



Llywodraeth Cymru
Welsh Government

Scrutiny Development Fund Bid 2012/15 Project Initiation Document

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1. Project Title:

Briefly, but specifically, identify the project

The Gwent Scrutiny Challenge 2014

2. Project Background, Aims, Benefits, Deliverables and Success Criteria

Summarise the identified need, how the need will be addressed, the outcomes and how you will assess whether the project has achieved its aims. This section should clearly show how the project will meet specific [SDF objectives](#).

Building on the success of the "Scrutiny in the Spotlight" conference in November 2013, the five "Gwent" authorities are planning a collaborative training programme to share some of the key messages about effective scrutiny with a wider audience.

The “Gwent Scrutiny Challenge” will start with a high profile event to kick start the debate. This will be followed up with a package of training tailored to each of the five participating authorities, taking forward the lessons learned from the event and developing a culture of confident challenge across Gwent. The “Challenge” in the title refers to the whole programme, both the event and the follow up to ensure messages are taken forward within each authority.

The target audience will include:

- All Members and Co-opted Members of the “Gwent” authorities (we will be promoting the event heavily amongst our own Members to ensure good attendance)
- Statutory officers and Scrutiny / Improvement / Audit officers from each Council (we will be seeking commitment from Senior Management Teams to ensure senior officer support for this event, as a key success factor)
- Representatives of Newport Fairness Commission
- Representatives from ABHB Non-Executive Members / Aneurin Bevan CHC, Gwent Police and Crime Panel (Co-opted Members), South Wales Fire Authority, Local Service Board, Gwent Association of Voluntary Organisations
- Scrutiny champions from elsewhere in Wales

Key Partners and Contributors:

- Welsh Government
- Wales Audit Office
- Centre for Public Scrutiny
- Estyn
- CSSIW
- WLGA

The purpose of the event is to:

- Promote understanding of the importance of scrutiny in delivering effective challenge and supporting accountability.
- Further develop members’ skills in robust scrutiny questioning.
- Promote a shared understanding amongst scrutiny members that ‘challenge is my responsibility’.
- Develop a culture of confident challenge within our organisations, including within service management.

This project meets the SDF objectives because:

- It is collaborative.
 - This is a product of the Gwent Scrutiny Network which was set up as a result of the WAO Scrutiny Study peer review work to

- help share best practice and collaborate on common areas such as training.
 - We will also involve other public services list above – for example by inviting non-Executive Members from the Aneurin Bevan Health Board to our event.
- It involves significant engagement with audit, inspection and regulatory bodies.
 - The event is being developed in partnership with the Wales Audit Office, and we will also invite CSSIW and Estyn to have a major involvement.
- It is innovative, and focusses on the transfer of good scrutiny practice.
 - This has the potential to be a significant part of the legacy from the “Scrutiny in the Spotlight” conference in November, taking the key note speech by Peter Watkin Jones and building a training programme around the outcomes of the presentation.
 - We also intend to develop our own “legacy”, by following the main event with a package of training to put Members’ knowledge and skills into practice.
 - We have invited high profile speakers to attend the event, hoping to maximise both the draw for Members and the impact of the messages being delivered.
 - The geographical limit of this project is Gwent, although if successful the lessons learned from this project will have national application as a training and development model. This will be a consideration of the evaluation process following the event.
 - We also plan to film the event so that we can refer back to the messages shared as part of our training activities. A film resource will also enable the learning to be shared more widely i.e. by other Scrutiny Teams across Wales / other public bodies.

The aims / expected benefits of the project are to:

- Use the lessons learned from experiences such as Mid Staffordshire to evaluate the culture of challenge in our own organisations
- Understand that effective challenge can prevent mistakes or minimise their impact.
- Promote confident challenge amongst Members
- Develop better questioning skills and strategies
- Develop closer working relationships with regulators
- Promote local debate about Members’ role in challenge, scrutiny, audit and inspection – not just amongst Members but also with officers and partners. The involvement of senior management team members throughout Gwent will be critical to this.

