

# RAISING THE PUBLIC SERVICE GAME

## Conference Guide

Thursday 14 June 2012

City Stadium Cardiff



WALES AUDIT OFFICE  
SWYDDFA ARCHWILIO CYMRU

# Foreword from the Auditor General for Wales

Wales is a small country. But it needs to think big for its public services

If we are to achieve the excellence that we strive for, we need first to understand and be open about the relative strengths and weaknesses of our current provision and performance - and the mechanisms that support it. Then we must be willing to innovate even when resources are thin on the ground.

We are not alone in having to deliver improved services, which better meet public needs, against a backcloth of expenditure restraints. I hope today will provide space and opportunity for us all to reflect on current practices and consider how best to raise our game in Wales, in the light of experiences elsewhere.

An impressive range of contributors from within Wales will be joined by colleagues from Scotland and England. A team from Scotland's public sector will start the conference – giving a unique perspective on how another devolved nation is tackling similar challenges. Speakers and workshop leaders from a broad range of interests will lead the way in our discussions.

As our final speaker will demonstrate – Wales is thinking big and achieving world class performance in other arenas and its public services can and should aspire to the same levels.

I hope you enjoy and benefit from the day.



Huw Vaughan Thomas  
Auditor General for Wales



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# Conference Agenda

- 9.30            **Registration and coffee**
- 9.45            **Opening remarks**  
Huw Vaughan Thomas, Auditor General for Wales  
Professor Kevin Morgan, School of City and Regional Planning, Cardiff University
- 10.00          **Taking the public with us as we transform services - the Scottish experience**  
Jennifer Wallace, Carnegie UK Trust  
Alex Linkston, member of the Christie Commission  
Martin Sime, Chief Executive, Scottish Council for Voluntary Organisations
- 11.20          **Coffee and exhibition**
- 11.50          **Public confidence and improvement: the role of audit**  
Huw Vaughan Thomas, Auditor General for Wales
- 12.20          **Equality, Social Justice and Improvement**  
Kate Bennett, Equality and Human Rights Commission, Director for Wales
- 12.50          **Lunch**
- 1.45            Workshop choice 1: 1.45 - 2.30  
Workshop choice 2: 2.30 - 3.15
- Workshop A:** The governance challenge: safeguarding trust in the modern world
- Workshop B:** Increasing public confidence in a time of decreasing budgets
- Workshop C:** Streamlining and sustainability: squaring the circle
- Workshop D:** Access and standards: meeting legislative and social requirements
- 3.15            **Coffee and tea**
- Wales: Creating a winning team**  
Nigel Walker, National Director for the Institute of Sport, and former Wales international rugby player brings his unique perspective on what it takes to create a team that excels
- 3.45            **Review of the day**  
Professor Kevin Morgan, School of City and Regional Planning, Cardiff University
- 4.00            **Closing remarks**  
Huw Vaughan Thomas, Auditor General for Wales

# 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.



## Jennifer Wallace

Carnegie UK Trust

Jennifer leads the policy team at Carnegie UK Trust. She joined the Trust in 2011 with more than ten years' experience in research and policy development. She has a long-standing interest in community engagement and public services.

In her previous role at Consumer Focus Scotland she led research and policy development on the introduction of the User Focus which placed Scottish scrutiny bodies under a statutory duty to promote user focus in all their activities.

At Carnegie UK Trust, she manages the policy team which covers a wide range of policy and research areas under the three themes of Enterprise and Society, People and Place and Knowledge and Culture. The Trust seeks to improve the lives and wellbeing of people throughout the UK and the Republic of Ireland through influencing public policy and demonstrating innovative practice.



## Professor Kevin Morgan

School of City and Regional Planning, Cardiff University

Kevin Morgan is Professor of Governance and Development in the School of City and Regional Planning at Cardiff University. He has been researching innovation in the public sector for more than a decade, particularly with respect to creative public procurement policy in the UK, Italy and North America, the results of which were published as *The School Food Revolution: Public Food and the Challenge of Sustainable Development* (Earthscan, 2008). He published a more recent assessment of the problems of public sector innovation in Wales in an article called *Values for Money* (Agenda, Spring 2012). He is currently researching the role of the public sector in facilitating Smart Specialisation, the new generation of regional innovation policy in the EU.



