

AcademiWales



Llywodraeth Cymru
Welsh Government

#PublicServiceWales

Annual Report 2018-19



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Welcome to our 2018-19 Annual Report. It is written as a timeline which highlights our main achievements across each three month period.

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You can find out more about us, the work we do, who we work with and our values by visiting our website:

gov.wales/academiwales

Mae'r ddogfen yma hefyd ar gael yn Gymraeg.
This document is also available in Welsh.

Jo's overview



April – June 2018

As the new delivery year began the Academi Wales team was hard at work kick-starting delivery for the coming 12 months. A busy schedule of open programmes and masterclasses was published and the inevitable revving up to Summer School began. Our leadership campaign was off with a bang and '*Leading by Choice – Becoming a Deliberately Disciplined Leader*' went into full swing as evidenced by the success of Summer School and the learning shared by cross sector leaders from all parts of Wales.



July – September 2018

There is no slowing for the Academi Wales team during the summer months and this quarter saw us work in partnership across the Public Sector to deliver masterclasses, skills sessions and leadership behaviour change activity. Working with Further Education Colleges, Universities and the private sector we took the opportunity to stretch and challenge individuals, teams and organisations.

October – December 2018

Often known as conference season, the third quarter of 2018 saw our new Public Service Graduates take up their first placements and the Leadership and Organisational Development team spend dedicated development weeks in both Mid and North Wales. The All Wales Continuous Improvement Community (AWCIC) Conference takes place during November and this is our annual challenge to those working in innovation and modernisation roles.



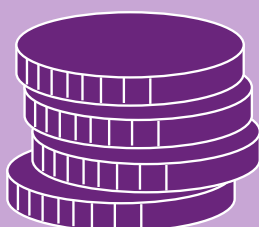
January – March 2019

'Winter is Coming' during the last quarter of the year – Winter School that is and this year's leaders were asked to take up 'The Leadership Challenge and to move from 'efficient to exemplary'. The winter months also saw the Academi Wales teams running Brexit preparedness sessions across Wales in support of those public servants in scrutiny roles. As some of these challenges move forward into 2019 we look forward to meeting these head on as always in Academi Wales.

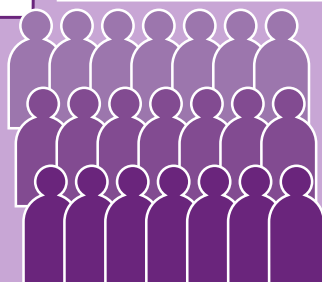


Our year at a glance

Budget
£1.2m



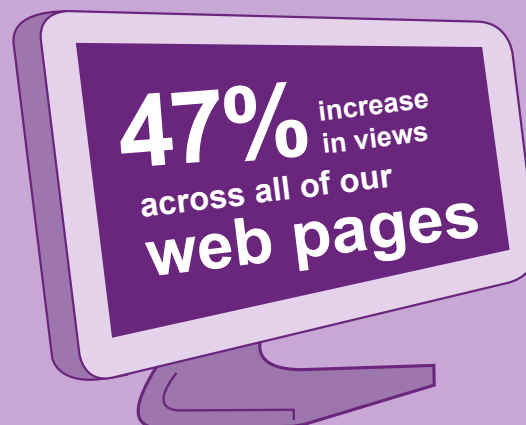
12,341
delegates



Average cost
to deliver equated to

£96.60

per
delegate



We **delivered**



**events,
workshops,
courses and
conferences**



5,348

Twitter followers,
that's an **increase**
of

19%

from 2017-18

There were

21,500
views and

130,000
impressions on our

 **YouTube**
channel

April – June 2018

Wales Public Service Summer School 2018

A key event for the Talent and Succession team was the 13th annual Wales Public Service Summer School 2018. This event supported the development of public service managers and leaders and was delivered from 25 to 29 June 2018 at the University of Wales, Trinity St David, Lampeter.

The theme for 2018 was 'Leading by Choice – bravery, leadership on the line'. Keynote presentations ranged from 'The Conscious Leader – developing options and making deliberate choices', 'The Science of Laughter and Communication'; and 'Compassionate and Collective Leadership for High Quality Public Services'.



Workshops explored themes such as 'Hubris' and 'Raising the capacity of your organisation through 'A Fearless Approach'.

"An INSPIRATIONAL week! I've met amazing and interesting people who along with the speakers have changed my views, not just about work but about life."

Summer School delegate, 2018

"The week at the Academi Wales Summer School has been a key transformational experience in my life and career."

