan Brian Robinson. Mae'r hyn a wnaeth hyd yma yn canolbwyntio ar dri maes o fewn y coleg: caledwedd a meddalwedd technoleg gwybodaeth; papur a deunyddiau swyddfa; a dodrefn. Yr hyn yr ydym wedi'i wneud, yn hytrach na gofyn fel yn y gorffennol i

What we have done is rather than, as previously, having each budget holder, within budget, seeking quotes and tenders but perhaps going their own way, we have controlled the situation now so that all purchasing—say, for example, for a piece of IT equipment—must go through the senior technician who is the purchasing officer in IT, and through his manager as well. So an individual teaching department, for example, could not purchase a piece of IT equipment separately.

I am afraid that I can not quantify things in quite the same way as Brian did, but we have picked up a number of things. For example, we

bob deiliad cyllideb, o fewn cyllid, geisio dyfynbrisiau a thendrau ond canfod eu bod yn mynd eu ffyrdd eu hunain o bosibl, yw rheoli'r sefyllfa bellach fel bod yn rhaid i bob pryniant—dyweder, er enghraifft, ar gyfer darn o offer TG—fynd drwy'r uwch dechnegydd sef swyddog prynu yn yr adran TG, a thrwy ei reolwr hefyd. Felly ni allai adran ddysgu unigol, er enghraifft, brynu darn o offer TG ar wahân.

Yn anffodus ni allaf feintioli pethau yn yr un ffordd ag y gwnaeth Brian, ond yr ydym wedi sylwi ar nifer o bethau. Er enghraifft, darganfuwyd,

discovered that, in terms of paper for photocopying or computing, one department was spending 35 per cent more than another. We have quantified savings since March 1999 of £1,000 on paper alone. It is not big bucks but it is £1,000. On the furniture side, similarly, we estimate that by everything going through one individual, that we have effected savings in excess of 5 per cent, but on a small scale again. The main development is on the IT front because it is a major area of spend for us. We are using the internet a lot for that, looking for quotation companies and submitting our needs. We usually get between 10 and 20 quotes. We have implemented a system. As Brian said, it is

o ran papur ar gyfer llungopio neu gyfrifiaduron, bod un adran yn gwario 35 y cant yn fwy nag un arall. Yr ydym wedi meintioli'r arbedion ers mis Mawrth 1999 o £1,000 ar bapur yn unig. Nid yw'n arian mawr ond mae yn £1,000. O ran y dodrefn, yn yr un modd, yr ydym yn amcangyfrif wrth i bopeth fynd drwy un unigolyn, ein bod wedi cael arbedion o fwy na 5 y cant, ond ar raddfa fach eto. Mae'r prif ddatblygiad ar ochr TG gan ei fod yn faes gwariant sylweddol inni. Yr ydym yn defnyddio'r rhyngrwyd gryn dipyn ar gyfer hynny, gan chwilio am gwmnïau dyfynbrisiau a chyflwyno ein hanghenion. Yr ydym fel arfer yn cael rhwng 10 ac 20 o

not only about price. We have a system in college where we try to—not build from scratch—but we try to build our own systems by looking for the best deal on, say, a monitor, a mother board, some components, a keyboard, etcetera.

Obviously when you receive so many quotations, you can drive a hard bargain and get good prices. Also, at the same time, we try to implement a system where we always look for a three-year guarantee on each component so that we can then put together an item that is both of superior quality and saves us money. Certainly, in some areas we know that we have saved well in excess of 10 per cent, for example. So all of these practices are helping to bring

ddyfynbrisiau. Yr ydym wedi gweithredu system. Fel y dywedodd Brian, nid pris yn unig sydd yn bwysig. Mae gennym system yn y coleg lle yr ydym yn ceisio—nid dechrau o'r dechrau—ond ceisio adeiladu ein systemau ein hunain trwy chwilio am y fargen orau ar, dyweder, monitor, prif fwrdd, rhai cydrannau, bysellfwrdd, ac ati. Yn amlwg pan fyddwch yn derbyn gymaint o ddyfynbrisiau, gallwch daro bargaen galed a chael prisiau da. Hefyd, ar yr un pryd, yr ydym yn ceisio gweithredu system lle yr ydym bob amser yn edrych am warant am dair blynedd ar bob cydran fel y gallwn wedyn roi eitem at ei gilydd o ansawdd uwch sydd yn arbed arian inni. Yn sicr,

purchasing costs down.

