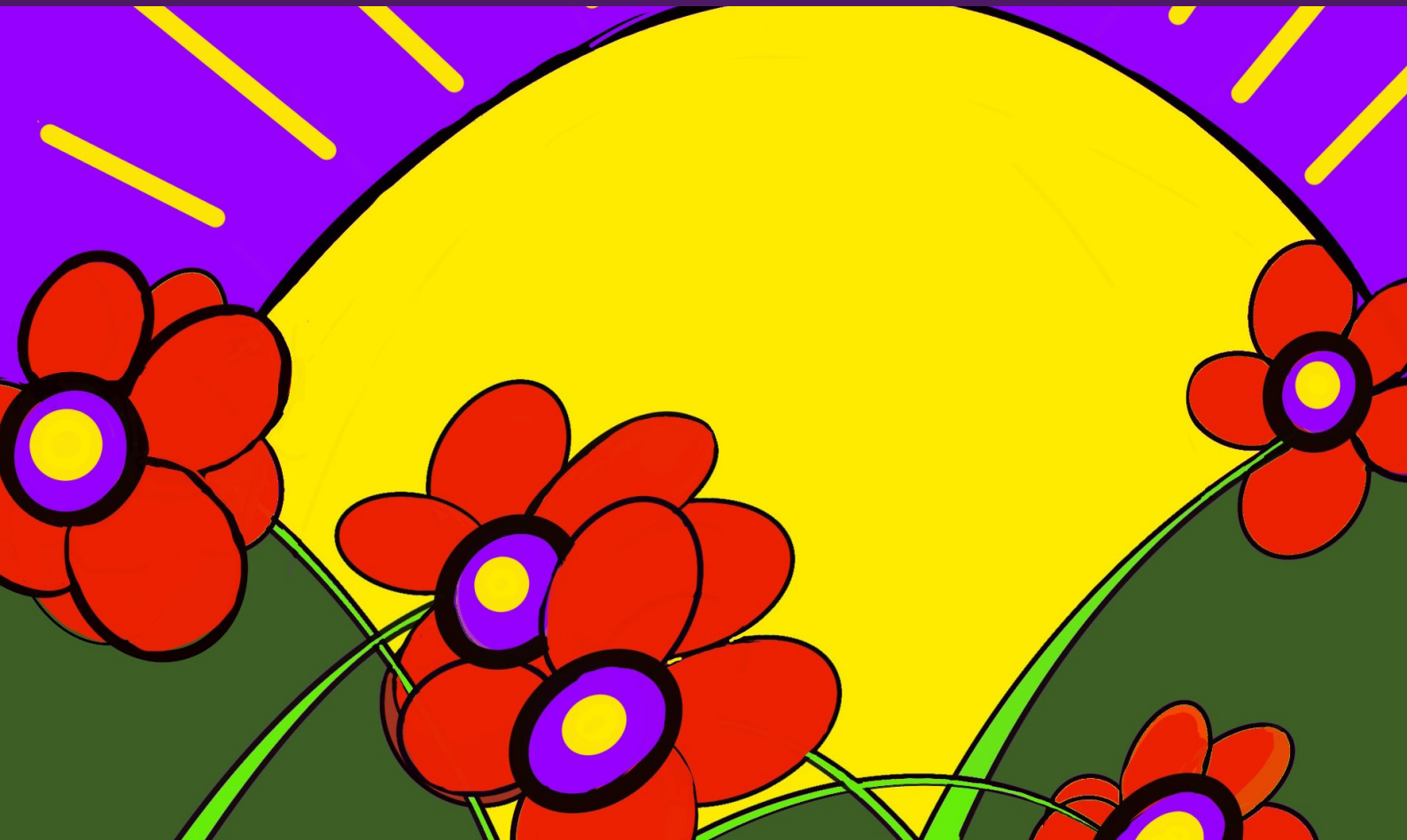


AcademiWales



Llywodraeth Cymru
Welsh Government

Annual Report 2021-22



Contents

Welcome to our 2021-22 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

Cover design by Niki Bedford, Academi Wales

Director's overview

Alex Walters, Director, Academi Wales



It is an absolute pleasure to introduce my first ever Annual Report for Academi Wales. It is a truly exciting time for us, and I cannot wait to share what the coming months and years will bring for us.