Summer School delegate, 2018

All Wales Continuous Improvement Community Awards

In May, 100 continuous improvement practitioners attended this prestigious event at Margam Park. Attendees had the pleasure of listening to a thought-provoking talk from former Welsh football international Professor Laura McAllister titled 'Who needs a team of Gareth Bales? Why diversity is good for everyone'.



This year's outstanding contribution to Continuous Improvement in Public Services award went to Monmouthshire County Council, and was received by Paul Mathews and Lisa Knight-Davies, in recognition of the great work they have done over the years. A Special Recognition award was presented to the chair of the All Wales Continuous Improvement Community steering group, Tony Mizen for his work in establishing and evolving AWCIC.

Intelligent Collaboration:

Our new Sowing Seeds publication 'Intelligent Collaboration – working with others to make a difference', was launched at Summer School this year.

This edition of Sowing Seeds outlines the potential to make a real difference through collaboration by applying ideas from research and practice, in a reflective and disciplined way, through a deliberative and experimental approach.

Headlines

- 231 delegates representing 77 public service organisations across Wales.
- 10 internationally renowned keynote speakers.
- 15 experiential workshops, 18 facilitated groups and 7 executive coaches.
- Option to gain accreditation towards a post graduate qualification.

All Wales Public Service Graduate Programme

It was a very busy first quarter of the year with the assessment centres and interviews for the world's first All Wales Public Service Graduate Programme.

1,060 applications were received for the programme with applications from across Wales, England and internationally.

144 applicants were then invited to attend bilingual assessment centres across Wales.



Following the assessment centre, 55 applicants were invited to final interview and 16 high calibre graduates were offered conditional places on the Programme with a very strong reserve list of 12 graduates.

Primary Care Cluster Lead Development Programme

April saw the commencement of our second cohort supporting Primary Care Cluster Leads. 6 leads from across four Health Boards in the South/Mid Wales regions took part, engaging in Action Learning and Coaching over an 8 month period.

As part of the programme, Cluster Leads also receive mentorship and support from an OD practitioner to plan and facilitate effective Cluster meetings; assisting them in achieving the engagement of their cluster and innovative improvements to the delivery of primary care services.

Master Class: Dr Margaret Wheatley 'Sane Leadership'

Our partnership with Cardiff Business School continued into 2018 with the Academi Wales Master Class 'Sane Leadership: How to restore creativity, capacity and possibility to our work'.

The Master Class was opened by Leighton Andrews, Professor of Practice in Public Service Leadership and Innovation and delivered by Dr Margaret Wheatley. The event was attended by over 80 senior and executive level leaders from across the public, private and third sector within Wales.



Bespoke Board Developments Session

Bespoke board development sessions were designed and delivered for Public Health Wales Board and Hywel Dda University Health Board executives. Sessions included Myers-Briggs Type Indicator (MBTI) Step 2 and the tailored Senior Leadership Experience programme, using a range of diagnostic tools to inform effective working relationships leading to enhanced performance.

July – September 2018

Governance and Board Leadership Expert Seminars

'Working in Partnership: Holding up the Mirror'

These seminars, delivered in North and South Wales, for senior leaders working in the public and third sector in Wales, were jointly developed and delivered with Wales Audit Office, in partnership with Welsh NHS Confederation, Social Care Wales and WCVA.



The events focused on 'holding up the mirror', to consider the design and delivery of services to focus upon the individual, with the key being to partnership deliver safe and effective services for citizens in Wales.

"Theatre role play was excellent, demonstrated compassion, complex organisational cultures; that could not be achieved through a traditional case study approach."

Governance and Board Leadership delegate

Dr Tim Williams – Master Class

This session was delivered to senior leaders across Wales and discussed the lessons that can be learned from the best and worst examples of infrastructure appraisal.

Participants learned how the drive towards more data-driven and responsive governance in the digital era impacts on infrastructure provision and engagement within the community and Wales as a whole.

Medical Leadership Programme

In July we were pleased to see twenty one participants our Medical Leadership Programme (MLP) graduating with a Post Graduate Certificate in Professional Practice (Clinical Leadership). The MLP is accredited in partnership with the University of Wales, Trinity Saint David.

Medical Leaders on Cohort 6 also came to the end of their programme this summer, culminating in presentations on their patient impact projects to an audience including Health Board sponsors and stakeholders.



