

AcademiWales



Llywodraeth Cymru
Welsh Government

#OneWelshPublicService

Annual Report 2019-20



Contents

Welcome to our 2019-20 Annual Report. It is written as a timeline which highlights our main achievements across each three month period.

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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.

Director's overview

Thank you to Jo Hicks



Our former Director Jo Hicks left her role at Academi Wales last year to become the Group Director Change & Delivery at the Ministry of Justice UK. Her contribution to Academi Wales was invaluable and she will be missed, though her legacy lives on through the many thousands of people she helped through her work here. The below extract is taken from Jo's final blog for the Academi Wales website:

"Huge and heartfelt thanks to those who have supported, challenged, engaged and laughed with me over the last 10 years as Director of Academi Wales. My role may be changing with a focus on the whole of the UK, but Wales is my home and I will see many of you in my new context and I look forward to it."

We wish Jo all the best in her future endeavours.



Paul Schanzer, Director, Academi Wales

It's a really exciting time for me to be taking up the role of Director of Academi Wales as it coincides with the launch of two new programmes – Fire Starter and the Aspiring Directors Programme, and Winter School just around the corner in February 2020.

I'm ready to embrace the challenges and opportunities ahead whilst looking forward to working with colleagues in Academi Wales whom I know well, together with key partners and stakeholders across the wider public, third and voluntary sectors.



April – June 2019

The new delivery year began with the Academi Wales team busy planning our development activities for the year ahead. A packed schedule of open programmes and masterclasses was published and we facilitated many events and courses. We ran our annual All Wales Public Service Summer School, hosted at Lampeter University for a week at the end of June. Summer School offers so much for delegates. The Academi Wales team was incredibly excited to be honoured at the Leading Wales Awards 2019 with an award for “Inspiring Great Leadership”.

July – September 2019

Summer is a busy time for Academi Wales, as we work in partnership across the Public Sector to deliver our masterclasses, skills sessions and leadership behaviour change activity. We were delighted to launch our Leading in a Bilingual Country programme, a unique development opportunity to help leaders understand how they can contribute towards generating a positive culture of bilingualism in their organisations.

October – December 2019

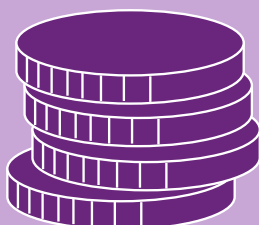
October saw the launch of several exciting programmes at Academi Wales. Our Aspiring Directors Programme utilised immersive learning, reflection, application workshops and masterclasses to equip delegates with the skills needed to start in a directorship role within two years. We hosted the All Wales Public Service Leaders’ Summit at the Liberty Stadium, Swansea. The Summit provided 150 leaders and public servants from 108 organisations a unique opportunity to enhance their knowledge on cutting edge leadership practice and more.

January – March 2020

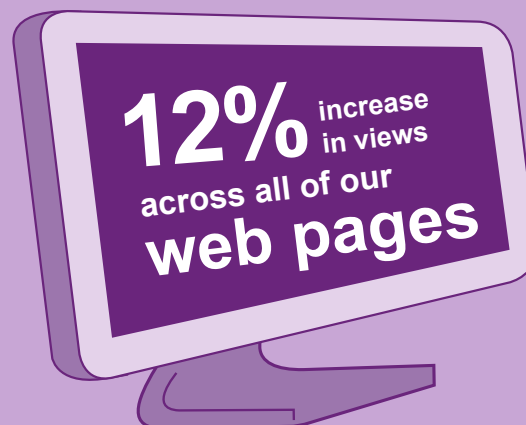
January 2020 saw the launch of the first ever Fire Starter Wales Festival. 33 events took place during the festival – 33 exciting opportunities to share ideas and innovation to enhance or change ways of working across the Welsh Public Service. During January, the Academi Wales team and delegates returned to the beautiful surroundings of Nant Gwrtheyrn for the All Wales Public Service Leadership Winter School 2020. The theme of this year’s event was ‘Leading for All – Creating Cultures & Climates’ where delegates had the opportunity to hear from world-renowned speakers and leadership behaviour experts.

