

AcademiWales



Llywodraeth Cymru
Welsh Government

Annual Report 2020-21



Un Gwasanaeth
Cyhoeddus Cymru



One Welsh
Public Service

#OneWelshPublicService

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You can find out more about us, the work we do, who we work with and our values by visiting our website:

gov.wales/academiwales

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

Cover design by Niki Bedford, Academi Wales

Director's overview

Paul Schanzer, Director, Academi Wales



2020/2021 proved to be one of the most challenging years in Academi Wales history.

The country went into lockdown in March 2020, with staff working exclusively from home and our programme activity which up until this point had been delivered face to face being re-designed for virtual delivery.

The team was challenged further with some staff redeployed to support priority activities within Welsh Government and the 30% vacancies across the Team, with limited opportunity to recruit to these posts.

Within this thought-provoking (maybe!) operating environment the Academi Wales team adapted many of our key programmes and events for online delivery, with practitioners upskilling to ensure programmes were adapted to provide the best possible virtual learning experience for participants.

As you will see from the Annual Report the Academi Wales Team were successful in adapting and delivering a variety of programmes and events virtually to support managers and leaders across Welsh public services in their ongoing development.

Our virtual delivery model has been successful and as we emerge from the pandemic Academi Wales will offer both physical and virtual delivery options ensuring greater access to our programmes and events with increased scale and spread across Wales.



April – June 2020

The first quarter started with a review of our annual delivery plan to identify the programmes and events that could be adapted for virtual delivery to maximise access and impact given the limited resource and capacity available. One of the biggest challenges was to adapt our annual All Wales Public Service Summer School for virtual delivery. In less than 6 weeks the team had designed a new format, engaged speakers and adapted the programme for virtual delivery using MS Teams. This event was hugely successful with over 1,500 delegates from across public, third and voluntary sectors accessing the programme during the course of the week and in excess of 10,000 visits to the Academi Wales website.



July – September 2020

The summer months were used to further hone our skills in adapting many of our programmes and workshops for virtual delivery. This included a number of our practitioners undertaking an accredited training programme to become certified online facilitators. August saw the first cohort successfully graduate from the All Wales Public Service Graduate Programme and all 16 take up new posts in the Welsh public sector where on behalf of the Academi Wales Team I wish them every success for the future. This quarter saw the launch of a number of workshops and programmes adapted for online delivery including The Evolution of Continuous Improvement: Where next given COVID 19? Learn & Share event, Healthy Boards workshop and the first module of the Aspiring Directors programme got off to a good start helping leaders understand the impact of Group Dynamics and its application in the workplace to enhance team performance and effectiveness.

October – December 2020

In October we launched the engagement activity to seek host organisations across public and third sectors in Wales to support the 2nd cohort on the All Wales Public Service Graduate Programme 2022. Academi Wales hosted its first All Wales Public Service virtual Coaching Conference in November attracting 250 delegates from over 90 public and third sector organisation in Wales. The programme offered delegates the opportunity to develop their skills and techniques with practical tools that can be used for personal growth designed to support the development of those being coached and/or mentored. This period saw the launch of several exciting programmes at Academi Wales, these included; Circular Economy Innovations Communities, Menopause in the Workplace and Value Confusion Learn and Share events; Leading in a Bilingual Country, 7 Habits of Highly Effective People, Building Effective Relationships, Trust, Leadership on Ice, Positive Psychology and Emotional Intelligence workshops; the newly adapted Independent Board Members' Virtual Induction Programme for NHS Wales.

January – March 2021

In January Academi Wales welcomed Dr Margaret Wheatley to facilitate the first online 'Warriors for the Human Spirit' programme, designed to support leaders develop a new set of skills including a level of personal mastery to lead with insight and compassion even when things become more uncertain and fearsome. February saw the successful delivery of our annual One Welsh Public Service Leaders' Winter School. This event was delivered virtually for the first time in this events 10 year history. Designed to support Leaders working in the top three tiers of leadership across Welsh public service and voluntary organisations the programme provided delegates focused on the future of public services in Wales and what this means in terms of crisis leadership and change.

The Leadership Development and Change Team facilitated a virtual All Wales Midwifery Strategic Think Tank in February bringing together senior clinical leaders and professionals from health boards, academia, Welsh Government and the Royal College of Midwives to provide a 'spring board' to discuss and envision the future of maternity care and midwifery services in Wales.

