

# AcademiWales



Llywodraeth Cymru  
Welsh Government

[www.cymru.gov.uk](http://www.cymru.gov.uk)



## Academi Wales Annual Report 2013-14

### Contents

- 3** Foreword
- 4** Introduction
- 5** About this Report
- 6** Leadership and Organisational Development
- 13** Talent and Succession
- 20** NHS Leadership Development
- 26** Continuous Improvement and Change
- 31** Professions Based Development
- 33** Communications, Governance And Finance
- 36** Delegate Data
- 37** Engagement Data

## Foreword



Over the course of the last year Academi Wales has delivered an unprecedented range of programmes, services and interventions that add value to public service organisations across the whole of Wales.

The fundamental purpose and drive of Academi Wales is to ‘help people grow through learning’, and our achievements this year have certainly meant that we are enabling, empowering and changing individuals, teams and organisations as a result.

With the goal of building leadership and management capacity we have designed and delivered a suite of programmes and events that have engaged over 7,500 public servants and have seen an amazing 11,511 training days in one calendar year. The Academi Wales team works with tireless commitment to ensure that every programme, product, publication, webcast and tweet are of the highest quality and always meet the learning needs of our public sector audience.

Some of the highlights of the past year have included the introduction of the NHS leadership team into Academi Wales, a clear indication of the trust that the public sector, especially the NHS, has in Academi Wales and the quality of the development provision on offer.

This year we have specifically engaged with our

third sector colleagues and delivered a programme of dedicated support in partnership with the Wales Council for Voluntary Action across South East, Mid & West and North Wales.

Our international bursary programme has been revamped and re-launched this year, receiving over 70 expressions of interest in its first few weeks. Our ability to develop links and offer access to world renowned business schools means that Wales and its public services leaders share in the most modern, emerging and cutting edge thinking that exists.

We are extremely pleased that this year we have also been able to engage more fully with our Welsh University partners, considering new research and using these strong relationships to support Academi Wales as we move into the year ahead.

As a key Programme for Government commitment we have been keen to ensure that not only what we do, but how we do it, demonstrates the value of collaboration, focus on quality delivery and drive for improvement. It is these principles at the heart of everything we do that contribute to the ongoing success of Academi Wales.

Finally a thank you, firstly to the Academi Wales team for your hard work and dedication, secondly to you as individuals, who trust us to work with you and for you in the areas of leadership and management development and thirdly to the wider public sector for supporting and participating in all that we do.

Kindest regards

A handwritten signature in black ink, appearing to be 'Jo Carruthers', written in a cursive style.

**Jo Carruthers, Director,  
Academi Wales**

## Introduction

# AcademiWales



Academi Wales was officially launched the morning of Wednesday 26 September 2012 by Carl Sargeant, the then Minister for Local Government and Communities.

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 provides 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.

Research suggests that future leaders will need to be adaptive, be able to think and plan at a systemic level and be personally resilient. 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.

Academi Wales helps harness the talent of leaders across a wide range of professional areas and disciplines to drive forward public organisations to improve services whilst reducing costs.

The work of Academi Wales is guided by an Advisory Board which consists of members from across our public services and who provide advice on sector priorities. The Advisory Board enables connection with local networks whilst also advising on key leadership challenges and opportunities in Wales. Both these elements are key in assisting Academi Wales to facilitate the development of emerging priority leadership skills and capabilities, built on principles of collaboration and partnership.

The Academi Wales Advisory Board members help to guide the research and development activity undertaken through Academi Wales to ensure focused horizon scanning and futures thinking, which in turn helps ensure effective use of resources.

## About this Report

**The purpose of this report is to provide a summary of Academi Wales activity and delivery across the 2013/14 financial year.**

Further information on all programmes and products can be found on the Academi Wales website at [www.academiwales.org.uk](http://www.academiwales.org.uk)

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

- Leadership and Organisational Development
- Talent and Succession
- NHS Wales Leadership Development
- Continuous Improvement and Change
- Professions Based Development
- Communications, Governance and Finance
- Delegate Data
- Engagement Data

## Contact us

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

[academiwales@wales.gsi.gov.uk](mailto:academiwales@wales.gsi.gov.uk)

or call **029 2082 6687**

or tweet us **@academiwales**

## Leadership and Organisational Development

### Strategic Purpose

The Leadership & Organisational Development team has accountability for designing and delivering a range of leadership, management and organisational development programmes for the Public Service in Wales. These may include programmes, workshops, master classes, dedicated interventions and projects.

### Programme Design & Delivery

This area of delivery and provision is made up of four key sections; a scheduled planned programme, a bespoke responsive programme, a topical master class series and conference contributions. It includes the design, development, delivery and evaluation of all programmes.

The **'Scheduled Programme'** delivery (figure 1) includes a mix and blend of Academi Wales owned and commissioned programmes from external providers. This schedule is open so that any individual working in the public service can access a programme.

- 12 programmes offered, direct from Academi Wales, in partnership and commissioned. Programmes are: Applying Positive Psychology, Building Effective Relationships,

Mental Toughness, Drive, Self Exploration Programme, Global, Neuro Linguistic Programming (NLP), Managing Change Successfully, 7 Habits of Highly Effective People and Springboard.

- 1,109 delegates attended scheduled programmes during this period.

The **'Bespoke Programme'** delivery incorporates monitoring and responding to individual and organisational requests, often to enable personal and organisational development. It also includes where we as a team might actively work with a public service sector or organisation that is experiencing difficulty or high levels of change. Delivery for the period includes:

- 25 programmes/interventions offered, direct from Academi Wales and commissioned
- 4,565 delegates attended for the period April 2013 – March 2014. 131 interventions delivered.

The bespoke programmes were delivered to public service and third sector organisations, shown in figure 2.