Our year at a glance

Budget
£1.2m



Average cost
to deliver equated to



We delivered



**events,
workshops,
courses and
conferences**



6,350

Twitter followers,
that's an increase
of

19%

from 2018-19

There were

23,800
views and

167,400

impressions on our

 **YouTube**
channel

April – June 2019

Leadership Development and Change

In April 2019, the Academi Wales NHS Clinical Leadership portfolio transferred to Health Education Improvement Wales (HEIW) along with the portfolio lead, Jackie Parsons. Academi Wales continued to provide facilitation support for the project presentation sessions and action learning for the Medical Leadership Programme during the transition period to the end of the Programme in September 2019. Academi Wales has delivered this highly regarded 14 month programme since 2013, of which this is the 7th cohort, providing leadership development for over 150 clinical leaders and clinical Fellows covering a wide range of specialties.



The Academi Wales Award for Excellence in Organisational Development was awarded at the 'Healthcare People Management Association Excellence in HRM National Conference and Awards' in June 2019 to the Royal Berkshire NHS Foundation Trust for their large scale engagement exercise around values and behaviours. Their work resulted in the mnemonic CARE – values of Compassionate, Aspirational, Resourceful and Excellent. Following this they developed the Trust's behavioural framework which now informs a number of OD processes e.g. recruitment, performance development and talent management.

Leadership and Organisational Development

ODN Europe is the European Chapter of the 'Organization Development Network', an international professional association of organisation development practitioners. For the last 6 years, Academi Wales has worked in partnership with ODN Europe.

As a founding supporter, Academi Wales has been part of enabling ODN Europe to create a community of practitioners in providing a professional, safe space for connecting and learning. Over the years we have shared the leadership and organisational development work of Wales with the network, running development and hosting poster sessions, whilst equally learning from others across Europe.

In May 2019 we supported colleagues from the Welsh public sector to participate in its annual conference 'Inspired by Difference' in Amsterdam to enable them to learn how to see and think about systems differently and more deeply in order to truly understand them.



From left: Alex Machin, Carmarthen Council; Paul Schanzer, Academi Wales; Sam Morgan, Bridgend College.

Governance and Board Leadership

'Healthy Boards' workshops with Public Service Boards and senior leaders

Two further interactive sessions were held with Public Service Boards in North and South Wales in April and June 2019.

Each ½ day session provided an overview of what a healthy board looks like, what it does, together with an understanding of the steps to improve boards. Each interactive workshop included the opportunity to self-assess their own board's performance and identify key themes to enhance performance.

'Transforming working relationships' Expert Seminar for Welsh Government Sponsored Bodies' senior leaders, April 2019

This seminar was jointly delivered with the Welsh Government's Public Bodies Unit to a large invited audience and was part of a series of development events for the Public Leaders Forum.

The key focus of the session was to provide the opportunity to further mature relationships and partnership working, with speakers focussing upon building trust across the system and collaborative working.



'High Performance Capability' Workshop, South Wales Police

In June 2019 Academi Wales delivered an interactive workshop with the teams responsible for counter terrorism policing across the four Welsh forces. They explored and validated their existing leadership and business practices against the characteristics of high performance. The team critiqued their own performance identifying priorities for action to inform and enhance the current and future performance of their services.



All Wales Public Service Graduate Programme

In June 2019, meetings were held across Wales with the organisations partnering Academi Wales on the programme.

Discussions were held about the progress of the graduate programme, the challenges being faced, and shared best practice. There was a review of the delivery of the MSc in Leadership and Governance, which is an integral part of the Graduate programme, with a strong focus on putting theory into practice, and an element of work-based learning. Discussions included support for graduates to help them secure jobs in public sector organisations across Wales at the end of the programme.

All Wales Public Service Leadership Summer School

A key event for the Talent and Succession team was the 14th annual All Wales Public Service Leadership Summer School 2019. This event supported the development of public service managers and leaders and was held in June 2019 at the University of Wales, Trinity St David, Lampeter.

The theme for 2019 was 'The Leadership Challenge – from efficient to exemplary'. Keynote presentations included those from Dr Margaret Heffernan – 'Wilful Blindness and Collective Intelligence', Nazir Afzal OBE – 'Leadership without Authority' and Catherine Mangan – 'Leading as a 21st Century Public Servant'. The speakers were inspiring to watch.