Presentations form part of the assessment for the Post Graduate Certificate and demonstrated excellent leadership skills and real service innovation. Examples of practice changes included improved access to Genito Urinary Medicine services, better-quality physical health assessment within Mental Health Services and effective management of obstetric patients through the Obs Cymru national programme. We look forward to seeing Cohort 6 participants at next year's graduation ceremony.

In 2018-19 we delivered 400 events, workshops, courses and conferences.



Leading Wales Awards

The Leading Wales Awards seek to recognise and celebrate personal achievement in outstanding leadership in Wales.

Academi Wales believe in the diverse set of talents leaders in Wales possess, and are proud to support two categories:

- ‘Leadership in the Public Sector’ award won by: Viv Buckley, Deputy Principal, Bridgend College;
- ‘Honorary Award’ won by Professor Martin Kitchener, Dean of Cardiff Business School, Cardiff University.

All Wales Public Service Graduate Programme

Following an induction programme in September, graduates took up their posts. During the induction, the graduates heard from Welsh Government Permanent Secretary, Shan Morgan and Future Generations Commissioner for Wales, Sophie Howe.

Graduates began their personal journeys of discovery and development building on their strengths and acknowledging areas they can grow.




Bridgend College – ‘Be all you can be’ – Wellbeing Day

The aim of the event was to support others to ‘Be all you can be’, to recognise that good physical and mental health are paramount for leaders, and to provide an increased understanding of how staff could positively impact their own self-management. To do this, we delivered two workshops:

‘Applied Positive Psychology’: In this practical and interactive session staff learnt how to use the tools of Positive Psychology.

‘Understanding Mental Toughness’: This session was to gain an understanding of how to manage the stresses and strains of high performance delivery and lead with resilience under difficult and challenging circumstances.

Headline figures

Budget		£1.2 million
Total delegates		12,341
Cost per delegate		£96.60

‘Learn and Share’ event

Welsh Water ran this event for the All Wales Continuous Improvement Community. The session focused on their behavioural led approach aimed at creating a culture of continuous improvement across the whole organisation to deliver great business performance and an outstanding customer experience.

October – December 2018

Governance and Board Leadership

'Healthy Boards' workshops with Public Service Boards and senior leaders

Four sessions were held with Public Service Boards, the National Education Academy Board and senior leadership groups.

The sessions provided an overview of what healthy boards look like, what they do, and an understanding of the steps to improve them.

Bespoke Board Development Sessions

Bespoke board development sessions were facilitated with a Health Board Executive Team in NHS Wales as part of a series of development interventions delivered over 18 months.



All Wales Public Service Graduates

The graduates took up their first placements and set their objectives. Projects were refined and clear outcomes defined.

In December the host organisations met to share best practice and lessons learned.

The graduates also began studying towards a Masters in Leadership and Governance with a strong focus on theory into practice and an element of work-based learning.



5,348 followers – an increase of 19% from 2017-18

Continuous Improvement and Change

Our 7th All Wales Continuous Improvement Community Conference took place in November under the theme 'Transforming Public Services – Communities, Collaboration & Continuous Improvement'.

"A great conference with inspirational speakers and networking opportunities. The key 'take away' message for me is the importance of involving the customer more."

AWCIC Conference 2018 delegate

The event gave delegates the opportunity to explore transformation and discuss how communities that collaborate around common goals use Continuous Improvement techniques to form the solutions.

Chaired by Rita Singh, Director of Size of Wales, Tim Smit, Executive Vice-Chair and Co-founder of the Eden Project, headlined the event. Delegates heard from the winners of the AWCIC awards and participated in workshops covering topics such as; 'Lean in public services' and 'Magic Moments and Most Significant Change - learning together through storytelling'.



There were 21,500 views and 130,000 impressions on our YouTube channel



North & West Wales Leadership Development Weeks

The Academi Wales team were on the road again during November to deliver the North Wales and West Wales Leadership Development Weeks. We worked with development leads across sectors to deliver week-long events.

"You're capable of anything if you step out of your comfort zone!"

Leadership Development delegate

It was a jam-packed week full of learning, coaching and networking opportunities for our public and third sector colleagues based in North Wales with development such as: 'Building Professional Relationships through Trust', 'Understanding Mental Toughness', 'Applied Positive Psychology' and 'Emotional Intelligence'.

On the menu for our colleagues based in West Wales, supported by the West Wales Local Authority Training Partnership, were our popular sessions: 'Understanding Mental Toughness', 'Trust', 'Leadership on Ice', 'Building Effective Relationships', 'Emotional Intelligence and Applied Positive Psychology'. Both weeks proved to be a huge success.