The Event

- **9am:** Registration / Tea, Coffee and Pastries

- **9.30am:** Introduction / Welcome
 - We intend to ask the Minister to attend and give some opening remarks. If she is not available, Steve Thomas (WLGA) will undertake this role.
 - Opening remarks to set the context of the event, underlining the importance of scrutiny in delivering effective challenge and supporting accountability.
- **9.40am:** Peter Watkin Jones, Eversheds – Lessons Learned from the Mid Staffordshire Inquiry
 - Experienced solicitor involved in a high profile public inquiry
 - His presentation to the November conference was hard hitting and made Members sit up and think. We want all our Members to hear these messages and understand the governance failings at Mid Staffs could have been avoided.
- **10:30am:** Anthony Barrett, WAO – What does Robust Scrutiny and Challenge Look like?
 - Local government perspective
 - To reflect on the WAO Scrutiny Study, not just in terms of the findings but also the process / methodology.
 - To present the findings of the final report resulting from the Study, including the thinking which resulted in the delivery of the agreed characteristics of effective scrutiny
- **11.00am:** CSSIW / Estyn representatives
 - To give short presentations (c.10 minutes) on how they intend to utilise the benefits of local scrutiny in their service assessments and judgements.
- **11.15am:** Break
- **11.30am:** Question Time Panel
 - Question Time Panel Members
 - Steve Thomas, WLGA
 - Peter Watkin Jones
 - Anthony Barrett
 - Centre for Public Scrutiny
 - Estyn
 - CSSIW
- **12:45pm:** Closing remarks – Steve Thomas, Panel Chair
- **1pm:** Lunch
 - for all participants to continue the momentum of the main event and encourage informal discussions and networking afterwards.
- Held at the Riverfront Theatre in Newport – a modern, central location outside of the normal Council setting, with capacity to accommodate a

large number of participants.

- We plan to put on transport for participants attending from furthest away (Blaenau Gwent) to encourage their attendance.
- The event has been provisionally booked for 6 June 2014 (confirmation pending agreement of funding).
- We intend to invite:
 - All Members and Co-opted Members of the “Gwent” authorities
 - Statutory officers and Scrutiny / Improvement / Audit officers from each Council
 - Representatives of Newport Fairness Commission
 - Representatives from. ABHB Non-Executive Members / Aneurin Bevan CHC, Gwent Police and Crime Panel (Co-opted Members), South Wales Fire Authority, Local Service Board, Gwent Association of Voluntary Organisations
 - Scrutiny Champions from elsewhere in Wales
 - Representatives from Welsh Government, Wales Audit Office, CfPS, Estyn, CSSIW and WLGA

The Legacy

- To work with colleagues from the Centre for Public Scrutiny (CfPS) deliver a package of assessment and training tailored to each local authority, maintaining the momentum of the event by following up on the lessons learned and putting learning and skills into practice.
- The CfPS have agreed to work with us as a partner to provide post-event training from within existing capacity within the CfPS Wales Programme. The WLGA has also confirmed that support would be available for follow up training outside of the capacity of the CfPS provision (this will need to be flexible as the training will be tailored to the assessment of training needed following the event).
- This will take the form of:
 - An assessment by CfPS of the progress made within each authority since the WAO Scrutiny Study, focussing on the quality of scrutiny and challenge within each authority, and the capacity of Members to question and challenge.
 - Targeted training to improve that challenge and develop Members’ questioning skills for Gwent authority Members.
 - An update of the action plans resulting from last year’s WAO Scrutiny Study, to ensure they address the points raised in the Challenge event, as well as taking account of recent developments such as the Public Services Commission Report and the WAO’s findings following the Scrutiny Study (including the characteristics of effective scrutiny if available then).

Our Scrutiny Study Action Plans will have been in place for a year so a review is timely, particularly to refine them in light of the new characteristics of effective scrutiny that will be the overall result of the study.

This Gwent-wide review and the lessons learned from the event could then provide an all-Wales template for a thorough analysis of the legacy from the National Seminar and the hard work by all authorities in completing the fieldwork for the national study.

