

AcademiWales



Llywodraeth Cymru
Welsh Government

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Academi Wales Annual Report 2014 - 15

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Foreword



Academi Wales started this past year in a place of uncertainty, following the publication of the 'Commission for Public Service Governance and Delivery' report. The narrative about Academi Wales and its work with Welsh public services was good, but a number of key questions remained unanswered. What would be the future of Academi Wales? What type of organisation did we need to become? How would our delivery priorities change? How would our relationships with public services need to mature?

We know better than most the impact that such insecurity can have on team morale, delivery effectiveness and quality performance, but as always the Academi Wales team rose to meet these challenges head on, with passion, absolute sense of purpose and with complete support for one another.

Regardless of all this strategic and organisational uncertainty, the Academi Wales team continued to meet its purpose of 'helping people grow through learning' and achieved results beyond expectations. Over 10,800 public servants have engaged in over 11,000 training days across a portfolio of programmes and interventions that range from managing large scale change, executive team development, board development, clinical leadership experiences, graduate training schemes and international learning opportunities.

During the year the Academi Wales Advisory Board have guided, shaped and supported the strategic and operational efforts of the whole team, as well as acting as ambassadors for Academi Wales and its work.

We are proud that in Academi Wales we 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 contribute to the success of Academi Wales.

In October 2014 the direction of travel for Academi Wales became much clearer with a move to the portfolio of the Minister for Public Services. In his speech at the Institute of Welsh Affairs on the 20th January this year, the Minister remarked that Academi Wales had 'been doing good work under the radar and it was now time to raise its profile'.

We offer you this Annual Report as narrative of the year and the chance to learn more about the work of Academi Wales, and I would like to end this foreword with a huge thank you to the ten thousand 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.

I look forward to 2015-16 and what the year will bring.

Kindest regards

A handwritten signature in black ink, appearing to be 'Jo Carruthers'.

Jo Carruthers

Director, Academi Wales

Introduction

AcademiWales



Academi Wales is the centre for excellence in leadership and management for public services in Wales. Established in September 2012, Academic Wales is now part of the portfolio of the Minister for Public Services.

Academi Wales seeks 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. Academi Wales provides an environment for leaders to work together to further develop strategic thinking, systems leadership capabilities and to identify adaptive solutions to pan-sector and community-based issues.

Research suggests that future leaders will need to be adaptive, be able to think and plan at a systemic level and be personally and passionately resilient. Our leaders will need to be optimistic in the face of change and brutally realistic about the scale and bravery needed for success.

Academi Wales continues to help harness the talent of leaders across a wide range of professional areas and disciplines and is proud to work across all sectors in Wales.

Guided by an Advisory Board and the Minister for Public Services, Academi Wales operates in the space between national priorities and local need. With the principles of collaboration and partnership underpinning the work portfolio, Academi Wales sets the standards for leadership inside the public sector and enables people to work with these to deliver services that really make a difference.

This report provides a summary of Academi Wales activity and tells the story of a high volume, high quality and challenging year.

Further information on all programme and products can be found on the Academi Wales website at www.academiwales.org.uk

About this Report

The key areas covered by this report fall into the following categories:

- **Continuous Improvement and Change**
The team work to embed a core value of 'continuous improvement' (CI) in both leaders and practitioners who can transform public services in Wales. Our mission is to build CI capacity and capability within the Welsh public service. To achieve this we increase awareness, support networks, develop skills and provide the space to grow.
- **Leadership and Organisational Development**
The team design and deliver a range of leadership, management and organisational development programmes for public services in Wales. These include programmes, workshops, master classes, dedicated interventions, projects and work with professional leadership groups and communities.
- **NHS Wales Leadership Development**
The team support the design and delivery of a range of leadership management and organisational development programmes, which are aligned to the Welsh Government workforce and service agenda for NHS Wales.
- **Talent and Succession**
The team provide a wide range of unique opportunities to review and refresh current skills to support the development of talent management activities across public services in Wales.
- **Business Team**
The team support Academi Wales to deliver well-run and cost effective products and services. Our work includes communication and engagement with clients and stakeholders, procurement of goods and services, financial processing and budget monitoring. We also guide all business activity to be in line with Welsh Government standards and requirements.
- **Delegate and Engagement Data**

Contact us

We at Academi Wales are always keen to hear from our partners, stakeholders and customers. For advice, or to discuss what Academi Wales can deliver for you, please contact:

academiwales@wales.gsi.gov.uk

or call **029 2082 6687**

or tweet us **@academiwales**

Continuous Improvement and Change



1. Strategic purpose

The team work to embed a core value of ‘continuous improvement’ (CI) in both leaders and practitioners who can transform public services in Wales. Our mission is to build CI capacity and capability within the Welsh public service. To achieve this we increase awareness, support networks, develop skills and provide the space to grow.

2. Overview

We’ve continued to broaden and enhance customer engagement through:

- our range of training events,
- ‘efficiency improvement’ interventions, including work at:
 - Wrexham County Council
 - RCT County Council
 - One Voice Wales
 - The Police and Fire & Rescue Service
 - Community First Initiatives
- forging links and aligning with mutually beneficial CI network initiatives (‘All Wales’ & ‘UK- wide’)

“Great networking opportunity and made many new contacts. Keep up the good work. We need these types of activities if we are to take public services forward”

CI Annual Conference & Awards Ceremony

All-Wales Continuous Improvement Community (AWCIC) Annual Conference

The conference has become a well established CI event. We held the third event in 2014-15, which attracted a record 247 attendees at the SWALEC Stadium, Cardiff. A wide range of organisations shared their 'continuous improvement journey' with the delegates, including the Intellectual Property Office, Ministry of Justice and Royal Mint.

"The fact that AWCIC even exists is a positive sign that Wales is continuing to seek out new ideas & practices, that we're not afraid to think differently and that continuing to think differently is at the heart of what we do"

All Wales Continuous Improvement Community

All-Wales Continuous Improvement Community (AWCIC) Awards

We held our first All-Wales Continuous Improvement Community (AWCIC) awards ceremony at the conference, which has established a way to formally recognise, and celebrate, the many achievements with the public service in Wales.

The winners of each category were:

- 'Innovation - Doing it Differently' - Monmouthshire Children Services
- 'Outstanding Change Leadership' - National Issues Committee, Wales Fire and Rescue Service
- Collaboration and Working Across Boundaries - Conwy Healthcare and Well-being Precinct
- 'Delivering Results - Doing it Better' - Ministry of Justice Shared Services

Results Based Accountability (RBA) event

The RBA event at City Hall, Cardiff, attracted 250 delegates and featured world renowned expert Mark Friedman. RBA is an increasingly popular 'common sense' approach and has been applied globally to improve the quality of life in communities, cities and nations - everything from the well-being of children to the creation of sustainable environments.

'Learn and Share' events

These popular events continued over the year, with experience sharing through workshops and visits:

- The Home Office
- Intellectual Property Office
- DVLA
- Cardiff Prison
- The Royal Mint



AWCIC Conference 2014

8 • Academi Wales

3. Partnerships and networks

We've developed mutually beneficial strategic links with UK-wide organisations.

SOLACE (Society of Local Authority Chief Executives and Senior Managers)

The Chair of SOLACE has committed to raise awareness of the work of the AWCIC amongst her peers and to champion future 'Continuous Improvement' dissemination events.

ICiPS (Institute for Continuous Improvement in Public Services)

We continued to engage in the evolution ICiPs. This includes sharing how we've established the Wales (AWCIC) model and ongoing involvement on the Board of Directors.

Civil Service Local CI Networks

We aligned with the cross-government CI plan to support the Civil Service Reform Agenda.

Public Sector Ideas Sharing Group

We linked with the Public Sector Ideas Sharing Group. They provide a support network for those working on staff idea schemes and innovation across the public sector, and provide a way to share good ideas and best practice.

