

# AcademiWales



Llywodraeth Cymru  
Welsh Government

#PublicServiceWales

## Annual Report 2015-16



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

We trained a total of  
**9,383** delegates



Average cost  
**£132** per delegate



training days  
delivered

We delivered training  
to more than



organisations

We designed  
and delivered



large scale  
conferences  
& scholar  
behaviours

We received  
positive feedback  
from our events  
and programmes  
with the average  
being



We launched  
the Public  
Service  
Values and  
Behaviours



**171,012**  
views on our  
website

**2,490**

Bulletin subscribers



**2,894**

Twitter  
followers

# Foreword

Academi Wales has formed part of the portfolio of the Minister for Public Services for the past 15 months. In his very first speech leading this portfolio the Minister remarked that 'Academi Wales has been doing good work under the radar and it was now time to raise its profile... and we have.

Our profile and impact on the landscape of Welsh public services has never been greater. In addition to a comprehensive business plan, we also delivered a pan sector whole country leadership summit, at which we launched a set of Wales Public Service Values and Leadership Behaviours. These are now integrated into the work of the Well-being of Future Generations (Wales) Act 2015 and guide how public servants work and behave.

As the concept of 'One Welsh Public Service' has moved closer, and the narrative and culture has started to gather momentum, we've been at the heart of changing, supporting, enabling and developing leaders to pull from the future to deliver the now.

We rose to meet our in-year challenges head on with passion, absolute sense of purpose and with complete support for one another, and in doing so demonstrated our own values in action, 'helping people grow through learning'. This year more than 9,300 public servants have engaged in more than 333 training days across our portfolio of programmes and interventions, which ranged from managing large scale change in the body of organisations, executive team development, board development, clinical leadership

experiences, graduate training schemes and international learning opportunities.

The ongoing guidance of our Advisory Board has been crucial to our success, shaping and supporting our strategic and operational efforts, as well as acting as ambassadors for Academi Wales and our work.

At Academi Wales, we are proud to live our values, with a focus on collaboration, quality, sustainability and improvement, all held up by a resilient, emotionally intelligent and high trust team environment. It is these corner stones that we hold each other to account by and contribute to our success.

As we move into a new government term, we wait to see what the coming year will bring. We already know we'll be affected by reduced financial resources and this will make us think long and hard about our abilities, both individually and collectively, and to be more resourceful. We look forward to responding to the leadership priorities of a new Programme for Government and the opportunities this will bring.

We offer you this annual report as narrative of the recent year and the chance to learn more about our work at Academi Wales, and I would like to end this foreword with a huge thank you to the 9,000 of you who have worked with us this year. We hope you enjoyed it as much as we did!

Most importantly, thank you to the Academi Wales team for your hard work and determination, you are a real example of a committed, talented and engaged group of people.



**Jo Carruthers,**  
Director,  
Academi Wales

# Who we work with

We offer our range of products and services to leaders and managers working across the public service in Wales. This includes the following sectors:

<b>Education</b>	Schools, Further Education and Higher Education organisations in Wales
<b>Fire and Rescue</b>	Fire and Rescue organisations in Wales
<b>Local Authorities</b>	Local authorities in Wales
<b>NHS Wales</b>	NHS Wales organisations
<b>Police</b>	Police services in Wales
<b>Third/Voluntary</b>	Third/Voluntary sector organisations in Wales
<b>Welsh Government</b>	Welsh Government departments
<b>WGSB</b>	Welsh Government Sponsored Bodies: Welsh-based public sector organisations funded by the Welsh Government
<b>Whitehall</b>	Welsh-based public sector organisations run by the UK Government
<b>Whitehall Sponsored Bodies</b>	Welsh-based public sector organisations funded by the UK Government
<b>Other</b>	Guests from organisations which are not covered by previous definitions

# About us

*'A fantastic organisation that offers a range of opportunities for those who are keen to develop themselves both personally and professionally. Approachable, well informed staff.'*

*Annual Learner Survey 2016*

Academi Wales is the centre for excellence in leadership and management for public services in Wales. Established in September 2012, Academi Wales is part of the portfolio of the Cabinet Secretary for Finance and Local Government.

We seek to build a future for Wales where leadership of our public services is visionary, collaborative, cutting edge and successful in driving improvement in the lives of people living in Wales. We approach our work from a number of learning philosophies including the ideas that we must 'lead to learn' and never stop learning to do our jobs, regardless of age or seniority.

We believe that leaders who make the time to adopt a positive approach to their own learning are happier, live their values, understand their personal purpose and achieve greater personal and professional success.

Knowing we need leaders who are optimistic in the face of change and brutally realistic about the scale and bravery needed for success, it is these values in action that make the real difference. We have adopted the Welsh Public Service Values of Working for the Long Term, Always Growing and Improving, Working Together, Treating Everyone with Respect and Putting Citizens First into all our working practices.

Guided by our Advisory Board and the Cabinet Secretary for Finance and Local Government, we operate in the space between national priorities and local need. We set the standards for leadership inside the public sector and enable people to work with these to deliver services that really make a difference. We continue to help harness the talent of leaders across a wide range of professional areas and disciplines and are proud to work across all sectors in Wales.