### Scheduled Programmes by Sector

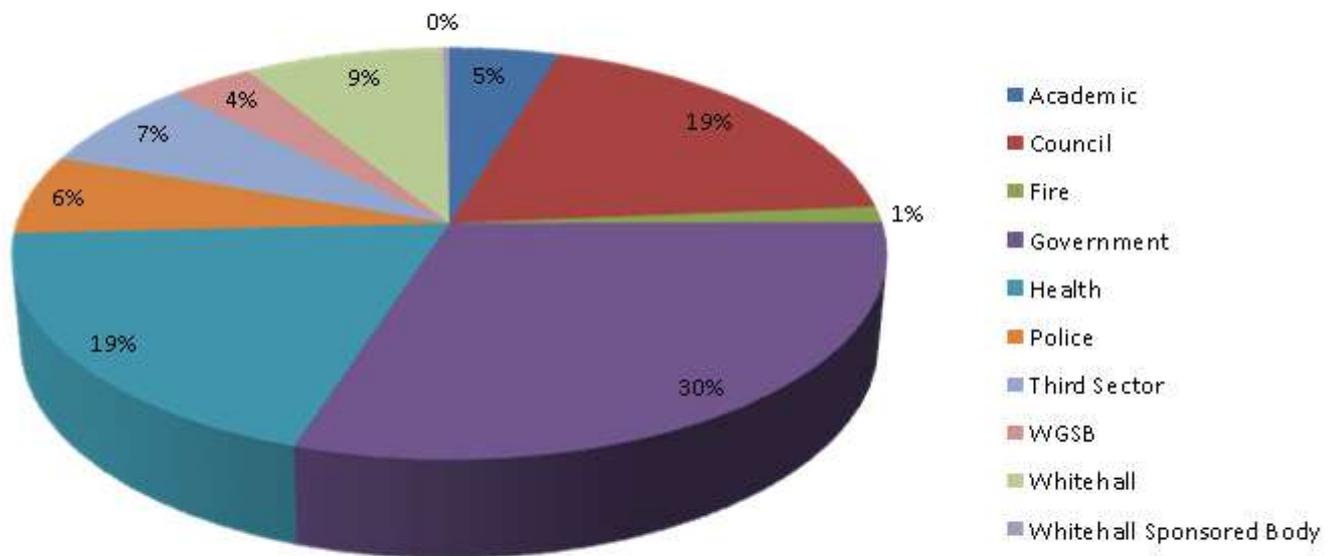


Figure 1

### Bespoke Programmes by Sector

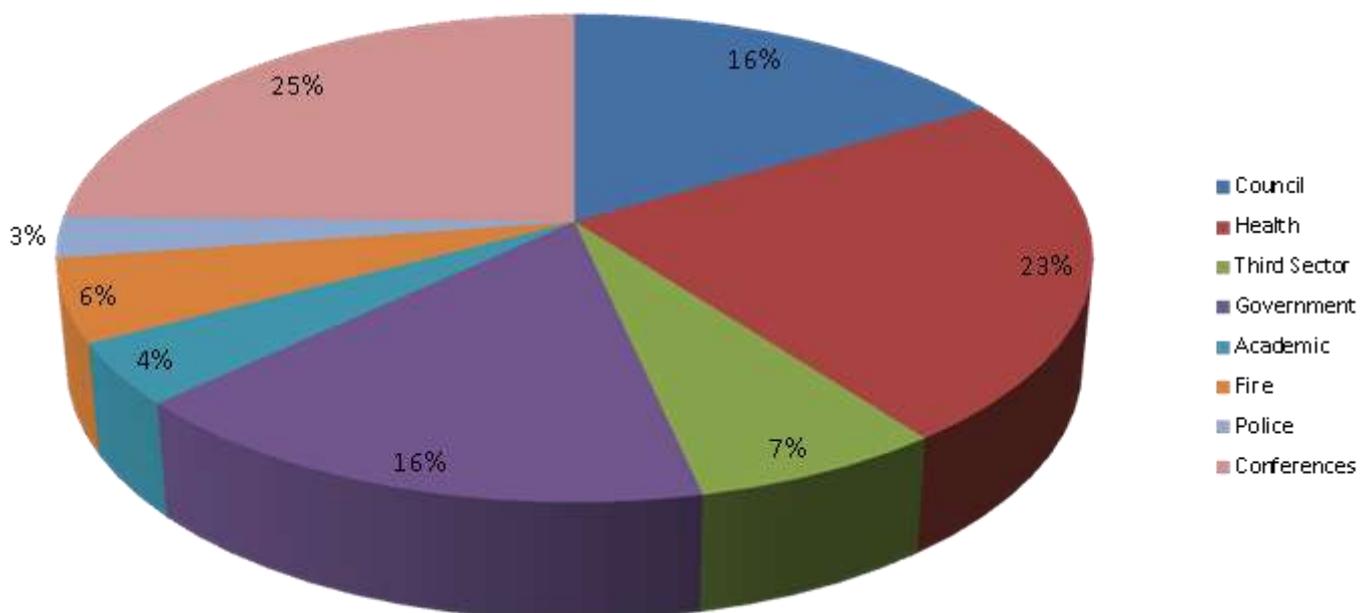


Figure 2

The **‘Master class Series’** encompasses identifying pertinent themes or topics considering the needs of practitioners and what may be new from the academic research community. Delivery this year has included:

- quarterly master classes 1 – three themes delivered, Governance, Risk Appetite and Systems Leadership
- quarterly master classes 2 – three themes planned, Non Executive Directors, Sustainability and Welsh Politics

*“Thought provoking and relevant topic area to consider, reflect and take forward”*

*Systems Thinking with Ian MacDonald, March 2014*

The **‘Conference Contributions’** includes a range of leadership and OD workshops at national and UK based conferences. Examples include:

- CIPD – delivering workshops on managing change and mental toughness at regional Wales based events and the UK national conference.
- HMPA – delivery of personal development on mental toughness and building effective relationships to national Welsh health practitioners.
- Welsh Government Legal Services National Conference – delivery of personal development on applied positive psychology and mental toughness.

### **Leadership & OD Interventions**

Academi Wales also works with organisations to provide advice, guidance and delivery of programmes that have strategic and organisational impact. This incorporates the broader role of the bespoke work that we carry out where an intervention or programme package may be designed that is broader than ‘one-off’ training requirements. This work is broad-ranging in its nature and includes work with:

### **Monmouthshire County Council**

Created a two day ‘well-being programme’, designed and delivered, offering 100 places on a programme that incorporated emotional intelligence, applied positive psychology, mental toughness and mindfulness as enablers for management well-being in the workplace.

## National Museums & Galleries of Wales

Advised the senior management team on their organisational change plan to improve services, providing the Managing Change Successfully programme delivery for organisational change for over 50 staff. Trained trainers to ensure long-term sustainable roll out of the programme.

*“Very good overview of theory and practical skills. Also a good opportunity to network with other colleagues and share perspectives”*  
*Managing Change Successfully,*  
*February 2014*

## West Wales Learning Partnership

(includes multi-agencies, health, fire, police, local authority, voluntary sector)

Supported the work of the West Wales Learning & Leadership Partnership by designing a programme of delivery with over 30 days of training interventions for a broad range of multi-agency staff. Enabling a collaborative learning environment and covering personal development topics for leadership such as facilitation, managing change successfully, building effective relationships. Also included training



trainers across agencies to support long-term sustainable roll out.

## National Resources Wales

Advised and supported this strategic merger of three organisations; The Environment Agency Wales, The Countryside Council for Wales and The Forestry Commission Wales. The programme included delivery of the MCS programme for change, training trainers and over 60 staff.

## NWSSP (NHS Shared Service Centre, new organisation)

Advised and supported the on-going organisational development of the NWSSP, using MCS programme as an enabler for organisational change. Setting the tools and techniques for the organisation's development. Includes training trainers for the new organisation in order to ensure long-term sustainable

development.

## Wrexham County Council

Provided over-arching and leadership personal development. Delivery of programmes such as applied positive psychology, mindfulness and mastery to the senior management team and wider. Endorsed and lead by the Chief Executive.

## Third Sector Partnerships

It has been a priority for Academi Wales this year to support and engage the third sector more widely, enabling the build of leadership & management capability in this particular sector. Academi Wales, in partnership with the Third Sector Workstream, presented a suite of programmes developed to provide delegates from the third sector the opportunity to engage in an interactive and stimulating learning experience.

The courses were chosen to provide a range of skills that are transferable to the work place and provide practical techniques to support development. This has included a range of activity over the last year.

- Applied Positive Psychology
- Building Effective Relationships

- Resilience & Mental Toughness
- Mindfulness
- Developing Emotional Intelligence
- Lean & Continuous Improvement

This is delivered by Academi Wales practitioners and public sector partners and promoted in partnership with the WCVA as sessions available to those working exclusively in the third sector across Wales. This includes working with the third sector partnership to market and publicise the programme.

*“Excellent standard by facilitator”  
Mental Toughness, April 2013*

## Chwarae Teg

Support delivery of joint leadership agendas, including inclusion of work on our bulletin, supporting the Women in Public Life event for Government and Academi Asks. This has also included direct delivery to this organisation’s staff on personal leadership development programmes.

## Citizens Advice Bureau

Support delivery of joint leadership agendas, including increased bulletin

circulation, supporting the yearly CAB National Staff Conference with a stand and the provision of leadership development workshops.

### **Third Sector Development**

Includes using contacts made and gained inside the sector to actively promote other opportunities, such as our Academi Wales Summer School to ensure third sector representation.

### **Research & Development – Academic to Practitioner**

Academi Wales has also expanded its reach of activity in relation to working with, alongside and providing for

Academic Organisations, evolving both written research and practitioner delivery for leadership and organisational development. This year has seen the start of this development work with a view to establishing further opportunities in future years. Work to date includes:

### **Academic Partnerships**

ODN Europe, membership of the Organisational Development Network for Europe, a joint academic and practitioner based organisation. Planned partnership working for three years, sponsorship of the annual awards. Delivery of a change management track session at their inaugural conference and poster



sessions on mental toughness.

LUMS SIG, membership of the Lancaster Business School Special Interest Group for Organisational Design and Development. Academi Wales representation at quarterly development days to discuss research and future trends. Input into Lancaster Business School White Paper on 'Learning & Development for the Future'.

### **Academic Delivery**

'The Future of Leadership', a development session delivered in partnership with the CIPD and Swansea Metropolitan Business School.

'Young Leaders Programme', a range of mental toughness & resilience development sessions delivered for the Young Leaders programme for the University of South Wales.

'Young Leaders Programme' a leadership simulation run to test the knowledge, skill and behaviour change of public policy students for the University of South Wales.

'Academi Asks...' two completed within the academic and education sector, profiling leadership in this sector.

'Managing Change Successfully' delivered to academic and delivery staff

for Bangor University to support organisational change, further cohorts booked for 2014-2015.