**mewn rhai meysydd
gwyddom ein bod wedi arbed
llawer mwy na 10 y cant, er
enghraifft. Felly mae'r holl
arferion hyn yn helpu i ddod
â chostau prynu i lawr.**

**[185] Janet Davies: You will
be thinking about being a bit
broader as well. On the issue
of market testing, it has been
said that there is scope for
institutions to investigate
much greater use of market
testing to reduce costs. What
steps have you taken on that?**

**[185] Janet Davies: Byddwch
yn ystyried bod ychydig yn
ehangach hefyd. O ran
profi'r farchnad, dywedwyd
fod cyfle i sefydliadau
ymchwilio i ddefnydd llawer
mwy o brofi'r farchnad er
mwyn gostwng costau. Pa
gampau yr ydych wedi'u
cymryd ar hynny?**

**Mr Morgan: There have been
a number of occasions in the
last three years where we
have undertaken market
testing. One was in relation
to our banking services.
More recently, there was one**

**Mr Morgan: Bu nifer o
achosion yn ystod y tair
blynedd ddiwethaf lle yr
ydym wedi profi'r farchnad.
Yr oedd un achos yn
ymwneud â'n gwasanaethau
bancio. Yn fwy diweddar, yr**

in relation to our internal auditors but the largest, most recent one was in regard to our contract cleaning services. It is not that straightforward, though, because when you are developing estates and looking for higher quality of service, you have to look at more than just cost. However, at the end of the day, we undertook a formal tendering process only a year ago on contract cleaning. That would be our biggest, most recent example.

[186] Janet Davies: **Thank you. Mr Robinson?**

Mr Robinson: **On all the main services—banking, audit,**

oedd un yn gysyllteidig â'n harchwilwyr mewnol ond y mwyaf, a'r diweddaraf oedd mewn perthynas â'n gwasanaethau glanhau ar gontract. Ond nid yw mor syml â hynny, oherwydd pan fyddwch yn datblygu ystadau ac yn chwilota am wasanaeth o safon uwch, mae'n rhaid ichi edrych ar fwy na'r gost yn unig. Fodd bynnag, yn y pen draw, cynhaliwyd proses dendro ffurfiol flwyddyn yn unig yn ôl ar gyfer glanhau ar gontract. Dyna fyddai ein hengahraifft fwyaf a'r ddiweddaraf.

[186] Janet Davies: **Diolch. Mr Robinson?**

Mr Robinson: **Ar bob un o'r prif wasanaethau—bancio,**

insurance, legal advice and transport. The vital importance of transport to and from college when you are serving a rural or semi-rural area was mentioned earlier. That is something on which we want to get good value for money. On catering, we have a number of campuses and some of the canteens produced a surplus, and some did not. So we invited the private sector to invest in the ones that did not, with some success. We have kept the ones that were doing very well. We would always go out to tender on any major building work or consultancy services. It does not always work that you go outside. We had one case, with payroll, where we actually bought that in-house

archwilio, yswiriant, cyngor cyfreithiol a chludiant. Crybwyllwyd pwysigrwydd hanfodol cludiant i'r coleg ac oddi yno pan fyddwch yn gwasanaethu ardal wledig neu led wledig yn gynharach. Mae hynny'n rhywbeth yr ydym am gael gwerth da am arian amdano. O ran arlwyo, mae gennym sawl campws a chynhyrchodd rhai o'r cantinau warged, ond ni wnaeth eraill. Felly gwahoddwyd y sector preifat i fuddsoddi yn y rhai na wnaeth, gyda pheth llwyddiant. Yr ydym wedi cadw'r rhai a oedd yn gwneud yn dda. Byddem bob amser yn mynd allan i dendro ar unrhyw waith adeiladu mawr neu wasanaethau ymgynghori. Nid yw mynd y tu allan yn

and saved money. We were able to deliver our own payroll more cost effectively than an outside third party was able to do.

gweithio bob amser. Cawsom un achos, gyda'r gyflogres, lle y prynwyd hynny'n fewnol gan arbed arian. Yr oeddem yn gallu cyflwyno ein cyflogres ein hunain yn fwy cost-effeithiol na thrydydd person allanol.