4. Delegate data

Some of the key data relating to our CI initiatives are:

Distribution List to disseminate CI information, knowledge, best practice and events: 198 contacts (from 190 in 2013-14)

Learning Channel: CI group users: 302 (from 101 in 2013-14)

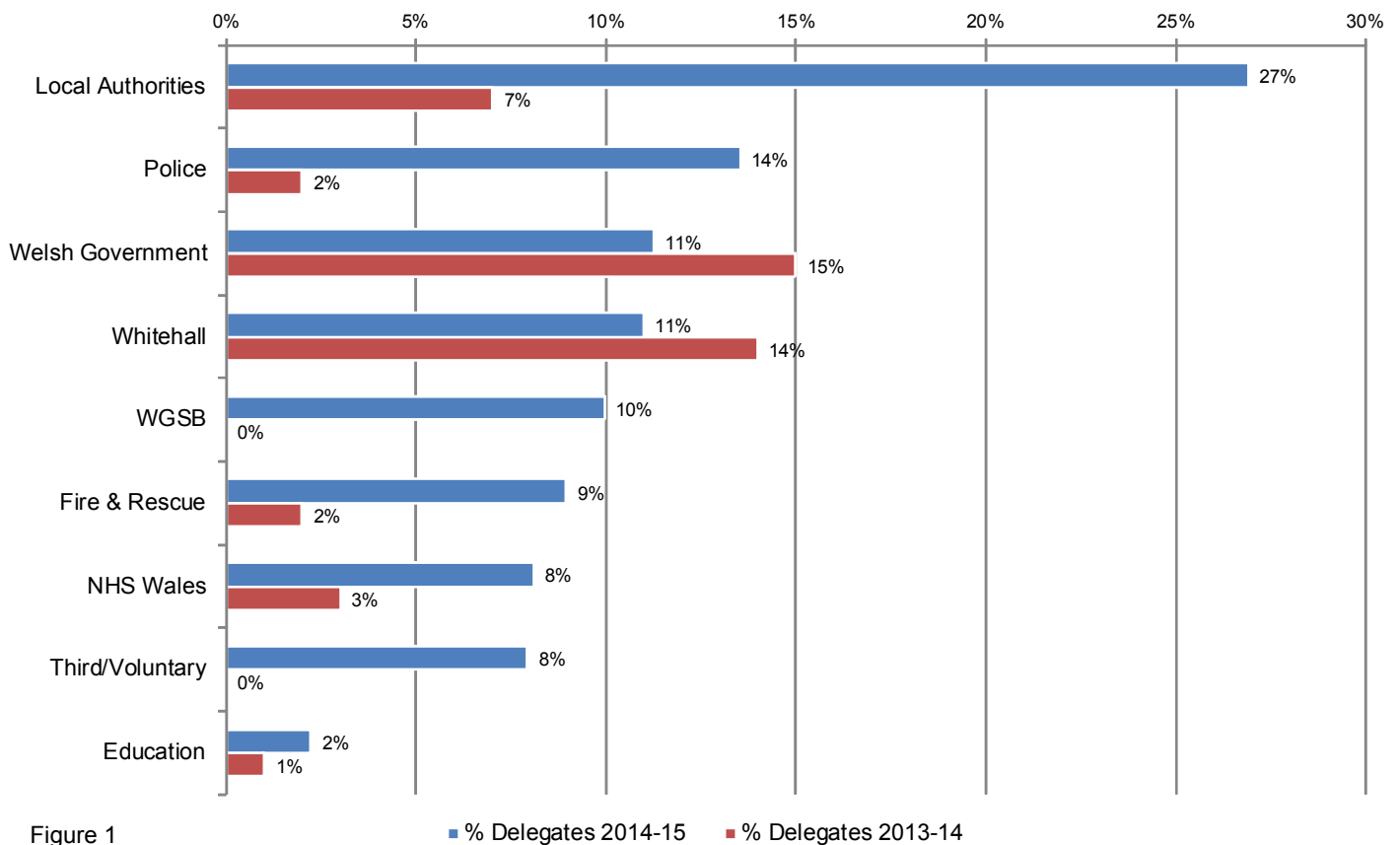
Linked-in AWCIC group members: 191 (from 129 in 2013-14)



"The feedback I have had from the students has been extremely positive; one lady who is at the heart of major "change" within the Public Service Centre and had considerable knowledge of Lean Methodology informed me that she has learnt a great deal from the training. What was really pleasing was observing operational police officers developing new ways of thinking in a methodical and evidence based way"

South Wales Police Training

Continuous Improvement Delegates by Sector



Leadership and Organisational Development

1. Strategic purpose

The team design and deliver a range of leadership, management and organisational development programmes for public services in Wales. These include programmes, workshops, master classes, dedicated interventions, projects and work with professional leadership groups and communities..

2. Overview

In 2014-15, we designed, developed, delivered and evaluated programmes across four key areas:

- our scheduled planned programme
- our bespoke responsive programme
- topical master class series, and
- professional leadership groups
- conference contributions.

We also provided tailored interventions for a variety of organisations, forged partnerships across a range of sectors and worked closely with the academic community.

3. Programmes, courses and events

Our **'scheduled programme'** (figure 2) was comprised of programmes owned by Academi Wales and those commissioned from external providers. These were open to everyone working in the public service in Wales:

- 7 Habits of Highly Effective People
- Applying Positive Psychology
- Building Effective Relationships
- Drive
- Emotional Intelligence
- Exploration of Self Development Programme
- Explore and Walk
- Managing Change Successfully
- Mindfulness
- Neuro-Linguistic Programming (NLP)
- Springboard
- Understanding Mental Toughness

1,026 delegates attended these programmes during the period April 2014 to March 2015

Through our **'bespoke programme'** (figure 3), we enabled leadership capability and organisational development by monitoring and responding to individual and organisational requests. Additionally, we actively worked with public service sectors or organisations that were experiencing difficulty or high levels of change.

- 47 programmes/interventions offered (both directly from Academi Wales and commissioned)
- 6, 644 delegates attended for the period April 2014 to March 2015
- 191 interventions delivered

Each of our **'master class series'** explored a pertinent theme which considered the needs of practitioners and explored new ideas from the academic research community. The themes covered were:

- Welsh Politics
- Devolved Government
- Skills for Non-Executive Directors
- Innovation
- Governance: Monsters and Trolls
- Welsh Policy and Law

Our **‘conference contributions’** included a range of leadership and organisational development workshops, sessions and representation at national and UK conferences. Examples include:

- HMPA – personal development workshop on values delivered to health practitioners in Wales
- Making our way: Leadership in the Arts conference
- Clinical Leadership Conference - personal development workshop on mental toughness and workshop on values
- Coastal Housing Cymru Conference – Applied Positive Psychology workshops
- Powys Nursing and ABMU Conferences – Drive workshops and motivation workshops
- RCT Homes Conference - Applied Positive Psychology session delivered to 500 delegates



4. Partnerships and networks

We worked with organisations to provide advice, guidance and delivery of programmes with strategic and organisational impact. Through these interventions, we go further than the ‘one-off’ training sessions in our bespoke programme and design a package tailored to meet the specific training needs.

Our clients included:

Community Housing Sector

We’ve built stronger partnerships with the sector during 2014-15. We’ve delivered leadership sessions at three of the sector’s key conferences and given direct development to a range of organisations, such as Coastal Housing, Powys Housing, RCT Homes and Tai Pawb. This focused on Adaptive Leadership, Mental Toughness and Managing Change Successfully.

Welsh Government - Fast Stream

We designed and delivered a two-day ‘well-being programme’ which included Emotional Intelligence, Applied Positive Psychology, Mental Toughness and Building Effective Relationships, to enable management well-being in the workplace.

Carmarthenshire LSB

We delivered a number of sessions including Applied Positive Psychology, Mental Toughness and Building Effective Relationships. We followed this with 'train the trainer' sessions so the partnership organisations could improve reach and ensure sustainability of the learning.

Gwent Police Custody Unit

We delivered a range of personal leadership development sessions, created following discussions with the organisation. This enabled team building for approximately 50 custody staff and police officers. We covered areas such as, Mental Toughness, Applied Positive Psychology, Drive and Building Effective Relationships.

Women in Public Life

We delivered a range of development sessions for the 'Women in Public Life' scheme in partnership with Chwarae Teg and Cardiff University Business School. These include a tailored 'Introduction to Governance' session, use of the Academi Wales Good Governance Guide and places on Springboard – our women's development programme - for participants in the scheme.

Third Sector

We continued to support and engage the third sector, and evolved our partnership with the Third Sector Partnership Workstream to develop skills, knowledge and behaviour. We provided development sessions, shared information at conferences and worked to develop train the trainer plans. We worked together with public sector partners and promoted this work in partnership with the WCVA.