### **Academic Support**

**DBA** – Doctorate of Business Administration, with previous operational work on the programme now complete, opportunities for publishing are the primary focus.

**L4C** – Leadership for Collaboration, support for this programme is purely marketing based to advise prospective students of what is available.

### **Sowing Seeds**

Review of all Sowing Seeds publications completed and in build for updating half of the existing twelve publications.

Ten future publication areas identified and a schedule in place for the development of the publications in line with workshops and programme areas of delivery for 2014-2015.

## Talent and Succession



### Strategic Purpose

The strategic purpose of the Talent and Succession team is to provide support in the development of talent management activities that fit an organisation's culture and capacity. Equipping 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 and the wider public services.

### Summer School

Academi Wales was proud to stage the 8th Public Service annual Summer School (SS) during this year. SS is an immersive residential learning programme bringing together a learning community from across the public and third sector in Wales. SS 2013 was

hosted at the University of Wales, Trinity St David's, Lampeter and was themed "Becoming an Outstanding Leader".

*"Thank you for a great week. I had really high expectations after seeing the agenda. I wasn't disappointed and am leaving feeling very inspired."*

*Summer School 2013*

Building on the success of previous years, SS 2013 provided 250 delegates with the opportunities to learn across boundaries and cultures to better understand each other and how they will become better 21st century leaders. The delegates represented 64 public service organisations from across Wales including NHS, local authorities, police, fire and rescue, civil service and third sector. The programme comprised of 8 keynote presentations from

internationally renowned speakers, authors and academics; 15 experiential workshops, 25 facilitators supporting 18 groups and 4 executive coaches.

Delegates were nominated by their organisations as the most appropriate people to attend the event and be able to apply the learning to their current role within their organisation to make a difference. The event is outcome focused, providing learning for delegates and a structure that supported them to plan for their return to work, translating their learning into tangible actions.

Over 1500 people have attended since the 1st Summer School in 2006.

### **Public Service Winter School**

The 3rd successive annual Wales Public Service Winter School was held 4-6

February 2014 in Nant Gwrtheyrn, North Wales

Winter School is a residential learning event that's been specifically developed for top level leaders from across the public and voluntary sector in Wales. Designed as a 'stretch' programme, the theme for Winter School 2014 was: 'Trust – The Foundation for Success'. Each day focused around specific aspects of Trust; Building a Trust Culture, Exercising your Leadership and Going Beyond Yourself.

Comprising of keynote session and interactive workshops the speakers for 2014 included: Adrian Furnham, Professor of Psychology at University College London and Fellow of the British Psychological Society, Fons Trompenaars, founder and director of



Trompenaars Hampden-Turner (THT), an intercultural management firm and Clive Punter, former Managing Director of Global Marketing Solutions at LinkedIn and founder of GeniusQ.

The 33 delegates represented 30 public and voluntary sector organisations including; Natural Resources Wales, ABMU Health Board, Cardiff University, Arts Council of Wales, Powys Teaching Health Board, NHS Wales Shared Services Partnership and Wales Audit Office plus representative from the NI Civil Service sharing best practice

Feedback following the event showed a 98% of the delegates had met individuals objectives.

*“Winter School provided some truly inspiring insights and the opportunity to gain the confidence to think about what I need to improve personally and professionally”*

*Winter School 2014*

## Coaching

Academi Wales leads on the development of professional coaching within Welsh public service, making this activity accessible to a range of colleagues in Welsh public service via the Academi Wales Learning Channel (through the coach search site



**“Coaching Wales”** at [www.learningwales.tv](http://www.learningwales.tv)).

Coaches provide their skills at no cost in return for the opportunity to network and CPD skills development. Coaches come from across a range of public service organisations and form the Wales Public Service Coaching Collaborative (**“The Collaborative”**), which has 75 members and is a cross sector, active network of coaches. All coaches commit to coach at least one person from across the Welsh public service at any time, at no cost, working out at around 24 hours of coaching per coach, each year. All members of The Collaborative must hold an ILM qualification at Level 5 or 7.

Academi Wales staged the 3rd annual Welsh public service coaching conference (also available to learning and development colleagues in the Welsh public service). 150 delegates attended, doubling the attendance figures of last year. To support skills

development 63 people attended two development events (North and South Wales). Academi Wales has enabled training of 34 of new coaches, to enrich the mix of public service coaches, also providing 1:1 support to new coaches to help them develop their skills and confidence.

## **International Learning Opportunities Programme**

The International Learning Opportunities (ILO) programme provides a unique opportunity for participants to spend eight weeks in sub-Saharan Africa working on development projects that are designed to enhance leadership skills.

As a leadership programme, it offers an immersive experience that involves working with African organisations, leading on specific management projects. By taking participants out of their comfort zone, it tasks individuals to work more creatively and resourcefully, increases levels of self-awareness and enhances personal resilience.

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.

Established in 2007, the ILO programme has given over 100 participants the opportunity to experience living and working in a developing country.



A new cycle of the ILO programme was launched for 2013-16 focusing our efforts on two key countries – Uganda and Lesotho. Academi Wales has committed to delivering 15 places per year in this cycle. All 15 places for 2013-14 have now been filled by managers and leaders from across the Welsh public and voluntary sector.

This year we also announced that the Bridges and Links to Leadership Consortium (jointly forged by Welsh voluntary sector organisations, Dolen Cymru and PONT) were appointed as the new provider to the ILO programme.

## **Leadership Bursary Programme**

As part of Academi Wales, the Leadership Bursary Programme 2013/14 provided the opportunity to invite managers and leaders drawn from across the public service within Wales to become part of an exceptional personal and professional leadership learning journey.

The suite of programmes that made up the 2013/14 bursary offering were selected to support the development of managers and leaders - encouraging individuals to think beyond their immediate learning horizon to explore the potential for personal and professional

*“It was a privilege being part of such a diverse class that included people from across the world and from very different cultures, and engaging in discussion with people with very different work (and life) experiences. The programme purposely sets out to draw from the richness of the participants’ experiences and to pool their accumulated knowledge.”*

*Leadership Bursary at Harvard, 2013*

development.

Building on previous years the programme featured a comprehensive and varied collection of executive learning programmes at internationally renowned institutions, these included Ashridge Business School, Centre for Creative Leadership–Brussels, Cranfield University School of Management, Harvard John F Kennedy School of Government, Hemsley Fraser and Saiid Business School.

The programmes had been specifically chosen to help address some of the challenges faced by individuals responsible for improving public service delivery. This bursary offering aimed to develop outstanding leaders to maximise efficiency in the face of external and

internal change.

Academi Wales, exceptionally for 2013/14, offered a bursary award of up to 100% bursary. Individuals were invited to complete an application form and if successful at that stage they then progressed to Development Panel to assess their application against specific set criteria. Of the 85 applications, 20 bursaries were awarded. Those who were successful funded their own airfare/travel and accommodation costs unless otherwise stated within the programme details.

On return participants are committed to writing a full page testimonial/review on the learning experience which is then published on the Academi Wales website.

## **NHS Graduate Scheme**

The NHS Wales Graduate Management Training Scheme provides 10 graduates with a unique opportunity to make a difference to the NHS in Wales.

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

The programme is work based and focuses on the requirements to undertake a real job in the NHS building

skills in managerial capability, staff engagement, financial acumen and increases ability to deliver change and improvements as well as providing graduates with a professional qualification at Masters Level. The level of complexity, unprecedented financial pressures, partnership working across sectors, increased focus on improvement, productivity and safety – as well as the rising expectations of patients and technology revolutionising work, requires a new leadership skill shift.

The recruitment process for the 2014 cohort began in January 2014 with a series of assessment stages, we



received 336 applications.

This process ensures that successful individuals are able to meet the challenges they will face over the two year programme when they will participate in experiential learning, personal development, action learning sets and be supported by mentors and executive coaches in conjunction with undertaking a real job in NHS Wales.

The first year of the programme is

funded by the Welsh Government with the Health Boards and Trusts funding the second year.

There is an expectation that successful participants will ultimately form a future cohort of top leaders who will deliver consistently excellent services in a changing health service environment.