We have challenged ourselves this year to strive for higher delivery standards, put values into action, improve behaviours, have greater impact, increase effectiveness and meaningfully collaborate.

This report provides a summary of our activity and tells the story of how the purpose, passion and perseverance of a small team is making a real difference in Wales.

Further information on all programmes and products can be found on the Academi Wales website at [www.gov.wales/academiwales](http://www.gov.wales/academiwales)



# What we do

## Governance and Board Development

- We develop interventions and resources to assist boards in recognising the importance of good governance
- We support the development of political leaders, executives, non-executives and independent members of boards

## Leadership and Organisational Development

- We design and deliver leadership, management and organisational development programmes, including workshops, master classes and projects
- We work with professional leadership groups, universities, think tanks and communities

## Talent and Succession

- We provide unique opportunities for leaders to review and refresh their skills
- We support the development of talent management activities across public services in Wales

## Continuous Improvement and Change

- We build 'continuous improvement' (CI) capacity by raising awareness and developing skills
- We enhance CI capability by supporting networks and providing the space to improve and grow

## NHS/Professional Leadership Development

- We support the design and delivery of leadership management and organisational development programmes
- We align our work to the public service delivery and workforce agenda, including political, executive, clinical and other professional leaders

## Reputation and Engagement

- We ensure our products and services are well-run, cost effective and in line with Welsh Government standards and requirements
- We manage client and stakeholder engagement, procurement, financial processing and budget monitoring

# Public Service Values: the beliefs we hold



## **Working for the Long Term:**

To safeguard the ability of future generations to meet their own needs, requires real long-term integration and collaboration addressing the well-being of people and communities, economic prosperity and the health of the natural environment.



## **Always Growing and Improving:**

We will be at our best for citizens and each other by choosing positive attitudes and behaviours, embracing learning and development and sharing ideas on ways to improve and deliver public services.



**Working Together:** Where everyone involved in the delivery of public services, values others contributions, shares common principles and collaborates for the benefit of the people of Wales, within and across organisational boundaries and sectors.



## **Treating Everyone with Respect:**

Recognising, valuing and respecting the diversity of the people of Wales is central to seeing people as individuals and doing the right thing, at the right time and in the right place for citizens and each other.



## **Putting Citizens First:**

Our organisations need to be focussed on the needs of the people of Wales. This requires us to genuinely involve people in decision making which impacts them and their communities.



## Public Service Values and Behaviours

During 2015, we have worked with others from across the public service to develop a set of public service values and leadership behaviours to guide how we work, change culture and shape the way we all behave.

We engaged staff at all levels to create the Welsh Public Service Values and Leadership Behaviours and presented them in an attractive and accessible way. Our aim was that staff at all levels would be able to understand what they mean and how they translate into action in the workplace.

The values and leadership behaviours are intended to be part of a core narrative, bringing together the responsibilities of the Well-being of Future Generations (Wales) Act 2015, about improving the economic, social, environmental and cultural well-being to help create a Wales that we want to live in now and in the future. It is a way of thinking and behaving – developing a future where we can all work together with a joint purpose, having shared vision and values.

## How we shape the future of the 'One Welsh Public Service'

We are at the beginning of a fundamental shift toward more empowered citizens and communities and a more enabling state.

How can this shift be nurtured so that the response to the fiscal position is one driven by values, which enable and encourage positive and sustainable change in the delivery of public services?

The values and behaviours create a culture that cuts across organisational boundaries and sectors, where everyone is part of this common endeavour, sharing common values and working together for the benefit of the people of Wales.

Living these values means being autonomous yet accountable, being both brave and bold and creating a culture that is open and transparent where people achieve their potential.

# Conferences and schools

We designed and delivered a range of conferences, learning events and residential schools across the year:

- Wales Public Service Summer School, 22-26 June 2015, University of Wales, Trinity Saint David, Lampeter
- Clinical Leadership and Engagement Conference, 30 September 2015, Cardiff
- Wales Public Service Summit 5-6 November 2015, Liberty Stadium, Swansea
- All-Wales Continuous Improvement Community (AWCIC) Annual Conference (24 November 2015)
- Wales Public Service Winter School 2016, 2-4 February 2016, Nant Gwrtheyrn, North Wales.

## Conference contributions

Our conference contributions included a range of leadership and organisational development workshops, sessions and representation at national and UK conferences.

Examples include:

- CIPD National Conference UK – Explore & Walk – sharing the development programme
- Carmarthenshire Local Service Board Conference – Collaborative Leadership Conference
- Cardiff and Vale University Health Board – Future trends in Leadership
- Tai Pawb Well-being Conference – Adaptive leadership for future delivery
- Care and Repair Annual Conference – Understanding Resilience during times of Change
- Policy Forum for Wales – Leadership Development for the future
- Care Council for Wales Staff Conference – Understanding Mental Toughness and Applied Positive Psychology



## Wales Public Service Summer School

### Theme: Leading the Way – Creating Positive Organisations

*'Loved it, anything is possible if you believe and stay connected to your vision and to each other'*

*#SSWales was immense.*

*Thank you*

*@AcademiWales staff, facilitators, speakers and fellow delegates who made it career defining and inspiring'*

The annual five-day residential learning programme held at the University of Wales, Lampeter, celebrated its 10th anniversary in 2015.