Welsh Public Services Human Resources (HR) leaders event

The fourth annual HR leaders event was held on the 25 March 2015. The theme this year was 'Overcome to Succeed' and it was a day of exploration into how we can help ourselves and our people to be resilient, to strive to be the best we can, and to turn challenges into opportunities. The event was attended by 67 HR Directors from across the public services in Wales. Speakers included:

- Rhys Williams, former Welsh International rugby player, now Government and Business Relations Leader GE Aviation Wales
- Nadine B Hack, CEO of beCause Global Consulting, named one of the Top 100 thought leaders on trustworthy business behaviour, who has led pioneering work on engagement leadership, resulting in her unique framework Strategic Relational Engagement
- Jamie Baulch, Olympic athlete and motivational speaker.
- A session was also held on public service reform, facilitated by Caren Fullerton, a Director in Welsh Government.

Three very topical workshops were delivered including; Lessons Learned from Further Education Mergers; Links with CIPD in Wales; and Shared Leadership.

Feedback from delegates was excellent, confirming they valued the opportunity to face the workforce and HR challenges together.

"Actually the best event held for HR leaders so far."
"A wide range of experienced speakers who brought a real insight to their journey to success."
HR Leaders Event 2015

5. Research and development

We worked with academic organisations to evolve research and practitioner delivery for leadership and organisational development. This work has significantly increased our reach within the sector. We started this development work during 2014-15 and we plan to explore further opportunities in the future years. Our work so far includes:

Academic Partnerships

We planned partnership working for three years with the Organisational Development Network for Europe (ODN) - a joint academic and practitioner based organisation - including sponsoring their annual awards. We also delivered a change management track session and displayed a poster at their inaugural conference, and continued to engage with practitioners from across Europe.

Academi Wales was represented at the Lancaster Business School Special Interest Group for Organisational Design and Development (LUMS SIG) quarterly development days to discuss research and future trends. We also input into the Lancaster Business School white paper on 'Learning and Development for the Future'.

Academic Delivery

We delivered 'Managing Change Successfully' to both academic and non-academic staff at Bangor University to support organisational change. We delivered 'Senior Leadership Team Development' to academic staff at the University of South Wales to support driving values and strengths based leadership development.

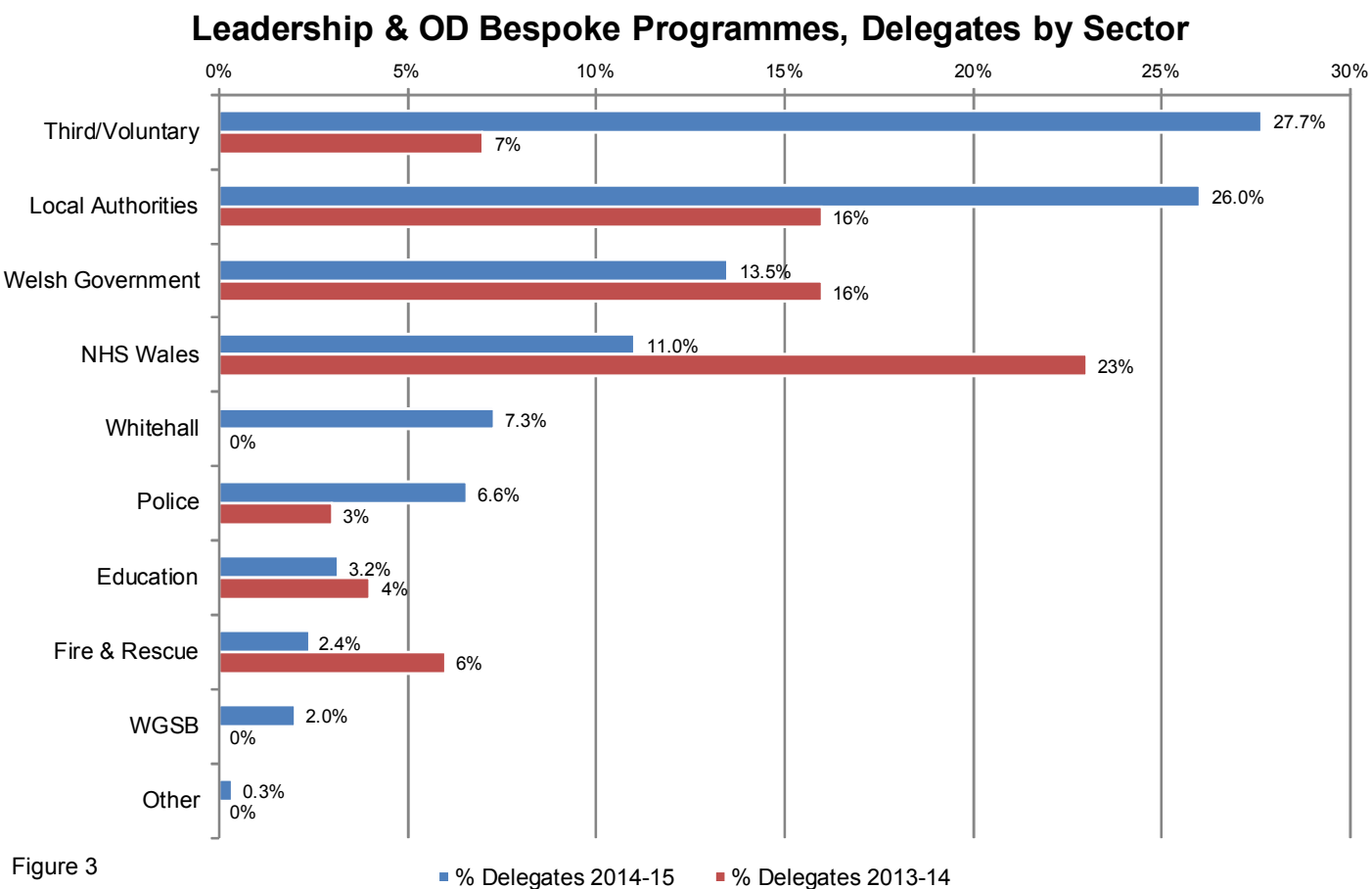
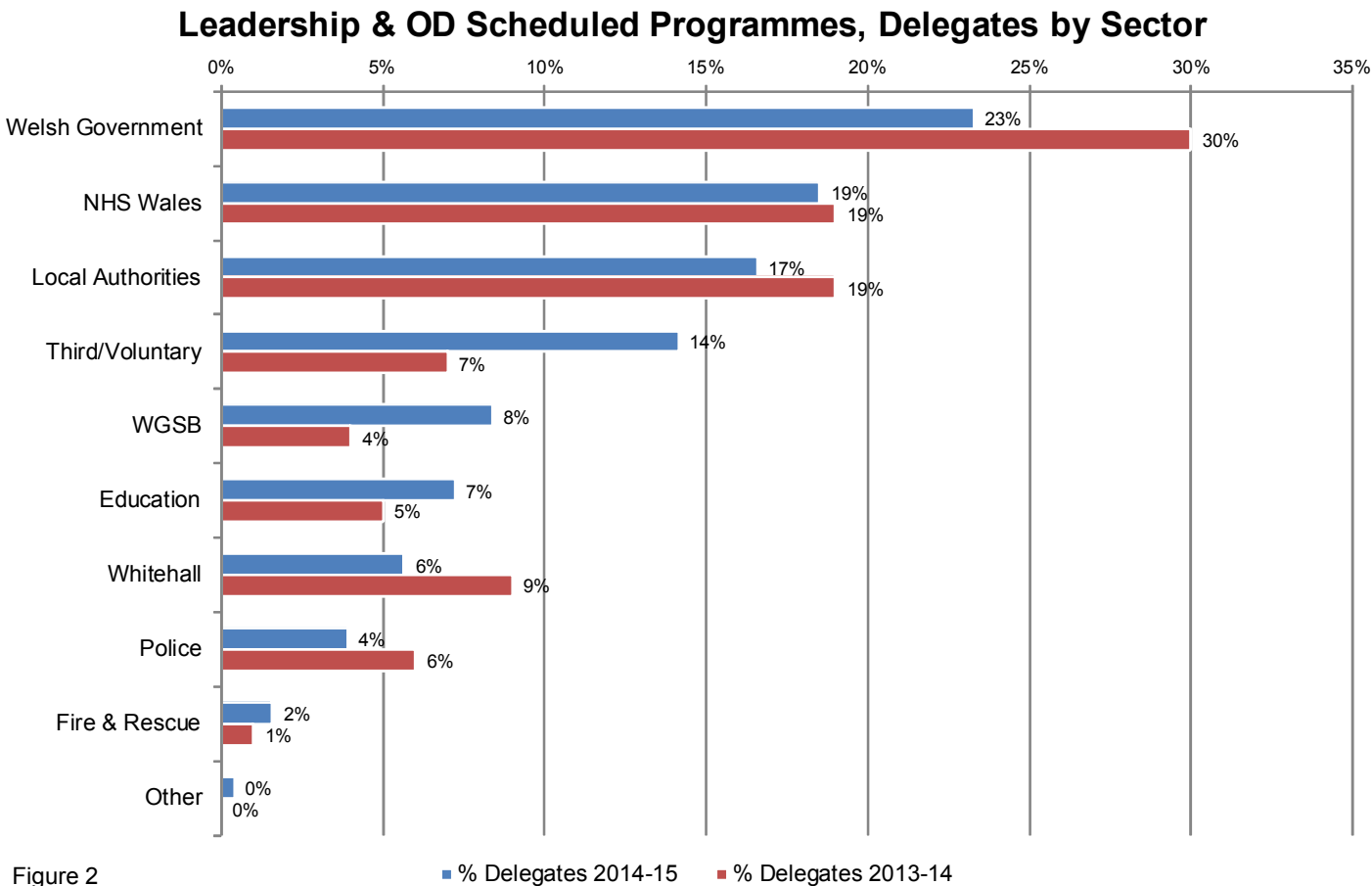
Sowing Seeds