2022 has provided us with the opportunity to reflect on an incredibly busy and challenging couple of years. During the pandemic, and ably led by Paul Schanzer, Academi Wales had the unenviable task of translating its well-known and well respected face to face (and often residential) programmes, masterclasses and courses into virtual events. The statistics speak for themselves – take a look at ‘Our year at a glance’ on the next page. The groundwork that the team put in during the first year of the pandemic has certainly come to fruition; with absolutely

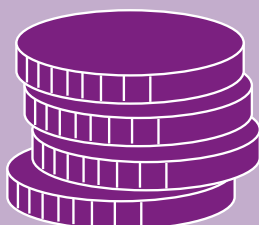
fantastic virtual interventions, including our second round of virtual winter and summer schools. The recent summer school was genuinely the most engaging virtual programme I have ever attended. We have welcomed our second cohort of the All Wales Graduate Programme, and are pleased to see our graduates flourishing in their work placements and Masters studies. It was great to see the graduates’ induction running in a hybrid way; delivering much of the content online, but still bringing them together for team building activities. For me, this highlights the importance of us thinking critically about the future of virtual and face to face delivery; we need to develop our future plans based on what our delegates need, and what best suits the content, rather than a one-size fits all approach.

I have only been part of Academi Wales since late 2021, but I can already see the impact this small organisation is having on leadership across Wales. I have spent a significant amount of time in my first six months talking to key stakeholders about Academi Wales: what we do brilliantly and what could be improved. The messages are consistent – Academi Wales’ products and programmes are well regarded, with an excellent reputation. There are exciting opportunities for Academi Wales to develop its offering further to support leaders even more effectively in our complex and turbulent world.

Looking ahead, and as we emerge from the pandemic, I look forward to meeting more of you in person at face to face and hybrid events. Watch this space for our 10 year anniversary celebrations in the Autumn.

Our year at a glance

Budget
£955k



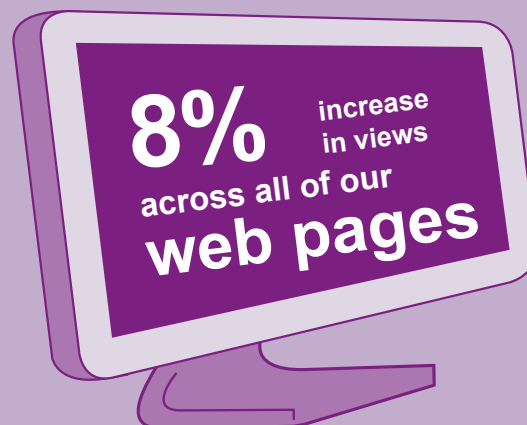
2,189
delegates



Average cost
to deliver equated to

£301.05

per
delegate



We delivered



**events,
workshops,
courses and
conferences**



6,822

Twitter followers, and



6,928

subscribers to our
Opportunities Bulletin

38,473

people watched our
YouTube videos

That's an estimated total
viewing time of

8,100 hours!

 **YouTube**
channel

Equality and diversity statistics

Introduction

We are committed to ensuring our programmes are open and accessible, so we can support the development of a workforce that reflects the diverse communities that we serve. It is vital that we monitor and analyse diversity information, so that we can ensure that our programme marketing and recruitment practices are fair and transparent, and promote equality of opportunity.

We incorporate equality and diversity questions in all our event applications except for bespoke events and coaching sessions. After excluding exempt events the total number of applications in 2021-22 was 2,801. This figure forms the basis for the percentages reported in this section.

Ethnicity

- 89% of applicants described their ethnic group as 'White Welsh/English/Scottish/Northern Irish/British'.
- The second largest category were those who identified as 'Any other ethnic group' (3.4%).

Sex

- 74.2% of applicants described themselves as 'Female'.
- 23.8% of applicants described themselves as 'Male'.

Disability

- 10.7% of applicants described themselves as having a physical or mental health condition or illness lasting or expected to last 12 months or more.
- 4.1% of applicants said their condition or illness reduced their ability to carry out day-to-day activities.

Religion

- 45.7% of applicants stated they had no religion.
- The second largest category were those who identified as Christian (43.5%).

Marital status

- 57.7% of applicants described themselves as married or in a civil partnership.
- The second largest category were those who stated they were single (20.5%).

Further information

We do not collect information for bespoke events as we do not play a role in selecting the delegates. We do not collect information for coaching sessions due to the nature of the offer.