24% increase in new users signing up to our website

Coaching conference

Challenging Limitations

Our second North Wales Public Service Coaching Conference, 'Being Present, Coaching in the Moment' was attended by 61 coaches in November.

The conference focused on developing skills and practical tools to be used for personal growth in supporting the development of others, specifically with coaches and mentees.

It provided an opportunity for delegates to share good practice from across the Welsh Public Service.



Medical Leadership Programme

The seventh cohort of the Medical Leadership Programme was launched in October 2018.

The programme aims to develop understanding of effective management, as well as promote capacity to effect service improvement and leadership for clinicians.

This cohort comprises 7 Wales Deanery Clinical Leadership Fellows and 16 Senior Consultants and Clinical Directors from across Wales.

47% increase in views across all of our web pages

January – March 2019

Continuous Improvement & Change Training

36 delegates from organisations involving; Dyfed Powys Police, Hywel Dda University Health Board and Carmarthen County Council attended a Continuous Improvement Practitioner Scoping workshop in West Wales.

Judging of All Wales Continuous Improvement Community annual awards

Consistent with our alignment with the Well Being of Future Generations Act, this year we asked nominators to consider how their project addresses the Act's '5 ways of working'. The winners were announced in May 2019.

"Pushing myself out of my comfort zone, I truly feel like a different person."

2018 Graduate



Professional Development Event

Academi Wales was approached by Research Capacity Building Collaboration (RCBC) Wales to provide professional development support to their community of scholars. The Community of Scholars facilitates interaction and collaboration between PhD and Postdoctoral Fellows, and their supervisors and mentors.

At a professional development event, hosted by Swansea University, Academi Wales worked with the RCBC, using our 'Building Effective Relationships' programme. This focused on enabling the Fellows to support their strong focus in policy and practice of co-design, building networks and knowledge exchange.

Care Inspectorate Wales

Academi Wales was delighted to support Care Inspectorate Wales' first All Staff Conference, 'Making a Difference'.

We delivered a plenary talk on 'Introduction to Resilience and Mental Toughness' and why it matters in the workplace following presentations by Julie Morgan, Deputy Minister for Health and Social Services and Dr Ruth Hussey, Chair, Parliamentary Review of Health and Social Care in Wales on the achievements and challenges ahead for Wales.

Medical Leadership Programme

During February, clinicians on the seventh cohort of our Medical Leadership Programme attended a 2 day residential learning community - 'Leading Teams and People'.

The group explored leadership styles, took part in team building activities and, most importantly, had time to reflect on their learning.

"Just excellent. Can see the thought process of each exercise involved and why."

Medical Leadership delegate



*"Restorative, empowering, energising –
I'll be recommending to everyone I meet!"*

Winter School delegate, 2019

Wales Public Service Winter School 2019

The eighth annual Winter School was held across 4 days in Nant Gwrtheyrn, North Wales.

40 top level leaders from across the public and third sectors joined us to hear from internationally renowned speakers and share their knowledge and expertise of cutting edge leadership through theory and practice.

The theme of this year's event was 'The Leadership Challenge – from efficient to exemplary', and provided an opportunity to help transform leadership styles by using values and behaviours to help people act beyond their imagined limits and use true capabilities to meet the demands of public service leadership and become a truly 21st century leader.



Brexit Preparedness Events

Academi Wales, in partnership with the Wales Audit Office, delivered a number of events to non-executive board members and councillors on their scrutiny role of Brexit preparedness in public bodies across Wales. The events were held in conjunction with the publication of the WAO Report 'Preparations in Wales for a 'no-deal' Brexit'.

'High Performance Capability' Workshop, South Wales Police Executive Team

Academi Wales delivered an interactive workshop with the Executive Team to explore and validate their existing leadership and business practices against the characteristics of high performance. The Team identified key areas for action for them to progress to ensure the effective delivery of the Chief Constable's Delivery Plan 2018-2021.



Public Service Boards Development

A new workshop 'Changing the conversation: the questions to challenge delivery' was delivered in North and South Wales. The workshop was developed and delivered jointly by Welsh Government and the Future Generations Commissioner for Wales Office.

All Wales Public Service Graduate Programme

In March meetings were held across Wales with the organisations partnering Academi Wales on the Programme.

Discussions were held about the progress of the graduate programme, the challenges we are facing and shared best practice.

Particular highlights were how we support increasing diversity in the Welsh public service and the benefits of a more diverse workforce; conversations around how we support graduates as they move between organisations and how we continue to ensure their development.