We launched four new Sowing Seeds publications at Summer School 2014, making this a collection of fourteen editions in total. The new topics introduced were:

- 'High Performing Organisations – A whole systems approach to long term effectiveness'
- 'Future Trends in Leadership – Behaviours, qualities and values for the next decade'
- 'Collaboration – Building new relationships for improved outcomes'
- 'Mindfulness – Using our personal resources for greater success'



6. Delegate data



NHS Leadership Development



1. Strategic purpose

The team support the design and delivery of a range of leadership management and organisational development programmes, which are aligned to the Welsh Government workforce and service agenda for NHS Wales.

2. Overview

Our work programme supports the Director of Workforce and Organisational Development (WG) and NHS organisations to deliver the objectives identified within Working Differently – Working Together, a Workforce and Organisational Development Framework (2012).

All development interventions support the learning for NHS Wales from *Delivering Safe Care, Compassionate Care* (2013), *Trusted to Care* (2014), *Achieving prudent healthcare in NHS Wales* (2014) and the Bevan Commission - *Promoting health and health services improvement in Wales* (2014).

3. Programmes, courses and events

3.1 NHS Wales Graduate Management Training Scheme - Advanced Development Programme (ADP)

The 2012-2014 cohort of NHS Wales management trainees graduated in October 2014, successfully developing their core leadership and managerial skills and with the ability to work collaboratively across professional and organisational boundaries.

3.2 Medical and Clinical Leadership

We supported several initiatives aimed at medics and clinicians to support their personal and professional development. Working closely with the Chief Medical Officer and the Chief Nursing Officer, we supported the design and delivery of events throughout the year, including the development of a Clinical Leadership Community for NHS Wales.

Clinical Leadership - Consultant Nurse / Therapists Development

We provided leadership support through a number of



Prof June Andrews

interventions to non-medical consultants across NHS Wales, helping them improve their effectiveness within their roles.

This was delivered through a blended approach including workshops, action learning, e-learning pathways and a two day development programme for consultant nurses, midwives and allied health professionals.

Clinical Leadership and Engagement Conference

Following the success of last year's conference, we held two separate events – a Clinical Leadership Learning event (April 2014) and a Clinical Leadership Conference (September 2014) - under the theme 'Trusted to Lead'. Keynote speakers focused on the importance of creating a leadership culture, which supports a safe, quality experience for patients.

Speakers included:

- Professor Mark Drakeford, Minister for Health and Social services,
- Dr Andrew Goodall, Director General for Health and Social Services/ Chief Executive NHS Wales,
- Professor June Andrews, Director of the Dementia Development Centre, University of Stirling
- Professor Michael West, Centre for Performance Led HR, University of Lancaster

Medical Leadership Programme

October 2014 saw our third cohort begin the programme, including participants from healthcare organisations across Wales and Wales Deanery clinical leadership training fellows.

"The programme helped widen my vision of the future of NHS Wales and challenged my thinking on how services can be delivered more efficiently and effectively"

Medical Leadership Programme

As part of the programme, delegates completed a service improvement project with the support of an executive sponsor. The programme has academic accreditation from the Wales Institute for Work-Based Learning (WBL), University of Wales Trinity St David.

Evaluation so far has been extremely positive. An independent external evaluation will be completed in 2015-16.

3.3 Board Development

We offered a range of interventions to support the personal and professional development of boards. These included:

- **Two at the Top – for Chairs and Chief Executives:** a number of organisations began this programme during 2014-2015
- **Board Development Series:** the first programme was completed in December 2014 with the Welsh Ambulance Services NHS Trust



- **The Good Governance Guide for NHS Wales Boards – Doing it right, doing it better:** during 2014-15 we promoted the integration of the guide and its underpinning principles into every day practice of Boards
- **Governance Series Seminars:** in partnership with the Welsh NHS Confederation, a development session for Chairs was delivered in May 2014. We are planning more seminars on strategic development and decision making aimed at all Board members for 2015-16.
- **Bespoke Board Development:** we offered these opportunities to support the specific development needs of board members, including Executive Team development, coaching, mentoring and profession specific development, such as Medical and Nurse Directors, Chairs and Board Secretaries



3.4 Senior Leaders Development (Senior Leadership Experience)

We've started two cohorts on this programme during 2014-15. We combined diagnostics, classroom-based learning and profiling with personal development coaching and discussion. We support and challenge delegates in sessions designed to deepen personal reflection and learning transfer.

3.5 Middle Management (Leading from the Middle)

We've started working with organisations to co-produce a framework to build consistency around NHS Wales middle management development and will develop and implement this during 2015-16.



3.6 Aspiring Leaders Support

Throughout the year, we've provided interventions such as action learning, personal development, alumni support, career management, coaching and mentoring.

4. Partnerships and networks

Healthcare Leadership Model (HLM)

In May 2014 the Healthcare Leadership Model (HLM) replaced the previous Leadership Qualities Framework. To ensure a sustainable service at minimum cost, we delivered 'train the trainer' sessions in January 2015, resulting in accreditation of nine NHS Wales HLM facilitators who will train up to forty new HLM facilitators.

NHS Wales Core Competence Framework for Managers and Supervisors

We led the development of this framework and self assessment on-line resource in partnership with NHS Wales, which supports improvement of managerial standards in response to the *Report of the Mid Staffordshire NHS Foundation Trust Public Inquiry* (2013) and the Working Differently, Working Together (WDWT) project. The framework was launched at the Welsh Healthcare People Management Association (HPMA) Conference in May 2014.

5. Research and development

NHS Wales - reports and papers

We have produced a number of papers for the Welsh Government NHS Executive Director Team, Chief Executive and Workforce Director Groups. These have included:

- NHS Leadership Programme Development
- Clinical Leadership
- Talent and Management Succession, and
- Healthcare Education across Wales

6. Delegate data

1,577 delegates completed a leadership development programme/intervention - an increase of 45% compared to 2013-14.

32 leadership development programmes/interventions delivered – an increase of 39% compared to 2013-14.



Clinical Leadership Learning Event

Talent and Succession



1. Strategic purpose

The team provide a wide range of unique opportunities to review and refresh current skills to support the development of talent management activities across public services in Wales.

2. Overview

Our work programme provides the opportunity to equip senior managers and leaders with knowledge and insight through a broad range of learning activities that ensure talented employees maximise their potential in the organisation. In 2014 -15 the team delivered and staged a number of classroom based and experiential learning opportunities across a number of key areas:

- Leadership Bursary Programme
- Residential Leadership Programmes
- International Placements
- Conferences
- Accredited Programmes

“I was impressed by the organisation and the range of speakers / workshops. I learnt so much ... it was mind-blowing. I had the opportunity in a non-confrontational arena to explore my own leadership style and question some of my practices”.