Continuous Improvement

Circular Economy Awareness Raising Sessions

We continued exploring all opportunities to collaborate with our civil servant counterparts. We worked in partnership with the Welsh Government Circular Economy Policy Development colleagues to jointly deliver an awareness raising session on The Circular Economy. This popular interactive event provided delegates with an introduction to the circular economy in a Welsh context.

An understanding of how 'engagement', 'involvement' and the 'Well-being of Future Generations Act' is at the heart of the approach, and how we can all contribute and maximise our impact. The session also included case studies from Bluestone National Park Resort and Repair Café Wales.

Feedback: "Many people are interested in getting involved in the circular economy initiatives. WG team did a good job in going a bit further with consultation and not just consulting on the finished product."

Talent and Succession

The One Welsh Public Service Leadership Summer School 2021

Academi Wales staged the virtual live One Welsh Public Service Leadership Summer School from 2022-24 June 2021. In its 16th year we specifically designed the programme to meet the key development needs of Wales' leaders, and those working within Welsh public service and voluntary organisations. To support the staging and delivery of Summer School 2021, Academi Wales worked in association with an independent production company 'Spencer David Productions'.

Drawing upon the knowledge and expertise of a renowned community of international speakers, the overarching theme for Summer School 2021 was, *'Renew, Recover, Regenerate – a path towards the emergent future'*.

The three-day interactive virtual programme provided an opportunity for leaders to focus on the future of public services in Wales and what this means in terms of crisis leadership and change.

Designed as a 'stretch' programme, it provided a unique opportunity to review and refresh current skills, build new knowledge and insight into cutting edge leadership practice. The audience comprised of 218 participants supported by 20 facilitators representing 89 organisations from across the public and voluntary sector in Wales. As with previous years, places were limited and these were offered through a competitive selection process.

Across the three day programme delegates attended six facilitation sessions and listened to nine keynote speakers. Summer School was supported by nine accredited coaches who delivered 32 1 hour taster coaching sessions.

Summer School 2021 gained excellent feedback, with 82% of delegates scoring the event 4 or 5 out of 5.

The evaluation asked delegates to provide a score of 1-5, 1 being poor 5 being excellent, 82% of the feedback scored 4 and 5.

Leadership Development and Change

Seven Habits of Highly Effective People

With well over 100 applications for the limited spaces on the inaugural online 'Seven Habits of Highly Effective People' programme, this highly enjoyable and transformational learning experience once again demonstrated that Dr. Steven R. Covey's timeless principles of personal and professional effectiveness remain both relevant and contemporary in these times of adversity, uncertainty and change.

Delivered over a period of two weeks and via six 2½ hour 'virtual' workshops, participants from public and third sector organisations across Wales explored key habits and leadership principles that motivated and inspired them to:

- take initiative;
- improve interpersonal communication;
- establish greater trust;
- strengthen relationships;
- increase influence;
- balance key priorities.

Examples of feedback included:

"The course really pushed the boundaries positively of how training can be delivered virtually."

"Academi Wales has done a great job adapting this course virtually. It is not an easy thing to do and demands a lot more work and concentration from the trainer who definitely rose to the challenge; the administrative team also did a great job in supporting the technical elements."

"This course was exceptional."

"Overall, the course was fabulous, thank you for the opportunity to engage with this course."

"Extremely useful course – it was exactly what I needed right now to move things forward and have the tools to support me in being an effective leader."

Establishing two separate Peer-2-Peer Networks for Leaders in the Public Sector in Wales

In response to an identified need from Senior Leaders across Wales, Academi Wales established two separate Peer-2-Peer networks at the beginning of June, 2021 to act as an informal space to support, connect and strengthen relationships and help tackle some of the leadership challenges we now face in response to the COVID pandemic.

One network was open to Chief Executives, Chairs/ Leaders, and a separate network was facilitated for Directors in the public sector in Wales. The first network meetings took place in June 2021 and following positive feedback, another four sessions took place in 2021.

Feedback: "It was a really insightful session and further highlighted the importance of setting time aside for ourselves, and the benefits of using an informal space to share and listen to each other. Although there was no formal agenda, the conversation flowed and centred around maintaining/improving wellbeing through challenging times, which we all found to be beneficial."

The networks have already given opportunities for Leaders to support each other, and share public sector knowledge, skills and experiences and will continue to offer a pro-active personal approach to tackling complex problems in a safe and supportive environment.