[187] Alun Pugh: I think, Mr Morgan, that you said that you have a service for IT, furniture, consumables and paper. What steps have you taken to introduce a comprehensive utilities management programme and what benefits and savings have come from this?

[187] Alun Pugh: Credaf, Mr Morgan, i chi ddweud bod gennyh wasanaeth ar gyfer TG, dodrefn, deunyddiau traul a phapur. Pa gamau yr ydych wedi eu cymryd i gyflwyno rhaglen rheoli cyfleustodau gynwhysfawr a pha fanteision ac arbedion sydd wedi deillio o hyn?

Mr Morgan: We are at the stage of still focusing on these three areas and developing a policy to extend across the

Mr Morgan: Yr ydym yn parhau i ganolbwyntio ar y tri maes hyn a datblygu polisi i ymestyn ar draws y

college out of that. The main thing for an individual budget holder is that the amount of budget available is so limited that everybody is really forced to seek value for money and maximise everything. As with Carmarthenshire College, we look for tenders or quotations in all situations, always seeking to obtain best value. However, what we need, as well as developing it in the key areas, is to pull together a more comprehensive strategy for the college. As a small college, we do not have great purchasing power. One development that we are very pleased to be part of, is the consortium to which Brian Robinson referred earlier, with Carmarthenshire

coleg o ganlyniad i hynny. Y prif beth ar gyfer deiliad cyllideb unigol yw bod y gyllideb sydd ar gael mor gyfyngedig fel bod pawb yn cael eu gorfodi i geisio gwerth am arian a chael y budd gorau o bopeth. Fel yn achos Coleg Sir Gaerfyrddin, yr ydym yn chwilio am dendrau neu ddyfynbrisau ym mhob sefyllfa, gan geisio cael y gwerth gorau bob amser. Fodd bynnag, yr hyn sydd ei angen arnom, yn ogystal â'i ddatblygu yn y meysydd allweddol, yw dwyn strategaeth fwy cynhwysfawr ynghyd ar gyfer y coleg. Fel coleg bychan, nid oes gennym rym prynu mawr. Un datblygiad yr ydym yn falch iawn o fod yn rhan ohono, yw'r consortiwm a grybwyllwyd gan Brian

College being the lead college. Our finance manager would not wish to complete our strategy in relation to this area until we know the outcome of that. We understand that approval for the project to proceed is forthcoming. We do not know if it will remain as nine colleges, or whether it will extend to the whole of Wales or ever further. I think there is a lot of potential there, and we very much wish to be a part of that. We see that as obviously enhancing our own smaller strategy in-house.

Robinson yn gynharach, gyda Choleg Sir Gaerfyrddin yn goleg arweiniol. Ni fyddai ein rheolwr cyllid am gwblhau ein strategaeth mewn perthynas â'r maes hwn hyd nes ein bod yn gwybod canlyniad hynny. Yr ydym ar ddeall bod y prosiect ar fin cael ei gymeradwyo. Ni wyddom a fydd yn parhau fel naw coleg, neu a fydd yn ymestyn ar draws Cymru gyfan, neu hyd yn oed ymhellach. Credaf fod llawer o botensial yno, ac yr ydym yn awyddus iawn i fod yn rhan o hynny. Yr ydym yn gweld hynny fel rhywbeth fydd yn amlwg yn gwella ein strategaeth fewnol sydd yn llai.

[188] Alun Pugh: Are you currently seeking tenders for gas, electricity or whatever?

Mr Morgan: Yes, but it is not quite as simple as that in relation to IT etcetera. Utilities are a good example. I have to take both sites separately. In relation to the Llanbadarn site, we share the site of University of Wales, Aberystwyth. One main supply comes through in relation to electricity, water and gas. We do well out of that because we have an arrangement where everything is metered and we are recharged. The University tenders annually. We are recharged but there is no administration charge.

[188] Alun Pugh: A ydych ar hyn o bryd yn ceisio tendrau ar gyfer nwy, trydan neu beth bynnag?

