

# **Academi Wales Advisory Board**

## **Terms of Reference**

### **1. Introduction and Purpose**

#### **1.1 Academi Wales**

Academi Wales was developed in response to the Programme for Government commitment to 'Establish a Strategic Centre of Leadership Excellence' for Wales. Academi Wales seeks to build a future for Wales where leadership of our public services is visionary, collaborative, world class, and successful in driving improvements in the lives of people living in Wales. Academi Wales will provide an environment for leaders to work together to further develop strategic thinking and systems leadership capabilities, and to identify adaptive solutions to pan sector issues, working within an environment which is as challenging as it is rewarding.

Research suggests that future leaders will need to be adaptive in approach, be able to think and plan at a systemic level and be personally resilient, responding to the levels of complexity within the system. Future leaders will lead an unprecedented scale of complex change and will be required to deliver true partnership working across sectors, building and maintaining robust and mature networks of relationships whilst maintaining an increased focus on improvement, productivity, safety and innovation.

Public Service leaders regularly head multi-million pound organisations which impact hugely on every citizen of, and visitor to, Wales. Academi Wales seeks to provide the environment where leaders can further develop their skills and capabilities to be the best they can be, and to inspire, engage and empower individuals to deliver the highest quality services to the people of Wales. The dedication and excellence of the current leadership workforce are instrumental in achieving transformation to ensure citizen-centred public service delivery.

We must ensure that talent is nurtured and developed, ultimately helping to strategically drive forward public organisations which improve services whilst reducing costs. Academi Wales will help harness the talent and develop the skills of public service leaders across a wide range of professional areas and disciplines.

#### **1.2 Academi Wales Advisory Board**

The Academi Wales Advisory Board has been established to bring together relevant people willing to use their expertise and experience to advise on key leadership challenges and opportunities in Wales. This advice will subsequently assist Academi Wales in facilitating the development of emerging priority leadership skills and capabilities, built on principles of collaboration and partnership.

The Academi Wales Advisory Board builds on a strong foundation of existing stakeholder partnerships, and membership of this Board will ensure alignment with the Public Service Leaders Group and other strategic partners to enable a joined up approach to delivering public service improvement.

There are great things that can be delivered in Wales, but only if we work together across boundaries, utilising the expertise and resources we share, and harvesting economies of scale. It is important to build strong and vibrant partnerships between service providing organisations and the Academi itself.

## 2. Objectives and Duties of the Academi Wales Advisory Board

### *Academi Wales Advisory Board*

<b>What it is</b>  <b>The Academi Wales Advisory Board is there to:</b>	<b>What it is not</b>  <b>The Academi Wales Advisory Board is not there to:</b>
Champion the work of Academi Wales with key stakeholders and contacts and support publication and marketing of the Academi brand in all areas of influence.	Be directly accountable to the Minister or have any formal reporting lines, this will be done through the Director General and Director of Academi Wales.
Suggest approaches and ways of engaging a wider audience across the public sector and build systems-wide relationships through development offerings.	Manage Academi Wales' performance or the allocation of its resources.
Highlight upcoming priorities within individual sectors where Academi Wales can add value to development offerings, including areas related to legislation, policy and national reviews.	Directly determine the annual programme of work or be responsible for its delivery.
Provide intelligence on key issues and leadership priorities in Wales which can help inform the programme of work.	Hold Academi Wales to account. Academi Wales is accountable to the Minister for Public Services.
Use evaluation and return on investment intelligence as evidence for debate – to discuss outcomes, new ways forward and focus on positive impact.	Use evaluation and return on investment intelligence as evidence for accountability.

Provide advice to support national and local links and collaborations.	
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Members of the Academi Wales Advisory Board are asked to:

### **Strategic objectives**

- Support the strategic direction of Academi Wales by providing advice on sectoral priorities and enabling connection with local networks.
- Debate innovative thinking and creative ideas for potential solutions to priority leadership issues as they arise throughout the public services in Wales.
- Promote engagement of the wider Public Service in Academi Wales's approaches and activities.
- Actively support the vision of Academi Wales, and champion the brand and products through engagement with key stakeholders and stakeholder groups.
- Be aware of evaluation and return on investment information in your role as ambassadors of effective leadership development.
- Help guide the research and development activity undertaken through Academi Wales to ensure focused horizon scanning and futures thinking.