We brought together a learning community from across the public and third sector in Wales who were chosen through a competitive selection process, as demand for this event always exceeds the places available.

The week was an opportunity for leaders to review and refresh their skills, gain insight into cutting edge leadership processes and explore innovative ways of delivery:

- 10 keynote presentations from internationally renowned speakers
- 2 presentations from Welsh Government Ministers
- 16 workshops, 16 facilitated groups and 6 qualified executive coaches
- Optional accreditation towards a postgraduate qualification



Summer School 2015



# Clinical Leadership and Engagement Conference

## Theme: Working as One

*'Steve Radcliffe's talk was inspiring for me and I took a lot from it. It gave me lots of food for thought about how I am as a leader and how I can use my 'spirit' to lead others and enable them to become leaders themselves.'*

*'Really interesting debate with knowledgeable speakers'*

The third annual conference, held in Cardiff, was attended by more than 200 leaders and managers from across the NHS, including many clinicians. The event focused on service integration and whole systems approach to care provision.

The conference was chaired by Professor Ceri Phillips, Head of the College of Human and Health Sciences of Swansea University, with the Deputy Minister for Health, Vaughan Gething, Chief Executive NHS Wales, Andrew Goodall and Chief Medical Officer Dr Ruth Hussey addressing delegates. Professor Jean White introduced staff from Aneurin Bevan University Health Board who presented a patient story and innovative care programme put in place for this individual.

Finalists and winners from the NHS Wales Awards 2015 also shared their work as part of leadership practice breakout sessions.

The conference received 98% overall satisfaction rate and lots of positive feedback about the speakers.



Delegate discussions at the Clinical Leadership and Engagement Conference

## Wales Public Service Summit

### Theme: One Welsh Public Service

*'#publicservicewales "Inspirational" is a very over-used word these days. @Joywillows is the very definition of it.'*

*'Excellent and motivational'*

*'Truly inspirational. I have enjoyed it. Learned so much and met so many people'*

The first event of its kind in Wales, the Public Service Summit focused on what 'One Welsh Public Service' means in terms of leadership and change. It provided an opportunity for the most senior leaders involved in the delivery of public services to engage in developing this endeavor, sharing a set of values and working together.

During the two day programme colleagues shared insights on their challenges and explored the benefits of developing a distinctive 'One Wales' approach to the future of public services.

This included:

- 11 plenary sessions delivered by public figures, international speakers and leaders who are experts in their chosen field
- 1 master class (open to a wider audience)
- 14 break-out sessions (linked to one of the summit key themes)



Swansea Bay

## All-Wales Continuous Improvement Community (AWCIC) Annual Conference

**Theme: How do we know that we are making a difference? – we hit the target but miss the point**

*'Excellent conference. Good strong community of people in a range of sectors tied to the concept and practice of continuous improvement. Well done.'*

*'Only really to say it was an inspirational and well organised event and to keep up the good work'*

*'Excellent throughout, coming from Dorset it made us very jealous of your organisation.'*

The fourth annual conference, held in Cardiff, was 'self-funded' for the first time in its history and attracted more than 200 delegates.

The event was chaired by Huw Jakeway South Wales Fire and Rescue Service (SWF&RS) and speakers included Ian Macdonald, Debbie Green, Owen Jones and John Seddon. In addition, the Minister for Public Services, Leighton Andrews AM, officially launched the 2016 AWCIC Awards.

Delegates also attended workshops and master class talks based on the theme. We received positive feedback about all aspects of the event.



John Seddon presenting at the 4th AWCIC Annual Conference at the All Nations Centre



## Wales Public Service Winter School 2016

### Theme: Leading with Purpose Passion and Perseverance

*'Thought provoking, inspirational and motivation analysis that equips you to strive towards a real change. After Winter School there is no excuse the only barrier left will be yourself.'*

*'Fantastic! A brilliant practical course that provides opportunities to network with others to reinforce or challenge your ideas.'*

The residential programme, based on blended learning, provided access to internationally renowned speakers who shared their knowledge and expertise.

Each day the programme focused on a specific aspect of the overall theme and included:

- 3 keynote speakers
- critical thinking group exercise
- 1 case study speaker

The fifth annual conference, held in Nant Gwrtheyrn, North Wales, brought together top level leaders to build new ways of leading and managing and to develop new approaches to optimising performance at all levels.



Nant Gwrtheyrn, North Wales

# Development programmes

## Governance and Board Leadership

### Two at the Top – for Chairs and Chief Executives

We worked with delegates to achieve specific programme outcomes, such as exploration of their different roles, the nature of their working relationship and their impact on the wider organisation. During the programme, they honed their ability to work collaboratively on critical service issues and enhanced relationships to bring out step change in organisational effectiveness.