Mr Morgan: Ydym, ond nid yw mor syml â hynny mewn perthynas â TG ac ati. Mae cyfleustodau yn enghraifft dda. Mae'n rhaid i mi ymdrin â'r ddau safle ar wahân. O ran safle Llanbadarn, yr ydym yn rhannu'r un safle â Phrifysgol Cymru, Aberystwyth. Daw un prif gyflenwad ar gyfer trydan, dwr a nwy. Yr ydym yn gwneud yn dda yn sgil hynny gan fod gennym drefniant lle caiff popeth ei fesur ac ailgodir arnom am hynny. Mae'r Brifysgol yn gwahodd tendrau yn flynyddol.

We therefore benefit from the purchasing power of the University. They in turn are part of an organisation—I cannot remember what it is called now, but at one time it was called CHEEP, the Consortium for Higher Education Energy Purchasing. We benefit well from that in Llanbadarn. At the Cardigan end, we are part of the consortium for utilities, organised by Carmarthenshire County Council. I believe that we are in the same consortium as Carmarthenshire College and again that consortium gives us much better buying power.

Ailgodir arian arnom ond ni chodir unrhyw dâl gweinyddol. Felly yr ydym yn elwa ar rym prynu'r Brifysgol. Maent hwy yn eutro yn rhan o sefydliad—ni allaf gofio ei enw nawr, ond ar un adeg fe'i galwyd yn CHEEP, sef y Consortiwm dros Brynu Ynni Addysg Uwch. Yr ydym yn elwa'n dda ar hynny yn Llanbadarn. O ran Aberteifi, yr ydym yn rhan o'r consortiwm ar gyfer cyfleustodau, a drefnir gan Gyngor Sir Gaerfyrddin. Credaf ein bod yn rhan o'r un consortiwm â Choleg Sir Gaerfyrddin ac eto mae'r consortiwm hwnnw yn rhoi grym prynu llawer gwell inni.

Mr Robinson: **I think that we have done as much as we can on price. When we benchmark against other utility costs, it would appear that the price we are paying for electricity and gas is very good. It is as low as many and lower than most. The management of utilities is a more challenging task, and is linked in with the estate and the planning of the estate because, inevitably, any college inherited in 1993 a considerable mixture of buildings. Some are conducive to fuel efficiency and some are not. In many cases, the long-term solution to the issue lies with the development of the estate. In our case we have two campuses where the fuel usage is significantly greater,**

Mr Robinson: **Credaf inni wneud cymaint ag y gallwn o ran pris. Pan fyddwn yn meincnodi yn erbyn costau cyfleustodau eraill, ymddengys bod y pris a dalwn am drydan a nwy yn dda iawn. Mae mor isel â llawer ohonynt ac yn is na'r rhan fwyaf. Mae rheoli cyfleustodau yn dasg fwy heriol, ac mae'n gysylltiedig â'r ystad a chynllunio'r ystad oherwydd, yn anochel, etifeddodd unrhyw goleg yn 1993 gymysgedd sylweddol o adeiladau. Mae rhai yn gydnaws ag effeithlonrwydd ynni ond nid eraill. Mewn sawl achos, mae'r ateb hir dymor yn ymwneud â datblygiad yr ystad. Yn ein hachos ni mae gennym ddau gampws lle mae'r defnydd o danwydd lawer yn fwy nag**

if you look at it on a square metre basis, than others. The management, on a day to day basis, is the same in both campuses but the buildings are vastly different. That is a much longer term solution. I think that the critical factor as well is that, in any build or refurbishment, you have to take on board the energy saving potential and make sure that you have good consultancy advice on utilities. We certainly have taken that on board with the programmes so far.

[189] Alun Pugh: Finally, may I ask the Chairs of governors to tell us about procedures in which the corporation is

eraill, os edrychwch arno ar sail milltiroedd sgwâr. Mae'r rheolaeth, o ddydd i ddydd, yr un fath yn y ddau gampws ond mae'r adeiladau yn wahanol iawn i'w gilydd. Mae hynny'n ateb ar gyfer tymor llawer hwy. Credaf mai'r ffactor hanfodol yn ogystal yw, mewn unrhyw waith adeiladu neu adnewyddu, bod yn rhaid ichi ystyried y potensial i arbed ynni a sicrhau y cewch gyngor ymgynghorol da ar gyfleustodau. Yr ydym yn sicr wedi cymryd hynny i ystyriaeth gyda'r rhaglenni hyd yma.