All Wales Graduate Programme

Recruitment launch and information sessions

Promotion of the All Wales Public Service Graduate Programme 2022 recruitment launch began through career fairs, university career advisors and social media. Information sessions were held prior to the launch and during the live campaign of the programme, describing the application process and the support that will be made available to applicants.

This involved researching and implementing ways in which we could remove any barriers which may prevent people from applying to ensure the recruitment process was fair and accessible to everyone.

The applications for the All Wales Public Service Graduate Programme 2022 opened on the 28 June 2021 and generated a large amount of interest.

Governance and Board Leadership

8 June 2021 – SOLACE Cymru Wales Reset Workshop

In June, Academi Wales facilitated a workshop with members of SOLACE Cymru Wales. The session was designed to explore the role and relationship of SOLACE and local government leadership in the future, together with colleagues in local government, across sectors and across Government.

This timing of this session was significant following recent elections with a new Welsh Government, learning from COVID-19 whilst transitioning from response to recovery, explore new ways of working in order to renew and strengthen partnerships.

2 July 2021 – Healthy Boards Workshop – Welsh Clinical Renal Network (WRCN) Board

Academi Wales facilitated a Healthy Boards workshop with the WRCN Board, which operates as a sub-committee of the Welsh Health Specialised Services Committee (WHSSC). The way in which Public Sector Leaders contribute to their Board is an essential element for building the right boardroom culture to deliver high performance.

The Healthy Boards workshop provided an opportunity for Board members to explore the challenges ahead for boards in public services, an awareness of healthy boards, what they look like and what they do, identify how they can contribute in a positive way to creating a healthy board together with an understanding of the steps to improving board performance.

Board Members were able to self assess their own board's performance, recognising the elements of a healthy Board and ways in which they can improve or enhance their own performance and contribution to enhance the Board's overall effectiveness.

July – September 2021

Continuous Improvement

Circular Economy: Beyond Recycling

This awareness raising event was delivered in partnership with our colleagues at Civil Service Local and focused on defining what we mean by a 'Circular Economy'. A circular economy keeps resources and materials in use for as long as possible and avoids all waste. This will mean moving away from a 'linear economy' which assumes a constant supply of natural resources or the take-make-use-dispose culture based on the extraction of resources, the production of goods and services, and the disposal of post-consumer waste.

The overarching message from this event was the importance of the need to move to a circular economy to enable the delivery of key environmental outcomes such as reducing our carbon emissions and our over-exploitation of natural resources, to help reverse the decline in biodiversity and have a positive impact on improving economic and social outcomes.

Leadership Development and Change

Emotional intelligence and the new normal for leaders today

Developing emotional intelligence is essential to successfully manage and support colleagues working from home. People with a high degree of emotional intelligence know what they're feeling, what their emotions mean, and how these emotions can affect other people.

However, understanding how to demonstrate and develop emotional intelligence online – while people are balancing home life and working in a virtual environment – is a challenge most people now face more than ever.

Our workshop has been re-designed to reflect the impact of the pandemic and will be delivered virtually to ensure we're able to engage with the whole of Wales.

Three workshops were scheduled for 2021 – all of which were fully booked, and was also delivered as part of the One Welsh Public Service Virtual Coaching Conference 2021. Additional workshops were scheduled in 2022 and Emotional Intelligence will be at the heart of our future leadership programme.

Establishing the first Peer-2-Peer Network for NHS Wales

Independent Board Members in Wales Following the recent Independent Board Members induction, a new Peer-2-Peer network has been established specifically for NHS Wales Associate and Independent Board Members. This will provide a safe environment to support new Board members in their new role, and will act as an informal space to connect and strengthen relationships with each other.

New – Strengths Based Development

Academi Wales was invited to support the North Wales Regional Economic Development team of the Economy Skills and Natural Resources Group in exploring how they might further develop their capability to respond to changing priorities by drawing on the strengths of the individual team members and better leverage the collective strengths of the Team.

Individuals completed the Strengths Expert profile ahead of attending a workshop for their own Branch of the Regional Team.

The activities in these sessions helped to provide a deeper understanding of the results at an individual and team level. The next step is to embed the learning by implementing ways of working that support a strengths based approach.