## Delegate Sector breakdown for Talent and Succession Programmes

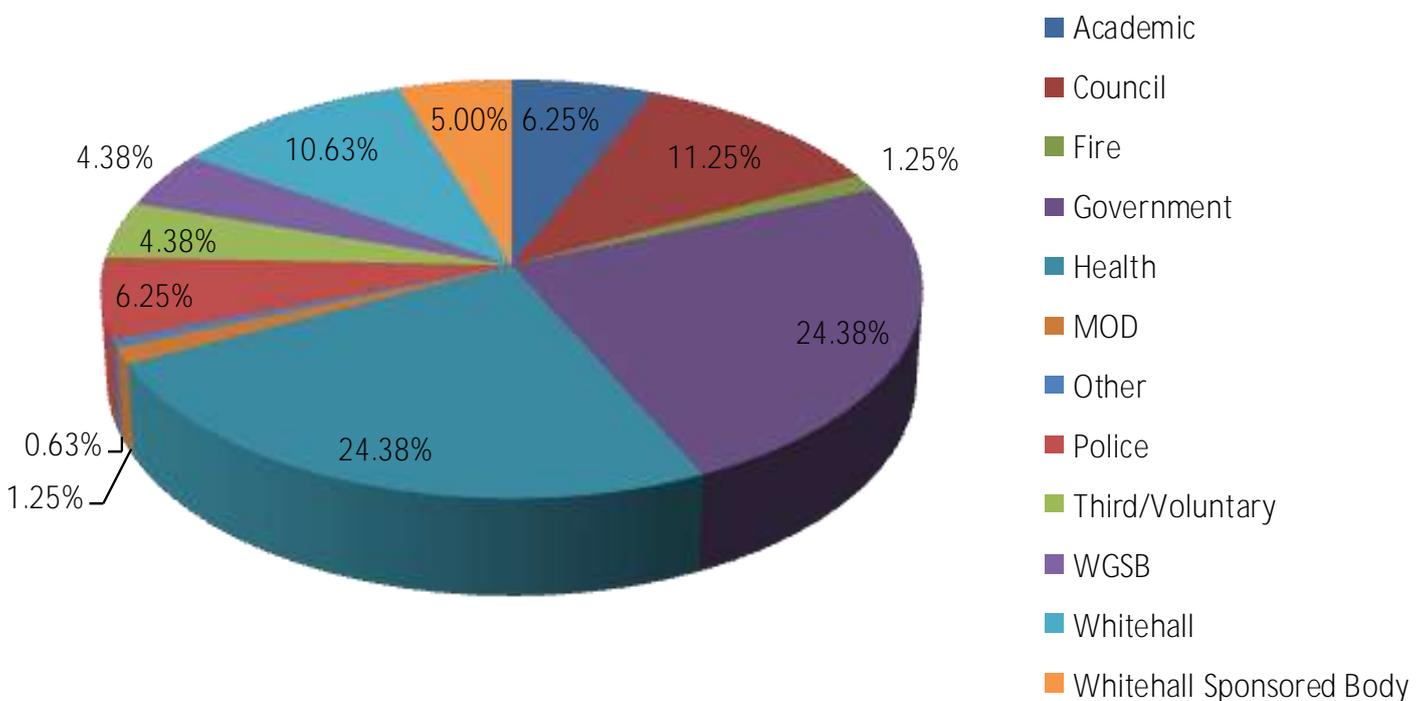


Figure 3

## NHS Leadership Development



### Strategic Purpose

The NHS Leadership Development work programme supports the delivery of key areas of activity identified within the Academi Wales Business Plan and is aligned to the Welsh Government workforce and service agenda for NHS Wales in 2013/14.

Following the development of key objectives to be achieved by the NHS Workforce and OD Division within Welsh Government, the 2013/14 leadership development activities for NHS Wales are organised under the following themes:

1. Graduate Management Training
2. Leadership and Management Development
3. Strategic Change and Improvement
4. E-Leadership

### 1. Graduate Management Training (ADP)

To recruit and develop external and in-service talent for the Advanced Development Programme (ADP), which supports the wider development of future leaders for NHS Wales and the Public Sector. ADP has been designed to develop tomorrow's leaders with core leadership and managerial skills. The challenges ahead require leaders to have sound people and fiscal management skills, as well as the ability to work collaboratively across professional and organisational boundaries.

The first ADP cohort commenced in November 2010 followed by a second cohort in September 2012. Plans are currently underway to recruit the next intake of general management and finance graduates for the NHS planned for September 2014 (see Talent and Succession).

### 2. Leadership and Management Development

#### 2a. Medical and Clinical Leadership

The NHS Leadership and Development Team supports a number of development initiatives aimed at clinicians in support of their personal and professional development. Working closely with both



*“Excellent day, really well designed. absolutely exhausting but well worth it.”*  
*HPMA Wales Conference*

the Chief Medical Officer (CMO) and Chief Nursing Officer (CNO) to support the design and delivery of key events throughout the year including an Annual Clinical Leadership Conference

## **Consultant Nurses, Midwives and Allied Health Professionals CNMHP Development**

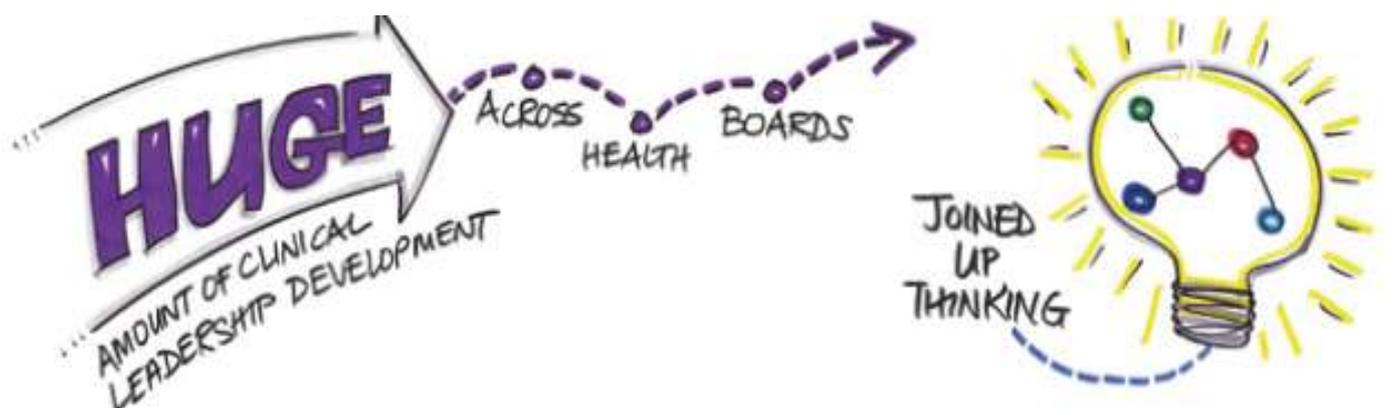
Leadership support has been provided through professional and personal development events that enable Consultant Nurses, Midwives and Allied Health Professionals to enhance their ability to lead and undertake their roles more effectively.

Senior midwifery leaders and ward sisters in Betsi Cadwaladr University Health Board have benefited from

several development workshops that enhanced their leadership abilities in an ever changing healthcare environment.

## **Clinical Leadership Development Scoping Workshop**

In December 2013, the NHS Team from Academi Wales in partnership with the CMO’s team facilitated a national workshop to explore the clinical leadership role and to devise a strategy for moving forward. Representatives from multiple organisations were invited to participate and highlight the extensive clinical leadership development opportunities being delivered locally. An “all Wales” shared vision of clinical leadership development is required to enable collaboration, promote cultural change and engage new leadership talent from the existing NHS workforce. The opportunity to work with and learn from other public sector organisations both within and outside healthcare was an important part of the process.



## Medical Leadership Programme

Launched in March 2013, this 12 month programme is designed to support Senior Medical Leaders from across NHS Wales designed to improve an individuals capacity to effect service improvement and develop leadership skills, competencies and behaviours.

Delivered using a blended approach including workshops, action learning and e-learning pathways and following a number of key themes:

- Understanding strategic context
- Leading improvement, teams, engagement and across organisational boundaries
- Person centred care - quality and safety
- Innovative leadership

Evaluation of the programme has been extremely positive with a second national cohort commenced in October 2013.



The Wales Institute of work based learning, University of Wales Trinity St David's has been awarded the contract to accredit the Medical Leadership programme. Participants will receive a Post Graduate Certificate (Clinical Leadership) Masters Level 7.