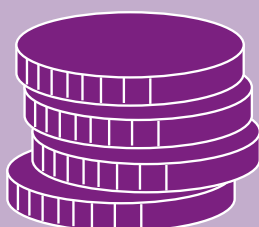
In March the Governance and Board Leadership Team in partnership with senior Welsh Government officials and NHS Wales's colleagues facilitated an induction programme for the newly established Digital and Healthcare Wales Board designed to enable them to meet the specific challenges of their roles in delivering the priorities for NHS Wales as set out in the Programme for Government.

During this last year the Academi Wales team have accomplished a huge amount under extremely challenging circumstances. We have learned a lot about how to operate effectively when working remotely, we've adapted our annual work programme for virtual delivery and have continued to support Welsh public services leaders and managers to deliver services for citizens during one of the toughest post war years. I am immensely proud of all that the Academi Wales team has achieved during this last year and look to the future with real optimism and hope.

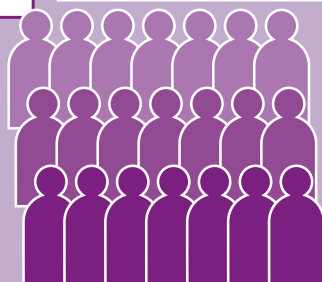


Our year at a glance

Budget
£659k



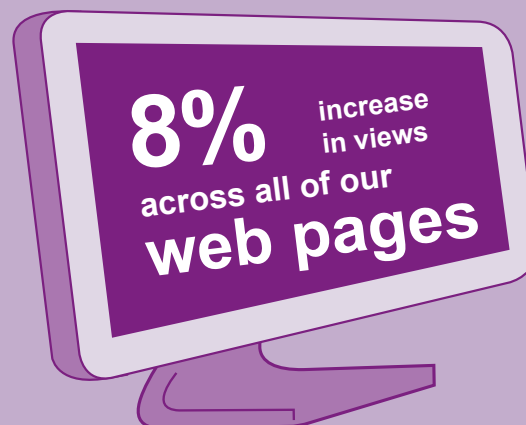
4,082
delegates



Average cost
to deliver equated to

£161.44

per
delegate



We delivered



**events,
workshops,
courses and
conferences**



6,584

Twitter followers, and



6,193

subscribers to our
Opportunities Bulletin

28,691

people watched our
YouTube videos

That's an estimated total
viewing time of

5,200 hours!



YouTube
channel

Talent and Succession Team

All Wales Public Service virtual Summer School 2020



Celebrating its 15th year and a highlight on the annual calendar of Academi Wales' activities, the Talent and Succession team successfully staged and delivered the **All Wales Public Service Summer School 2020** which took place from 22-26 June 2020.

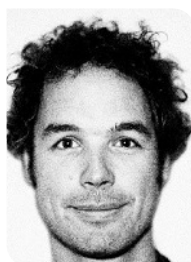
Summer School is designed as an intensive residential learning experience, bringing together leaders and managers to help build the knowledge and skills of those engaged in delivering public services to make the best use of resources and gain insights into leadership practice, to meet the needs of Welsh citizens in the most efficient and effective way.

As a response to the COVID-19 crisis, we quickly recognised Summer School still needed to be delivered, along with the realisation that we needed to do things differently! We took the opportunity to develop the first ever virtual Summer School. We delved into our extensive archives and rediscovered a wealth of talented and inspirational keynote speakers from past events. Identifying those with the relevant subject area, we created a Summer School designed to support our leadership and learning needs in truly unprecedented times.

The theme for Summer School 2020 was ***Shining a Light on Uncertainty – New Challenges, New Opportunities***. The daily programme comprised of live and pre-recorded sessions, each introduced by a member of the Academi Wales Advisory Board.

We were delighted with the response and although Summer School is always extremely well received, the Virtual event exceeded our expectations. The Summer School webpage gained 5,000 visits on the first day and in excess of 2,000 visits each day thereafter.

Participants heard from a host of inspirational internationally renowned speakers including Thimon de Jong, Professor Keith Grint, Richard Varey, Dr Margaret Heffernan, Sharon Turnbull and many more. Participants had the opportunity to join two live virtual masterclass events, with Julie James MS, Minister for Housing and Local Government and Amy Brann of Synaptic Potential.



