



A Space to Lead

A Seminar for Welsh Public Service Leaders

Seminar Guide

Wednesday 19 June 2013

City Stadium Cardiff



WALES AUDIT OFFICE
SWYDDFA ARCHWILIO CYMRU

Foreword from the Auditor General for Wales



Following a seminar last year, on the theme of Raising the Public Service Game, I am delighted to welcome you to our second event for leaders and key stakeholders of the Welsh public sector, A Space to Lead.

In the intervening year, we have seen some big changes and developments in Wales and in the UK. Health services, particularly in acute care, have come under unprecedented pressure. Social and digital news media is feeding a varied diet to an information-hungry and eclectic citizenry. Local budgets have strained to accommodate a level of demand that is being exacerbated by real-terms reductions, welfare cut backs and wage constraints. The Commission on Public Service Delivery and Governance is currently considering how we can best deliver quality, well-governed services in this new era.

Further change is both necessary and inevitable – though it may not be easily digestible to those we serve.

To plan, communicate and implement those changes, we must make the best use of the knowledge and experience of others. If, like me, you believe that a key role of audit and external review is to support policy and decision-makers with timely information and shared learning, then you will understand my rationale for hosting this event. This year's seminar offers opportunities for leaders in Wales to learn from experiences in New Zealand and in Europe as well as from a broad group of peers and innovators in the UK public sectors.

These are not blue prints, but in a time of global financial restraint, they are all designed to shed light on how we might achieve greater impact from limited resources.

Please take full advantage of the collective knowledge of colleagues and share your experiences in the discussion groups this afternoon. We will be capturing key learning from all the groups and sharing it on-line as soon as we can. And please don't miss our final speaker's fascinating perspective on motivating communities to constructive, if uncomfortable change.

I hope we will each gain a deeper insight into how, in these exciting and turbulent times, we can work together to protect, develop and, where possible, improve the services people in Wales really need.

A handwritten signature in black ink, appearing to read 'Huw Vaughan Thomas'. The signature is fluid and cursive.

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Seminar Agenda - Morning

9.45

A space to learn

Introductory remarks by the Auditor General, **Huw Vaughan Thomas** and **Professor Steve Martin**, Director of the Centre for Local & Regional Government Research at Cardiff University

Learning from the world

Case Study from New Zealand

An outcome-focused programme of government and the role of audit in providing commentary on performance

Lyn Provost, Controller and Auditor General, New Zealand

Ann Webster, Assistant Auditor General, Research and Development, New Zealand

Fergus Welsh, Deputy Secretary, Chief Financial Officer/Chief Accountant, New Zealand Treasury

Assessing performance: a perspective from the European Court of Auditors

Gareth Roberts, Head of Cabinet of UK Member of the European Court of Auditors

11.00

Coffee

11.15

Learning together for Wales

Huw Vaughan Thomas, Auditor General for Wales

Derek Jones CB, Permanent Secretary Welsh Government

Discussion facilitated by **Sarah Dickins**, Economics Correspondent, BBC Cymru Wales

12.45

Lunch

Seminar Agenda - Afternoon

1.30

A space to converse

Cost versus quality - Ricoh Suite, Level 3

Addressing the challenge of maintaining focus on quality whilst pursuing cost reduction.

Dr Peter Higson OBE,

Professor Marcus Longley, Professor of Applied Health Policy, University of South Wales and

Simon Pickthall, Vanguard Consulting Wales

Fruitful working with the third sector - Ricoh Suite, Level 3

Exploring approaches to delivering public service goals in well-governed partnership with the third sector.

Eleanor Marks, Director Communities Division, Welsh Government,

Mike Usher, Wales Audit Office and

John Rose, Wales Director, BIG Lottery Fund

Collaboration, governance and accountability - Sytner Lounge, Level 4

An honest look at the challenges and achievements of collaboration, with reference to case studies in Wales.

Alison Ward CBE, Chief Executive, Torfaen County Borough Council,

Colin Everett, Chief Executive, Flintshire County Council and

Dr Andrew Goodall, Chief Executive, Aneurin Bevan Health Board

Focusing on outcomes rather than inputs - Sytner Lounge, Level 4

Looking at how to shift the focus of professionals and citizens away from buildings and traditional patterns of delivery; creating high aspiration and the pursuit of improved outcomes.