Workshops explored themes such as 'Failure IS an Option – Sometimes you need to take risks and fail to succeed!' and 'Paint Republic: Unleash your hidden creativity – Shake up the way you think and allow innovation to flourish'.

"I felt a huge amount of pride at being selected to be part of this year's summer school and want to thank the Health Board for enabling me to take part.

I had wanted to apply for many years and after not being successful last year, I have a strong belief that this was the year I was meant to attend. I have met some of the most inspirational people including Margaret Heffernan, Sophie Howe; the Future Generations Commissioner for Wales, Nazir Afzal; the National Advisor on Gender Based Violence to the Welsh Government and a Graduate Student who said that my kindness and warmth had inspired her to be a better person.

I have met some of the nicest, warmest most inspirational people from all areas of the public and third sector across Wales. People, like me, who are wanting to learn, wanting to innovate, wanting to embrace change, wanting to challenge all so that the citizens of Wales, people who maybe don't yet have that voice are looked after, cared for and are always first and foremost in our thoughts when we are in our professional roles.

To say it was a journey was an understatement. I would say it was a transformation. I know I am a stronger, more inspired, more informed person than the one that arrived on Monday morning and not only have I listened to some of the most moving and knowledgeable speakers during the week but I have also added significantly to my mini army of supporters that I will take with me forever.

Academi Wales puts in a tremendous amount of thought, effort and passion into Summer School and it has been the most thought provoking, intense, motivating week of my life.

I just want to say that this week isn't just for Senior Managers but for those people, regardless of grade that want to make a difference.

I hope many more aspiring leaders of the future are given the chances that I have had."

Summer School delegate, 2019

Summer School Headlines

213 delegates representing 86 public service organisations across Wales.

13 internationally renowned keynote speakers.

20 experiential workshops, 17 facilitated groups, 15 executive coaches and 7 mentors.



Continuous Improvement and Change

Process improvement work took place within the Welsh Government's Compliance and GDPR team. The focus of the work was to ensure the process was 'fit for purpose' and best placed to ensure total compliance to meet future needs.

Work included a detailed mapping exercise to comprehensively capture the end to end 'current state' processes to understand existing approaches and use of resource. The team were also gathering process data and statistics to be used as a reference point in determining the extent of tangible improvements as well as being mindful of the need to ensure against organisational reputational damage.

A wide cross section of stakeholders were involved in this project as we looked at redesigning and implementing current ways of working into a 'future state'.

All Wales Continuous Improvement (AWCIC) Awards 2019 – the sun shone again for the 2019 AWCIC Annual Awards held at Margam Park in May. The Well-being of Future Generations (Wales) Act's five ways of working was used to inform the nomination process and Bonnie Navarra Office of the Future Generations Commissioner, presented the vision for change of the WBFG Act.

Key note speaker Liz Johnson, Paralympian, media commentator, athlete, mentor and community ambassador, gave a motivating account of her own journey of continuous improvement to achieve great things.

As with previous years a number of quality nominations were received and judged through a two stage judging process. Judging was carried out by volunteers and AWCIC Steering Group members. The awards event brought together 90 delegates consisting of shortlisted organisations teams and guests, who all gathered to hear about the improvement work being carried out in public services and third sector organisations across Wales. Part of the continuous improvement ethos is to celebrate success.

The sharing of improvement projects, producing a record of case studies is a great motivator for other organisations to continuously improve and share their own experiences. This is why the AWCIC Awards are invaluable in supporting continuous improvement.

Awards were given in: Category, Sector and individual Outstanding Contribution.

Winners and speakers interviews from the AWCIC Awards are available here: www.youtube.com/academiwales

July – September 2019

Leadership Development and Change

Leading in a Bilingual Country

We were delighted to have identified our partner for this unique and exciting new work stream. Leading in a Bilingual Country began with a one day workshop for people at an executive level that nominated two colleagues to attend the later modular programme. The purpose of the programme is to develop leaders' understanding of how they can contribute towards generating a positive culture of bilingualism in their organisations so that the Welsh language can thrive. This will support them in meeting their objectives for Cymraeg 2050 and the Well-Being of Future Generations (Wales) Act 2015.