Thimon de Jong



Professor
Keith Grint



Richard Varey



Dr Margaret
Heffernan



Sharon Turnbull



Julie James MS



Amy Brann

Virtual Summer School attracted a lot of interest on social media, with our top tweets attracting over 3,000 views. Participants' comments included:

"Great sessions so far with the #AWSummerSchool. This virtual summer school shows great adaption to the difficult circumstances the pandemic has brought."

"It is that time of the year when my feed becomes full of the joys of Summer School! Judging by my feed it is having a big impact – virtually. Amazing effort to pull it off by the team. Next year, Global Summer School?!?!?"

"I am thoroughly enjoying the 2020 Summer School and I intend viewing previous different sessions delivered at previous events. This has proved to be an excellent learning resource which I will also share with my team and other colleagues."

All Wales Graduate Programme Team



Images from Graduates Induction days in 2018 and at the Graduates' MSc module

The Graduate Team have continued to adapt and manage the delivery of the remaining programme elements and to support graduates within their roles. This has meant that some of the graduates'

roles had to be reassigned by host organisations in line with priority duties/objectives to help support the emergency COVID-19 response. Examples of this include redeployment to Emergency Operations Unit, supporting PPE distribution and testing facilities and working on new digital platforms.

This difficult period has given graduates the opportunity to develop their leadership skills and presented new opportunities to be adaptive.

In May and June 2020, the graduates completed two successful interactive **Virtual Career Development sessions**. These workshops helped them to plan for their future career, which included areas such as Personal Brand; their online presence; looking at evidence based on their strengths and how to manage their wellbeing.

All Wales Continuous Improvement Team

The AWCIC team developed virtual versions of their ever popular **All Wales Continuous Improvement Community Learn and Share** events. The first virtual session entitled **Why Discuss Menopause at Work?** was fully subscribed and effectively delivered, thereby providing us with a proven prototype for future events.

The team started gathering Crises Management Case Studies and undertook initial discussions with Audit Wales and Civil Service Local to consider mechanisms for identifying and disseminating examples of practical and effective improvements that have come about as a result of the impact of COVID-19.

CI Practitioner training delivery was suspended in March due to lockdown and future courses cancelled for the foreseeable future. Delegates that had completed the CI Practitioner Course would have presented their projects live to other delegates and an Academi Wales project assessor. Attendees of the CI Practitioner course work had to take on new learning and implement the tools and techniques within their own organisation,

resulting in improved efficiency and potentially freeing up capacity. In recognition of this hard work, a number of online presentations were conducted in a virtual group to allow the practitioners to receive recognition of course completion and receive their certification.

Leadership Development and Change Team

Lockdown had a huge impact on Academi Wales, with face-to-face activities no longer an option, our usual delivery model was turned upside down. As organisations rapidly adapted to the new required ways of working, a huge part of our leadership focus became about employee wellbeing as people adjusted to remote working in a national crisis. To reflect this, as part of Academi Wales' response to the pandemic, we started hosting weekly online sessions on **Mindfulness** and **Positive Psychology**, both useful tools when it comes to maintaining our wellbeing. These sessions proved to be very popular and reached hundreds of public servants throughout the opening months of the pandemic.

As Academi Wales adapted to a completely new way of working in an exclusively virtual environment, we felt it was important for us to find ways in which we can carry on doing what we do in the best way possible. To meet the challenges and opportunities that COVID-19 presented regarding the provision of leadership learning and development, members of the AcademiWales team enrolled in a live online course to become **Certified Online Learning Facilitators**. With accredited training provided by the Learning and Performance Institute (LPI), these staff are already utilising latest knowledge and best practice skills to effectively organise and deliver online learning experiences for public sector staff across Wales.

Governance and Board Leadership Team

The Governance and Board Leadership team hosted the **Two at the Top programme** for the senior leadership from Social Care Wales. The Two at the Top programme, which is designed specifically for Chairs and Chief Executives, is designed to support organisations to work collaboratively on critical service issues as well as enhancing relationships in order to bring out a step change in organisational effectiveness performance.

The Team have supported a number of requests from Executive and Board Level leaders with coaching support. In order to provide this service Academi Wales draws on the experience and expertise of practitioners from across the UK who have held senior leadership roles in the public sector and have the relevant qualifications/experiences to provide coaching in order to support senior leader's with their personal and professional development.

Below are testimonials from senior leaders who have accessed coaching support:

'Executive coaching supported me through a career transition as I moved into a senior role and got to grips with a very different set of circumstances. It provided a safe space with an experienced individual to develop my leadership style and decision making.'