Participating organisations included:

- Welsh Ambulance Services NHS Trust,
- Hywel Dda University Health Board and
- Powys Local Health Board.

### Board Development Programme

Participants on this three-part programme engaged in experimental activities based on the Harvard Kennedy School 'real time' study model. Boards used the experiences from a filmed public board meeting to learn about effective behaviours, leadership qualities, influencing and personal authority and impact.

The programme:

- involved all board members, executive and independent,
- addressed the complexities of board level situations,
- challenged the way boards are inclined to behave, and
- developed individual and collective methods for asking the right questions and making the best decisions.

The Hywel Dda University Health Board Board completed this programme in December 2015.

## Immunity to Change

This programme was based on research from Harvard Business School into understanding why organisations, teams and individuals are resistant to change and focused on identifying competing commitments to change at board level.

Participant organisations included:

- Natural Resources Wales
- Welsh Ambulance Services NHS Trust; and
- Velindre NHS Trust Executive Team

## Elected Members Leadership programme

This programme was an opportunity for leaders to explore the latest thinking in political leadership and gain the knowledge and skills needed to rise to the challenges faced by local government as a result of austerity measures, welfare reform and the potential reorganisation of public services.

In partnership with the Welsh Local Government Association (WLGA) and the Local Government Association (LGA), we delivered two successful well attended leadership programmes for elected members.

## High Performing Teams / Boards

We carried out development work for a self-assessment capability model for boards to assess themselves against key indicators based on evidence gathered from high performing global public and private organisations.

We tested the model through a series of field trials across a variety of public sector organisations, including Natural Resources Wales, Sport Wales and Aneurin Bevan University Health Board, and used the feedback to enhance the work.

We plan to test and refine the model through more trials in 2016/2017 and then make the model available for public sector top teams to use.

### Bespoke Board Development

We delivered a range of interventions for board members, including executive team development, coaching and mentoring and profession-specific development for nurse directors, independent members and board secretaries. Organisations we worked with included Powys Teaching Health Board, Welsh Ambulance Service NHS Trust and Hywel Dda University Health Board.

### NHS Senior Leaders Development (Senior Leadership Experience)

This programme combined diagnostics, classroom-based learning and profiling with personal development coaching and discussion. We supported and challenged a group of 18 delegates in sessions designed to deepen personal reflection and learning transfer. We brought the group together for a review six months after the initial experience to share their learning and celebrate what they had achieved.

*'SLE has provided me with a better insight into how I function within my leadership role and how I can continue to develop'*

The organisational sponsor was also present to hear their personal learning and organisational impact, successes included:

- changing roles and responsibilities
- gaining promotion to a director level role
- improving self-awareness and emotional intelligence
- transferring learning across their services and organisations

## Learn and Share programme

These events were very popular with continuous improvement practitioners, who were able to gain valuable insights and experience practical applications of methodologies.

These included Visual Management, Agile Working, Systems Thinking, Rapid Improvement, Strategy Formulation and Deployment, Process Mapping, Problem Solving, Generating Ideas, Quality Assurance, Encouraging Innovation, Lean Thinking and Staff Engagement.

Each event was held by an organisation within the All-Wales Continuous Improvement Community (AWCIC), including Airbus, Coastal Housing Group, Office for National Statistics, Driver & Vehicle Licensing Agency, Admiral and Nesta.

*'A challenging and exciting couple of months, an opportunity I will always be grateful for, and one I would repeat in a heartbeat, given even half a chance.'*

*'ILO has given me a renewed focus upon being able to help in the public sector I returned to work feeling empowered, confident and revitalised and better prepared to face the challenges.'*

## **International Learning Opportunities (ILO) programme**

Fifteen participants had the unique opportunity to spend eight weeks in sub-Saharan Africa. Delegates on this immersive leadership programme worked with African organisations, leading on specific management projects.

Funded by the Welsh Government's Wales for Africa programme, ILO provides practical ways to support Wales in contributing towards the achievement of the United Nations (UN) Sustainable Development Goals (SDG) to eliminate poverty by 2030.



Caroline Maddocks, ILO participant in Lesotho



*Explore and Walk:*

*'Fantastic programme, It created a deep level of calm. It was comforting to hear about others' experiences of working in the public sector'*

*Applied Positive Psychology:*

*'Great course, so many useful practical tips and techniques to take away and start practicing immediately'*

*Mindfulness:*

*'Focussing on the here and now, learning how to take a moment for myself to breathe, so simple yet so important, I will start trying to use this daily'*

*Emotional Intelligence:*

*'Session was very well delivered and the interactive elements/group work was very good. Learning how emotions can impact greatly on others was very useful'*

## All Wales development programmes

These comprised of programmes and courses owned and delivered by Academi Wales and those commissioned from external providers. We provided 45 delivery days to 350 delegates. They studied:

- 7 Habits of Highly Effective People
- Applying Positive Psychology
- Building Effective Relationships
- Emotional Intelligence
- Exploration of Self Development Programme
- Explore and Walk
- Managing Change Successfully
- Mindfulness
- Springboard
- Understanding Mental Toughness
- Facilitation Skills



*Participants getting ready to Explore and Walk in Stackpole, Pembrokeshire*

## Directly Supporting Organisations

We delivered bespoke in-house training to over 60 organisations throughout the year. We provided 82 delivery days to 4,491 delegates. This enabled leadership capability and organisational development as we monitored and responded to individual and organisational requests. Additionally, we actively worked with public service organisations that were experiencing difficulty or high levels of change including, Qualifications Wales, Mid and West Wales Fire and Rescue Service and a number of clients from the housing sector.