Leadership Embodiment

We explored a new approach to developing leaders' self-confidence, self-awareness, self-management, communication and influencing skills. The approach brings together the emotional, cognitive and physical centring and discipline of martial arts with mindfulness.

Having explored it, we experimented with it in a workshop. There are now plans to include it for the participants on the new Aspiring Directors programme which starts in 2020. We are looking forward to their feedback on the experience which will inform future programme design and delivery.

Leadership and Organisational Development

The Leading Wales Awards 2019



Academi Wales was delighted to be honoured at the Leading Wales Awards 2019. This year's ceremony was the last to take place after 15 years of highlighting and celebrating the impact of outstanding leadership in Wales.

The prestigious "Inspiring Great Leadership" award was presented to Academi Wales in recognition of the work undertaken to develop, nurture and connect leaders in Wales.

Here's what the Leading Wales Awards consortium had to say about Academi Wales:

"Our very final award goes to an organisation. One that certainly knows what it stands for and most definitely stands for it. They have contributed more than any other organisation to developing the leadership skills, capacity, capability and networks across the Welsh Public Services throughout the last 15 or so years. Their starting roots were as Public Service Management Wales developing into the Welsh Government department they are now. We could not conclude the Leading Wales Awards without recognising and honouring their huge contribution, past and present, to developing, nurturing and connecting Leaders in Wales."

Academi Wales would like to thank the Leading Wales Awards Consortium for championing outstanding leadership, leadership skills and leadership networks and bringing them to the forefront of all sectors and across so many organisations in Wales.

Shelter Cymru People and Homes Conference 2019

This year's Shelter Cymru People and Homes conference, sponsored by Coastal Housing Group, took place against a backdrop of potentially exciting changes and new thinking.

Julie James MS, Minister for Housing and Local Government gave the keynote address on her priorities for housing and homelessness prevention in Wales. Other major topics of discussion were the Welsh Government commissioned review of priority needs, its consultation on its commitment to end no fault evictions and a new report examining the feasibility of a right to a home in Welsh Law.

Academi Wales was on hand to provide conference delegates with information on new and existing initiatives around leadership and management. Over 100 conference delegates visited our stand to discuss the support available to identify and equip them with the skills and behaviours required to deliver the exciting changes and challenges ahead.



All Wales Public Service Graduate Programme

All Wales Public Service Graduate Programme

In September, we held an all Wales celebration event to mark one year into the 2018-20 graduate programme! There was an interactive masterclass on the power of listening, the graduates showcased the projects they'd been working on and the outcomes they'd achieved and there was an opportunity to share learning and good practice.

The Minister for Housing and Local Government approved a second cohort of the programme to commence in January 2022 and the planning for this is now in full flow.

Delegates were invited to participate in a range of thought provoking workshops which encouraged them to step out of their comfort zones, and explored themes including 'Energy to Lead', 'Hubris', 'Mental Toughness', 'Applying Positive Psychology at work' and 'Emotional Intelligence'.



Continuous Improvement and Change

'The Aggregation of Marginal Gains' Seminar

There can be no mistaking about how successful the Sky cycling team have been over the recent years. Under Dave Brailsford, who was brought up near Caernarfon, the Sky cycling team have dominated the sport. In addition, Brailsford managed the British Cycling team where they dominated the Beijing and London Olympics. How did this happen?

The strategy is referred to as the 'aggregation of marginal gains' and is based on the view that if you improve everything you do by 1%, you will get a significant increase when you put them all together (this is also the concept of compound interest) So how do you identify what to improve, and how do you go about the improvement itself? Is it through 'trial and error' or 'let's try this and see what happens'?

Delegate feedback from this event was overwhelmingly positive. In response to the question of 'what will you do differently as a result of attending this event' comments included:

- "Going to look at making changes and challenge all of my colleagues to do the same!"
- "Think differently about target setting and always ask – 'what is the purpose?'"
- Additional free text comments included –
 - "Very enjoyable and thought provoking" and
 - "This was an excellent event. Absolutely great speaker"

The launch of the Fire Starter Wales Festival Task & Finish Group

Developed in Scotland around five years ago, Fire Starter Festival (FSF) has grown from a prototype of 5 events with 100 people attending to 90 events with around 3000 people attending. The festival has begun to create a movement around showcasing and encouraging creativity and innovation for social change and transformation, enabling people to be part of a national programme while still being able to focus on local change and issues.