Senior Leader, Welsh Government

'Executive Coaching offers me the chance to take a step back and reflect on a combination of past, current and future issues. During 2020 in particular, having the opportunity to discuss both the emergency response and post pandemic considerations with my coach was very useful.'

In turn this had a positive impact on my team and the organisation I lead, as I was able to bring additional thoughts and ideas to the table. I recommend Executive Coaching to everyone who is in a leadership role and the support from Academi Wales is an additional benefit – an invaluable combination.'

Senior Leader, 3rd Sector Organisation

'I have found the support personally very rewarding and helpful for both me and my team.'

It has helped us work together to identify our individual and collective strengths and weaknesses as well the process itself supporting a collective pause and reflection on ways of working during a very challenging period.'

The one to one mentoring has been invaluable with many of the team taking the opportunity to explore in more detail their 360° appraisals and indeed look for further individual development opportunities as a consequence.'

Senior Leader, South Wales Police

'I have always been a little sceptical about the value of coaching, I think I have a coaching style and coach myself through situations regularly and having had a coach a few times before never really felt it helped me. However this Coach was different and what he gave me isn't easy to describe, it wasn't always a product or a concept but he helped me think differently, he helped me clearly see what I felt were issues or barriers to what I wanted to achieve and he helped me map out what I wanted to achieve.'

Senior Leader, NHS Wales

'I find the structured approach suits my learning style and my consideration of issues is better rounded as a consequence of analysing the issues with the Coach. The Coach also makes herself available between coaching sessions, to talk through any specific issues that might warrant her views. I find this invaluable, and we can move immediately to the matter in hand because the Coach knows my background so well.'

Senior Leader, NHS Wales

July – September 2020

All Wales Graduate Programme Team

In July, the graduates attended a **virtual celebration event** organised by the Academi Wales Graduate Team. The session provided an opportunity to celebrate and share feedback of the graduates' journey and achievements. The session included a **Positive Psychology session**, to carry on their continuous professional development – feedback was well received.

Going forward Academi Wales will continue to support the graduates with the establishment of a Public Service Graduate alumni.

On 28 and 29 of July 2020, the Academi Wales Graduate Team hosted regional meetings with graduate leads from public service host organisations. This was an opportunity for colleagues across a number of organisations to provide Academi Wales with invaluable feedback regarding the graduate programme.

All Wales Continuous Improvement Team

September saw the return of our popular programme of Learn and Share events and our first ever virtual session. The event was run by Cardiff Business School's Sarah Lethbridge and focused on **The Evolution of Continuous Improvement: Where next given COVID 19?**

The topical slant of the session (which is still available on the Academi Wales website) really captured the interest of the public sector in Wales, drawing a remarkable 181 delegates. The interactive session explored how improvement has evolved over many years. Sarah helped delegates to define the key contributions of each new phase of improvement, helping them to understand where advances have occurred and where there is unity and simplicity. The session concluded with a look at the latest iterations of improvement practice with a view to understanding where improvement is likely to go next within our new pandemic world.

During this quarter we saw the latest launch in our Sowing Seeds series which shares insights on how we might cultivate the new improvement landscape across public services in Wales.

The global crisis that we faced in 2020 is unprecedented in recent times. History has told us that during a crisis we are brilliantly resourceful and innovative, as they say necessity is the mother of invention.

Over the past few months, voluntary and public sector organisations, teams, individuals and communities have responded to rapidly developing needs and new challenges with swift decision making and reduced bureaucracy. This has led to:

- Greater collaboration between services
- Innovative and new ways of working to deliver services
- Rapid digitisation, and
- New community support and repurposing of services, to name a few.

The first article featured NHS Wales Informatics Service (NWIS) and how they maintained staff engagement during a crisis that is the current pandemic. In their words:

"This has been a seismic shift in the workplace and as such we are focused on proactively supporting our staff through the provision of physical desktop resources and through workforce development and our well-being framework".

The NWIS case study together with the theories and engagement models of Dan Pink – autonomy, mastery and purpose, also David Zinger – People Artists www.academiwales.gov.wales/news/articles/a27e2d84-3235-4dc7-a598-b9daca502e32

Over the next few months, Academi Wales in collaboration with Audit Wales and the wider public sector will continue to 'sow seeds' to share insights on how we might cultivate the new landscape across public services in Wales.

More importantly, we are looking to you to share your learning/new practices/successes that have come about during the crisis.