Two members of the Academi Wales team undertook accreditation in the Strengths Profile tool provided by Cappfinity, which has been approved and implemented by Welsh Government. Cappfinity delivered the initial workshop with the senior management team, observed by the two Academi Wales facilitators, who then delivered the workshops for the four divisions. This provides a new opportunity to support the Public Service in Wales and discussions are being held on the best approach to take.

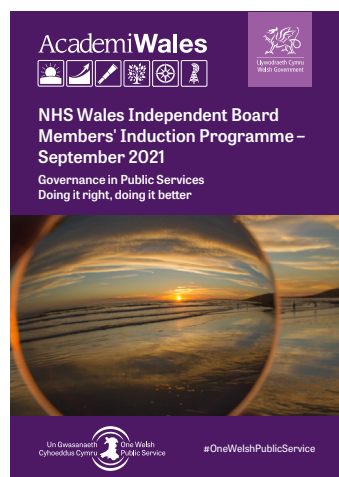
All Wales Graduate Programme

Sifting and virtual assessment centres

The graduate team were very busy supporting the recruitment stages for the All Wales Public Service Graduate Programme 2022. The Programme opened for applications on 28 June and closed on 12 July, with a large amount of applications being received. After sifting for basic eligibility, eligible candidates were invited to complete an online strengths based assessment between 28 July and 6 August. Joint virtual assessment centres/interviews were scheduled for October 2021.

Governance and Board Leadership

15, 16, 22 and 23 September 2021 NHS Wales Independent Board member's Induction Programme



In partnership with Welsh Government Officials and Senior Leaders from across Welsh Public Services Academi Wales delivered the four modules of this programme during September.

The programme was designed to provide newly appointed

Associate and Independent Board Members with the relevant support and information to expand their knowledge, skills and outline what is expected in the Board members' role, to help them meet the specific challenges and deliver the service changes required across the Wales NHS and the priorities set out in the Programme for Government.

This virtual interactive programme provides opportunities for delegates to hear from experienced former Board Members and explore how to perform effectively in challenging times. It forms the foundation of fundamental knowledge on which members build upon, allowing them to engage in discussion on how best to manage the consequences of service change and improvements.

Programme modules include:

- An introduction to the ethos, priorities and aspirations of NHS Wales.
- Governance in the NHS and your role as an Associate and Independent Board Member.
- Quality, performance, planning and finance considerations.
- The importance of assurance and the role of the Board.

October – December 2021

Continuous Improvement

Community Wealth Building event

Delivered by the Centre for Local Economic Strategies, (CLES) Community Wealth Building is a people-and-community-centred approach to local economic development. It redirects wealth back into the local economy, and places control and benefits into the hands of local people.

The approach is rooted in the European social democratic tradition, in which the state works to protect public values and achieve good outcomes for citizens. The UK approach has drawn inspiration from work pioneered by The Democracy Collaborative in Cleveland, Ohio and the Mondragon cooperatives of the Basque Country.

Having worked with Preston since 2012 on the so-called 'Preston model', CLES is now supporting places across the UK and beyond to build community wealth.

The learning benefits of this interactive workshop included:

- Introducing to the theory and practice of Community Wealth Building.
- Examples and case studies of Community Wealth Building in practice.
- Discussion on the relevance of Community Wealth Building in the Welsh policy context.
- Exploring the potential to further 'awareness raise' Community Wealth Building practice across Wales.

Our involvement stemmed from our ongoing horizon scan search for themes, ideas, opportunities and knowledge sharing we can bring to our All Wales Continuous Improvement Community. The overlapping themes from this session included the foundational economy, public sector procurement, the circular economy and a community focused approach. The subject title and overlapping themes align well with the sustainability aspect of the Future Generations Act. A total of 84 delegates registered for this event which took place on 30/11/21.

Awareness Raising Event on The Impact of Lean Management Principles in Educational Settings

This session focused on the impact of the introduction and implementation of Lean management principles in an educational setting. It posed the question; can a methodology developed and used primarily in the manufacturing industry be successfully implemented into the service industry, such as education? The 'case study' school has been working alongside Toyota UK to develop a culture, understanding and enthusiasm to employ Lean principles as part of the daily routine in the school. The report reflects the first-hand knowledge of the author (formerly the head teacher at the school) and evidence collected anonymously through questionnaires, through individual interviews with staff at different levels in the school and observations of practice.