Chief Superintendent Dave Johnson, Head of Service Development, Gwent Police,

Helen Birtwhistle, Director, Welsh NHS Confederation and

Owen Evans, Director General for Education and Skills, Welsh Government

A space to listen - Leckwith Suite, Level 2

Maintaining a balance between the legitimate demand for information and managing resource pressures.

Anne Jones, Assistant Information Commissioner (Wales),

Mandy Williams, Participation Cymru Manager and

Jeff Farrar, Temporary Chief Constable, Gwent Police

2.50

Coffee

3.10

The Arab Spring and the power of narrative to inform change

Tony Quinlan, Narrate

Tony draws on his experience of mass narrative programmes from across the globe and his wide and varied career, to examine why leaders must study patterns in mass narrative to understand motivation and deliver change.

3.40

Closing remarks

Huw Vaughan Thomas and **Professor Steve Martin**

4.00

Close

Speakers



Huw Vaughan Thomas

Auditor General for Wales

Huw Vaughan Thomas was educated at the University of Durham and City University in London. Following a career in the Civil Service he was appointed in 1988 the Department of Employment's Regional Director and Director for Wales.

In 1991, Huw became Chief Executive at Gwynedd County Council. After local government reorganisation, he moved as Chief Executive to Denbighshire County Council. During this time, he also served as Assistant National Secretary of SOLACE (the Society of Local Authority Chief Executives), and undertook exchanges with chief executives in Tasmania and New Zealand.

In 2001, Huw joined Taro Consultancy with a wide range of public and private clients. He was a member of the Richard Commission, looking into the powers and electoral arrangements of the National Assembly for Wales; chaired the Big Lottery Fund in Wales and served on the Parole Board for England & Wales.

He has been a member of the Higher Education Funding Council for Wales, the Law Society Council, the Hearing Aid Council and the Olympic Lottery Distributor. Huw has also undertaken extensive voluntary work as a Trustee for charities for the deaf and hard of hearing. He is a fellow of the Chartered Institute of Personnel and Development, and in 2001 was awarded Companionship of the Chartered Institute of Management for his contribution to public sector management in Wales.

Huw was appointed as the Auditor General for Wales from 1 October 2010.



Professor Steve Martin

Director of the Centre for Local & Regional Government Research, Cardiff University

Steve Martin is Professor of Public Policy and Management and the Director of the Centre for Local & Regional Government Research at Cardiff Business School. Steve's research interests are in public policy evaluation and public service management. He has written widely on these subjects and led a series of large scale research programmes.

Steve has also served in a range of advisory roles in Wales and at UK and European levels. He was a Director of the Improvement and Development Agency from 2002 to 2011, has been a member of the Board of the New Local Government Network since 2007, and was appointed as the leader of the UK Government's Expert Panel on Local Governance in 2009. He served as the academic adviser to the independent Review of Local Service Delivery in Wales under the chairmanship of Sir Jeremy Beecham and as a consultant to the Council of Europe's Committee on Local and Regional Democracy. Steve is also a founding member of the Wales Public Services 2025 programme which is examining the implications of the fiscal and demographic challenges that public service leaders will have to contend with over the next decade.



Lyn Provost

Controller and Auditor General, New Zealand

Lyn took up the position of Controller and Auditor-General on 5 October 2009. She joined the Audit Office as an Assistant Auditor in 1978 before a stint in the United Kingdom and South Africa.

Lyn returned to the New Zealand Audit Office in 1985 as the Director of Professional Services, and became an Assistant Auditor-General in 1990.

Lyn's career included senior roles within the State Services Commission and Archives New Zealand, before eight years as the Deputy Commissioner of Police (Resource Management).

As Controller and Auditor-General, Lyn's principal functions and duties are set out in the Public Audit Act 2001. In summary, they are to:

- ensure that the office carries out its obligation to conduct audits of public sector bodies, and report to Parliament on the results of the audits; and
- ensure the efficient, effective, and economical management of the Office of the Auditor-General.