Let us know what areas of change we could cover. Please let us know by contacting ContinuousImprovement@gov.wales

Leadership Development and Change Team

Leading in a Bilingual Country

As part of the development of a new model of public service leadership for Wales, One Welsh Public Service. Academi Wales began the 'Leading in a Bilingual Country' initiative, with a proof of concept one-day workshop to be followed with a modular programme for leaders in organisations starting September 2020.

The programme will explore with Leaders what becoming an ambassador for an organisational leadership culture in which the Welsh language can flourish would entail (in line with the Welsh Government's Cymraeg 2050 strategy).

Participants will have opportunity to learn about the current linguistic situation in Wales, and to explore their own ideas and thoughts about Welsh-English bilingualism.

Using their own experiences and those of other participants, they will bring to life what benefits and potential challenges may arise when seeking to develop a positive culture of Welsh-English bilingualism in their organisation.

The Introductory Module for the new **Aspiring Directors Programme** got off to a good start with all 25 participants from across 20 Welsh Public Service organisations joining us via MS Teams.



The participants were selected from over 130 applications, each demonstrating a clear ambition to deliver for their communities and their colleagues.

A very successful day was delivered with guest contributions from Daniel Magde, Organisational Development at Aneurin Bevan UHB, on Group Dynamics and Phil Davies, World Class Sportsman and Leader at Phil Davies Leadership, on what he learned from his own leadership journey.

The next session took place in November with a 2 day workshop on Personal Impact with Kathleen Sullivan from Chamberlain Dunn.

In the meantime, the participants will be progressing their understanding of group dynamics by beginning a piece of longitudinal observation, reflection and practice guided by Daniel Madge.

Governance and Board Leadership Team

The Governance and Board Leadership Team delivered the Healthy Boards workshop to 20 board members from Blaenau Gwent PSB.

The Healthy Boards workshop provides an overview of the challenges ahead for boards in public services, an awareness of healthy boards, what they look like and what they do, together with an understanding of the steps to improving board performance.

Participants have the opportunity to self assess their own board's performance and identify key themes to enhance overall effectiveness and performance.

Participants receive a checklist of practical actions to improve Board performance together with a copy of the underpinning research on High Performing Organisations.

The team hosted the **Two at the Top programme** for the senior leadership at the Hywel Dda UHB. See quarter 1 for further information about our Two at the Top Programme.

October – December 2020

Talent and Succession Team

All Wales Public Service Virtual Coaching Conference 2020

Building on the success of previous years Academi Wales staged its first **All Wales Public Service virtual Coaching Conference** on 19 November 2020.

For the first time, the event was hosted online and the attendees comprised of 250 formal and informal coaching and mentoring practitioners drawn from 92 organisations across the Welsh public and third sectors. By far the largest number of delegates for one of our coaching events.

The theme '*Coaching for the New Normal – helping individuals flourish*' reflected the demands we all now face. The programme was designed recognising the importance of coaching in these times of change and uncertainty, how coaching offers much needed support for individuals and their organisations, has a vital part to play in absorbing personal anxieties and supports the human side of the crisis we find ourselves in.

The conference focused on developing skills and practical tools that can be used for personal growth to support the development of others, specifically with coaches and mentors. Many of the delegates are member coaches from the All Wales Coaching Network. Keynote speakers included Dr Emma Donaldson-Feilder sharing her thoughts on '*The power of relational mindfulness to create safety and deepen insights in coaching relationships*' and Dr Andy Cope, who provided insights into '*The Art of Being Brilliant*'.

Feedback demonstrated that the event was extremely well received and the annual coaching conference is now firmly established as one of the high profile events in the Academi Wales annual diary of activities.



Emma Donaldson-Feilder



Dr Andy Cope

All Wales Public Service Graduate Programme Team

The Graduate Team were delighted to re-launch the **All Wales Public Service Graduate Programme 2022** to public service and third sector organisations, inviting potential organisations' expressions of interest. A great response from a range of organisations was received, with host organisations committing to develop a formal proposal defining the role that the graduate will be undertaking whilst on placement with them.

The team planned the delivery of regional information sessions for host organisations to attend in order to support the organisations in creating their formal proposals for the programmes. The organisations need to prepare proposals outlining things such as how they will work together, support the graduates and outlines of job roles.