[189] Alun Pugh: Yn olaf, hoffwn ofyn i Gadeiryddion y llywodraethwyr ddweud wrthym am y gweithdrefnau

involved, in terms of management and procurement?

y mae'r gorfforaeth yn ymwneud â hwy, o ran rheoli a phrynu?

Ms Coleman: What we need from the college is an assurance that it is providing good service, is well-run and is providing value for money for the taxpayer. Insofar as we have come from a position of deficit to one of financial strength—and we have been concerned throughout with cutting costs—then obviously procurement and value for money have been the watchwords for the board of governors. Obviously the principal is involved in the day to day management of these things and we do not interfere too much in them.

Ms Coleman: Yr hyn sydd ei angen arnom gan y coleg yw sicrwydd ei fod yn darparu gwasanaeth da, ei fod yn cael ei redeg yn dda ac yn rhoi gwerth am arian i'r trethdalwr. Gan ein bod wedi dod o sefyllfa o ddyled i sefyllfa o gryfder ariannol—ac yr ydym wedi bod yn pryderu drwy gydol yr amser am dorri costau—yna yn amlwg mae prynu a gwerth am arian wedi bod yn eiriau allweddol ar gyfer bwrdd y llywodraethwyr. Yn amlwg mae'r prifathro yn gysylltiedig â rheoli'r pethau hyn o ddydd i ddydd ac nid ydym yn busnesu'n ormodol.

However, as a board, we watch all the costs very carefully and ensure that any cost-saving measures that can be taken are taken.

Fodd bynnag, fel bwrdd, yr ydym yn cadw golwg ar bob cost yn ofalus iawn ac yn sicrhau bod unrhyw fesurau arbed costau y gellir eu cymryd yn cael eu cymryd.

Mr Lithgow: At Carmarthenshire College, first of all the approval of the post of purchasing officer, which was an increase in staffing costs, has clearly paid dividends. On major tenders, we would have governors there to open the tenders to ensure that they were above board. We are involved in major capital expenditure and we set up sub-committees, which involve the governors, to ensure that we are getting

Mr Lithgow: Yng Ngholeg Sir Gaerfyrddin, i ddechrau mae cymeradwyo swydd y swyddog prynu, a achosodd gynnydd mewn costau staffio, wedi talu'i ffordd. Gyda thendrau mawr, byddai llywodraethwyr wedi bod yn bresennol i agor y tendrau i sicrhau eu bod yn rhai teg. Yr ydym yn ymwneud â gwariant cyfalaf mawr ac yr ydym yn sefydlu is-bwyllgorau, sydd yn cynnwys llywodraethwyr, i sicrhau ein bod yn cael y

the best value for money. The audit committee is constantly looking at value-for-money projects. Clearly, when we see that in our eight corporate board meetings, where we are going through the set of accounts—the profit and loss account—we are comparing variances—variance against both the trend and the budget. We do revise our budget to reflect any changes, so we are looking for any variances to what we thought we were going to spend. We are involved in the decision-making process on some of the provision of services, for example audit and insurance from outside agencies. Therefore, there is a fairly significant involvement from the corporate board.

gwerth gorau am arian. Mae'r pwyllgor archwilio yn edrych yn gyson ar brosiectau gwerth am arian. Yn amlwg, pan fyddwn yn gweld hynny yn ein wyth cyfarfod bwrdd corfforaethol, lle rydym yn mynd drwy'r set o gyfrifon—y cyfrif elw a cholled—yr ydym yn cymharu amrywiannau—amrywiant yn erbyn y duedd a'r gyllideb. Yr ydym yn adolygu ein cyllideb i adlewyrchu unrhyw newidiadau, felly yr ydym yn chwilio am unrhyw amrywiannau i'r hyn yr oeddem yn credu y byddem yn ei wario. Yr ydym yn ymwneud â'r broses o benderfynu ar rai o'r gwasanaethau a ddarperir, er enghraifft archwiliad ac

yswiriant gan asiantaethau allanol. Felly, mae'r bwrdd corfforaethol yn ymwneud â hyn gryn dipyn.