## Succession programmes

### NHS Wales Graduate Management Scheme

This two-year fast track programme has been designed to meet the strategic requirements for managerial capability in the NHS. It is work-based, equipping graduates with the skills to work in the NHS, as well as gaining a Masters Level professional qualification.

The current cohort of fourteen graduates, who have been placed in health boards and trusts across Wales, will finish in August 2016. The graduates have developed their core leadership and managerial skills and improved their ability to work collaboratively across professional and organisational boundaries. They are working towards an MBA (Professional Healthcare Management) with Glyndŵr and Swansea Universities, which has provided them with the theoretical knowledge to support within their placements and future careers.

In November 2015 we opened applications and launched a recruitment exercise to find ten graduates to begin in September 2016.

## Medical Leadership Programme

We commissioned an independent external evaluation to determine how participants from the first two groups received the programme, as well as the longer term impact on their leadership practice. The evaluation, completed by the Cardiff Unit for Research and Evaluation in Medical and Dental Education (CUREMeDE), identified that 'the programme seems to have met or exceeded expectations'. The successful elements included:

- excellent external speakers
- the residential course
- networking with mix of levels of seniority and specialties
- action learning sets
- organisation and support from Academi Wales
- gaining and/or expanding leadership theory and knowledge
- impact on career objectives

21 participants completed the programme in September 2015, which culminated in the presentation of their service improvement/patient impact projects to sponsors and line managers. 90% of the participants chose to pursue the aligned academic accreditation and successfully achieved a Postgraduate Certificate in Clinical Leadership through the University of Wales Trinity St David, many passing with a distinction grade.

*'My first proper introduction to any of the theory around some of the management and leadership issues that I had to deal with'*

*'Definitely made some changes to the way that I behaved in a leadership role'*



*'I applied for the scheme as I wanted to make a difference to people's lives and I truly feel that I am doing this'*

*'I feel I have developed not only professionally but personally in a short space of time'*

### Aspiring Leaders

We provided interventions to help people develop their skills, knowledge and behaviours as they aspire to fulfil their leadership roles. We used a range of tools, models and opportunities as part of our support, including action learning, personal development and alumni support, career management, coaching

and mentoring and diagnostic feedback. We worked with a range of organisations such as the Welsh Government's Effective Services for Vulnerable Groups (ESVG) Board and a number of University Health Boards, including Cwm Taf, Abertawe Bro Morgannwg and Aneurin Bevan.

We also provided bespoke facilitation, including:

- Integrated Medium Term Plan (IMTP) peer review workshop for NHS Wales
- Strategy workshops for Cardiff and Vale University Health Board Mental Health Services.



*Participants of the NHS Wales Graduate Management Scheme*

# Master classes and expert seminars

*Sharon Turnbull: 'Indigenous and ancient wisdoms, simple, easy to understand, timeless. Western world needs to take note'*

Each of our 'master class series', which was attended by more than 125 senior leaders across the year, explored pertinent themes which considered the needs of practitioners and leaders and also explored new ideas from the academic research community. The themes covered were:

- 'Public Policy' with the Wales Governance Centre
- 'Reflections on Leadership' with Roger Lewis
- 'Leadership for Future Generations' with Professor Sharon Turnbull (which we ran twice to respond to demand)
- 'Think Big, Leadership for Transformation' with Lord Chris Holmes

In addition, we ran a number of short continuous improvement courses:

- Nesta – 'Discontinuous Improvement: making the changes we need to make'
- Synergy Lab
- Welsh Government - Well-being of Future Generations (Wales) Act with Results Based Accountability. An awareness raising presentation for the public sector
- Lean Competency System (LCS) - The Lean Competency System
- Welsh Government - 'Invest to Save'

## Board Development

In partnership with the Welsh NHS Confederation, a strategic development and decision making seminar was held in June 2015.

120 NHS leaders attended the seminar which provided the opportunity for board members to:

- review examples of good practice from leading UK healthcare providers, academia, researchers and organisational health and behavioural experts;
- develop their existing knowledge, skills and behaviours in relation to strategic development and decision making; and
- enhance their organisations fitness for purpose in the delivery of safe and effective healthcare services for the communities they serve.

Key speakers included Dr Andrew Goodall, Director General of Health & Social Services & NHS Wales Chief Executive, Aoife McDermott, Senior Lecturer, Cardiff Business School, Tracy Bullock, Chief Executive, Mid Cheshire Hospitals NHS Foundation Trust and Colin Price, Chair, Company.