Summer School 2014

3. Residential programmes

Public Service Summer School 2014 was a 5-day residential learning programme, bringing together a learning community of 200 delegates from across the public and third sector in Wales. Summer School 2014 was hosted at the University of Wales, Trinity St David, Lampeter and was themed “Trust – The Foundation of Success”.

Summer School provided delegates with the opportunity to review and refresh current skills, build new knowledge and insight into cutting edge leadership processes, and explore innovative ways to deliver the business. The programme comprised 9 keynote presentations from internationally renowned speakers and authors, a broad range of workshops (19), facilitators supporting 16 groups and 4 qualified executive coaches. Delegates could opt to have their Summer School learning formally assessed for accreditation towards a postgraduate qualification.

Public Service Winter School 2015 was hosted in Nant Gwrtheyrn, North Wales. It was a 2-day residential programme, bringing together top level leaders from across the public and voluntary sector in Wales to build new ways of leading and managing the business and develop new approaches to optimising performance.

This fourth event was themed “Leading the Way - Creating Positive Organisations”. Each day the programme focused on a specific aspect of leadership. The speakers for 2015 included: Linda Holbeche PhD Co-Director the Holbeche Partnership, Karyn McCluskey, Director, Scottish Violence Reduction Unit and Ian Macdonald, Macdonald Consultancy and Dr Carl Clowes founder of Nant Gwrtheyrn.

Winter School received 100% content satisfaction rate.

- 63 applications were received for 35 places at Winter School 2015



Wales Public Service Mindfulness and Coaching Conference was one of a suite of activities to support the continuous professional development of the Academi Wales public service coaching collaborative, and the wider learning and development strategic leads community. The event provided the opportunity to share learning around Mindfulness-based Stress Reduction (MBSR) developed by Jon Kabat-Zinn at the University of Massachusetts Medical School. Taking a case study approach it provided a practical example of using the concept to achieve success.

“The mindfulness key note and mindfulness changing the way you think talk raised my personal awareness of the power of mindfulness for myself, family and profession. Very humbling presentation and inspirational young people”
Mindfulness and Coaching Conference 2015

The conference began with a case study on the practical effects of Mindfulness from Ysgol Dewi Sant. This featured personal reflections from actor Jerome Flynn, Head Teacher David Haynes and Assistant Head Pippa Raggett. Other speakers included Caroline Goyder, author of *GRAVITAS*, and Moira Morgan, a Mindfulness Practitioner within Academi

Wales. Their hands-on sessions shared techniques to build natural gravitas, and create self-confidence to persuade, influence and negotiate.

- 130 applications were received for 120 places at the conference

4. International Placements

The **International Learning Opportunities (ILO)** programme provides a unique opportunity for participants to spend eight weeks in sub-Saharan Africa. It is designed to enhance leadership, as it offers an immersive experience that involves leading specific management projects with African organisations.

Funded by the Welsh Government’s Wales for Africa programme, ILO also provides a practical way to support Wales in contributing towards the achievement of the Millennium Development Goals.

- 23 participants successfully completed the ILO recruitment programme for 2014-15
- Currently on target to send 15 volunteers on new placements

The **Leadership Bursary Programme** offers a bursary award of up to 50% of the cost for participating in executive learning programmes at internationally-renowned institutions. During 2014-15, the bursaries were selected to support the development of managers in thinking beyond their immediate horizons in exploring potential for personal and professional development.

- 7 applicants were awarded placements following a competitive selection process
- Applicants attended internationally recognised academic institutions including Ashridge Business School, Cranfield School of Management, Harvard Kennedy School of Government and INSEAD Business School.

“The programme challenges traditional assumptions and approaches around exercising leadership to resolve long term structural issue which impact on our ability to be more effective and navigate ongoing change. The course provided a richness of peer insight which was second to none. It was very inspiring to have access to the experience and perspectives of some 70 people from across the globe – working at senior levels in a range of industries and sectors – who had taken time out from busy schedules to pause, reflect and learn”.

Leadership Bursary Programme

5. Accredited programmes

Academi Wales contributed 50% of the programme cost for 14 places for leaders to achieve the **ILM Level 7** coaching qualification.

We recruited a new cohort of 14 future leaders to the **NHS Wales Graduate Management Training Scheme 2014-2016**. The new management trainees began employment in September 2014.

The scheme provides a two year fast track programme designed specifically to meet the strategic requirements for sound managerial capability in NHS Wales.

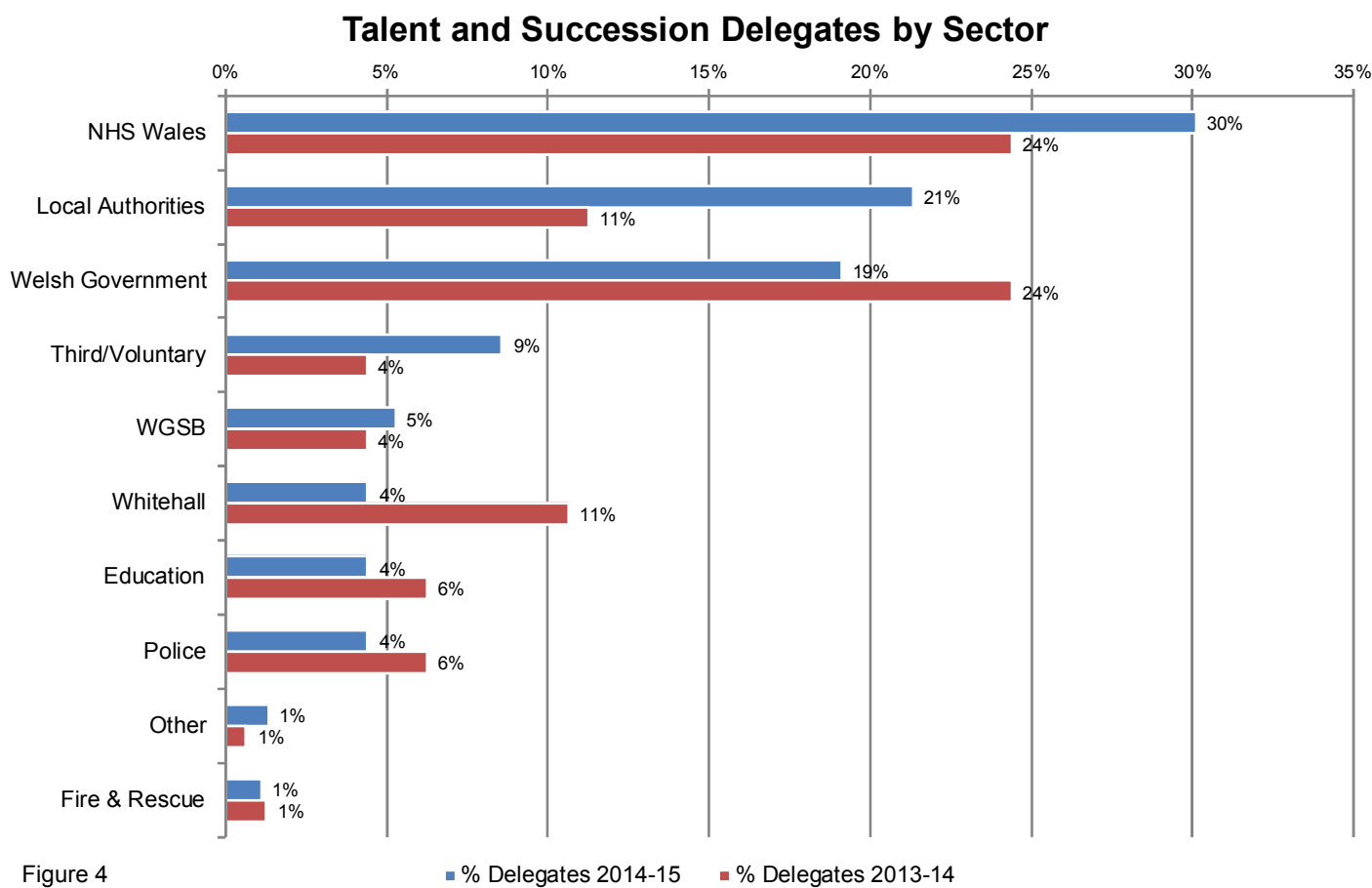
The programme is work based and focuses on the requirements to undertake a real job in the NHS as well as providing graduates with a professional qualification at Masters level.