## 2b. Multi-Professional Leadership and Development

### Talent and Succession for CEOs and Executives

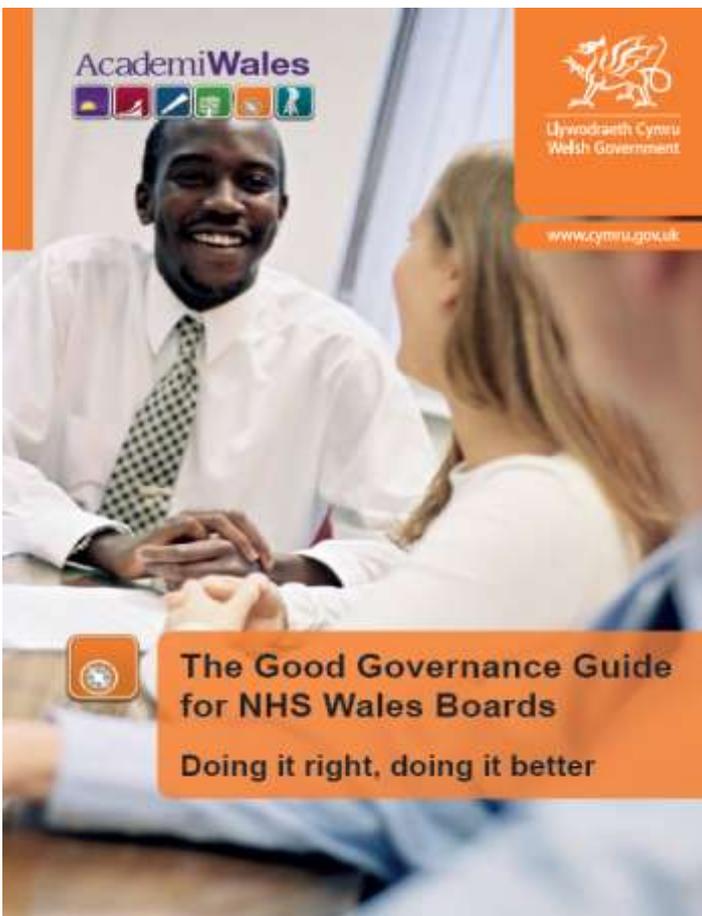
To support senior leadership talent and succession planning within NHS Wales. During 2014/15 Academi Wales will be developing an intervention to support the development needs of individuals within the NHS Wales talent pool to fulfil future leadership roles across NHS Wales. This activity reflects the areas of development identified in the 'Talent Management and Succession Planning' paper.

*"The knowledge and insight will be vital in enabling me to identify what I can do differently in order to improve the effectiveness of the team"*  
*Clinical Leadership Learning Event*

## Board Development

A variety of interventions were available to support individual member and whole board development including Two at the Top, Development Series & Expert Seminars.

'The Good Governance Guide for NHS Wales Boards – Doing it Right, Doing it Better' was launched at the Welsh NHS Confederation Conference in January 2014, providing clarity with roles and accountabilities, performance and development, governance, risk and the future shape and structure of health and social care in the context of the wider



public sector reform agenda in Wales.

## Senior Leadership Experience

The Senior Leadership Experience is a multi-professional intensive intervention. Designed to provide high potential leaders seeking to lead through uncertainty, growth and change in their organisations a dynamic leadership experience. The experience allows individuals to revisit and refine their own assumptions and understanding to improve their leadership practice.



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

*“Extremely helpful, the resources are fantastic and the process and design of the day was extremely conducive .”*  
Senior Leadership Experience

## Middle Management Development

A framework is being co-produced with organisations with a key role in building consistency around NHS Wales middle management development. Integrating the learning pathway developed by Academi Wales with local strategies and programmes which incorporate the NHS Wales Core Competence Framework for Managers and Supervisors - a significant amount of work has been achieved in 2013/14 to support this agenda which will be further developed and implemented during 2014/15.



## Aspiring Leaders Support

To assist individuals to develop the necessary skills, knowledge and behaviours as they aspire to fulfil their leadership roles supported by the following tools, models and interventions:

- Action Learning
- Personal Development and Alumni Support
- Career Management
- Coaching/Mentoring

## 2c. Bespoke Development Interventions

### Mental Health Strategy Clinical Leaders Group

The aim of the development intervention was to provide support to members in the delivery of efficient and effective outcomes in relation to their individual roles at national and local level.

A programme was developed using diagnostics, training needs analysis and supported by access to online learning resources.

### ABM University Health Board

In collaboration with the Workforce and OD team at ABMU, Academi Wales supported a programme to develop the senior team of the Chief Operating Officer.

### Cardiff and Vale University Health Board

Working in partnership to support appointment and development of the new Clinical Board Directors following recent organisation restructure.

In addition the NHS leadership team provided facilitation support to the Welsh Therapies Advisory Committee, the Academy of Royal Colleges and the All Wales Pharmacist Leadership

Development Programme.

### **3. Strategic Change And Improvement E-Leadership**

Academi Wales continues to support the use of technology enhanced learning to maximise the use of staff development resources to create the appropriate capability and capacity in our workforce via the Academi Wales Learning Channel [www.learningwales.tv](http://www.learningwales.tv) and **Learning@NHSWales** virtual learning environments.

These offer consistent standards of learning, equity of access across NHS Wales and greater value for money. Both of these nationally hosted initiatives support local organisations to deliver the skill shift agenda.

#### **Broader Leadership Development Activities**

The NHS Wales Leadership Development Team contributes to the wider Academi Wales portfolio of work including:

#### **Revised Code of Conduct for NHS Managers**

In response to the Francis report, Academi Wales was invited to contribute to the development of an updated Code of Conduct for NHS Managers in Wales. This was in conjunction with the

development of a NHS Core Competence Framework for Managers and Supervisors in recognition that there was no clear definition of behaviours, skills and knowledge required for managers and supervisors to work effectively in NHS Wales.

#### **Delivering Safe Care, Compassionate Care**

Learning for Wales from the Mid Staffordshire Public Enquiry Implementation Group - the NHS Team provide regular updates on Leadership Development activity in line with the project group action plan.

#### **Reports and Papers**

The NHS Team have produced a number of papers for Welsh Government NHS Executive Director Team, Chief Executive and Workforce Director groups including NHS Leadership Programme Development, Clinical Leadership, Talent and Management Succession and Healthcare Education across Wales which included Technology Enhanced Learning for NHS Wales strategy.

*“Always engaging and challenging, promoted thinking and some re-focusing”*

*Senior Leadership Experience, March 2014*

## Continuous Improvement and Change



### Strategic Purpose

The strategic vision of the Continuous Improvement & Change team is to create a core value of 'continuous improvement' in leaders and practitioners who can transform public services in Wales. Our mission is to build 'continuous improvement' capacity and capability across the Welsh public service by supporting networks, providing the space to grow and developing skills.

### Key Activities

**Customer Engagement** - Strong evidence to show the impact of our CI training events and 'efficiency improvement' workshops including our work at Carmarthenshire County Council,

Neath Port Talbot County Council, Fire & Rescue Service, Ministry of Justice, CAFCASS, Police, Flintshire County Council, DfES, & EST Energy & Environment.

**All Wales Continuous Improvement Community (AWCIC)** – Encouraging developments include the move towards a strategic 'core' steering group (including formal agreement on structure) aided by the involvement of Professor Nick Rich (Professor of Operations Management & Head of HRM and Organisational Studies School of Management, Swansea University). Engaged in AWCIC Strategic Marketing working group.

**Experience Sharing** – Completed a three way sharing of information and approaches with our counterparts from Scotland & Northern Ireland Governments.

**ABM NHS Awards** - Contributed to the ABM NHS Chairman's Awards as a member of the judging panel.

### **Institute for Continuous Improvement in Public Services (ICiPS) –**

Contributed to the strategic development of the Institute including helping to design new 'strategic assessment' model (gr8) now available as a standard ICiPS product. Promoting awareness throughout the Welsh Public Sector. Contributed towards the inaugural Annual Conference and ICiPS CI Week (with visit to Royal Mint). Eleven Welsh Government staff members now signed up to ICiPS membership.