### **Delivery objectives**

- Support the implementation of a national approach to Leadership Development across the Welsh Public Services.
- Foster innovative solutions and approaches and engage in subgroup and task and finish group activity where appropriate.
- Engage in the national programme of development, being present at relevant events where possible and appropriate to do so.
- Identify resources to support and deliver collaborative programmes across the sectors.

### 3. Academi Wales Advisory Board Membership

<b>Chair</b> <i>(The Chair's Role will rotate on an annual basis)</i>	
Bob Hudson	Chief Executive Public Health Wales
<b>Members</b>	
Prof April McMahon	Vice Chancellor Aberystwyth University
Dr Rosemary Kennedy	Chair Velindre Health Trust
Cllr Bob Bright	Elected Member Newport
John Rees	L & D Specialist Denbighshire
Emily Warren	Policy Officer WLGA
Richard Young	TU Studies Unit Bridgend College
Jackie Roberts	Deputy Chief Constable, Dyfed Powys Police
Charlotte Morgans	Head of Management Development and Training Swansea University
Wayne Vincent	Head of Strategy & Business Planning Equality & Human Rights Commission
Chris Bolton	Good Practice Manager Wales Audit Office
Ann Beynon	Director Wales BT
Chris Doherty	HR Leader GE Aviation Wales
Ian Williams	Chief Executive Local Government Boundary Commission for Wales
Rose Jones	Senior Case Advisor, PPCS Welsh Government
Bernard Galton	Director General, PPCS Welsh Government
Jo Carruthers	Deputy Director, PSMW/Head of Academi Wales Welsh Government
Piers Bisson	Deputy Director, Public Service Reform Welsh Government
Rhian Huws Williams	Chief Executive Care Council for Wales
Liz Davis	Executive Director Natural Resources Wales
Martin Jones	Director of Workforce & OD, Betsi Cadwaladr University Health Board

#### **4. Expert Advisors/Think Tank/Reference Faculty**

- The Advisory Board may at any point call for the support and council of senior expert advisors in the fields of leadership and management development.
- These advisors will act in a virtual capacity to aid in the scoping and shaping of Academi Wales programmes and products and will be drawn from across UK and International networks.
- Such advisors will be sought from a pool of revered thinkers in areas such as future trends in leadership development, or from a cadre of high profile senior leaders. Advisors who may be invited to be involved with Academi Wales on this basis will include Bill Torbert, Professor Emeritus of Leadership at the Carroll School of Management at Boston College; Dame Rennie Fritchee, Chair of the 2gether NHS Foundation Trust in Gloucestershire and Chancellor of the University of Gloucestershire; John Bennington, Emeritus Professor at Warwick University; and Lisa Lahey, co-founder and principal of MINDS AT WORK, and Associate Director of the Change Leadership Group at the Harvard University Graduate School of Education; amongst others.

#### **5. Accountabilities and Relationships**

Academi Wales is accountable in terms of performance and delivery to the Minister for Public Services. As part of its commitment to a continuous connection with public services, Academi Wales has set up an Advisory Board to function as a critical friend to help ensure that Academi Wales' products and services are of the highest quality and focused on priority areas for public service leaders. There is no formal line of accountability between the Advisory Board and the Minister, or the Advisory Board and Academi Wales. At no point would it be appropriate for the role of Advisory Board members to be evaluated or brought to account in terms of the products and services delivered by Academi Wales.

#### **6. Frequency of Meetings**

- The AcademiWales Advisory Board will meet once every four months until the Board is firmly established and the direction of Academi Wales is clear.
- Frequency of meetings may alter thereafter.

#### **7. Support**

- A small secretariat will support the Academi Wales Advisory Board from within the Academi Wales team.