Work is currently underway to recruit the 2016-2018 programme; the application round will open in spring 2016.

- 336 applications were received for the 2014-2016 cohort
- 79 applications were received from candidates already employed within the NHS
- Following a five-stage recruitment process, 32 applicants were invited to interview and presentation
- 14 applicants were recruited and placed within 10 NHS Wales organisations



6. Delegate data



Business Team

1. Strategic purpose

The team support Academi Wales to deliver well-run and cost effective products and services. Our work includes communication and engagement with clients and stakeholders, procurement of goods and services, financial processing and budget monitoring. We also guide all business activity to be in line with Welsh Government standards and requirements.

2. Overview

In 2014-15 we worked to support the wide range of activity that was achieved by the Academi Wales team. Our main areas of work were improving our online and digital presence, monitoring and reporting evaluation feedback, commissioning and procuring products for Academi Wales programmes.

We also prepared for assessment against the Occupational Health and Safety Advisors Service (**OHSAS**) **180001 standard** and reviewed and updated our **Bilingual Skills Strategy**.

3. Communication, Engagement, Governance and Finance

Digital Strategy and Communications Plan

We continued to develop our active and engaging communication with our audience – helping to maximise our reach and impact.

Academi Wales Website

We've continued to develop our website, adding a hot topic area to the home page and created two new quick and simple reference pages - 'find a course' and 'find an online course'. We've introduced a section dedicated to Mindfulness, one of our most popular topics, which includes pdf and Kindle editions of the Mindfulness Sowing Seeds publication and audio downloads of mindfulness practices. We've also worked with our International Learning Opportunities participants to create a new 'Stories from Africa' area which shares the experiences they've had on the programme through videos, photos and blogs.

Academi Wales Learning Channel

The Academi Wales Learning Channel is an award-winning web site which offers exclusive access to a variety of online learning, including our SkillPort e-learning portal.

E-Learning at SkillPort

SkillPort is our e-learning portal, which offers a wide range of learning modules on leadership, change and service improvement.

Academi Wales Bulletin

Our bulletin continues to be one of our most popular methods of communication and we improved our service by moving to a new online platform. This resulted in more interesting and exciting editions of the bulletin; we've received positive feedback on our new style, and subscriber numbers steadily grew month on month.



Programme and event evaluation

Feedback of our events and programmes continued to be positive. The average evaluation score across 2014-15 was 95%.

Programme charging and cancellations policy

We continued to offer the majority of our products and services free of charge. We charged for programmes including Summer and Winter Schools and the Mindfulness and Coaching Conference on a subsidised basis. Contributions were used towards costs such as venue hire and residential fees. We introduced a cancellations policy to ensure maximum delegate participation and minimise wasted costs.

Financial management

We managed the delivery of our programmes and events with a reduction of £200,000 from the previous financial year to £1.415 million.

Based on the total programme budget of £1.415 million, and a total of 10,876 delegates attending and 11,224 training days delivered, the average costs to deliver equates to £130 per delegate (39% reduction on 2013-14) and £126 per training day (10% reduction on 2013-14).

Staff engagement

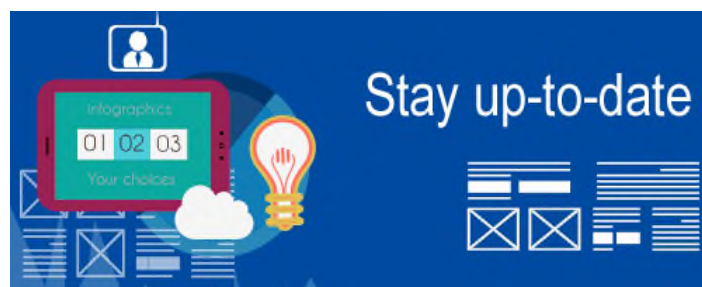
Across Academi Wales, we have a diversity of working patterns including full time, part time and fixed term bases. Our **headcount** at the beginning of 2014-15 was 34, including 4 secondees from within the Welsh public sector, and 2 vacancies. At the end of the year this stands at 30, including 3 secondees and 3 vacancies. We have re-prioritised our resources to continue the delivery of our objectives while managing a financially challenging environment.

We continued to develop as a team both during day-to-day activities at our two team building days, and by undertaking a number of projects reflective of our participation and commitment to our corporate social responsibility. Some of the key projects we have supported this year were:

- Volunteering as a team and clearing the grounds at Porthkerry Country Park.
- For the third year running we organised a Christmas food collection for FareShare Cymru. In total through this collection some 20 crates (396kg of food) was donated – that was enough to contribute towards over 940 meals.
- A number of fundraising initiatives were held to raise money for the Sick Children's Society and Cancer Research UK
- We have an ongoing collection of hats, gloves and scarves and toiletries for donation to Safer Wales

The Civil Service **Annual Staff Survey** results paint a strong picture of our team engagement in the work we deliver. We scored 88% and above against the following drivers of engagement:

- My work
- Organisational objectives and purpose
- My team



Delegate and Engagement Data

Academi Wales events are open to staff employed in the following sectors:

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



Target audience	Total number of delegates	Total number of training days	Ratio
Chief Executive, Director / Senior Manager	1,473	1,221	1
Middle Manager / Practitioner	1,804	2,387	2
Open to all levels	7,599	7,616	6.2
Totals	10,876	11,224	