# Leadership and Organisational Development

We worked with organisations to provide advice, guidance and delivery of programmes with strategic and organisational impact. Through these interventions, we were able to go further than our 'one-off' training sessions and design packages tailored to meet the specific training needs. Our clients included:

## Vale of Glamorgan Council

We supported the 'Leadership Café', an innovative approach to leadership learning. Staff were invited to engage in and contribute to exercising leadership at all levels. Over the last year we have provided interactive development to over 150 participants of the voluntary (out of hours) café on adaptive leadership, how to use positive psychology in the workplace and developing a coaching organisation.

## Qualifications Wales

We supported the development of the senior leadership team of Qualifications Wales, which focused on skills and behaviours for senior leadership. This enabled the development of the team from the onset and included sessions on adaptive leadership behaviours and applying positive psychology in the workplace.

## Exercise Wales Gold

This is a two-day emergency simulation exercise created by the Welsh Government, designed to address the complexities of emergency response and recovery in Wales.

The Welsh Government Resilience Team and the Wales Joint Emergency Services Group requested that the supplier, Eliesha Cymru, provide an assessment and an accreditation to accompany the exercise.

We provided funding to support the development of two Level 6 quality-assured units which were to be developed by Eliesha Cymru in partnership with awarding body Agored Cymru. To date, 32 Gold Commanders have successfully completed the accreditation.

The original units were extended to create a new Level 7 Award and Certificate in Strategic Multi-Agency Resilience. This made-in-Wales qualification is unique in addressing the needs of all responder-organisations and will be recognised throughout the UK. The certificate forms a progression route to an MSc in Disaster Management for Environmental Hazards, Disaster Health Care and Global Governance at the University of South Wales.

## Powys Teaching Health Board

We supported Powys Teaching Health Board with their 'One Powys Plan' by attending facilitated events and workshops and working with the Executive Team to develop their thinking and vision.

## Public Service Trainers

### Training Trainers

Our 'Train the Trainer' events improved practitioner capability and expanded their knowledge through in-house training and materials for trainers to use in their own organisations. This programme enabled a collaborative training resource to be deployed across organisations, providing sustainability and spread of knowledge and learning.

It was also developed to be delivered through the medium of Welsh, including courses such as Applied Positive Psychology, Building Effective Relationships and Managing Change Successfully.

## Healthcare Leadership Model (HLM)

We launched these Train the Trainer sessions January 2015 and have successfully accredited nine NHS Wales HLM trainers, who have trained 46 new HLM facilitators. We met the trainers in spring 2016 to discuss their progress and gave feedback to the NHS Academy.

## NHS Talent and Succession

We supported the development of a Talent Strategy for NHS Wales. The strategy is based on research suggesting that on-the-job experience is the primary defining quality of an effective Chief Executive and Executive Director and, that they should have the opportunity to learn how to lead when in highly visible roles. It is also supported by research suggesting it takes 10,000 hours of quality effortful practice or ten years of quality experience to become expert in a leadership role.

The priorities that have been identified are:

1. Creating a leadership network to allow exposure to senior leaders across NHS Wales and the wider public sector.
2. Developing a system of managing opportunities to ensure exposure to appropriate public sector experience for those on a talent pipeline.
3. Ensuring that senior leadership roles are seen as attractive future opportunities and their role model values and behaviours are motivating to those identified as high potential.

## Learning@NHSWales

We continued to provide support for the management and development of e-learning hosted on the Learning@NHSWales platform through the Service Management Board.

## Continuous Improvement (CI)

### Institute for Continuous Improvement in Public Services (ICiPS)

We continued to develop mutually beneficial links with ICiPS and ongoing involvement on the Board of Directors. This allowed us to observe and learn from emerging 'UK-wide' best practice, as well as showcase our own achievements.

### Civil Service CI Local Network (Wales and South West region)

We encouraged and promoted opportunities for this group to share and engage in learning linked to developments in Wales and the UK-wide CI agenda.

### North Wales Community of Practice

We increased and broadened participation at NWCoP events including 'guest speaker' sessions and a 'Learn and Share' visit to Airbus.

## Innovation

Mindful of the need to encourage and promote a competitive advantage through the application of innovation, we forged partnerships with Nesta, Synergy Lab, the Behavioural Insights Team and the Small Business Research Initiative (SBRI).





*South Wales Fire and Rescue Service staff showing off their certificates having successfully completed their Continuous Improvement 'Practitioner' level training – an ICIPS recognised six day advanced CI programme*

## Academic

Through our development work, we increased the level and spread of engagement across the academic sector. We worked with organisations to evolve research and practitioner delivery for leadership and organisational development.

### Organisational Development Network for Europe (ODN)

We planned partnership working for three years with the ODN which included supporting their annual awards. We also delivered a change management track session and displayed a poster at their inaugural conference.

### Lancaster Business School Special Interest Group for Organisational Design and Development

We were represented at the LUMS SIG quarterly development days to discuss research and future trends. We also contributed to the Lancaster Business School white paper on 'Learning and Development for the Future'.

### Welsh academic institutions

We invited representatives from across the universities in Wales to engage in an Academic Discussion Event. At the forum, universities shared and developed research, which will evolve practitioner-based expertise. It also

allowed us to bring notable research from within Wales into the leadership development offered by us and within other public service organisations.