Talent and Succession

One Welsh Public Service Virtual Coaching Conference 2021

Building on the success of previous years we were pleased to stage the One Welsh Public Service Virtual Coaching Conference 2021.

Following the success of 2020, the event was hosted online the audience comprised of 100 formal and informal coaching and mentoring practitioners drawn from 50 organisations across the Welsh public and third sector.

The importance of coaching is hugely significant when supporting others to achieve clearer thinking, decision making and future planning and supports the human side of the challenges we face. This is especially important as we navigate uncertainty and complexity over the coming months and beyond as we journey through the present and post-pandemic world. The theme '*Coaching for the new normal – present and post-pandemic challenges*' addressed some of these challenges.

The tools and techniques introduced throughout the event focussed on building existing practice as a coach to meet the challenges during times of change and uncertainty for individuals and teams. Many of the delegates were members of the All Wales Coaching Network.

The programme include a range of keynote speakers and inspiring workshops these included:

- Allison Holland, 'Think Tough: Brain Based Approaches to Developing Resilience'
- Dr Robert Holden, 'Shift Happens: 5 Coaching Tips for the New Normal'
- Bethan Emanuel, 'Coaching for the new normal – practical approaches'

The event was extremely well received by delegates:

"It was one of the best conferences I have attended, great mix of content from the keynote speakers and great group sessions too, many thanks, I have a lot of reflections to make and new tools to use."
Public Health Wales

"Excellent line up. I took more from some people than others, but it was good to have the cross section to choose from. Invaluable for learning different perspectives"
Bridgend College

The annual Coaching Conference is now firmly established as one of the high profile events in the Academi Wales annual diary of activities and can be successfully delivered in a virtual or live capacity.



ILM level 7 Executive Coaching and Mentoring Programme

Academi Wales supported 24 participants on a fully funded bursary from across the public service in Wales to complete the ILM Level 7 Coaching and Mentoring accredited qualification. The ILM programme was delivered by the University of South Wales and is giving participants the knowledge, skills and confidence to be an effective coach and mentor as part of their leadership role at an executive/senior strategic level.

Leadership Development and Change

Leading in a Bilingual Country Evaluation

Wales has some of the most developed and ambitious policies and strategies for promoting bilingualism available anywhere in the world. The Welsh Government's language Strategy Cymraeg 2050: A Million Welsh Speakers is an ambitious plan for country-wide ownership of the language.

Academi Wales began the 'Leading in a Bilingual Country' programme to support the new model of public service leadership for Wales – One Welsh Public Service. It was a pilot project consisting of two phases and ran from March 2020 – August 2021. The programme raised individual and organisational awareness and understanding of becoming an organisation with a positive leadership culture in which the Welsh language can flourish in line with the Cymraeg 2050 strategy. External evaluation of the whole pilot took place between October and December 2021.

The Evaluation found strong support for the Leading in a Bilingual Country programme, specifically the rationale behind the programme to support and enable organisations to develop a more positive and prominent bilingual culture.

This was welcomed unanimously as a guiding principle that underlines the importance of promoting positive messages about what organisations can do to operate bilingually more 'naturally'. It was emphasised, that they should not focus on standards or on fluency in the Welsh language, but rather on increasing the visibility of the Welsh language and encouraging its informal use.

Future plans will focus on how we move forward with the programme and options for how it could be delivered at a larger scale than the pilot. Academi Wales will develop a toolkit to sit alongside the programme, highlighting case studies and the lived experience of those in the Leading in a Bilingual Country – Community of Practice.

Elements of the programme for the next cohort will include – Senior Sponsor Workshop, introductory module, diagnostic phase – assessing organisations' strengths, development areas and parts of the organisation requiring targeted support, access to expertise to develop action plans, peer-to-peer working, review and evaluation activity and wider dissemination of the learning.

Leadership Embodiment – Aspiring Directors Programme

We and the participants were delighted to meet in person for this two-day workshop in November 2021.

Paul King is an international practitioner in training people to develop three key energetic leadership competencies:

1. **Inclusiveness** – the ability to create an understanding and a felt sense that 'everyone is in this together'.
2. **Centred Listening** – the capacity of being able to hear what is being said without taking it personally.
3. **Speaking Up** – speaking one's truth with clarity and precision while taking a stand.