Figure 5

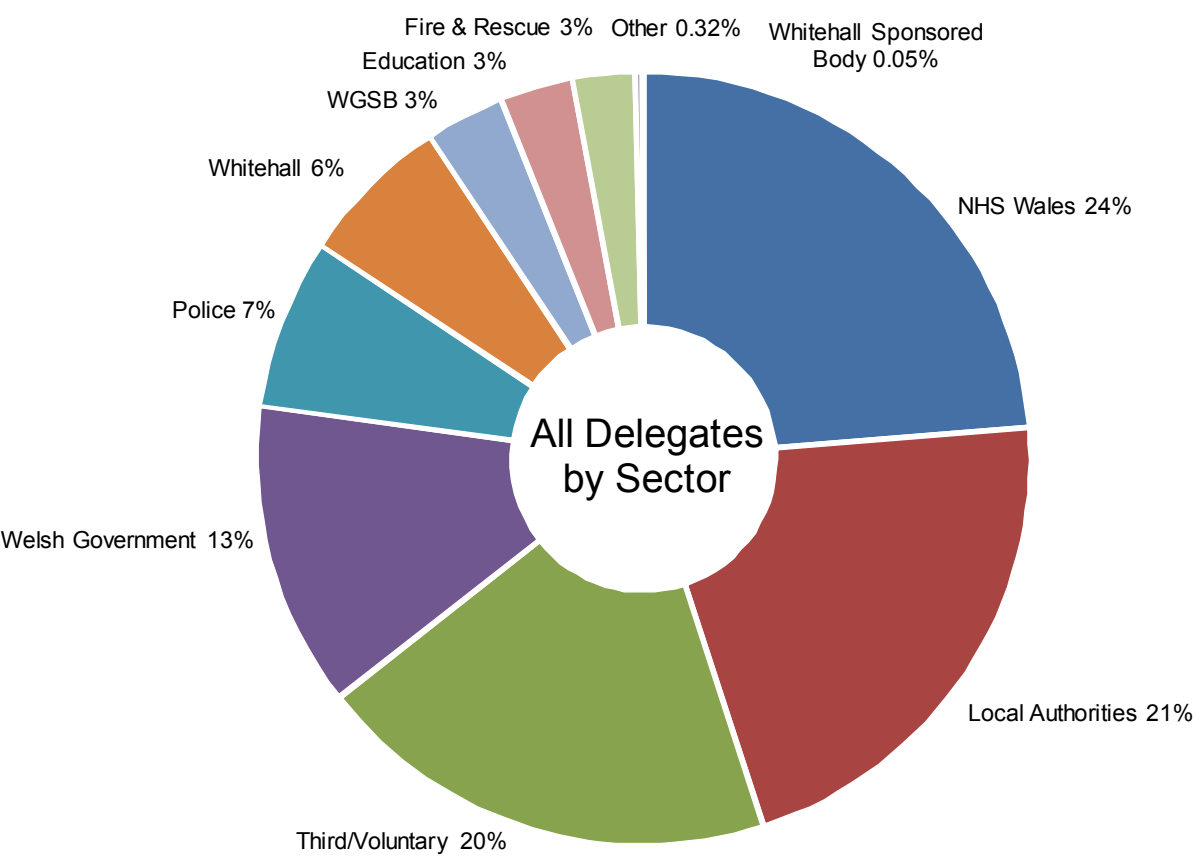
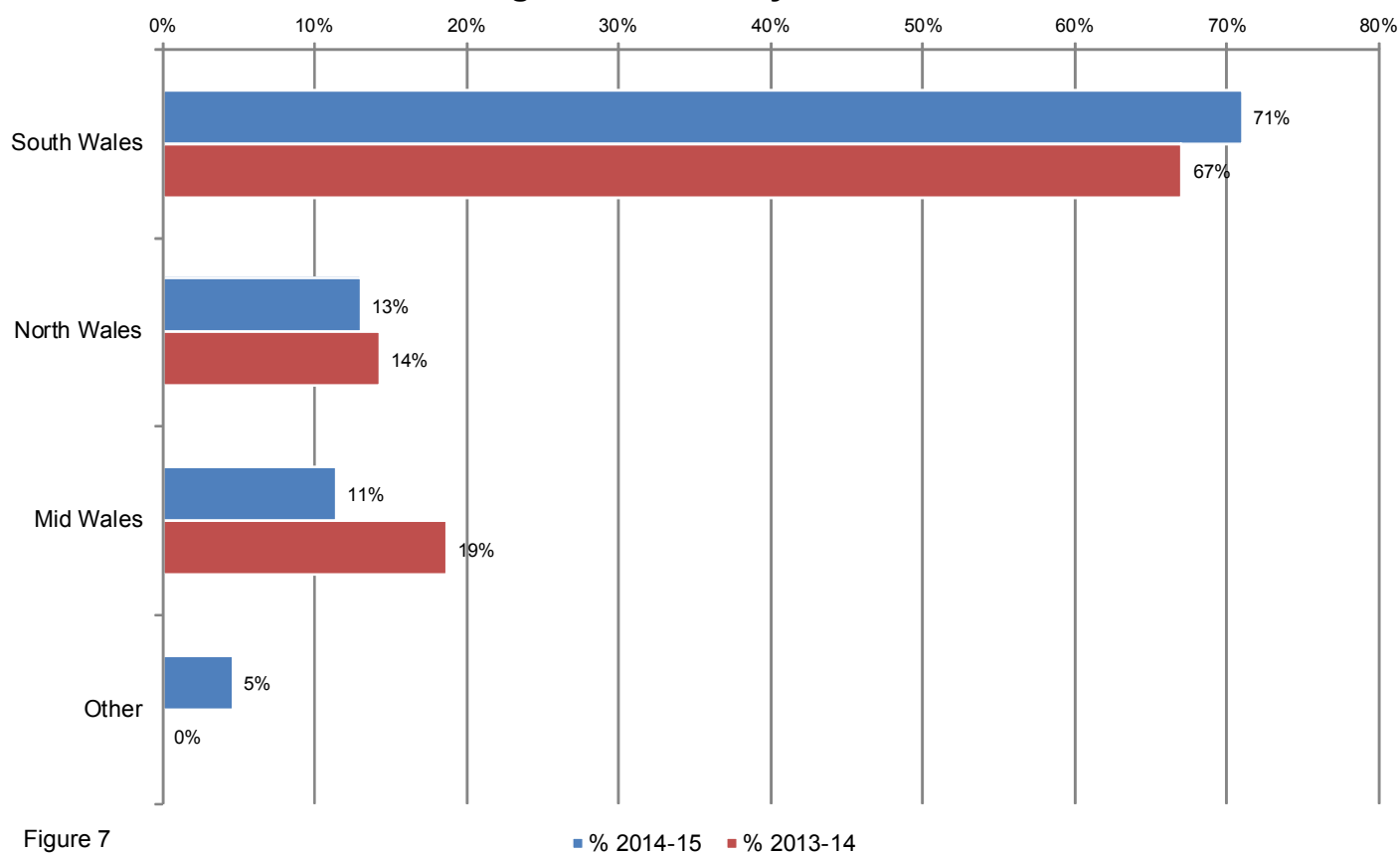
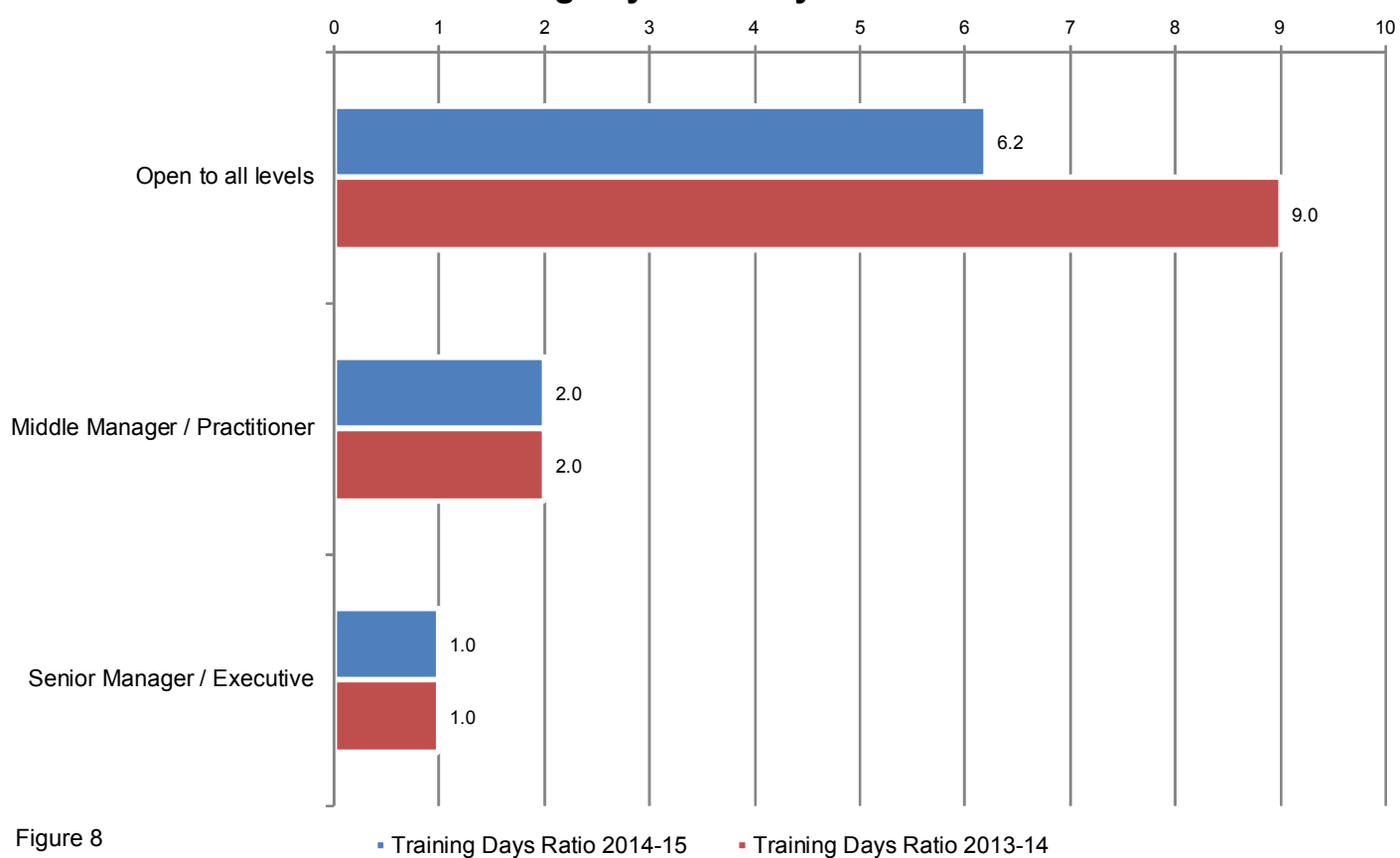


Figure 6

Programme Delivery Locations



Training Day Ratios by Audience



Online Learning

Academi Wales Learning Channel

www.learningwales.tv

The Academi Wales Learning Channel is an award-winning web site which offers exclusive access to a variety of online learning, including our SkillPort e-learning portal.