**Public Accounts Committee** - Key input to PAC paper on Public Reform.

**Continuous Improvement (CI) Training Products.** The full suite of newly designed training products is made up of three sections:

- **CI Preview** is a half day workshop with an insight into CI and is to help gain a wider understanding of the benefits of applying CI methodologies

*"It was an excellent conference – one of the best I have attended and well worth the trip. I came away with some excellent contacts and fresh ideas."*  
CI Annual Conference, Sept 2013

as part of a 'whole system' approach to enable efficiencies improvements and innovation. It demonstrates the logic behind CI principles using examples, focusing on how to remove 'waste' & overcome the barriers to effective implementation of continuous improvement. The wider implications of implementing a CI approach is also covered along with the challenges involved in doing so.

- **CI Patron** is a 1 day interactive workshop is designed to give senior influencers/decision makers within organisations an overview of continuous improvement approaches, tools and techniques. There is a focus on defining the expectations, roles and responsibilities of senior decision makers have in making continuous improvement successful.

- **CI Practitioner** is a more advanced continuous improvement programme and intensive 6 day course, which goes into more detail on continuous

improvement approaches, tools and techniques. As part of the course, the Practitioner programme equips participants with the skills to deliver an improvement project in their workplace.

## Key Data

- Distribution List to disseminate CI information, knowledge, best practice and events: 190
- Learning Channel: AWCIC group users: 101
- Linked-in AWCIC group members: 129
- AWCIC Steering group members: 126
- AWCIC Events: 508
- CI Patron delegates: 20
- CI Practitioner delegates: 94
- CI Preview delegates: 36
- Events to raise awareness of CI and explore avenues to provide support/ networking attendees: 505
- Scoping Workshop (to scope out and agree specific CI work to be undertaken) attendees: 91
- Efficiency Workshop (is a follow on from the scoping workshop and will involve all identified stakeholders to work through processes and identify improvement opportunities.) delegates: 100
- Programme of Learning delegates: 51

## Key Developmental Work

- Top Management Challenge – developing a systematic initiative to help deliver against high priority organisational efficiency needs. The initiative will also incorporate a ‘time banking’ mechanism.
- Organisational Engagement – Exploring ways of increasing ‘ideas generation’ to enable organisations to exploit untapped innovation.
- Voluntary Sector - Committed to support forthcoming WCVA & Ponthafren Association workshop events.
- Vale of Glamorgan County Council – programme of workshops has been finalised for forthcoming delivery.

*“I thoroughly enjoyed the Preview [which] has refreshed my knowledge about continuous improvement tools. It has made me think of other options and made me realise the impact of a process in one area on another. Thank you.”*

*CI Preview Training, March 2014*

### Continuous Improvement Total Events by Sector

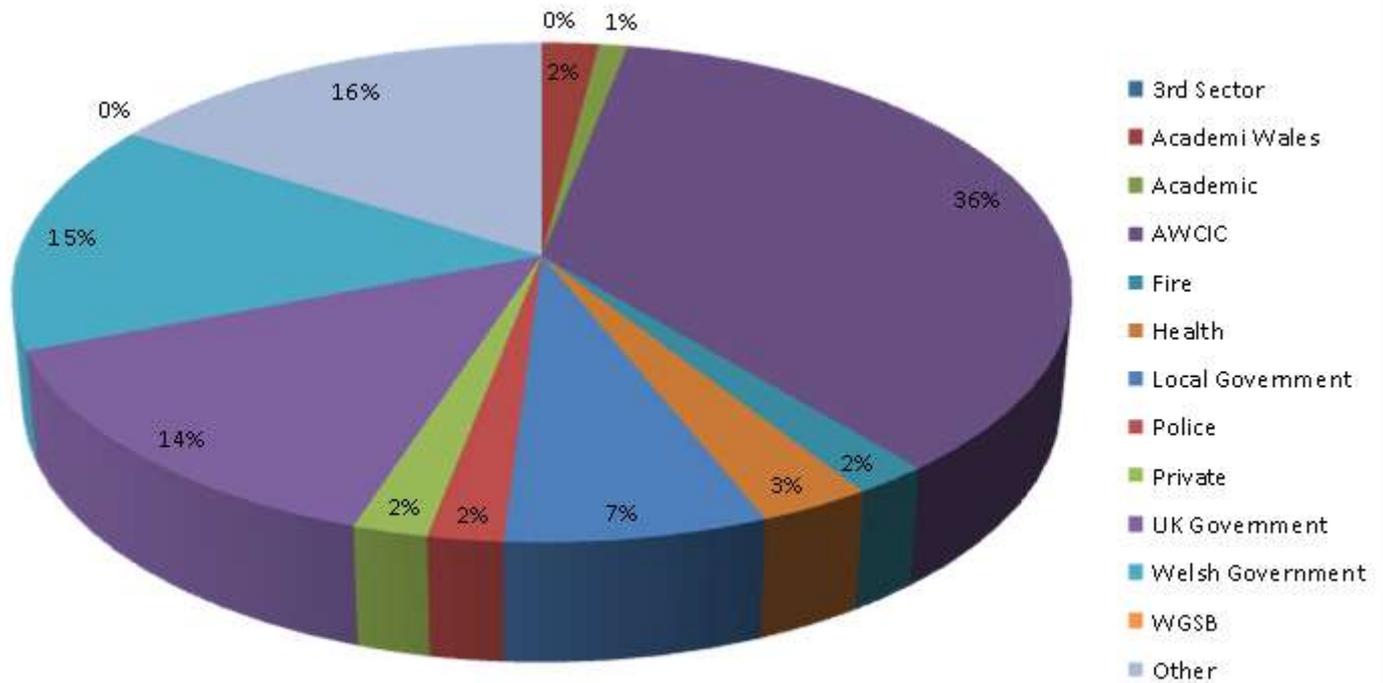


Figure 4

### CI and Change Conference by Sector

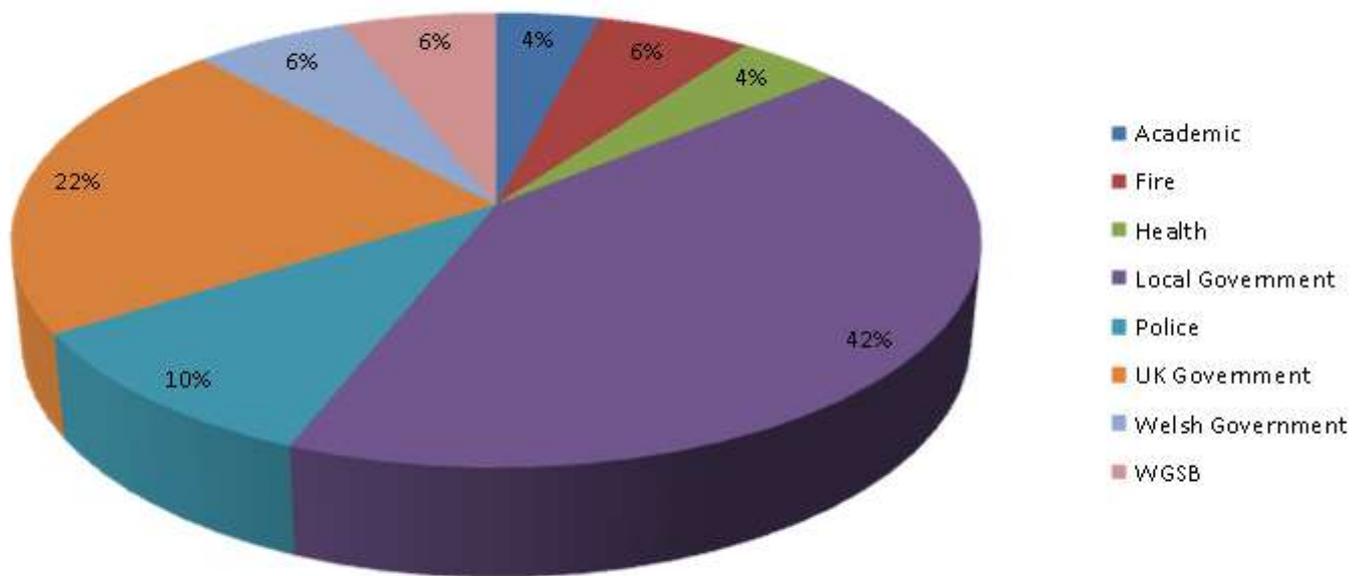


Figure 5

## Recognition & Achievements

Our progress during the last year has been productive and rewarding. With an ongoing focus on the all important 'voice of the customer', and aligned to the All Wales Continuous Improvement Community, we have developed effective new products and additional innovative approaches. These approaches are fundamentally aimed at addressing 'business needs' and providing 'fit for purpose' solutions as we continue to assist the public sector on their CI journey. In addition we have benefited from a having a broader insight into the 'UK wide' evolution of Continuous Improvement where we have a growing presence and influence as we continue to learn from and contribute towards the CI agenda.