### Bespoke interventions

We saw a significant increase in engagement from academic organisations and we delivered a range of development and conference sessions. Examples include:

- Adaptive Leadership – Swansea University Leadership Development Conference
- Future Trends in Leadership – Swansea University Masters Programme
- Future Trends In Leadership – University of South Wales
- Adaptive Leadership – Swansea Metropolitan University
- Springboard Women's Development Programme – Cardiff University
- Understanding Mental Toughness – Cardiff University, School of Social Sciences

We worked with academics, management and students across these organisations, and delivered partnership work, such as co-supporting the Women in Public Life National programme with Cardiff Business School at Cardiff University and sharing the work of the Welsh Crucible Leadership programme for researchers in both academic and public sector organisations.

# Recognising excellence



*Joy Ballard, Cardiff Willows High School, accepting her award from Chris Jones, Academi Wales, for Leadership in the Public Sector 2015*

We support three awards which recognise excellence in public service leadership.

## The Institute of Directors, 'Director in the Public Sector'

The award focuses on the executive level and top three tiers of leadership. Our director, Jo Carruthers, was the representative judge for the awards on behalf of Academi Wales – Jo is on the judging panel across all nine categories for public and private sector nominees.

## The Leading Wales Awards, 'Leadership in the Public Sector'

2015 was the 11th year of the only 'pan Wales' awards celebrating leadership which has made a real impact. The awards identify some of those leaders who are contributing to driving forward the prosperity and well-being of Wales. Our Director of Organisational Development, Zoe Sweet, was the representative judge for the awards on behalf of Academi Wales.

## Healthcare People Management Association (HPMA) Excellence Awards

We support the HPMA Award for Leadership Development, which recognises and rewards outstanding work in healthcare human resource management. We look for entries that demonstrate a strong link between innovative leadership and enhanced organisational performance.

The award, described as the jewel in the HPMA crown, celebrate excellence in the profession. Winners and finalists return to their organisations with a sense of achievement and boost their teams' morale, knowing their excellent practice has been recognised by their peers and can be shared throughout the NHS.



*Kevin Jones, Mid and West Wales Fire & Rescue Service accepting his award from Jo Carruthers, Academi Wales, for IOD Wales Director of the Year 2015*



# Publications

We made contributions to research and publications on leadership theory and leadership development. This included chapters in two books published by Kogan Page:

- Changing Times for the Public Sector – chapter seven
- Developing Resilient Organisations – ‘How to create an adaptive, high-performance and engaged organization’
- Developing Mental Toughness – ‘Coaching strategies to improve performance, resilience and wellbeing’

We produced papers for the Welsh Government NHS Executive Director Team, Chief Executive and Workforce Director Groups, including:

- NHS Leadership Programme Development
- Clinical Leadership
- Healthcare Education across Wales

We produced an article promoting the work of Academi Wales continuous improvement and the All Wales Continuous Improvement Community:

- July/August edition of Lean Management Journal: ‘Wales: the land of Lean’

## Sowing Seeds

We launched four new Sowing Seeds publications at Summer School 2015, making a collection of fourteen editions in total.

The new topics introduced were:

- ‘Applied Positive Psychology – Finding happiness at work and at home’
- ‘Explore & Walk – Connecting body and mind’
- ‘Leadership and Organisational Transformation – creating synergy between self and system’
- ‘Appreciative Inquiry – Sustainable improvement through building on what works’



# Reputation and engagement

To support the work across Academi Wales, we strengthened our online platform and digital presence, provided logistical support for our learning events, monitored and reported evaluation feedback, commissioned and procured products and reviewed our programmes and services in line with the Welsh Language Standards.

## Digital Strategy and Communications Plan

We engaged with our audience across a variety of communication channels, actively creating tweets, blogs and 'vox pops' videos as part of our strategy to increase our reach and impact. Our Opportunities Bulletin continued to be our most popular method of communication with subscriber numbers growing each month.

### Website

We continued to develop our website, with new content, courses and news articles. We were also started a major website development project in which we worked in an agile manner to user needs, review content and refresh materials. The new site will launch in 2016.

### E-Learning

Our Learning Channel continued to provide exclusive access to a variety of online learning, including our Skillport e-learning portal, which offered learning modules on leadership, change and service improvement.

## Programme and event evaluation

Feedback from our events and programmes continued to be positive. The average evaluation score across 2015-2016 was 97%.