## Alex Linkston

Member of the Christie Commission

Alex Linkston, IPFA, Former Chief Executive of West Lothian Council. His career began when he joined the then West Lothian County Council as a Trainee Accountant. In October 1971, at the age of 21, he became the youngest student to qualify for membership of the Chartered Institute of Public Finance & Accounting (CIPFA). He was appointed Chief Executive of West Lothian District Council in 1990 and West Lothian Council in 1995. In 2007 he was awarded Quality Scotland's Leadership Award. He was also awarded a CBE in the New Years Honours List in 2008 and was the Prince's Trust Scotland Volunteer of the Year in 2009.

Alex has several interests following his retirement. These include being Vice-Chair of the Board of West Lothian College as well as Chair of Youth Link Scotland. Alex is also on the Council of the Princes' Trust Scotland and is a former President of the Linlithgow and Grange Rotary Club. Very recently, has been appointed as Chair of NHS Forth Valley.

On retiring, Alex was appointed as a member of the Christie Commission, a body set-up by the Scottish Government to look at the future delivery of public services in Scotland.



## Kate Bennett

Equality and Human Rights Commission, Director for Wales

Kate Bennett was appointed as the National Director for Wales for the new Equality and Human Rights Commission in September 2007. Kate had previously been the Director of the Equal Opportunities Commission in Wales, a post she had held since 1999.

Throughout her career Kate has been actively involved in equalities work. Prior to the EOC, Kate was a full time trade union official, community campaign worker and a research journalist. Kate believes collaboration, partnership working and harnessing everybody's skills and ideas will be the key to achieving change in society.



## Martin Sime

Chief Executive, Scottish Council for Voluntary Organisations

Martin Sime is Chief Executive of SCVO (Scottish Council for Voluntary Organisations), a post he has held for 20 years. SCVO is the umbrella body for the voluntary sector in Scotland and has over 1300 members. SCVO assists the sector to represent its interests to the public and government, provides common services and manages capacity building programmes.

Martin is a Board member of ACOSVO, the Chief Officers Network and the Scottish Leaders Forum. He has also served on the New Deal Task Force and the Expert Panel on Procedures for the Scottish Parliament. He was an Advisor to the Christie Commission on Public Service Reform and has recently joined the Advisory Board of Reform Scotland.

Prior to joining SCVO Martin worked for 10 years in the mental health field, latterly as Director of the Scottish Association for Mental Health (SAMH). Prior to this he has been an academic researcher and a sheep farmer on the Isle of Lewis.



## Nigel Walker

National Director for the Institute of Sport, and former Wales international rugby player

Nigel Walker first achieved world class recognition as an athlete when he represented Great Britain as a high hurdler on 30 occasions at all major events, including the World Championships and the Olympic Games. Nigel retired from athletics in 1992 to pursue a second sports career as a rugby union player with Cardiff RFC. In his first season he was capped for Wales at full international level and went on to accrue 17 full international caps.

Media work for Nigel is wide and varied, covering television, radio and the press. He has hosted various radio and television programmes, including 'Walkeround Sport' on BBC Radio Wales; 'Sports Magazine' on HTV; 'Fantasy World Cup Rugby'; on Radio 5 and 'Quiz Challenge' on HTV. Nigel is co-commentator for Eurosport. The pinnacle of his media work was being appointed to his former position as Head of Sport at BBC Wales.

Nigel is an accomplished after-dinner speaker. His specialist subjects include: motivation; requirements for success; goal setting; time management; leadership and developing a 'can-do' culture.

# Workshops

## Workshop A

### The governance challenge: safeguarding trust in the modern world

**Gerard Elias QC**, National Assembly for Wales Commissioner for Standards

**Marcial Boo**, Director of Strategy, Knowledge & Communications, National Audit Office

**Peter Tyndall**, Public Services Ombudsman for Wales

**Mike Usher**, Group Director, Wales Audit Office



## Workshop B

### Increasing public confidence in a time of decreasing budgets

**Steve Thomas**, Chief Executive, Welsh Local Government Association

**Michael Hearty**, Director General Strategic Planning, Finance and Performance, Welsh Government

**Kevin Thomas**, Assistant Auditor General, Wales Audit Office



Workshop C

**Streamlining and sustainability: squaring the circle**

**Gareth Jones**, Director General, Sustainable Futures, Welsh Government

**Tim Peppin**, Director of Regeneration and Sustainable Development, WLGA

**Anne Meikle**, Head, WWF Cymru

**Alan Morris**, Group Director, Wales Audit Office



Workshop D

**Access and standards: meeting legislative and social requirements**

**Sarah Stone**, Deputy Older People's Commissioner

**Keith Towler**, Children's Commissioner

**Meri Huws**, Welsh Language Commissioner

**Gillian Body**, Assistant Auditor General, Wales Audit Office