- Welsh Government Award – Achieved for the CAF/CASS 'pan Wales' process transformation project.
- ICiPS National Award – as above.
- Carmarthenshire County Council – Case study published by Carmarthenshire County Council highlighting the improvements within their 'Free School Meals' process.
- All Wales Continuous Improvement Annual Conference – A very well

received event attracting 170 attendees including representatives from Scotland, England & Northern Ireland.

- ICiPS Accreditation. Newly designed training material has successfully undergone formal assessment by ICiPS.
- ICiPS Fellowship. Academi Wales staff member became the first in UK to achieve ICiPS fellowship recognition.



## Professions Based Development

### HRCymru

Rhwydwaith Adnoddau Dynol (AD) y Gwasanaethau Cyhoeddus yng Nghymru  
Public Service Human Resource (HR) Network in Wales

[www.hrcymru.info](http://www.hrcymru.info)

#### Strategic Purpose

The Professions Based Development programmes and products are managed through the Academi Wales Delivery Team. The strategic purpose of this element of work is to develop professional leadership groups, professional communities and specialist programmes to enable the sharing of resources, skills, expertise and learning amongst professional groups.

The Human Resources (HR) profession has been the key focus of this work so far but we are seeking opportunities to work more closely with other professional areas. We have also delivered a key programme for building Governance capability across the public services, and will consider opportunities to further develop scrutiny capability in future.

#### Welsh Public Services Human Resources (HR) leaders event

The 3rd annual HR leaders Event was held of the 5 & 6 March 2014. The theme

this year was ‘Together facing the challenge of the changing landscape of public service delivery in Wales’, and the event was well attended with 75 HR Directors attending from across the public services in Wales.

Sessions included a discussion on Commission on Public Service Governance and Delivery. 4 very topical workshops were delivered including; Public Sector Governance; Collaboration; The Progress Principle; and Values Based Organisations. Speakers included Doug McIlldowie, Group Director Human Resources, GKN plc, and Linda Holbeche, ‘Putting Dynamic OD at the core of organisations’. Feedback from delegates was excellent, confirming they valued the opportunity to face the workforce and HR challenges together.

*“A really beneficial 24 hours – a people focused/centred approach to Leadership and Organisational Change.”*  
HR Leaders Event, March 2014

**HRCymru**

Users of the HRCymru website/portal have recently been surveyed and subsequent improvements made to the site in light of their feed back. We have 579 registered users, with renewed interest requests following the HR Leaders event. All Welsh Government HR policies have been uploaded on to the site. All documents and presentations from the March HR Leaders event are available on the site to view. The site continues to provide a space for HR professionals to share experiences, skills and resources and to help reduce duplication to improve

effectiveness of the profession across the public services in Wales.

**Postgraduate Certificate in Public Service Governance**

Queen Margaret University, Edinburgh, delivered this programme as the sole provider (at that time) in the UK. The programme consisted of 4 two day modules. 16 delegates completed, graduating on 1 July 2014. Evaluations have been undertaken on each module and a level 3 evaluation is planned for Summer 2014, after which the longer term options for governance and scrutiny training will be considered.

HR Leaders Event

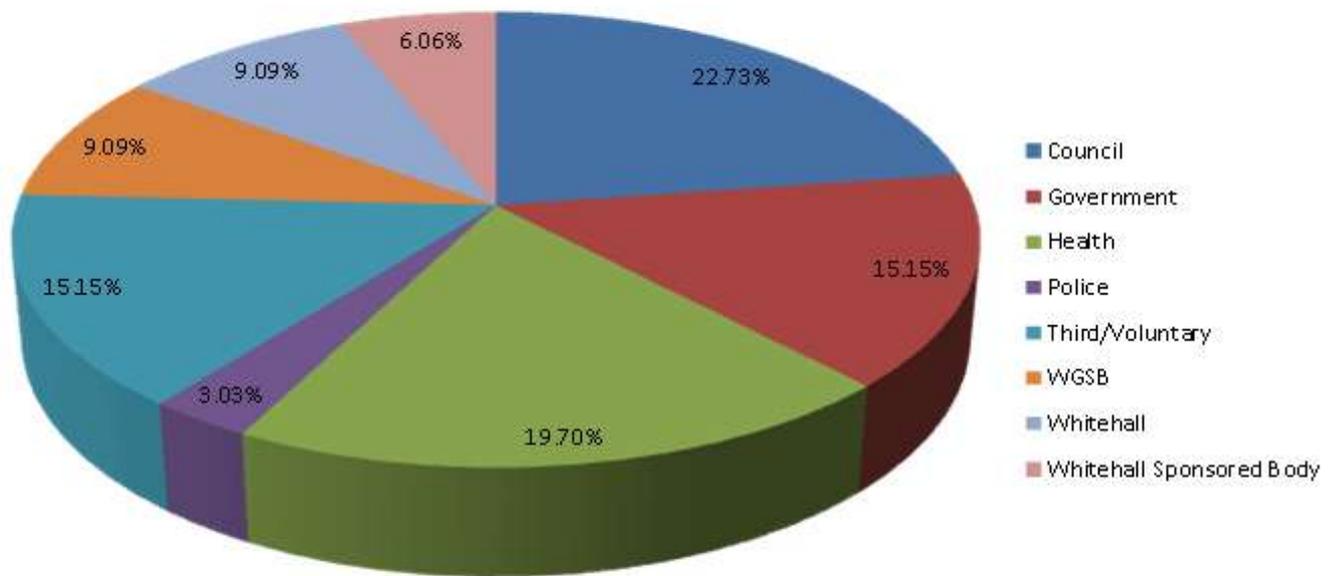


Figure 6

## Communications, Governance and Finance

### Academi Wales Website

The Academi Wales website has improved greatly since the launch of AW and the morphing of website content from the previous PSMW Ascend website. We have sought feed back and views from users through surveys and informal feed back and have made regular improvements which have now resulted in a user-friendly, visually attractive, faster and more intuitive site which aims to help our customers find all the information they need on AW products and activities. A Service Level Agreement has been agreed with the existing website developer to ensure the website is available and functioning

correctly to ensure that our users can find what they want, when they want it. Plans are in place for full optimisation of the site and a digital strategy is being developed to identify the long term digital solutions for Academi Wales.

### Academi Wales Learning Channel

The award-winning Learning Channel web site offers access to e-learning, videos, webcasts, podcasts and other resources to help your professional development. We provide access to cutting edge development opportunities for all public service leaders and managers, sharing ideas and building capability, capacity and collaboration to deliver the best public services for Wales.



Academi Wales: Great leadership through learning



Hot topic

[Apply now for the Leadership Bursary Programme](#)

Applications deadline: 4 July 2014

Explore Academi Wales



Take our short pulse check survey

Welcome



Subscribe to the Opportunities Bulletin



[Find a course](#)



[Manage your career](#)



[Access online learning](#)

Latest updates

## **SkillPort**

SkillPort is an exciting global product which offers a wide range of bite-size learning modules on leadership, change and service improvement. It's designed to help you to develop your understanding of leadership and change and become more effective.

You can watch videos, take part in interactive scenarios, download podcasts for your iPod and book summaries for your Kindle.

The Leadership Advantage section gives you access to keynote sessions with experts and thought leaders such as Lynda Gratton, Patrick Lencioni and John Kotter. Watch live and recorded webcast events where you can ask questions of recognised international experts.

## **Academi Wales Bulletin**

Responded to feedback and gave the bulletin renewed vigour in an online format and through continuous design update, feedback and reiterations created the current bulletin format. Have used the bulletin to promote a wide variety of events, courses, jobs, secondments and other services – including surveying users about the overall effectiveness of Academi Wales online services. From the results of these surveys improvements

were made to the bulletin, from August - new highlights email created which is completely bilingual. From December - Academi Wales website homepage redesigned, tested and launched in January.