[190] Janet Davies: I just want to ask both of you, Mr Robinson and Mr Morgan, a question that occurred to me as I read your strategic plans, and which also arose from a couple of comments during this session. One was from Mr Robinson about sensitivity towards the community, and the other was from Mr Morgan about lessons for staff in improving or learning Welsh. A large part of Coleg Ceredigion's catchment area is one of the heartlands of the Welsh language, and in Carmarthenshire clearly

[190] Janet Davies: Yr wyf am ofyn cwestiwn i'r ddau ohonoch, Mr Robinson a Mr Morgan, a'm trawodd wrth imi ddarllen eich cynlluniau strategol ac a ddeilliodd hefyd o ambell sylw yn ystod y sesiwn hon. Yr oedd un gan Mr Robinson ynglyn â sensitifrwydd tuag at y gymuned, a'r llall gan Mr Morgan ynglyn â gwersi i staff wella neu ddysgu Cymraeg. Mae rhan fawr o ddalgylch Ceredigion yn un o gadarnleoedd yr iaith Gymraeg, ac yn Sir Gaerfyrddin yn amlwg mae yna ganran uchel o

there is a high percentage of Welsh speakers as well. I was slightly disappointed at the level of provision that you seemed to have when I was reading. I would like to ask about how your plans for having Welsh and bilingual courses are proceeding.

Mr Robinson: Andre mentioned the Welsh language scheme. Ours was in fact completed in the summer and has gone through the consultation phase. It concluded in early November. Therefore, we are now reconciling the products of the consultation period with the plan and producing the final draft. We are nearly there. That has taken a lot of time and commitment from

siaradwyr Cymraeg hefyd. Yr oeddwn ychydig yn siomedig ynghylch lefel y ddarpariaeth yr ymddengys ei bod gennych wrth i mi ddarllen. Hoffwn ofyn sut mae eich cynlluniau ar gyfer cyrsiau Cymraeg a dwyieithog yn mynd rhagddynt.

Mr Robinson: Soniodd Andre am y cynllun iaith Gymraeg. Cwblhawyd ein cynllun dros yr haf ac mae wedi bod drwy'r cam ymgynghori. Daeth i ben yn gynnar ym mis Tachwedd. Felly, yr ydym bellach yn cysoni cynnyrch y cyfnod ymgynghori â'r cynllun ac yn cynhyrchu'r drafft terfynol. Yr ydym bron â chyrraedd pen y daith. Mae hynny wedi cymryd llawer o amser ac

staff, both teaching and non-teaching, because we believe that that plan is real, will make a difference and will respond to the needs of the community. It is setting quite challenging targets for growth in both bilingual provision and provision through the medium of Welsh, and it will be measured. I mentioned earlier that, in our belief, one of the strengths of a good strategic plan is that you have targets, which you measure, and that you address any failures. We would apply exactly the same approach to the language scheme. There has already been a growth in absolute terms. It is fairly modest in numbers, but the growth in bilingual learning has

ymrwymiad oddi wrth y staff, staff sydd yn dysgu a staff nad yw'n dysgu fel ei gilydd, gan ein bod yn credu fod y cynllun yn un go iawn, y bydd yn gwneud gwahaniaeth ac yn ymateb i anghenion y gymuned. Mae'n gosod targedau eithaf heriol ar gyfer twf o ran darpariaeth ddwyieithog a darpariaeth drwy gyfrwng y Gymraeg, a chaiff hyn oll ei fesur. Crybwyllais yn gynharach mai un o gryfderau cynllun strategol da, yn ein barn ni, yw bod gennych dargedau, yr ydych yn eu mesur, a'ch bod yn mynd i'r afael ag unrhyw fethiannau. Byddem yn cymhwyso yr un ymagwedd yn union tuag at y cynllun iaith. Cafwyd twf eisoes yn nhermau absoliwt. Mae'n

increased quite dramatically in percentage terms. We believe that we are seeing the start of that. Almost every strategy within the college now takes on board the issue of language. Whether it is working with small and medium sized enterprises, in appointing people to liaise with SMEs, or core curriculum, the language issue is there. Therefore, I think that we have got the plan in place; the next challenge is delivering it.

Mr Morgan: As the principal of Coleg Ceredigion, I am disappointed in the amount of Welsh language provision that we offer or do not offer. We came up with a Welsh

eithaf cymedrol o ran niferoedd, ond mae'r twf mewn dysgu dwyieithog wedi cynyddu'n eithaf dramatig o ran canran. Credwn ein bod yn gweld dechrau hynny. Mae bron bob strategaeth o fewn y coleg bellach yn rhoi ystyriaeth i'r iaith. P'un a yw'n gweithio gyda mentrau bach a chanolig eu maint, penodi pobl i gysylltu â hwy, neu'r cwricwlwm craidd, mae mater yr iaith yn bresennol. Felly, credaf fod y cynllun yn ei le; yr her nesaf yw ei gyflwyno.