All Wales Continuous Improvement Team

Learn & Share – Circular Economy Innovations Communities

The Learn & Share Event **Circular Economy Innovations Communities** took place on 27 November 2020 and was delivered by Circular Economy Innovations Communities (CEIC), Tony Walpole & Gary Burnett. The session provided an overview of the 10 month programme for public service organisations, and introduced participants to the CEIC programme, Continuous Improvement Tools, and the CEIC method of teaching/facilitation.

Learning outcomes for delegates included:

- Enhanced knowledge of CEIC programme
- Enhanced knowledge of a CI tool (5 Why's)

Delegate feedback:

"Inadvertently have been working in this way to solve issues but can now research the methodology further to implement more change – hopefully with communities. Excellent presentation and interaction."

Learn & Share – Value Confusion

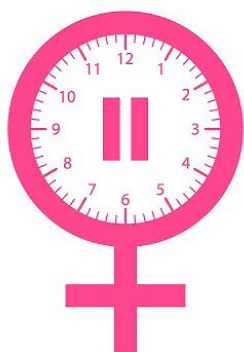
The Learn & Share Event **Value Confusion** took place on 1 December 2020. The session challenged the traditional approach taken to applying lean thinking/continuous improvement in public services and calls for a debate on the development of a new definition of lean for public services. The session was delivered by Simon Elias, Director, Lean Competency Services Ltd, holder of Cardiff University licence to operate and develop the Lean Competency System, originally developed at the Lean Enterprise Research Centre (LERC), Cardiff University.

Learning outcomes:

- Understand how public services are different to private services;
- Appreciate the nature of public value; and
- Be able to challenge existing thinking and begin to formulate more effective models and methods.

Learn & Share – Menopause in the Workplace

Our Learn & Share Event **Menopause in the Workplace** has proven extremely popular, with places often being filled in minutes. The sessions, delivered by Jayne Woodman, founder of the Menopause Team. In Wales 60-70% of women aged between 50 and 64 are in employment, comprising almost half of the workforce (FTWW, 2019). The sessions poses questions to consider in your own organisation: Number of female employees in each age range? Staff aged 40-45? Current sickness levels in each age range? What are the stated sickness reasons? These sessions covered the physical and psychological symptoms of women experiencing the menopause; the significant economic and societal burden upon women aged 45 and over.



Increased symptoms understanding and management supports:

- Reduce sickness absence
- Reduce labour turnover
- Increase productivity
- Increase morale & engagement
- Retain the investment made in the employee
- Promote a diverse and inclusive workforce

Delegate feedback:

“Brilliant presentation. The speaker thoroughly knew her topic and delivered it with understanding and clarity. Thank you.”

Leadership Development and Change Team

Leading in a Bilingual Country Review of Phase 1

This unique programme was an opportunity for participants to shape the design and delivery of what will hopefully become a regular national programme for many more public service leaders to access. Each module was evaluated as it was delivered with the final two modules adapted in line with the feedback from participants. The full programme experience was evaluated at the end.

The most significant learning was winning the hearts and minds of colleagues working towards a positive and inclusive culture of bilingualism which is important to the success of the programme within public services in Wales. Many organisation have made good progress towards a bilingual culture, whilst others feel they still have some way to go with their diversity, inclusion and cultural change programmes.

A Community of Practice is being developed to support participants with the implementation of their plans after the programme and additional support will be available in their organisations as appropriate. Phase 2 participants will start their journey in 2021, building on the success of Phase 1.

Virtual Workshops

The Leadership Team have worked hard over the last few months to develop our schedule of workshops to enable them to be delivered in the virtual environment.

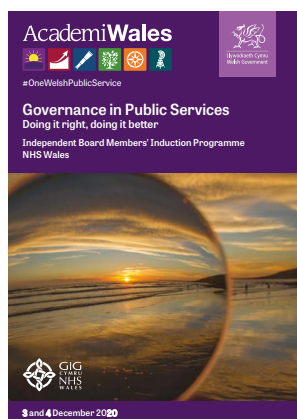
These workshops are in high demand from our public service audience and the ability to deliver them virtually was essential to maintain personal development networks during periods of lockdown.

We now have a series of workshops available in the virtual environment including **7 Habits of Highly Effective People, Building Effective Relationships, Trust, Leadership on Ice, Positive Psychology and Emotional Intelligence.**

Governance and Board Leadership Team

Independent Board Members' Induction Programme – NHS Wales

Held in December 2020, this one and a half day virtual interactive programme was designed to support newly and recently appointed Independent Members to meet the specific challenges of their role and deliver the priorities set out in the Programme for Government.