3. Communication Plan:

How do you intend to disseminate the key learning points, internally and externally?

Initial communication will be centred around invitation management – each Scrutiny Team will manage the invitations for their own authorities to ensure the event is advertised effectively and participation is maximised. Newport will take a co-ordinating role and will manage all general invitations.

After the event, a training plan will be put in place with the CfPS to follow up on the key learning points from the event. Each Scrutiny Team will be responsible for managing training events in their own authorities, with support from the CfPS Wales Programme.

We also intend to film the event and produce a DVD / web resource so that we can refer back to the messages shared as part of our training activities. A film resource will also enable the learning to be shared more widely i.e. by other Scrutiny Teams across Wales / other public bodies. This may have limited take up as a training package, but will help us to spread the word about the “model” of training, which if successful could have much wider application.

We have set aside £300 to cover filming – this is the fee charged by the University of South Wales for one of their film students to undertake the filming and post-production as an academic project. We will discuss with the producers of the film how it can be best presented as a training resource, and how evaluation feedback could be built into this tool.

4. Monitoring and Evaluation:

What steps are planned to monitor and evaluate the project? Include details of planned project controls and keeping the Welsh Government informed of progress.

The Gwent Scrutiny Network will be responsible for monitoring and evaluating the project. The Network will act as a project team to oversee the organisation of the event and implementation of the training programme.

We will evaluate the success of the event through feedback forms to attendees, as well as targeted evaluation through discussions with Scrutiny Chairs. Success will be measured by the level of attendance / diversity of the audience / feedback received.

Evaluation will take place at the end of the project with the support of the

CfPS Wales Programme to look at the outcomes of the project and how successfully the messages from the event have been disseminated in each organisation as a result of the post-event training programme. We also intend to repeat the peer learning exercise undertaken as part of the WAO Scrutiny Study.

Project Costs

Amount of Funding sought

In order to undertake this project, the following funding is sought:

Venue Hire: £650

Peter Watkin Jones' Fee: £500

Filming / Post Production: £300

Translation Services: £750

Catering for 350 people: £3815 (ex VAT) (this is an outside estimate – we will request RSVPs so this cost may decrease)

(Tea, Coffee and Pastries £2.95 + VAT; Finger Buffet £7.95 + VAT = £10.90 + VAT per person)

Transport from Ebbw Vale: £500

Post-Event Training: Free (part of CfPS Wales Programme / WLGA shared training budgets)

Total Estimate: £5990

Staff Time

What staff time will be dedicated to the project

Staff time will be required for setting up the event and managing the invitations – this will be shared out amongst the Gwent Scrutiny Network Members with the Newport Team taking the lead. Some staff time will also be required to manage the post-event training process – this will depend on the assessment made by CfPS and the amount of training required within each authority.

Staff time is therefore estimated at no more than 5% FTE for all Project Team Members for the duration of the project.

Detailed breakdown of overall budget costs

Include the dates when costs would be incurred and dates of when they would be claimed from the Welsh Government

The amount sought is £5990, which will pay for all the costs of the event (as itemised above). The event is scheduled for 6 June it is expected that most invoices will be raised after that date.

The figures costed above are based upon quotations received in order to compile this bid. Once funding has been agreed, arrangements and final costings will be confirmed.

The post-event training will be provided free of charge as part of the CfPS Wales Programme funded by Welsh Government. The WLGA has also confirmed that support would be available for follow up training outside of the capacity of the CfPS provision (this will need to be flexible as the training will be tailored to the assessment of training needed following the event).

Annex 1 - Project Plan

Project Governance

What is the planned governance structure for this project?

The project will be overseen by the Gwent Scrutiny Network (Scrutiny Officers from Newport, Torfaen, Monmouthshire, Blaenau Gwent and Caerphilly Councils).