Lyn is a fellow of the Institute of Chartered Accountants of New Zealand (ICANZ).

She is on the governing board of INTOSAI and is Secretary-General of PASAI.



Ann Webster

Assistant Auditor General, Research and Development, New Zealand

Ann joined the OAG in 1999 as a sector manager in the Local Government Team. In this role she was the project manager for the development and implementation of the Office's audits of local authorities' 2006 Long-term Council Community Plans.

Ann has been the Assistant Auditor-General, Research and Development since 2004. In this role she is responsible for:

- leading the Office's response to changes in relation to public sector governance and accountability; and
- facilitating and co-ordinating the Office's research and development and product development.

Her experience prior to joining the Office is mainly in corporate planning, research, and public policy. Before joining the Office, Ann had worked in both central and local government and policy, research, and corporate planning roles.

Ann has a Bachelor of Arts; a Diploma of Social Science Research and a Masters of Public Policy from Victoria University of Wellington.



Fergus Welsh

Deputy Secretary, Chief Financial Officer/Chief Accountant,
New Zealand Treasury

Fergus Welsh is a Deputy Secretary and Chief Financial Officer/Chief Accountant, at the New Zealand Treasury, responsible for Crown financial accounting and reporting responsibilities, and the State Sector Productivity work programme including back office benchmarking.

As Chief Accountant his role includes providing professional leadership, and supporting the development and implementation of strategies for improving management of financial resources across government.



Gareth Roberts

Head of Cabinet of UK Member of the European Court of Auditors

Gareth has considerable experience of auditing the European Union budget and EU funded programmes across Europe. Building on a degree in Accounting and Finance, he worked for some years for Price Waterhouse, and, after obtaining a Masters in Technical Change and Regional Development, he took on a research and advisory role at Cardiff Business School. He has worked as an EU official since 2001, initially with the European Commission supervising innovation-related projects under the EU Framework Programmes.

Having moved to the European Court of Auditors in 2004, Gareth has worked on financial and compliance audit as well as performance audits covering EU policies on cohesion, transport, research and external aid. Gareth is currently Head of Cabinet for David Bostock, the UK Member of the Court.



Derek Jones CB

Permanent Secretary, Welsh Government

Derek was born and educated in Cardiff, including a BA in Philosophy from Cardiff University. The earlier part of his career was in Whitehall, working at the Treasury and Department of Trade and Industry, returning home to Wales to join the Welsh Office in 1989 as Head of Industrial Policy. He was subsequently Head of Finance Programmes; Director of the Industry and Training department and Director of Economic Affairs. Following the creation of the National Assembly in 1999, as Senior Director, he was a central figure in the operation of devolved government in Wales.

In 2008, Derek became Director of Business and Strategic Partnerships and an Honorary Professor with Cardiff University. His role was to identify opportunities for long-term partnerships within the business sector, in Wales and beyond and also with government; to share expertise and improve the commercialisation and application of the University's knowledge and research.

Derek was appointed a Companion of the Order of the Bath (CB) in the 2009 New Year's Honours list and became Permanent Secretary of the Welsh Government in October 2012.



Sarah Dickins

Economics Correspondent, BBC Cymru Wales

Sarah Dickins is BBC Cymru Wales' Economics correspondent. In recent years, you will have heard Sarah presenting on Good Morning Wales and Good Evening Wales, and also as host of 'The Sarah Dickins Show', a two-hour daily debate programme.

Sarah was also a presenter on BBC Two's daily business programme, Working Lunch, for over five years. She presented live from workplaces, shopping centres and even viewers' homes right across the UK. Topics ranged from public sector borrowing to how to make and market Worcester sauce! She was also an occasional presenter of BBC One's Business Breakfast programme.

Before her stint in London, Sarah was the BBC's industrial correspondent in Wales and also anchored BBC Wales' nightly news programme, Wales Today.

As well as making programmes, Sarah uses her interviewing and debating skills to chair conferences and seminars for both private and public sector organisations.