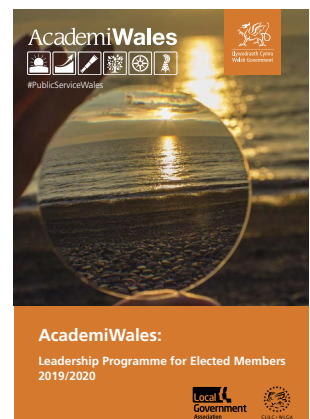


The interactive programme provided opportunities for Independent Members to engage with speakers and colleagues from across the Welsh public sector. Delegates had the opportunity to join a facilitated Action Learning Set post programme to help embed their learning and provide further opportunities to discuss explore key aspects of their roles.

Leadership Programme for Elected Members in Wales

The third and final module of the programme was redesigned for virtual delivery to Elected Members in October 2020.

This module focused on how Elected Members *“Become more effective leaders within their community”* and covered the following key topics:



- Understand the shifting and dynamic tensions between the local and strategic aspects of community leadership;
- Engage with the ideas of ‘Leadership of Place’ and be able to use influencing strategies effectively;
- Understand the evolving landscape of partnerships, collaboration and joint service delivery/commissioning and how this applies within their local political and community settings;
- Examine the role of councillors in fostering inclusion, community cohesion and diversity.

January – March 2021

Talent and Succession Team

One Welsh Public Service Leaders' Virtual Winter School 2021

Celebrating its 10th successive year the annual **One Welsh Public Service Leaders' Winter School** was for the first time held virtually and took place from 3-4 February 2021.

Building on its success since 2011, we have specifically designed the programme to meet the key development needs of Wales' most senior leaders, and those working in the top three tiers of Welsh public service and voluntary organisations.

The theme for Winter School was **Leading for All – Leading in times of Complexity and Uncertainty**. It provided the opportunity for senior leaders to focus on the future of public services in Wales and what this meant in terms of crisis leadership and change.

Delegates heard from a range of inspirational and distinguished speakers including Emmanuel Gobillot, Baroness Casey of Blackstock DBE CB, Professor Uzo Iwobi OBE, Lieutenant Colonel James Green, and Dr Andrew Goodall, CE NHS Wales.



Attendees comprised of 89 senior leaders/executives across the Welsh public and third sectors which was more than double the usual number of delegates.

Delegate feedback included:

"Excellent and thought provoking two days, covering a wealth of different topics to allow us to become better leaders across Wales."

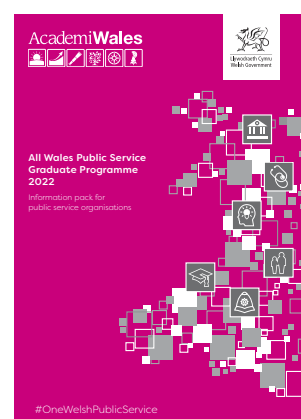
"I have enjoyed terribly, feeling lucky and proud of the opportunity to attend and listen to such talented speakers – for free. Thank you very much for the opportunity"

"Very thought provoking, powerful and assuring to share experiences with other leaders."

All Wales Graduate Programme Team

The All Wales Graduate Programme Team delivered **three regional working group sessions** (North, West & Mid and South East Wales) in January and February to potential All Wales Graduate Programme 'host' organisations. These virtual sessions involved supporting organisations by sharing information on the Graduate programme; the process for becoming a host organisation and providing an opportunity for organisations to meet others in their region start to explore opportunities to form cluster groups and potential roles for graduates.

Following the regional workshop, the Graduate Team worked closely with organisations to support them in developing their proposals.



All Wales Continuous Improvement Team

Research Report (phase 1) The Impact of Lean Management Principles in Educational Settings. (Phase 1 – Literature Review & Methodology)

Quarter 4 saw our research project underway (phase 1 already completed) focusing on understanding the impact in the use of lean management principles in educational settings.

Our research will consider the following: 1) What impact has lean had on teaching and learning? and 2) What impact has lean had on staff well-being and the environment?

This study is designed to look at the topic of lean management principles in education, to find out the impact on both pupil outcomes and teachers well-being. It considers each of three schools (Ysgol Gwynedd; Sandycroft CP and Ysgol Bryn Deva) who have adopted these principles within their management paradigms. The topic is particularly relevant to the Welsh education reform agenda, which places great emphasis on collaborative problem-solving and evidence-based learning.

