

# AcademiWales



Llywodraeth Cymru  
Welsh Government

#PublicServiceWales

# Annual Report 2017-18



# Contents

Welcome to our 2017-18 Annual Report. It is written as a timeline which highlights our main achievements across each three month period.

Jo's overview	3
April to June 2017	4
July to September 2017	6
October to December 2017	8
January to March 2018	10

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](http://gov.wales/academiwales)

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

# Jo's overview



## April to June 2017

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 master classes 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 to September 2017

The summer months are traditionally a quieter period, but not this year! The Academi Wales team delivered a wide range of different learning experiences, from speaking at large scale conferences to creating bespoke sessions for senior teams. We always strive to share the latest leadership thinking and we create our series

of Sowing Seeds to help public servants take the latest leadership thinking to the very frontline of service delivery. We produce 4 Sowing Seeds each year and this year was no exception.

## October to December 2017

We love that 'back to school' feeling that autumn brings and as the days got shorter we made sure our learners got the most out of each of our events. Our support offer to Boards and Board Members was increased this year and a new suite of expert seminars and skills workshops began. The All Wales Continuous Improvement Community Conference falls within this quarter and is our annual challenge to those working on innovation, change and risk taking across public service.



## January to March 2018

With the new year upon us and lots of delivery across all teams within Academi Wales, my attention turned to Winter School and the continuation of our campaign, *'Leading by Choice'* but this time with a focus on *'Bravery – Leadership on the Line'*. How do we help leaders at all levels take the bold and courageous steps needed to really change services, to speak truth to power and to lead beyond their roles? A challenge for all of us as we reflected on 2017's achievements and set an ambitious agenda for the year ahead.



# April to June 2017

## Design and development

Spring was an exciting time for the team as we launched two brand new programmes at Summer School.

*'Interesting and interactive'*

*'A good look at how trust underpins team performance and results.'*

*Trust delegate, 2017*

### **'Trust: The foundation of successful teams'**

takes an in-depth look at trust. What it means to be trustworthy, how it underpins the success of our organisations and how we, as public servants, can influence a greater culture of trust both within our workplaces and in our relationships with those we serve. Trust, according to author Steven R M Covey, is 'the key leadership competency of the new global economy'.

*'Outstanding workshop. Great insight into narcissistic characteristics.'*

*Hubris delegate, 2017*

### **'Hubris: What me? Staying on the bright side of yourself'**

explores the fascinating and potentially controversial issue of power and the intoxicating impact it can have on those in positions of relative power and authority. Hubris can be defined as 'excessive pride or self-confidence' and, left unchecked, can prove severely detrimental to organisational and individual well-being, leading to sometimes disastrous consequences. Delegates were invited to consider how hubris affects others, what to do about it when it occurs and also, how to recognise the signs of it in yourself!

We helped 9850 people grow through learning!

*'Vibrant, challenging, inspiring Summer School 2017 helped me develop new networks, new ways of thinking and truly embrace the concept that together there is nothing the Welsh Public Sector can't deliver.'*

*Summer School delegate, 2017*

## Wales Public Service Summer School 2017

The theme for 2017 was 'Leading by Choice – becoming a deliberately disciplined leader'. Keynote presentations ranged from 'Perception and Decision-Making in Leaders', 'The Science of Laughter and Communication', 'A Behavioural Perspective on Decision Making' and 'Policy and Co-Creating for a Collaborative Future'.

We also created the first Summer School Delegate Hub – a digital platform that made sharing information easier and encouraged collaboration between delegates.

### Headlines

- 189 delegates representing 69 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 postgraduate qualification.



## All Wales Continuous Improvement Community (AWCIC) Awards

In May, 100 continuous improvement practitioners attended the award ceremony at Margam Park. Delegates were treated to a motivational and inspirational talk from Richard Parks, former Wales international rugby union player, turned 'extreme environment athlete'.

Winners included, Aneurin Bevan UHB, Anglesey County Council, Powys Teaching Health Board, Dyfed Powys Police, Cardiff and Vale UHB and the Intellectual Property Office. Huw Jakeway, Chief Fire Officer South Wales Fire & Rescue Services, won the award for Outstanding Contribution to Continuous Improvement in Public Services.