Key features:

- **Showcase:** collection of videos and podcasts
- **Groups:** an area for community networks
- **E-learning:** member-exclusive e-learning at SkillPort
- **Career Tools:** guidance, documents and video clips to help manage your career
- **Learning Lab:** a library of books available to borrow
- **Coaching and Mentoring:** find a qualified coach or mentor by accessing Coaching Wales and Mentoring Wales

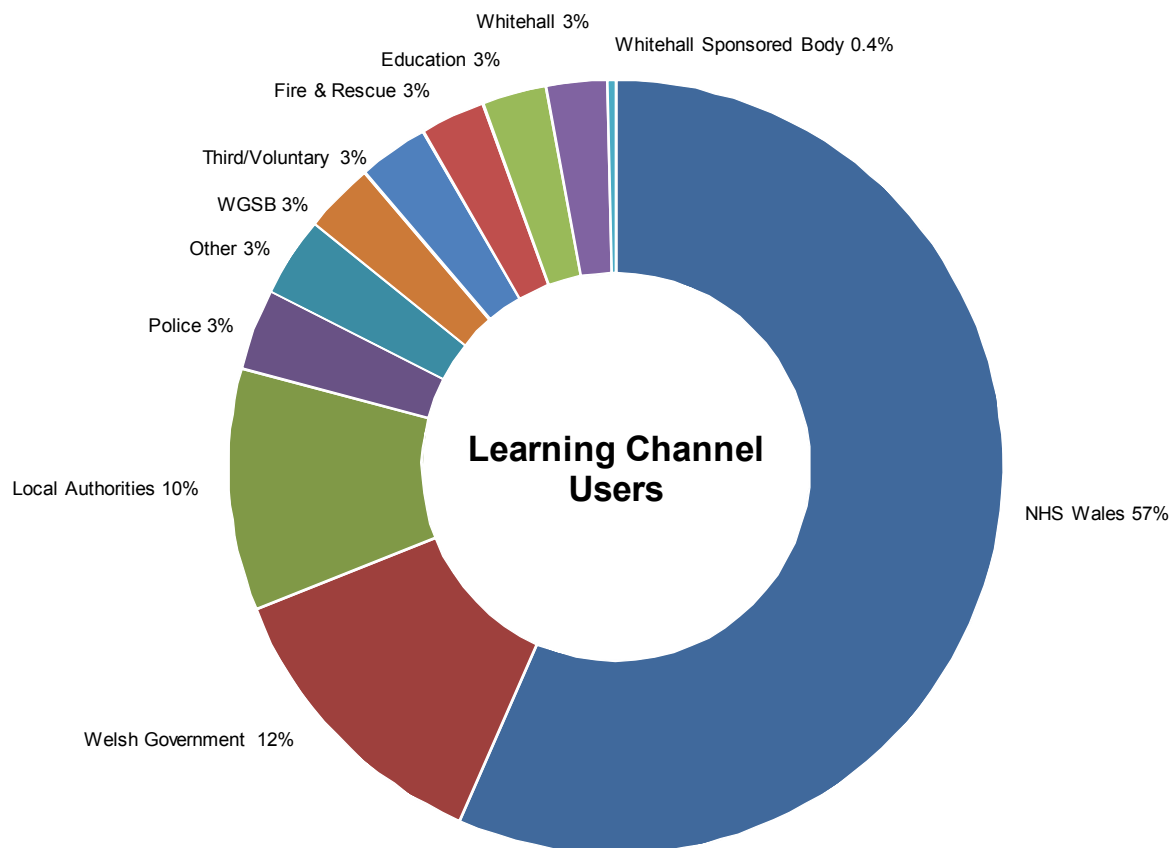


Figure 9

The Learning Channel was originally created for NHS Wales, so the majority of users are from that sector.

E-Learning at SkillPort

SkillPort is our e-learning portal, which offers a wide range of learning modules on leadership, change and service improvement.

Key features:

- **Videos:** short clips of speakers on important topics
- **Scenarios:** interactive business challenges to test yourself
- **Podcasts:** short learning clips for your iPod
- **Books:** summaries for your Kindle or e-reader
- **Webcasts:** live and recorded sessions with international experts and thought leaders
- **Mobile access:** access learning on the go

E-learning topics include: team working, professional effectiveness and change management. A full list is available on the Academi Wales web site.

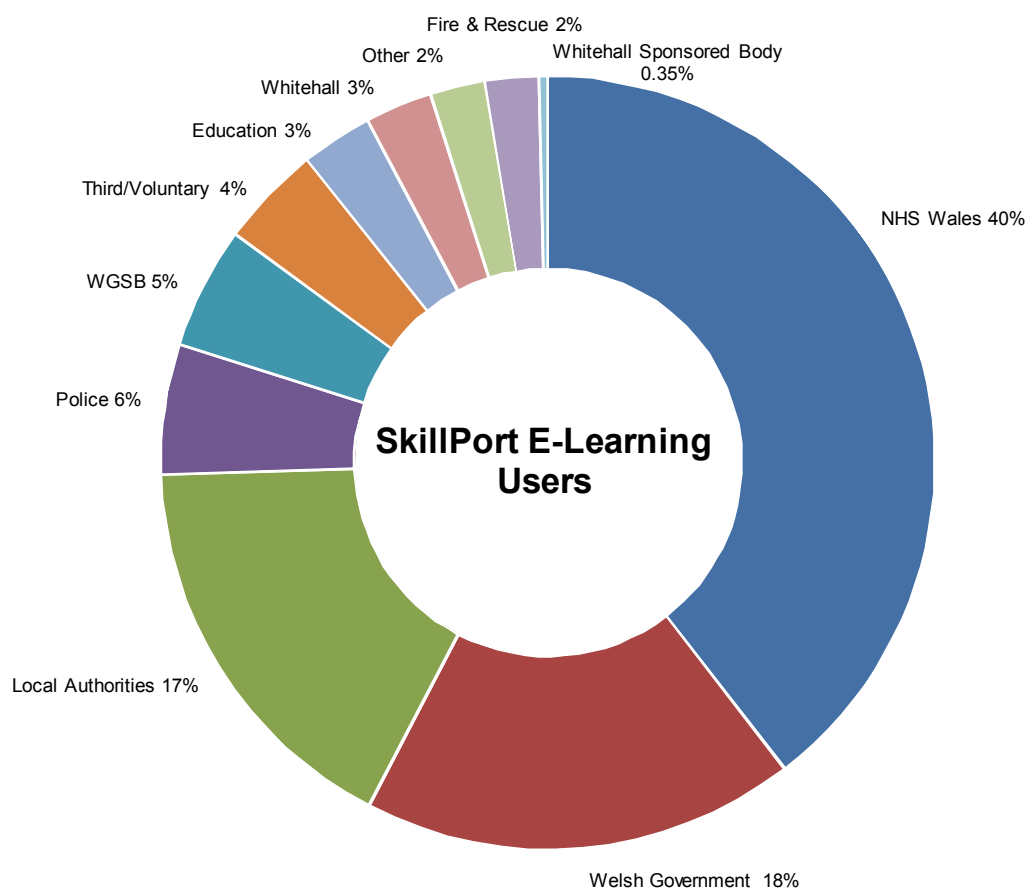


Figure 10

Academi Wales

During 2014-15 we've delivered training to **more** delegates with a **smaller** budget and **fewer** people.

43% increase in the number of delegates

12% reduction in budget

£130 average cost per delegate



Increase in number of delegates on courses

45%

NHS
Leadership

46%

Leadership &
OD

113%

Continuous
Improvement

10,876

total number of delegates

95%

overall satisfaction rate

E-Learning

3,231

total number of Learning Channel members



Social Media

94,506

minutes of YouTube videos watched, or
9 weeks, 2 days, 15 hours and 6 minutes



Top 3 most popular e-learning modules

1. New Habit Calendar - Self-Management
2. Learning at the Speed of Trust: Organizational Trust
3. Developing a Values Culture

2,180

new tweets

1,617

new photos posted on Flickr

865

new Twitter followers for @academiwales

20%

increase in e-learning accessed

81%

increase in LinkedIn members



100%

satisfaction rating for
Winter School 2015

98%

satisfaction rating for
Summer School 2014



Opportunities Bulletin

1,864

bulletin subscribers

28,355

times the bulletin was opened during 2014-15



Lampeter Campus, Trinity St David

AcademiWales



Academi Wales Annual Report 2014-15

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