Mr Morgan: Fel prifathro Coleg Ceredigion, fy mod yn siomedig o ran maint y ddarpariaeth yn Gymraeg a gynigir gennym neu nad ydym yn ei chynnig. Crëwyd

language scheme and, as a senior management team, earlier this year we thought: maybe this reacts too much to the current situation and to the staffing that we have; let us re-look at it; let us try for something more ambitious. Our scheme has not actually gone in yet because it has been deliberately delayed, with the agreement of the Welsh Language Board, because we wanted to re-visit the curriculum again to really have a much more ambitious scheme. We are currently in the final stages of drafting that now. However, of course, in order to implement that you have to get everybody on board. We have to make it easy, therefore, for people to have

cynllun iaith Gymraeg ac, fel uwch dîm rheoli, yn gynharach eleni roeddem yn meddwl: efallai fod hyn yn ymateb gormod i'r sefyllfa bresennol ac i'r staff sydd gennym; gadewch inni ailedrych arno; gadewch i ni anelu at rywbeth mwy uchelgeisiol. Nid yw ein cynllun wedi ei gyflwyno eto gan ei fod wedi cael ei ddal yn ôl yn fwriadol, gyda chytundeb Bwrdd yr Iaith Gymraeg, gan ein bod am ailedrych ar y cwricwlwm er mwyn cael cynllun llawer mwy uchelgeisiol. Yr ydym wrthi'n terfynu'r fersiwn ddrafft bellach. Fodd bynnag, wrth reswm, er mwyn gweithredu hynny mae'n rhaid i chi gael cefnogaeth pawb. Mae'n rhaid inni ei gwneud yn

the opportunity to develop their language and teaching skills, for example, and we are actively encouraging that at the moment.

hawdd, felly, i bobl gael y cyfle i ddatblygu eu sgiliau iaith ac dysgu, er enghraifft, ac yr ydym yn eu hannog mewn modd gweithredol ar hyn o bryd.

On top of that as well, as I said earlier on, for example, when we are asking individual course teams to fill in a range of curriculum planning documentation, we are—I will not use the word ‘forcing’—but we are directing people for a written response to make course teams think: how could we make this course bilingual, how could we make elements of this course bilingual, how can we facilitate delivery, how can we facilitate selling

Ar ben hynny hefyd, fel y dywedais yn gynharach, er enghraifft, pan fyddwn yn gofyn i dimau cyrsiau unigol lenwi ystod o ddogfennaeth cynllunio’r cwricwlwm, yr ydym—ni ddefnyddiaf y gair ‘gorfodi’—ond yr ydym yn rhoi cyfarwyddyd i bobl ymateb yn ysgrifenedig er mwyn gwneud i dimau cyrsiau feddwl: sut y gallem wneud y cwrs hwn yn ddwyieithog, sut y gallai elfennau o’r cwrs hwn fod yn ddwyieithog, sut y gallwn

this course? Therefore, it has to be, as part of the planning process, something that involves all the staff in the college. I have no doubt, with an ambitious plan with sensible and realistic targets, that it will bring on Welsh language provision in Coleg Ceredigion a long way. I think that it is very important for us to be able to do that if we are to contribute, as we wish to, with the local community, including the local county council, in Ceredigion in the future.

As a partial aside to this, the board has agreed a

hwyluso ei gyflwyno, sut y gallwn hwyluso gwerthu'r cwrs hwn? Felly, mae'n rhaid iddo fod, fel rhan o'r broses gynllunio, yn rhywbeth sydd yn cynnwys pob aelod o staff y coleg. Nid oes amheuaeth gennyf, gyda chynllun uchelgeisiol â thargedau synhwyrol a realistig, y bydd yn datblygu'r ddarpariaeth Gymraeg yng Ngheredigion yn sylweddol. Credaf ei bod yn bwysig iawn inni allu gwneud hynny os ydym i gyfrannu, yn ôl ein dymuniad, i'r gymuned leol, gan gynnwys y cyngor sir lleol, yng Ngheredigion yn y dyfodol.