Tony Quinlan

Narrate

Tony Quinlan has spent over 20 years shaping communications and change programmes for blue chip companies, international aid organisations and the public sector. After working in IBM, UNICEF, PA Consulting, Canon and Hewlett-Packard, he founded Narrate in 2000 to explore the opportunities available using stories in organisations.

Most recently, he's been working with government departments, UN agencies and commercial organisations to improve decision making and cross-silo understanding, particularly in sensitive areas that rely on understanding specific audiences.

His focus is on the expert and emergent use of narrative - not "storytelling" but a more sophisticated use of the natural patterns of communications we human beings employ daily. The applications of these patterns thus far cover knowledge-sharing, decision-making, communication, training, induction, customer service and salesforce improvement.

He is a co-founder of the ground-breaking Children of the World project, researching communities in the UK and overseas - and has subsequently worked with clients to understand attitudes and perceptions around radicalisation, narco-culture and conflict resolution in countries such as Mexico, Lebanon, Saudi Arabia, Pakistan and Egypt.

He applies the same techniques and knowledge to inter-team working, improving business results and sharing perspectives and knowledge. One recent project with Pfizer to improve sales results resulted in the restructuring of salesforce training and communication, after research showed that current communication and motivation efforts were mis-directed. With government departments, he has addressed leadership, strategy, cross-silo working, mergers and culture change. With commercial clients, he has worked on research and innovation, vision development and implementation. With UN agencies, he has advised on global and regional communications, fundraising and knowledge management.

He writes and speaks regularly on culture, change, communications and leadership. He currently leads the Cognitive Edge European network of experts and consultants.

Today he is a keynote speaker, expert facilitator and international consultant. But he's also been a radio presenter, actor, software programmer, TV tuner, radar designer and lift attendant. Needless to say, he's got stories about all of them.

Discussion Group Leaders

Cost versus quality

Addressing the challenge of maintaining focus on quality whilst pursuing cost reduction.



Dr Peter Higson OBE

Peter was born and brought up in the Conwy Valley, living there until he went to university. After completing a first degree and PhD in psychology at Bangor, Peter's early career spanned academic research, education and working as a health professional (clinical psychologist). Over the last 20 years Peter has held Executive Director/Chief Executive roles in health, education and most recently the Civil Service. Peter recently retired as the Chief Executive of Healthcare Inspectorate Wales. Peter has also variously been a governor of an FE College and a member of Bangor University Council where he is also an honorary senior lecturer at the School of Psychology.

Peter has a lifelong interest in and passion for improving public services and in particular the experience of the citizen.



Professor Marcus Longley

Professor of Applied Health Policy, University of South Wales

Marcus was educated at the universities of Oxford, Cardiff and Bristol. He joined the NHS on the national management training scheme, and held a variety of managerial and planning posts in the NHS in England and Wales during the 1980s and 1990s, latterly in the Welsh Health Planning Forum (a WHO Collaborating Centre). He was appointed Associate Director of the Welsh Institute for Health and Social Care, University of Glamorgan, at its inception in October 1995, and to a personal Chair at the University in 2006. He became Director of the Institute in 2008. Marcus' current research interests include the policy and practical implications of greater public and patient involvement in healthcare decision-making; the impact of devolution of health policy; the development of the health professions in the future (with a particular interest in nursing and pharmacy); healthcare futures generally; and evaluation of health policy initiatives in Wales and elsewhere.

Marcus was appointed to the Bevan Commission in 2012 and as Vice Chair of the Cardiff and the Vale University Health Board in 2013. He is a Fellow of the Faculty of Public Health of the Royal Colleges of Physicians.



Simon Pickthall

Vanguard Consulting Wales

Simon Pickthall worked in the public sector in Wales for many years before forming Vanguard Consulting Wales. He has been fortunate to have worked with many leaders in Wales to help them understand their organisations from a Systems Thinking perspective - and improve them as a consequence. Simon was privileged enough to work on the Munro Review of Child Protection, and is committed to helping the public, private and third sectors deliver social justice. Simon also undertakes public speaking, helping people learn that delivering good service costs less, not more, and you don't need a culture change plan to increase morale - you just need to build a good system.

Simon is a Trustee and contributor for the Bevan Foundation, and teaches on the Cardiff Metropolitan Leadership For Collaboration course.