## All Wales Public Service Graduate Programme

We gained agreement from the Cabinet Secretary for Finance and Local Government to lead on the All Wales Public Service Graduate Programme. This is the first of its kind, offering a unique graduate programme for Wales. 57 public service organisations expressed an interest in the programme and its support of the vision of 'One Welsh Public Service'.

## Collaborative event

In partnership with Cardiff Business School, we hosted a master class with Princeton University Professor, Eldar Shafir – a leading figure in research on cognitive science and behavioural economics.

Working collaboratively with other organisations is fundamental to Academi Wales. It was a pleasure to work Cardiff University, also supporting their strategy to be the world's first Public Value Business School. Delegates from the public, private and third sector were able to benefit from the research and knowledge.



## Senior Leadership Experience

The experience is aimed at senior leaders seeking to lead through uncertainty, growth and change in their organisations. Following the success of the pilot cohort, delivered within the health sector, in 2017 we opened up the programme to leaders from across all public services.

The experience combines diagnostics with personal development feedback and discussion, offering support and challenge in a comprehensive coaching session to deepen personal reflection and learning transfer.

*'I will continue to develop my own self-belief and I will continue to refer back to the evidence when I doubt myself.'*

*Senior Leadership Experience delegate, 2017*

# July to September 2017

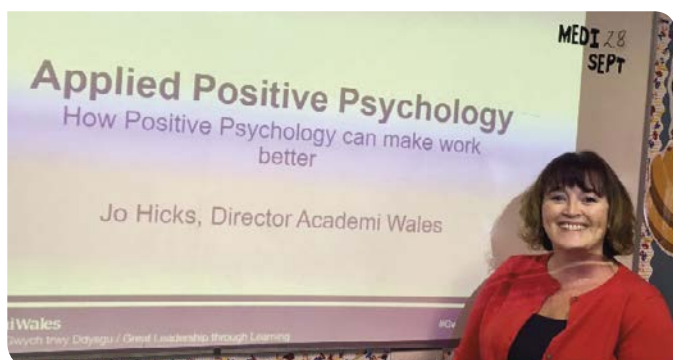
## Dwr Y Felin School Continuing Professional Development Day

We supported the school's continuing professional development day with a focus on their well-being as leaders of learning.

### Sessions included:

- Applied Positive Psychology
- Understanding Mental Toughness
- Resilience and Mindfulness.

Each teacher got the opportunity to understand themselves better and practice some new techniques. In addition we shared literature and other materials for future use by the group.



*'Staff haven't stopped talking about it. In fact a group of staff have expressed an interest in attending a weekly Mindfulness course which we are hoping to offer at our school.'*

*Sally Llewellyn,  
Assistant Head teacher, Dwr Y Felin*

## 'Healthy Boards' event with WCIA

This interactive session explored the way in which Board Members contribute to their Board and how they impact on building the right Boardroom culture to deliver high performance.

*'Very powerful stories – broadened my thinking regarding inclusive services for all.'*

*Health and Care Leadership  
Conference delegate*

## Health and Care Leadership Conference

The conference was aligned to our 'Leading by Choice' campaign and prompted delegates to reflect on whether they were in fact leading by choice or just reacting.

Motivational speakers Mandy Hickson and Linda Aspey provided plenty of food for thought and practical tips on how to improve the quality of thinking, remove limiting assumptions, maintain a healthy balance between optimism and realism and create a physical and mental environment that values individuals.

We were delighted to also be joined by Cabinet Secretary for Health and Social Care, Vaughan Gething and Dr Andrew Goodall, Chief Executive NHS Wales who addressed the audience of 150 delegates. The conference was very well received with particular note made of the inspiring 'well-being stories' from those who had received or experienced health or care services.



*In 2017-18 we delivered 400 events,  
workshops, courses and conferences.*



## Leading Wales Awards

We supported the 'Leadership in the Public Sector' award as part of the Leading Wales Awards, recognising and celebrating personal achievement of outstanding leaders.