Working closely with and learning from the experiences of our Scottish counterparts we replicated the FSF model in Wales and launched our own festival in January 2020.



The ethos of FSF is based on:

- celebrating and sharing creative, innovative and disruptive ways that support transformation
- opening participants up to new ideas, methods, projects and practices that they may not have been exposed to before
- applying creative, different and engaging ways, making best use of talents, skills and interests, both in and out of work
- make use of different spaces, venues and locations across Wales – indoor, outdoor or even online.

October – December 2019

Leadership Development and Change

Aspiring Directors Programme

Recruitment for this new programme opened in November and the 'Introductory workshop' was scheduled to take place in April 2020. The programme is aimed at those in the Welsh Public Service and the Third Sector who are aspiring to be in a Director role within the next two years. It comprises 16 days spread across 16 months utilising immersive learning, reflection, application workshops and masterclasses. Academi Wales worked with Health Education and Improvement Wales (HEIW) on the shortlisting of the NHS Wales applicants. Successful applicants will join the NHS Wales Executive Director talent pool.

Senior Leadership Experience

The Winter 2019 cohort had its Virtual Briefing session in October after which the participants were very busy inviting and encouraging their raters to complete the suite of psychometrics that create their individual reports. The candidates received their reports at the Profiling and Coaching Day in December.

During the morning they took part in interactive sessions where they learned what the different psychometrics were measuring and how they fitted together to form their leadership profile. The profile includes personality traits, team working preferences, emotional and social competencies, leadership styles and compares the climate they experience from the leadership above them with the climate their own teams experience from them.

In the afternoon there were three activities where participants shared their drives and motivations, their most successful leadership experience and a one hour coaching session to explore how they would like to progress on something of significance to them at the time.

Leadership and Organisational Development

Mindfulness Live



To address the ever increasing interest and demand for the Academi Wales Mindfulness session, Mindfulness Live was launched in December 2019. With the Facilitator based in Cardiff we delivered the sessions remotely to participants who had access to a quiet room and a speakerphone! Delegates were made up of individuals and mindfulness practice groups from across the public sector in Wales. Delegates were able to use the same breathing, breath and body practices, just as they would if they had attended our face to face sessions.

Feedback was extremely positive. Here are some comments from our Mindfulness Live "pilotees":

"It enabled me to take time out and rationalise"

"Really enjoyed the session; helpful as a lunch time dial in session with a small group of staff"

"It was good to just "stop" for a while and re-focus"

Following the huge success of our pilot sessions, Mindfulness Live is now a part of the Academi Wales offering.

‘Authentic Leadership – the courage to lead’:

In October 2019, Academi Wales welcomed Dr Fiona Beddoes-Jones to deliver her ‘Authentic Leadership – the courage to lead’ Master Class. The master class was delivered to an audience of senior and executive level leaders from across the public, third and voluntary sector in Wales.

Authentic leadership is a strong predictor of an employee’s job satisfaction so the aim of the Master Class was to give delegates the confidence to understand their authentic self and consider leading in ways which were the most meaningful to themselves and the people they lead.

Following the evaluation of this pilot session, ‘Authentic Leadership – the courage to lead’ will now form part of the Academi Wales Master Class series for 2020-2021.

Governance and Board Leadership

‘All Wales Public Service Leaders’ Summit Workshop – Developing Effective Board Members & Councillors (What guidance should we give to public service leaders?)’



The Governance and Board Leadership Team facilitated a workshop at the Summit designed to gain input from delegates on content, format and structure of governance and board leadership resources for councillors and board members of public bodies across Wales. The aim

is to promote good governance right across the Welsh public service and to help board members to be as effective as possible in their roles.

‘High Performance Capability’ Workshop, South Wales Police



Academi Wales delivered an interactive workshop with the People and OD, Senior Team at South Wales Police. The Team explored and validated their existing leadership and business practices against the characteristics of high performance.