Fruitful working with the third sector

Exploring approaches to delivering public service goals in well-governed partnership with the third sector.



Eleanor Marks

Director Communities Division, Welsh Government

Eleanor started her career in the Inland Revenue and worked in Bath, South Wales and London as a Tax Inspector, Press Officer and on Strategic Planning & Taxation Policy. She returned to Wales just before the first Welsh Government elections and worked on the information campaign. Since then she has been European Programme Director, WEFO; Regional Director Economic Development in South West and South East Wales and is currently working for the Minister for Communities and Tackling Poverty on Community Policy, Tackling Poverty, Financial Inclusion, Third Sector, Communities First, Digital Inclusion and Welfare Reform.

Eleanor is Welsh-speaking. Whilst she has strong connections to her native Carmarthenshire, she now lives in the Vale of Glamorgan. She has studied at University of Wales, Leeds and SAID Business College, Oxford and is a fellow of the RSA.



Mike Usher

Wales Audit Office

Mike Usher is a Group Director in the Wales Audit Office, currently responsible for the financial audit of the Welsh Government, Betsi Cadwaladr University LHB and Blaenau Gwent CBC. He also leads on our Whole of Government Accounts work and oversees the Wales Audit Office's Financial Audit Technical Group.

Mike is a member of the Chartered Institute of Public Finance and Accountancy. Before joining the Wales Audit Office in 2005, Mike spent most of his early career with the National Audit Office, where he worked with a wide range of government departments, executive agencies, non-departmental public bodies, charities and other public sector organisations.

Mike specialises in governance topics and has extensive experience of working alongside the Chairs and Members of Audit Committees as an external auditor. Mike is a member of HM Treasury's Financial Reporting Advisory Board and also of the ICAEW's Public Sector Audit Committee. In a private capacity, Mike currently serves as a Trustee and Board Member of the Institute of Cancer Research, and also chairs the Institute's Audit Committee.



John Rose

Wales Director, Big Lottery Fund

John has worked for BIG and formerly New Opportunities Fund since August 2003. Having started as NOF's Head of Operations in Wales, he became Head of Programmes during the merger and later became Deputy Director, before starting as Director for Wales in September 2010.

Prior to this John enjoyed a varied work history including working as a chef and even door to door sales. After a period of overseas travel he entered Higher Education as a mature student where he studied in Environmental Systems and Applied Hydrobiology. Since graduating and prior to working for BIG John worked in the voluntary sector for 4 years before a 5 year stint with ENTRUST, the regulatory body working on the Landfill Tax Credit Scheme, where he was responsible for managing operations in Wales, the West Midlands and South West England.

Collaboration, governance and accountability

An honest look at the challenges and achievements of collaboration, with reference to case studies in Wales.



Alison Ward CBE

Chief Executive, Torfaen County Borough Council

Alison is Chief Executive of Torfaen County Borough Council, the Welsh Unitary Authority for the Eastern Valley of South Wales, which includes, Cwmbran, Pontypool, and Blaenavon. Alison grew up in Herefordshire and went to Exeter University to read Law. After qualifying as a Solicitor she did her Solicitor's articles in Ross-on-Wye before spending two years practising criminal law in Sheffield. She then joined West Glamorgan County Council in 1987 as a Solicitor. After a further brief spell in private practice, Alison returned to West Glamorgan as a Child Care Lawyer and specialised in that area of law until Local Government Reorganisation. She joined Neath Port Talbot CBC as Assistant Director of Social Services and Housing where she acted as Social Inclusion Advisor to the WLGA. She joined Torfaen CBC in 2002 as Assistant Chief Executive (Customer Focus & Relationships) and was appointed as Chief Executive in November 2004.

Alison is a Non Executive Director of the Institute of Customer Services. She is also a Council Member of the Prince's Trust Wales, a Council Member of the national Canals and Rivers Trust and a founder member of the Welsh Public Services 2025 think tank. Alison is also lead Chief Executive for the South East Wales Regional Partnership Board, which is responsible for co-ordinating collaboration for the ten local authorities making up the South East Wales region. She was Chair of SOLACE Wales in 2009/2010.