The participants enjoyed working together and getting a true sense of how each other were present in the environment and adjusting their thoughts, energies and actions to be more impactful in their presence and communication. They recognised the difference when they were centred – a neutral state that supports:

- An open mind for clear perception.
- An open heart for compassion to self and others.
- A strong and competent core.

The way we sit and stand can change the way we think and speak. This gives others a different experience of us that opens up opportunity for greater understanding and more effective choices.

January – March 2022

Continuous Improvement

TV appearance for our Menopause Awareness sessions

Our 'Why Discuss the Menopause at Work?' sessions were showcased by ITV on their Wales at Six programme.

Kate Lewis, the Menopause Champion at ITV, recognised the benefit of the sessions and interviewed session leader Jayne Woodman about her knowledge and experiences.

Women over the age of 50 are the fastest growing group in the UK workforce. Most women will experience menopausal symptoms. Some of these can be quite severe and have a significant impact on everyday activities.

Talent and Succession

One Welsh Public Service Leaders' Winter School 2022

Academi Wales staged the One Welsh Public Service Leaders' Winter School from 1-4 February 2022. The audience included 42 senior leaders representing 33 organisations each working within the top three tiers of the Welsh public and voluntary service. It provided the opportunity to explore new ways of leading and managing the business and develop new approaches to optimising performance.

The 2022 One Welsh Public Service Leaders' Winter School was delivered as a live online and virtual programme of blended learning, providing access to internationally renowned speakers and academics who were experts in their chosen field. Each shared with the audience their insight, knowledge, and expertise.

Our ambition was to consolidate and build the most senior leadership network across the Welsh public and third sectors to facilitate a Wales-wide network of collaborative learning that penetrates beyond the classroom and into communities. The theme of Winter School 2022 was 'Leading for All – Renew, Recover, Regenerate – a path towards the emergent future'.

The 4-day programme provided the opportunity to focus on the future of leadership within public services in Wales, and what it means in terms of leading out of a crisis, managing change and future proofing public services.

The programme explored new approaches to build a public service that is more confident, whilst instilling strong leadership values to create a shared pathway out of this crisis to an emergent future.

Delegates said:

"Despite being virtual, the Academi Wales Winter School was a brilliant learning experience. They really thought about the programme and how to craft a unique learning experience. As a senior leader, it was reenergising to spend time away and to focus on my leadership."

"Winter School gives you the opportunity for growth and reflection. As leaders these are vital for us to be able to support our teams and organisation." Chwarae Teg

"Reminded me of the passion and enthusiasm of my younger self and how I need to engage with that person with how I grow and develop." Natural Resources Wales

"Just the tonic and headroom needed. Helped to introduce good habits, created headspace and was good to network/hear others' experiences." Aneurin Bevan UHB

Leadership Development and Change

Session in partnership with the Office of the Chief Nurse and Elan Valley

Senior Mental Health Nurse Leaders from across Wales gathered together in February 2022 for a two-day leadership development event organised by Academi Wales in partnership with the Office of the Chief Nurse (Wales) and Elan Valley Lodge in Mid Wales.

Combining outdoor activities with leadership and team development principles and practices, the nurse leaders were challenged and supported to step outside of their comfort zones and learn skills and gain insights that they could take away, and more importantly apply to their respective leadership roles and responsibilities when organising and delivering mental health and learning disability care.

One of the highlights of the development event was 'an audience with' Sue Tranka, Chief Nursing Officer (Wales) who, in addition to sharing her diverse and inspiring leadership journey, also shared her five priorities for nursing in Wales, as well as participating in a stimulating and thought-provoking question and answer session.

The leadership development event received excellent evaluations; several participants remarked that it had been a highly beneficial, memorable, and a transformational learning experience.

A session was also delivered to the Senedd to mark Learning at Work Week 2022 (16-22 May), which formed part of their inter-parliamentary 'Learning and Leadership' day.

All Wales Graduate Programme

Graduates induction week

At the end of March 2022, 17 graduates who were successful recruited for the All Wales Public Service Graduate Programme, began their journey through a week long Induction Programme.

The induction contained many exciting opportunities such as introduction to the programme, information on their Leadership Masters qualification, keynote speakers including the Welsh Government's Permanent Secretary, and included topics such as Equality & Diversity and the Welsh Language.

The week finished with a two day team building exercises and Learning and Development sessions, such as Positive Psychology in the Elan Valley.

All 17 graduates have now started in their first post with their host organisations.

