

AcademiWales



Llywodraeth Cymru
Welsh Government

ACADEMI WALES STRATEGY 2023 – 2026

TRANSFORMING WALES THROUGH EXCELLENCE IN LEADERSHIP



#OneWelshPublicService

Our Purpose

is to Transform Wales Through Excellence in Leadership

Academi Wales holds a unique position in the Welsh landscape. With access to leaders across public services, an understanding of the leadership and transformation needs of our current and future leaders, and high levels of expertise in delivering meaningful, impactful interventions, we have a key role to play in the future of Wales.

We understand the need for leaders who can operate and thrive across organisational and sectoral boundaries; and it is this concept of inter-operability of leadership that will help drive real One Welsh Public Service solutions.

Excellence in leadership has never been more important, as our leaders must continue to drive high performance in an ever more complex and turbulent environment – whilst getting to grips with new, hybrid, ways of working against a backdrop of delivering against many competing agendas. We are uniquely placed to support leaders to grow and thrive and drive excellence across all our public services.

Several golden threads run through everything we do:

Embedding the Wellbeing of Future Generations Act, the ethos of One Welsh Public Service, a strong focus on equality, diversity and inclusion, championing the Welsh Language and utilising digital and hybrid approaches to support high quality delivery.

Our Vision

Academi Wales' vision is to be the gateway to leadership development and support in transformation for public and third sector leaders, aspiring leaders and organisations.

We want to understand and position ourselves at the forefront of the Welsh leadership and transformation landscape. In Wales, we are lucky to have so many excellent organisations operating in this space and understanding the landscape is key to our success.

We aim to assume a position where we become the first port of call for leadership development and transformation support; able to research, develop, deliver, commission, signpost and collaborate and coproduce to enable creative solutions to meet the needs of our public services.



Our goals

We drive our purpose and deliver our vision through our three strategic goals.

1. Modelling Excellence

We:

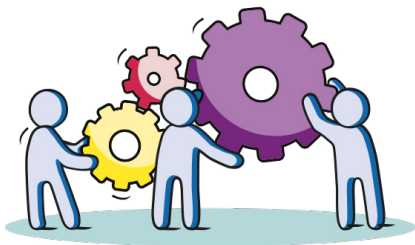
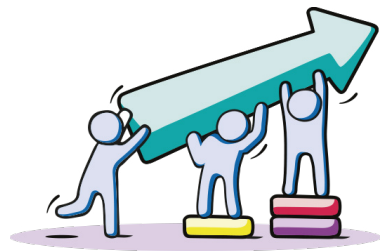
- lead by example: to drive transformation and excellence in leadership. We invest in our people to ensure we can provide exceptional support, advice, coaching and learning to our participants and partners
- invest in the wellbeing, growth, and development of our people to ensure everyone at Academi Wales has the knowledge, skill and drive to support Welsh leaders of today and tomorrow
- deliver excellence through our expertise; providing advice and consultancy, and co-producing solutions with partners.



2. Fostering collaboration

We:

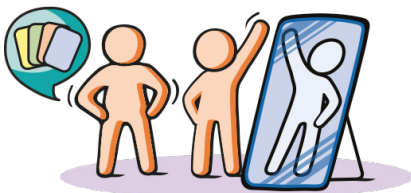
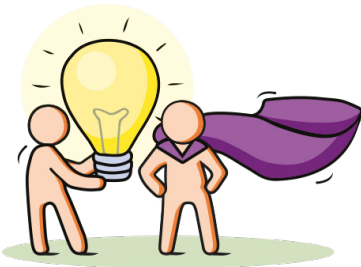
- are the gateway to leadership development and excellence in Wales: through analysing, understanding, capturing and working across the Welsh leadership and transformation landscape
- research, develop and deliver solutions, whilst signposting to organisations across Wales as appropriate
- collaborate across Wales and beyond to secure innovative ways of delivering inspiring and exciting content
- Foster collaboration: building networks, joining people and ideas together, and growing capability, providing opportunities for leaders to build relationships, network and collaborate across organisational and sectorial boundaries; and creating a culture of partnership and co-production.



3. Delivering for the Future

We:

- provide a suite of exceptional, progressive leadership development interventions, alongside expert support and advice on organisational transformation
- are the nexus between the current needs of the Welsh public service, and cutting-edge leadership development
- adopt a structured approach to research and evaluation, led by Government Social Research principles. We use insight to constantly evaluate and develop our offer
- consistently evaluate and develop our offer: building and embedding an analytical function in a way that will help us produce solutions and support that are directly relevant to its target audience and their needs
- focus and prioritise our actions and decisions based on credible evidence and a comprehensive understanding of the external environment.



Our Offer

Our purpose to **Transform Wales Through Excellence in Leadership**, along with our strategic goals demonstrates the culture shift that Academi Wales will undertake over the coming years. Our new ways of working will truly transform our approach to Welsh public services.

Our established and respected leadership development and transformation offers will continue as we ourselves transform and grow.

We anticipate:

- a more cohesive and ongoing offer: clarity on which interventions might suit you and your organisation, depending on where you are in your journey, as well as opportunities to remain connected to Academi Wales for longer than the duration of any one intervention
- clearer links to strategic agendas, for instance clarity on how an intervention links to the Wellbeing of Future Generations Act, or the First Minister's ethos of One Welsh Public Service
- a better fit – based on research and analysis – to the current needs of the Welsh public sector leadership cadre.

Our offer will be clarified into interventions for the most senior leaders, including Boards; solutions aimed at building the pipeline of future leaders, and those focused on transformation and continuous improvement.