Alison is the secretary and chair of the Welsh Public Sector Employers Group and a member of the Welsh Government Workforce Partnership Council. She was one of the founders of the Gwent Frailty Programme and chaired the programme board until implementation in April 2011. She is currently chairing a task and finish group piloting regional arrangements for tackling domestic violence in Gwent. In the 2011 New Year Honours Alison was awarded the CBE for services to local government.



Colin Everett

Chief Executive, Flintshire County Council

Colin Everett is Chief Executive of Flintshire County Council. Colin has over 30 years of public services experience in operational and corporate roles with individual councils in Wales (Newport Borough, Swansea City, City and County of Swansea and Newport City) and England (Leicester City) and latterly in a national role as Director of Improvement and Governance at the influential Welsh Local Government Association (WGLA).

Colin has been influential in shaping the modernisation and reform of local government both nationally in his previous role at WGLA, and latterly regionally and locally as a practitioner Chief Executive at Flintshire.

Colin is Honorary Secretary and past Chair of SOLACE Cymru and has a number of leading local, regional and national roles including chair of the Flintshire Local Service Board and member of the Deeside Enterprise Zone Board, member of the North Wales Regional Leadership and the North Wales Economic Ambition Boards, and is Clerk to the North Wales Fire and Rescue Authority.

A South Walian 'exiled' in North Wales, Colin is an avid follower of his home city club Newport County AFC and the Welsh Senior Football Team amongst his hobbies.



Dr Andrew Goodall

Chief Executive, Aneurin Bevan Health Board

Dr Andrew Goodall is Chief Executive of the Aneurin Bevan Health Board. He has been a Chief Executive in NHS Wales since 2005. He has also held planning and operational positions across a number of organisations across South Wales over the last 22 years. Dr Goodall has a law degree from Essex University and a PhD in Health Service Management from Cardiff Business School. He has particular areas of interest in improving patient safety and the patient experience; partnership working across Public Services and delivering frontline services through service improvement and modernisation. From May 2012, Dr Goodall has also chaired the Effective Services for Vulnerable Groups work stream for the Welsh Government, reporting to Ministers.

Focusing on outcomes rather than inputs

Looking at how to shift the focus of professionals and citizens away from buildings and traditional patterns of delivery; creating high aspiration and the pursuit of improved outcomes.



Chief Superintendent Dave Johnson

Head of Service Development, Gwent Police

Chief Superintendent Dave Johnson joined Gwent Police almost 30 years ago and has undertaken a number of roles in both CID and Uniform across all areas of Gwent. Dave is presently the Head of Service Development with responsibility for Planning, Performance and Business Change.

Dave previously spent three years as Local Policing Commander for the City of Newport with all the dynamic operational challenges that entailed.

In 2013 Dave has been recognised with a Proud to Lead award by the Chief Constable and also with the rest of the team at Newport receiving the Local Policing Unit of the Year award.



Helen Birtwhistle

Director, Welsh NHS Confederation

Helen Birtwhistle joined the Welsh NHS Confederation in April 2011 with a background in health and communications. As a membership body representing the seven Health Boards and three NHS Trusts in Wales, the Welsh NHS Confederation supports its members and acts as a driving force for positive change through strong representation and policy, influencing and engagement work.

Before joining the Confederation, Helen had worked for twenty years in public relations, including as MD of a Cardiff-based company. She also spent a year seconded to the National Assembly for Wales as head of external communications. A graduate of St Anne's College, Oxford, with a degree in PPE, Helen went on to become an NHS Management Trainee and, subsequently, a hospital manager in south Wales. She switched career in 1984 when she gained a post-graduate diploma in Journalism Studies at Cardiff University and joined a daily newspaper.

Helen, a Welsh learner, is a lay member of the Governing Body of the Church in Wales, where she is a member of Standing Committee and Chair of the Implementation Group for the recent Review of the Church. Helen is also a delegate to the Anglican Consultative Council (designed to facilitate the co-operative work of the churches of the Anglican Communion worldwide) and was recently elected to its Standing Committee. She is a Board member of Linc Cymru.