*'Excellent website and communications keeping me in touch with professional learning and development.'*

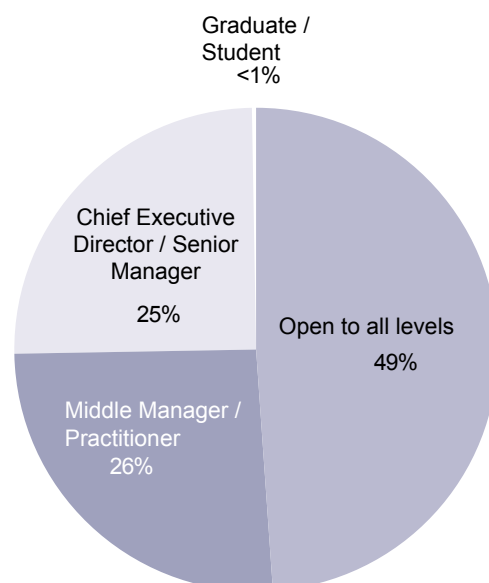
*'Extremely supportive and professional'*

*'Excellent programmes of learning, well organised, and well delivered by expert tutors'*

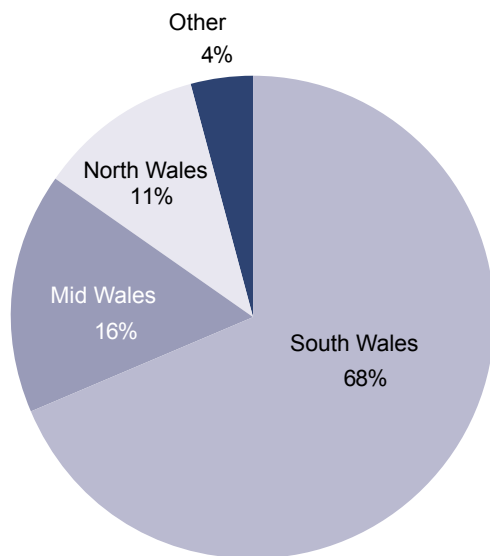
*'Very enjoyable and rewarding. A good mix of academic research/expert opinion and peer discussion'*

## Delegates by level

We provide our learning events for a range of audiences across Wales. The following graphs illustrate the types of audiences, the locations of our events and the sector background of the delegates involved during 2015-16.



## Event locations



## Programme charging and cancellations policy

We continued to offer the majority of our products and services free of charge. Where programmes were charged for, such as Summer and Winter School, they were on a subsidised basis with the proceeds making a contribution towards venue and residential costs.

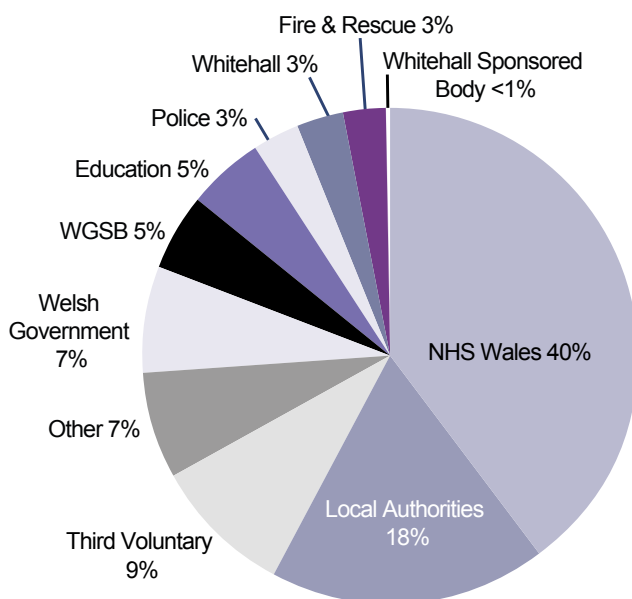
We work hard to ensure that all our programmes, including those charged for, offer exceptional value for money for the public purse. Our cancellation policy aims to ensure maximum delegate participation and minimise wasted costs.

## Financial and resource management

We managed the delivery of a comprehensive events programme with a reduction of £211,000 from the previous financial year to £1.24 million.

Based on the total programme budget of £1.24 million, and a total of 9383 delegates attending and 333 training days delivered, the average costs to deliver equates to £132 per delegate.

## Delegates by sector



## Staff engagement

We continued to reflect diverse working patterns including full time, part time and fixed term staff. We delivered our programme against a challenging staff resourcing context as well as fiscal settlement. Our headcount at the beginning of 2015-16 was 30, including three Welsh public service secondees and three vacancies.

At the end of the year our headcount stood at 30 including 2 fixed term appointments and 4 vacancies.

Despite reduction in resources, we continued to value individual and team development opportunities. Members of the team embraced the challenge of acquiring and enhancing their Welsh language skills, and six committed to intensive residential learning at the National Welsh Language and Heritage Centre, Nant Gwrtheyrn.

In addition to the technical and knowledge based development required for our staff to deliver to the highest calibre, the team also contributed towards a number of projects which reflected our commitment to our corporate social responsibility. Some of the key projects we supported during the year were:

- for the fourth year running a Christmas food collection for FareShare Cymru
- fundraising initiatives to raise money for a number of charitable causes
- an ongoing collection of hats, gloves and scarves and toiletries for donation to Safer Wales
- towels and bedding collection for the Huggard Centre, Cardiff

The results of the Civil Service Annual Staff Survey paint a strong picture of our team engagement in the work we deliver. We scored 92% and above against the following drivers of engagement:

- My work
- Organisational objectives and purpose
- My team

This compares to a score of 88% during 14-15.



Shelter Cymru Training Workshop