The team critiqued their own performance identifying priorities for action to inform and enhance their delivery plan that underpins the effective implementation of their People and OD strategy.

Independent Board Members’ Induction Programme – NHS Wales

Held in December 2019, this 2 day interactive programme was designed to assist Independent Members to meet the specific challenges of their role and deliver the service change required across NHS Wales and the priorities set out in the Programme for Government (gov.wales/programme-government).



This event provided the opportunity for delegates to hear and engage with experienced speakers and colleagues from across the Welsh public sector providing guidance on Independent Members' accountabilities, responsibilities, national policy and key strategic imperatives including:

- An introduction to the ethos, priorities and aspirations of NHS Wales
- Quality, performance and finance considerations
- Governance in the NHS and the role of the Independent Member
- The importance of assurance and the role of the Board



1st Cohort of IMs and Programme Facilitators

All Wales Public Service Graduate Programme

In November, the graduates completed an Academi Wales workshop 'The 7 Habits of Highly Effective People'. This 2-day workshop helped them to apply principles of effectiveness to take initiative, improve interpersonal communication and balance key priorities.

In December, the graduates travelled to mid-Wales to attend the 2nd part of an education module 'Collaboration and Partnership' for their MSc Leadership and Governance. Graduates were also developing their Research Project Proposals for submission in early January 2020.

Talent Management & Succession

All Wales Public Service Leaders' Summit 2019



Julie James MS, Minister for Housing and Local Government

The Talent and Succession team delivered the 2nd All Wales Public Service Leaders' Summit in October, at the Liberty Stadium, Swansea.

The Minister for Housing and Local Government opened and closed the two day conference, which focused on "One Welsh Public Service" and what this means in terms of leadership and change.

The Summit provided 150 leaders and public servants from 108 organisations, a unique opportunity to build their knowledge on cutting edge leadership practice and to explore innovative ways on how to deliver a range of public services to the people of Wales.

The two day programme provided a valuable platform for Welsh leaders to share their insights on the challenges they face, the benefits of developing a distinctive "One Wales" approach to the future of public services in Wales, and the impact on communities and citizens.

This event included a wide range of national and international speakers including Sir Paul Collier, Professor of Economics and Public Policy, Matthew Taylor, Chief Executive of the Royal Society for the Encouragement of Arts, Manufactures and Commerce and Dame Louise Casey DBE CB, Former UK Government Tsar and Advisor, Graduates were

also developing their different viewpoints to promote discussion and debate around what the future holds for public service in Wales.

In addition, Welsh leaders had the opportunity to attend a number of master classes and case studies which were facilitated by Penny Halliday from Dumfries and Galloway NHS, Jane Houston from the Children's Commissioner for Wales, Jonathan Drake from South Wales Police, who are striving to improve the public services.

North Wales Coaching Conference, 'Human Dimensions' Glasdir, Conwy, North Wales

Building on the success of previous coaching conferences held in North Wales on the 21 November 2019, Academi Wales staged its third North Wales Public Service Coaching Conference, 'Human Dimensions'. The event was hosted in Glasdir, Conwy and the attendees comprised of 71 formal and informal coaches drawn from across the Welsh public sector.

The conference focused on developing skills and practical tools that can be used for personal growth to support the development of others, helping to build or reinforce existing practices as a coach or enhance their individual skills as a manager and leader.

The conference provided a great opportunity for delegates to network and share their experience and good practice from across the Welsh Public Service. The keynote themes included 'Right here, right now! An NLP perspective of the importance of time' and an interactive case study session 'The Powys Experience of developing coaching supervision'.

Feedback suggested that the event was extremely well received and is becoming established as a high profile event in the Academi Wales annual diary of activities.

'I found Sharon Rooke very insightful and interesting. I will be definitely be reflecting further on her comments and bringing them into my own coaching style.'