Owen Evans

Director General for Education and Skills, Welsh Government

Owen was recently appointed as the new Director General for the Department for Education and Skills, after joining the Welsh Government in 2010 as the Director for Skills, Higher Education and Lifelong Learning. Owen has responsibility for the development and implementation of policy on education and skills in Wales. Prior to joining the Welsh Assembly Government Owen was Director of Business in the Community in Wales. Prior to that Owen spent 10 years with BT Group on amongst other things infrastructure and new technology programmes, rising to Head of Government Relations, Devolved and Local Government at BT Global Services.

Raised in Aberystwyth and a fluent Welsh speaker, Owen is a former board member of the Welsh Language Board, the University of Wales Newport and the Welsh Industrial Development Advisory Board.

A space to listen

Maintaining a balance between the legitimate demand for information and managing resource pressures.



Anne Jones

Assistant Information Commissioner (Wales)

Anne Jones leads the Wales office of the Information Commissioner, which is based in Cardiff. Her office works with organisations, businesses and individuals to raise awareness and give advice on both the Data Protection and Freedom of Information Acts, and also investigates complaints made against Welsh public authorities under the Freedom of Information Act. The office works to promote the ICO's agenda in a way that is relevant to the people of Wales, taking account of local needs and sensitivities, and it advises the head office on local developments and matters of particular concern to Wales. Prior to joining the Information Commissioner's Office in 2003, Anne's background was in libraries, information and IT.



Mandy Williams

Participation Cymru Manager

Mandy has managed Participation Cymru since July 2009. Participation Cymru is the lead body in Wales for Citizen and Community Engagement. The organisation offers advice, support and training to public service organisations (both public and third sectors) in Wales around effective engagement with public, service users, communities and staff. Its work is overseen by a partnership made up of a number of national umbrella bodies with an interest in public service organisations in Wales including Welsh NHS Confederation, WLGA and Wales Audit Office. It is hosted by the Wales Council for Voluntary Action (WCVA).

In her current role Mandy has overseen the development of the National Principles for Public Engagement in Wales and the accredited Public Engagement training for Local Service Board partner organisations. This programme, funded by the ESF Local Service Board project in Welsh Government, WLGA and Public Health Wales service reform, has enabled 120 staff to be trained and accredited in effective public engagement.

Previously, Mandy worked for the Church in Wales for 14 years in community development, staff selection, recruitment, learning and development and more recently external communications. She has also worked more widely within the Third sector in offering staff development and training.

Mandy has an interest in professional and personal development, is a trained facilitator and trainer, and a Myers Briggs Type Indicator (MBTI) practitioner. She facilitates and trains facilitators in action learning and has experience of mentoring and coaching individuals. Currently she is undertaking a post graduate qualification in Mentoring.



Jeff Farrar

Temporary Chief Constable, Gwent Police

Temporary Chief Constable Jeff Farrar joined the Police service in South Wales in 1984 and in 2009 he transferred to Gwent Police as the Assistant Chief Constable.

He is educated to post-graduate level, achieving a BSc (Hons) 2:1 in Police Studies in 1998 and in 2008 was awarded a Masters in Public Administration.

Jeff has recently become the Temporary Chief Constable of Gwent Police.

In September 2010 he was promoted to Deputy Chief Constable and was responsible for Performance Management and Accountability, The Change and Efficiency programme, Service development, Planning, internal and external audit and inspection, People Services and Learning Development; Media and Corporate Communications, Criminal Justice & Custody, Legal Services, Business Tasking and Co-ordination, Professional Standards and led the Continuous Improvement Programme (LEAN) and Public Confidence Board.

He Chairs the ACPO Wales (4 Force) Management Board and has the ACPO lead for Wales on Protecting Vulnerable People and Human Trafficking. He leads ACPO (Wales & England) Portfolio for Crime Statistics and Police Sport.

He was seconded to HMIC in 1999 to assist with the post-Lawrence inspection of the Metropolitan Police Service. In 2000 he was an integral member of the 'Winning the Race III' diversity inspection.

During his tenure in Gwent Police he has overseen a marked improvement in performance. One of his major recent projects has been Licence to Lead, aimed at encouraging officers to use discretion in decision making.