Our own Zoe Sweet and Ross Storr sat on the judging panel and interviewed the shortlisted finalists. They were delighted to announce Dr Mhairi McVicar (Cardiff University Senior Lecturer and Welsh School of Architecture Director of Engagement) as the winner.

Mhairi stood out because of how she had lead with humility and collaboration to help transform her local communities for the better and build relationships that Cardiff University has with its hosting city.

## All Wales Public Service Graduate Programme

There was lots of engagement and development activity taking place for the programme. These included events for public service organisations to promote the programme, one-to-one visits with senior leaders and graduate recruitment fairs.

We also launched our Facebook page and started promoting on our digital channels.



## International Learning Opportunities

In April we launched the recruitment for the 2017/18 cohort of the International Learning Opportunities Programme (ILO).

Three participants also returned from exciting leadership placements. One shared his experience of working within Quthing District Health Management Team in Lesotho:

'Working in an ILO post is not about my being in Lesotho to hand out developed world instructions on what must be done. Instead it is all about working in partnership with colleagues in Lesotho... one is never too old to learn and there is much I can gain from my Lesotho colleagues.'

## Headline figures

<b>Budget</b>	£	£1.2 million
<b>Total delegates</b>		9890
<b>Cost per delegate</b>		£127.5

## 'Learn and Share' event

Powys County Council ran this event for the All Wales Continuous Improvement Community. The focus was on their top efficiency/cost saving projects.

This presentation has since proved to be a catalyst for establishing ways of sharing what each Local Authority has achieved, with the overarching aim of sharing innovative ways of working.

Through our fundraising efforts, we donated a total of £3600 to Alzheimer's Society Cymru!

# October to December 2017

## NHS Wales Boards

### Independent Board Members' Induction Programme launch

Vaughan Gething AM, Cabinet Secretary for Health and Social Services and Dr Andrew Goodall, Chief Executive NHS Wales provided the opening addresses to more than 50 attendees on this programme, which was developed in partnership with the Welsh NHS Confederation, Welsh Government and NHS Wales colleagues.

### Governance Guides

We launched 2 new guides, designed to support all existing and aspiring board members, integrate all aspects of governance and embody the values and standards of behaviour expected at all levels of public services in Wales.



## Community Housing Cymru – Annual Conference 2017

We were proud to support this prestigious event which included high profile speakers such as Ben Page (CEO), Ipsos MORI and Professor Calvin Jones, Cardiff Business School. Our exhibition stand provided a fantastic opportunity to network with key decision makers from housing associations throughout Wales.



250,000 minutes of video watched on our YouTube channel

*'It's ok to take risks and it's ok to fail as long as you learn from it.'*

*AWCIC Conference delegate,  
Bron Afon Housing Association, 2017*

## 'Improvement and Risk – Failure is not an option'

Our 6th All Wales Continuous Improvement Community (AWCIC) Annual Conference took place in November. The event proved to be the best attended conference to date with 200 delegates attending the event at Liberty Stadium, Swansea.

The event focused on connecting the need for taking risks, to enhanced improvement opportunities and ultimately better public services.

It was chaired by Sophie Howe, Future Generations Commissioner for Wales; and Jim Lawless, one of the world's leading motivational speakers, headlined the event. Other speakers included, Bill Lucas, University of Winchester and Leighton Andrews, Cardiff Business School.



4,500 followers – an increase of 30% from 2016-17





## 'All About You – Being the Best You Can Be'

We were delighted to support Swansea Council at their City and County of Swansea staff event in November.

The theme of the day was 'Being the Best you Can Be' and more than 200 delegates from across the Swansea Local Authority attended. Workshops included, Applied Positive Psychology, Trust: The Foundation of Successful Teams and Genius Hour.

In addition, we hosted an event stand, where we were able to discuss learning and development related topics with event participants, including the Chief Executive of Swansea Council, Phil Roberts.