'lots of reassuring messages throughout the day, good to take stock of own thought/feelings as a coach lots of points that I can use in coaching and general management'

'I learnt about time and the focus on right here right now. We also had an opportunity to practice what we learnt'

Coaching Conference March 2020

'Achieving Impact'

We supported speaker costs for keynote speakers including Erik De Haan and Christian Van Nieuwerburgh for the Wales Coaching Conference 2020 hosted by the University of South Wales bringing together some of the world's leading practitioners and academics in the field of coaching. 25 members of the Wales Coaching Network attended with a bursary funded place.

Continuous Improvement and Change

Organisational Visit to Welsh Water

Members of the All Wales Continuous Improvement Community visited Welsh Water. This included representations from 6 differing Local Authorities, Education, Fire and Rescue, Health, Voluntary, Welsh Government & Sponsored Bodies and Whitehall.

Delegates got to view the Welsh Water CI history and how their training accreditation has evolved. In particular interest were the teams daily huddle meeting lasting a maximum of 15 minutes where they would discuss the current project status gathering around information boards which showcased good visual management techniques.

There was also plenty of interest around data gathering and it should be used to analyse and evidence project details. These ideas have been taken on board and taken back to the interested organisations.

Examples have been intergrated with Academi Wales CI training to keep the content fresh with current examples.

Impact for Delegates

- See how the WW Business Excellence Model supports colleagues by encompassing continuous improvement and understanding how they can improve their day to day work.
- Gain insight into the WW accredited training programme.
- Understand the WW in-house Value Stream Optimisation approach to CI.
- See how the use of Visual Management Boards has changed culture and behaviours within support service functions.

Organisational Visit to Bryn Pica (Rhondda Cynon Taf County Borough Council)

This visit was a specific event focusing on waste management and in particular interest to Local Authority members of the All Wales Continuous Improvement Community.

Attendees were given an introduction to the innovative ways where green energy have been utilised within a business environment and how the concept meets the goals of the Well Being and Future Generations Act. Particular interest for the Local Authority delegates was this model that can be developed anywhere in the Country. Delegates were also given the chance to take a tour of the Bryn Pica Materials Recycling Facility (MRF) to view the plant process in action.

The event has brought together representatives of those dealing with waste and has supplied a networking event to discuss ideas and future plans including collaboration.

Impact for Delegates

- See how the concept meets all the goals in the Well Being and Future Generations Act
- See true circular economy and green energy being utilised in a business environment
- Understand how this will keep Wales at the forefront of innovation in this field whilst maintaining its position as one of the world's leading countries in Waste Management
- To see you don't need 'rocket science' to achieve innovation.

An Insight into the 'Theory of Constraint' Business Philosophy

Theory of Constraints (TOC) implementer Andy Watt, took delegates through the fundamental concepts TOC, with its focus being that 'flow and productivity can be increased by freeing up capacity'. This half day session focused on the processes required to achieve big results in a small amount of time and step by step. These processes can be applied in a variety of settings: from manufacturing and engineering businesses to public sector organisations.

Impact for Delegates

- Delegates were given an interactive 'hands-on' understanding of the concepts via Andy's interactive 'dice game' activity through which the concepts surrounding flow become far more tangible.
- Explore the concepts of Theory of Constraints and how they can be used to increase delivery performance and reduce lead times.
- Learn how to increase the rate of flow in order to increase productivity and capacity.



January – March 2020

Leadership Development and Change



Future Generations Leadership Academy

Academi Wales delivered a number of modules on the first cohort of the Future Generations Leadership Academy: a brand new modular leadership development programme designed by the Future Generations Commissioner office and Academi Wales to build the leadership skills of younger members of public service, who will one day become the leaders of future generations as they come through the workforce.

There were 21 participants from across the public, third and private sectors, the modules focussed on understanding self and others, face to face and communication skills and mental toughness and resilience.

Master Class – ‘How to Speak Truth to Power’

The final Master Class of the series for the year was delivered by previous chief special advisor, Matt Greenough, who gave colleagues from across public services the skills and tools to be able to deliver those difficult messages to the top layers of organisations with confidence rather than seeing it as a career-limiting move.

Matt facilitated various scenarios with the participants to enhance their skills and approaches to further develop their executive presence, leadership and communication, in order to help them operate more effectively at a higher level both within and outside of political environments.