Learn and Share Event – Why Discuss the Menopause at Work?

Women over the age of 50 are the fastest growing group in the UK workforce. Most women will experience menopausal symptoms. Some of these can be quite severe and have a significant impact on everyday activities.



Best practice employers are engaging with menopause awareness and training because they care about employee wellbeing; in return this helps employees give their utmost in

the workplace so maintaining productivity, loyalty and the retention of talent.

The workshop attracted 30 delegates and focused mostly on making pre-menopausal women aware of possible symptoms and offering signposting for help could help women cope better, thus helping to make the menopausal impact lesser for them personally and professionally.

More detail of the purpose of the session:

- Understanding the impact of the menopause and potentially reduce menopause related issues;
- Maintaining productivity, retain talent, understand and increase loyalty;
- Understanding how to help women of menopause age;
- Keeping on the right side of UK employment law;
- Team Leader/Manager menopause conversations; and
- Signposting.

Leadership Development and Change Team

In February 2021, AcademiWales facilitated the virtual **All Wales Midwifery Strategic Think Tank**.

This all day online national event brought together senior midwifery leaders and professionals from health boards, academic institutions, Welsh Government and the Royal College of Midwives and provided a 'spring board' to envision and discuss the future of maternity care and midwifery services in Wales.



'Think Tank' questions were designed in alignment with 'True North' leadership principles and, using a variety of facilitation, learning, group discussion and feedback approaches, participants were motivated and inspired to look to the lessons of the past and present to help inform the future.

Recognising both the challenges and opportunities that have arisen during the COVID-19 pandemic, senior midwifery leaders and professionals celebrated their successes

and identified some of the things that they would discard as well as retain as they move forward to plan, organise and deliver safe and high quality maternity care and midwifery service provision in Wales.

Reflecting on the impact of the event, Karen Jewell, Welsh Government Nursing Officer (Women's Reproductive Health) commented:

"The opportunity to have facilitation by Academi Wales and Ian Govier's skill at engaging with the audience, enabled participants to take a 'helicopter view' of the year they had just encountered and how this impacts on future plans for maternity services. I would like to thank Academi Wales for their support in this event and, following the feedback, we would recommend this form of outside facilitation to give more focus and inspirational leadership insight".

Warriors for the Human Spirit

As the world continued to respond to the Coronavirus pandemic, it was more important than ever for leaders to step towards the challenges they faced & achieve the results they wanted to see. When the scale and complexity of the challenges feels vast, leaders can feel exhausted and overwhelmed. We knew that doing more of the same but quicker was not going to achieve the results we wanted to see. How do leaders change their deep-rooted patterns of behaviour? How can they use their power and influence to truly serve their communities?



In January 2021 we welcomed Dr Margaret Wheatley back to Academi Wales, through an online **Warriors for the Human Spirit** programme offering a fantastic opportunity to hear directly from a world-renowned leadership behaviour expert.

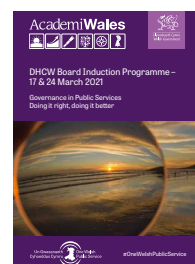
Warriors for the Human Spirit was designed to support leaders develop a new set of skills including a level of personal mastery to lead with insight and compassion even as things grew more uncertain and fearsome. Dr Wheatley's work has deepened into an unshakable conviction that leaders must learn how to invoke people's inherent generosity, creativity and need for community.

We had 30 Warriors as part of the first journey and to allow themselves the best opportunity to hear, they practised 'Warrior Mindfulness' with Moira Morgan before each session which enabled them to: quieten the 'noise' of the mind so they could think more clearly, be more aware of strong emotions and choose how to use them and be more compassionate to self and others. Most importantly, it helped leaders to know who they really were – a human being, deserving of dignity and respect, therefore enabling us to offer the same to others.

Governance and Board Leadership

DHCW Board Induction Programme

Held in March 2021, this 2 day virtual interactive programme was designed to support the newly created **Digital & Healthcare Wales Board** in meeting the specific challenges of their roles and deliver the digital priorities for healthcare organisations in Wales.



The interactive programme provided opportunities for Board members to engage with speakers and colleagues from across the Welsh public sector. Post programme, Board Members were offered the opportunity to engage with a facilitated Action Learning Set to help embed their learning and provide further opportunities to discuss and explore key aspects of their roles.