*'The workshops run by the team were extremely beneficial for a range of our employees across a range of service areas. Employees of Swansea Council described the sessions as motivational, engaging and empowering; learning new skills that are applicable not only to their working but personal lives also.'*

*Swansea Council, 2017*

1,700 new members created accounts on our website

## Coaching conferences

### Challenging Limitations

60 coaches attended our first North Wales Public Service Coaching Conference, 'Challenging Limitations' in November.

The conference provided a great opportunity to network and share good practice from across the Welsh public service.

### Challenging the Narrative

We co-hosted the conference with the University of South Wales. Members of the Wales Coaching Network and those completing our 'Developing senior level coaches programme' (ILM level 7 qualification) attended, with 40 taking advantage of our bursary offer.



## Events system launch

We introduced a new online booking system for our events which makes it quick and simple for delegates to search for and book onto our courses.

The system also helped us to prepare for the new GDPR data protection law, allowing us to manage our events more easily and provide more information to our delegates.

More than 400,000 views across all of our web pages

# January to March 2018

## Medical Leadership Programme

During March, clinicians on the sixth cohort of our Medical Leadership Programme attended a 2 day residential learning community – ‘Leading Teams and People’ at Elan Valley Lodge.

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

The participants gained an increased self-awareness and understanding of personal impact on situations with strategies for improved effectiveness.



## Primary Care Clusters

The second cohort of this new programme commenced in March 2018. Feedback from the first cohort on this development framework, which focused on engagement, influencing and collaboration proved to be successful in meeting the challenges experienced by the 5 Cluster Leads attending.

Primary Care Cluster Leads who are facilitating regional collaboration have had greater success using tools and techniques to engage cluster members.

Fully funded Masters programme:  
**MSc in Leadership and Governance**  
from the University of South Wales

Successful candidates will work in their chosen region of Wales –  
**North, Mid or South**

Applications open: **15 January 2018**

Application deadline: **26 January 2018**

Work at 3 organisations

To apply you need a **2.1 classification** in any degree subject (or higher qualification) by 20 July 2018



## All Wales Public Service Graduate Programme

In January, we opened applications for this first of its kind graduate programme. We were delighted by the response and received more than 1,000 applications.

We also selected the organisations to participate in the pilot programme. 16 graduate places were made available and the cabinet secretary agreed the location of the posts across Wales:

- 7 South East Wales
- 5 Mid and West Wales
- 4 North Wales

Eligible applicants took the bilingual situational strengths test and all received feedback on their performance. Our public service assessors were also trained in strengths based recruitment across each region of Wales.

We also awarded contracts to the University of South Wales to deliver the masters, Arad to complete the formal evaluation and Call of the Wild for the team building element of the graduates' induction.

*'A superb learning experience with great people pressing the pause button on the day job.'*

*Winter School delegate, 2018*

## Wales Public Service Winter School 2018

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

We brought together 46 top level leaders from 29 organisations to hear internationally renowned speakers share the latest thinking in leadership theory and practice.

We continued our focus on 'Leading by Choice', developing it to explore what it means to be brave in leadership and how important this will be as leaders continue to face unprecedented challenge in meeting the needs of citizens across Wales.



## New Advisory Board appointed

We gave our appreciation as we bid farewell to those leaders who made up our Advisory Board from 2012 to 2017, chaired by Bob Hudson.

We welcomed the new board members when they met for the first time in February. The board includes leaders from across the public service and is chaired by Professor Catherine Farrell.

## Master classes

### 4 Must-Have Conversations Every Manager Needs to Have

This practical master class was designed to help improve the impact of our line management. Delegates from 22 organisations had the opportunity to learn from the speaker and also from each other.

### Hear Hear – The Power of Listening Master Class

This interactive workshop helped leaders to identify whether they really listen and hear what's being said and to understand the value of good aural concentration both in and out of the workplace.



### Leadership for Future Generations Master Class

Participants had the opportunity to reflect on and discuss the cultural changes that will be needed in their own organisations to shape the new behaviours and values required by the Act. They also explored how to tackle resistance to change as the behaviours are embedded.

## Board Development sessions

Two senior leader development sessions were designed and delivered using the MBTI Step II diagnostic tool. The first was with an NHS Wales Executive team and the second was with the Board of Social Care Wales.