Leadership and Organisational Development

New Sowing Seeds – ‘Self-Awareness, a core skill for successful leaders’

Public services in Wales employ thousands of people. Each person is unique and works with other unique individuals to deliver our services. How we think, feel and behave, have a major impact on how we experience the workplace, how good we feel about being there and how we contribute to it. It is therefore not surprising that the quality of our working relationships has a direct impact on the quality of the services on offer.

The better we work together, the better and safer the services delivered. What can we do to make the workplace experience a really positive one for ourselves and others? What will help us to perform at our best, stay well under challenging conditions and enable others to do the same? To find some of the answers to these questions, we must first know ourselves and understand the impact we have.

This edition of Sowing Seeds provides an overview of what self-awareness means, why it is important, why we might not be as self-aware as we need to be and what can be done to develop our self-awareness as leaders.

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 later in the year with a modular programme for leaders in organisations.

The one-day workshop held in March 2020 explored with Board Level Senior 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 had the 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 brought to life what benefits and potential challenges may arise when seeking to develop a positive culture of Welsh-English bilingualism in their organisation by focussing on:

- Qualities in leadership behaviours required to demonstrate a dedication to English-Welsh bilingualism within organisations
- How any Welsh language-English language cultural differences impacts on communication
- Personal leadership qualities required for communicating effectively in a Welsh-English environment
- Developing best practice and practical strategies for effective communication in Welsh-English teams in organisations

All Wales Public Service Graduate Programme

With the current intake of Graduates approaching the end of their time on the Graduate Programme, we thought this would be a great time to take a look back and reflect on what the graduates have experienced on their journey.

Each Graduate will have gained an understanding of working within the One Welsh Public Service and embracing its values, taking the skills they learn along the way to their next placement and so on. The Graduates have been proactively supporting the emerging COVID-19 response, redeployed quickly to new priority areas, utilising the skills they have developed through the programme. The programme's 'All Wales' approach has been a rare opportunity to work across organisational boundaries, something that will equip the graduates well in their future careers.

Talent Management & Succession



All Wales Public Service Leadership Winter School

The Talent and Succession team delivered the 9th All Wales Public Service Leadership Winter School in early February 2020. The theme this year was 'Leading for All – Creating Cultures and Climates'.

The four night residential at Nant Gwrtheyrn provided 40 Welsh Leaders from the top tier of leadership within the Welsh public service and voluntary sector, to review and refresh their current skills and an opportunity to gain insight into cutting-edge leadership practices.

Speakers included Gemma Morgan, Jonathan Stebbings of Olivier Mythodrama, Fons Trompenaars, Thimon de Jong and Margaret Heffernan who all provided a unique opportunity for leaders to explore innovative ways to 'deliver the business', using a wealth of global knowledge and experience.

Continuous Improvement and Change

Fire Starter Wales

Fire Starter Wales was launched in November 2019. Fire Starter Wales was designed to bring the Fire Starter ethos (which originated in Scotland) to Wales, to celebrate the various creative and innovative ways in which we are all contributing to the creation of a Wales that we all want to live in, now and in the future.

The first ever Fire Starter Wales Festival was held in January and February 2020. The majority of events were hosted by communities along with partners and colleagues from across public, voluntary and private sector services in Wales.

30 events were held across Wales during the course of the festival, connecting people, new ideas and innovative thinking with the aim of igniting the fires of change.

Tony Mizen, Head of Continuous Improvement and Change at Academi Wales said:

"A big thank you to everyone that took part in the first ever Fire Starter Wales Festival! We are delighted with the number of events submitted. Having an initial target of 5 to 6 events, we eventually received a total of 30! We were particularly pleased with the diversity of event topics and the wide geographic spread of the event locations, giving it a truly 'Pan Wales' feel."

Continuous Improvement 'train the trainer' event

In early February 2020 at Elan Valley Lodge we delivered Train the trainer for our Supporting Continuous improvement 2 day short course to Dyfed Powys Police, Natural Resources Wales, Carmarthenshire County Council and Aberystwyth University.

Over the 2 days delegates engaged with this interactive course and its key learning, discussing the training activities and practiced their delivery.

This programme will enable organisations to increase the number of staff they have with access to continuous improvement knowledge, skill and experience together with the ability to provide local CI training.