Fel rhywbeth sydd yn rhannol ar wahân i hyn,

memorandum of understanding with Coleg Meirion-Dwyfor, where we are looking to share good practice, not compete aggressively against each other, and share our expertise. One of the issues that we wish to develop is to promote the use of the Welsh language in the further education sector. I think that we have a big responsibility in that area.

[191] Janet Davies: Thank you very much. We will look forward to seeing the progress, not just on your Welsh language and bilingual courses, but on everything that we have talked about today. I would

mae'r bwrdd wedi cytuno ar femorandwm cyd-ddealltwriaeth gyda Choleg Meirion Dwyfor, lle rydym yn bwriadu rhannu arfer da, yn hytrach na chystadlu'n chwyrn yn erbyn ein gilydd, a rhannu ein harbenigedd. Un o'r materion yr ydym yn awyddus i'w ddatblygu yw hybu'r defnydd o'r Gymraeg yn y sector addysg bellach. Credaf fod gennym gyfrifoldeb mawr yn y maes hwnnw.

[191] Janet Davies: Diolch yn fawr iawn. Edrychwn ymlaen at weld y cynnydd, nid yn unig o ran eich cyrsiau iaith Gymraeg a'ch cyrsiau dwyieithog, ond ar bopeth yr ydym wedi ei drafod heddiw. Hoffwn ddiolch i bob un

like to thank you all—Mr Lithgow, Ms Coleman, Mr Morgan and Mr Robinson—for your very full and very helpful answers to our questions.

ohonoch—sef Mr Lithgow, Ms Coleman, Mr Morgan a Mr Robinson—am eich atebion llawn a defnyddiol iawn i'n cwestiynau.

Daeth y sesiwn cymryd tystiolaeth i ben am 12.11 p.m.

The evidence-taking session ended at 12.11 p.m.



Mr Andrew George
Clerk to the Audit Committee
The National Assembly for Wales
Cardiff Bay
CARDIFF
CF99 1NA

30 March 2000

Dear Mr George,

Audit Committee Inquiry into Further Education in Wales

Since the Audit Committee meeting held on 27th January, I have had formal approval from the Funding Council for financial support from the Governance and Management Implementation Fund to progress our proposal to establish a pilot scheme for a purchasing consortium in the FE Sector in Wales. This approval might, in itself, be of interest to the Audit Committee since members were obviously interested in the benefits of purchasing management. Additionally, whilst I indicated the amount of money saved by our Purchasing Officer when I attended the Audit Committee, I did not give any indication of how this sum related to our total non-pay expenditure. It is possible, therefore, that the following supplementary information might be of interest:

- Savings achieved to date: £136,126.25 (previously reported).
- Savings in the areas directly affected by the purchasing function average out at approximately 20%.
- Savings evaluated against the total non-pay budget are just in excess of 1%.
- It is considered that savings of between 1%-2% could be achieved within the context of the FE Purchasing Consortium.

If you feel that any further clarification might be of interest to Audit Committee members, please let me know and I will try to respond accordingly.

I hope you will find this information useful.

Yours sincerely,



Brian D Robinson
Principal/Chief Executive

THE AUDIT COMMITTEE

The National Assembly's Audit Committee ensures that proper and thorough scrutiny is given to the Assembly's expenditure. In broad terms, its role is to examine the reports on the accounts of the Assembly and other public bodies prepared by the Auditor General for Wales; and to consider reports by the Auditor General for Wales on examinations into the economy, efficiency and effectiveness with which the Assembly has used its resources in discharging its functions. The responsibilities of the Audit Committee are set out in detail in Standing Order 12.

2.2 The membership of the Committee as appointed on 05 April 2000 is:

Chair: Janet Davies (Plaid Cymru)
Lorraine Barrett (Labour)
Brian Gibbons (Labour)
Jane Davidson (Labour)
Alison Halford (Labour)
Dafydd Wigley (Plaid Cymru)
Geraint Davies (Plaid Cymru)
Alan Cairns (Conservative)
Peter Black (Liberal Democrat)

NB: Christine Chapman and Alun Pugh were members of the Committee from 23 June 1999 to 5 April 2000.

Further information about the Committee can be obtained from:

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