The Network will be responsible for:

- Overseeing the arrangements for the event
- Putting together the training programme in collaboration with CfPS
- Evaluating progress at each stage and the final outcomes of the project
- Making decisions on project issues.
- Keeping Welsh Government informed of progress – the Network will be held to account for the delivery and success of the event

Project Methodology

What is the planned methodology for this project? How do you plan to achieve your project objectives e.g. delivered in-house or contracted out; research conducted by means of interview, or focus groups. These should be statements about the method of managing the project rather than process.

The SDF funding will be used to pay for the organisational costs of the Gwent Scrutiny Challenge event, which will be hosted by the Gwent Scrutiny Network. CfPS have agreed to work with us as a partner to provide post-event training from within existing capacity within the CfPS Wales Programme. The WLGA has also confirmed that support would be available for

follow up training outside of the capacity of the CfPS provision (this will need to be flexible as the training will be tailored to the assessment of training needed following the event).		
Project Start Date		Project Completion Date
1 March 2014		31 December 2014
Project Schedule <i>Details of each project activity, dependencies (if any) and key milestones. By dependencies we mean are there any events or work that are either dependent on the outcome of this project or that the project will depend on.</i>		
Project Team confirm arrangements for the 6 June event and send out diary markers.	Target dates/ Milestones	When funding is agreed
Formal invitations sent and RSVPs requested by mid-May.		By 17 April 2014
Project Team and CfPS meet to plan post-event training programme.		By end May 2014
Event held		6 June 2014
Training Programme in each authority.		June 2014 - March 2015
Launch film of the event as training tool for other authorities / organisations		December 2014 (or as soon as film is completed)
Project Team / CfPS meet to evaluate outcomes of the project and feed back to Welsh Government.		April 2015
Project Board/ Steering Group Members <i>(If applicable)</i>	The project will be overseen by the Gwent Scrutiny Network.	
Project Leader and Team Members <i>Details of roles and responsibilities</i>	Eleanor Mulligan – Project Leader Lynne Williams – Project Team Member Jonathan Jones – Project Team Member Hazel Ilett – Project Team Member Sian Steadman – Project Team Member	

Annex 2 – Risk Analysis

<p>Assumptions</p> <p><i>What assumptions have been made? These are things that you are assuming will be in place or will occur, that will contribute to the successful outcome of the project</i></p> <p>That people will attend.</p> <p>That the subject is interesting and worthwhile.</p> <p>That we will secure funding to pay for the event</p> <p>That wider stakeholders will engage and partners will promote it</p> <p>Capacity of CfPS to deliver its input to this project;</p> <p>How the findings will be applied nationally</p> <p>Potential duplication of existing evidence and findings</p> <p>Post-event evaluation</p>
<p>Risk Management:</p> <p><i>What might constrain the project? Examples can include: resource constrains; timely access to information; competing deadlines; project completion being dependent upon other activities.</i></p> <p>Lack of engagement</p> <p>Insufficient debate at the Newport event to generate enthusiasm for the training programme.</p>
<p>Risk Mitigation:</p> <p><i>What steps are planned to mitigate the risks to the project?</i></p> <p>Invitation management – individual authority management of invites plus central coordination.</p> <p>Appropriate briefing of Members attending so they understand the purpose of the event and are encouraged to engage.</p> <p>Properly planned assessments / training activities, working in partnership with CfPS and WLGA.</p> <p>Overall, close working with key partners to avoid duplication and to successfully market the “model” on the national scene.</p>

Signature of Leader		Date	
Signature of Chief Executive		Date	
Signature of Chair of Overview and Scrutiny Committee		Date	

We will need all signatures

The completed signed document should be returned to:

Sinéad O'Toole

Scrutiny, Democracy and Participation Team

Welsh Government

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The objectives of the SDF are to support the development of:

- joint scrutiny arrangements that underpin effective collaborative working and improve the quality of public services;
 - scrutiny of single integrated plans and their delivery;
 - scrutiny of services delivered through regional commissioning arrangements;
 - innovative approaches to public engagement in scrutiny;
 - better integration of scrutiny with other service improvement agencies and audit, inspection and regulatory bodies;
 - innovation and transfer of good scrutiny practice.
-