## **Corporate Governance Activities**

Completed the audit of health and safety documentation in advance of OHSAS 180001 assessment, with remedial action taken to ensure appropriate checks and risk assessments undertaken for driving at work, home working, lone working etc.

Delivering an ongoing programme of Display Screen Equipment assessments for team members. Complement of DSE Assessors raised from 1 to 3 within the team. Two new fire wardens appointed. 1 new first aider appointed.

Assessment of, and response to consultation on, Welsh Language Standards.

## **Evaluation**

Academi Wales programmes receive excellent feed back, both in terms of scores and comments. The average evaluation score of Academi Wales products is 97%.

**Procurement Activity**

12 Invitation to quote procurement exercises conducted for services valued at c.£270,000

2 Invitation to tender procurement exercises conducted for services valued at c.£400,000

6 Departure requests completed and approved

**Financial Management**

The Academi Wales programme budget for 2013/14 was £1.615m.

Revenue generation exercises from Summer & Winter School and ILM7 Coaching raised £70,950, enabling Academi Wales to deliver within the

available budget.

Based on the total budget of £1.615m, and a total of 7,592 delegates attending 11,511 training days, the average costs equate to £212 per delegate and £140 per training day.



Delivery Location Chart for all Academi Wales Scheduled Programmes

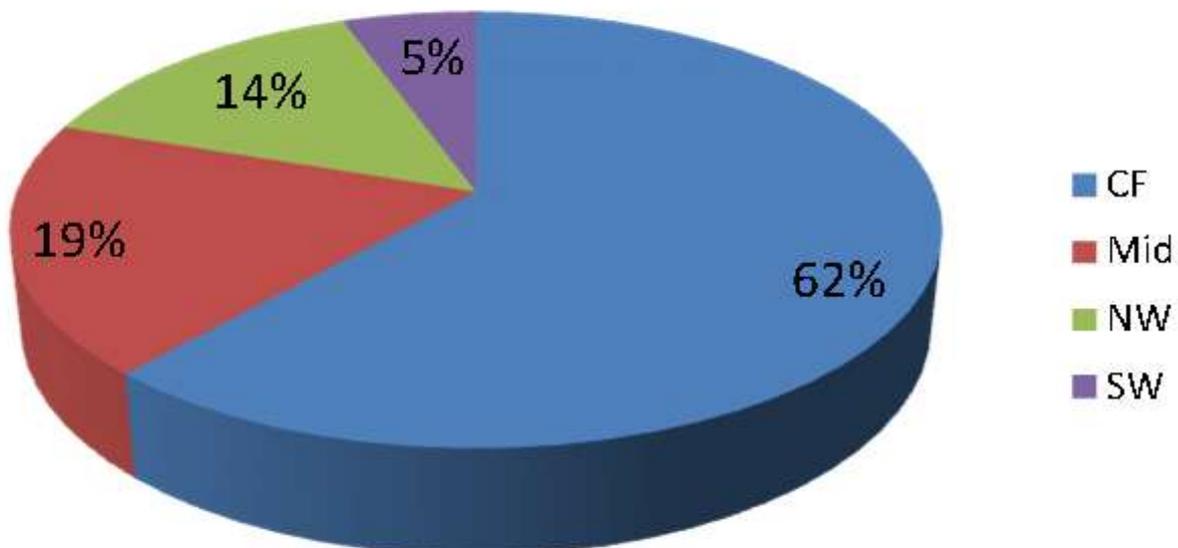


Figure 7

## Delegate Data

Academi Wales programmes are targeted at, and accessed by, public servants at all levels, at all stages of their leadership careers.

Figure 8 shows that for every 1 Chief Executive / Senior Manager, there are 2 Middle Managers / Practitioners

accessing Academi Wales programmes, and 9 people accessing programmes which are open to all levels and grades.

This is in addition to the plethora of other development activities open to people, including access to the Learning Channel and Skillport.

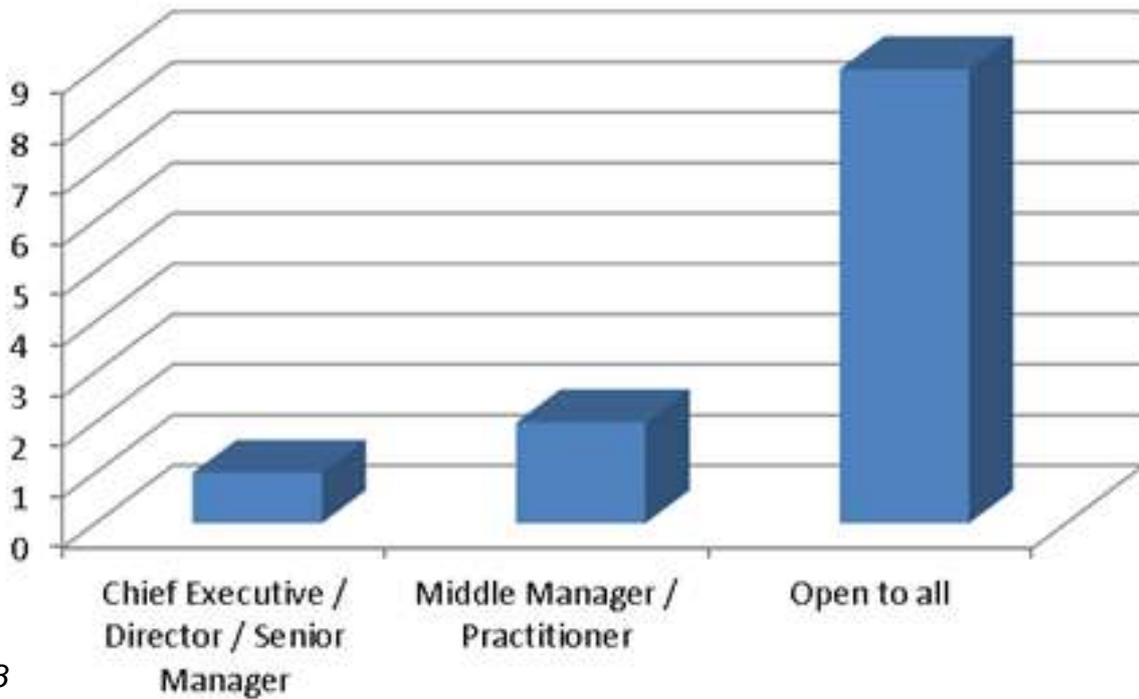


Figure 8

Target audience	Number of separate programmes	Total Number of Delegates	Total Training Days	Ratio
Chief Executive, Director / Senior Manager	19	668	2,032	1
Middle Manager / Practitioner	15	1,199	4,820	2
Open to all levels	18	5,725	4,659	9
<b>Totals</b>	<b>52</b>	<b>7,592</b>	<b>11,511</b>	

## Engagement Data

Communication Channel	Volume
Database	8,000
Bulletin 09/13	5,000
Bulletin 03/14	3705 (this figure is lower but more representative and includes more than 200 organic subscribers)
LinkedIn 03/14	Members: 236

### Academi Wales website

Dates	Visits	Unique visitors:	Page views	Traffic source (%)			Device (%)		
				Direct	Organic (search engine)	Other (referral)	Desktop	Mobile	Tablet
Sept 2012 – March 2013	9,111	5,672	41,470	60	21	19	94	3	3
April 2013 – Sept 2013	20,937	12,164	106,760	48	25	27	91	4.5	4.5
Oct 2013 – March 2014	28,000	16,580	124,794	42	33	25	88	6	6
Total	58,048	31,214	273,024						

### Twitter

Dates	Tweets	Following	Followers
July 2013	708	458	549
July 2013 – March 2014	753	210	468
Total	1,461	668	1,017

### YouTube

Dates	Videos added	Views	Minutes watched*	New subscribers	Likes	Shares
July 2012 - July 2013	8	516	1,976	6	2	5
July 2013 - March 2014	38	5,213	47,377	24	2	14
Total	46	5,729	49,410	40	4	19

\*available from 1 September 2012

# AcademiWales



## Academi Wales Annual Report 2013-14

[www.academiwales.org.uk](http://www.academiwales.org.uk)

[academiwales@wales.gsi.gov.uk](mailto:academiwales@wales.gsi.gov.uk)

[@academiwales](#)