

Executive Summary

This document illustrates a snapshot of The Academy's people and organisational development activities and The Academy's schedule of programmes and workshops - covering both accredited programmes and non-accredited workshops.

The Academy continues to make good progress supporting people development and organisational development across 28 of 32 (88%) councils and 18 Public / Third-Sector organisations.

With 674 registered learners, The Academy is supporting 161 active learners engaged in accredited programmes across 16 cohorts.

15 cohorts have now been fully completed, awarding 147 qualifications, and 5 new cohorts are planned over fiscal year 2020/21.

469 learners have participated in non-accredited development workshops and 185 learners have now participated in the newly introduced Stay Connected online workshops.

6 learners have been awarded Chartered Manager (CMgr), the highest accolade in the leadership and management profession.

As a consequence of the COVID-19 pandemic, all programmes and workshops have transitioned to online delivery.

Active Cohorts

1. C#1 Procurement - Advanced Practitioner Level 5 & 6 (SCQF8 & 9)
2. C#2 Procurement - Advanced Practitioner Level 5 & 6 (SCQF8 & 9)
3. C#3 Procurement - Advanced Practitioner Levels 5 & 6 (SCQF8 & 9)
4. C#4 Procurement – Practitioner Level 4 (SCQF7)
5. C#5 Procurement – Practitioner Level 4 (SCQF7)
6. C#5 Leadership and Management Level 5 Diploma
7. C#6 Leadership and Management Level 5 Diploma
8. C#6 Leadership and Management Level 5 Diploma
9. C#1 Leadership and Management Level 7 Diploma
10. C#1 Business Analysis SCQF8 & PDA Business Analysis, Decision Making and Innovation SCQF9
11. C#2 Business Analysis SCQF8 & PDA Business Analysis, Decision Making and Innovation SCQF9
12. C#8 PDA Project Management SCQF8
13. C#9 PDA Project Management SCQF8
14. C#10 PDA Project Management SCQF8
15. C#11 PDA Project Management SCQF8
16. C#12 PDA Project Management SCQF8

Planned Cohorts

1. C#2 Leadership and Management Level 7 Diploma
2. C#2 Leadership and Management Level 6 Certificate
3. C#3 Business Analysis SCQF8 & PDA Business Analysis, Decision Making and Innovation SCQF9
4. C#13 PDA Project Management SCQF8
5. C#14 PDA Project Management SCQF8

Chartered Manager (CMgr)

Chartered Manager is the highest professional award within the Leadership and Management discipline. The Academy has now awarded six learners Chartered Manager status -

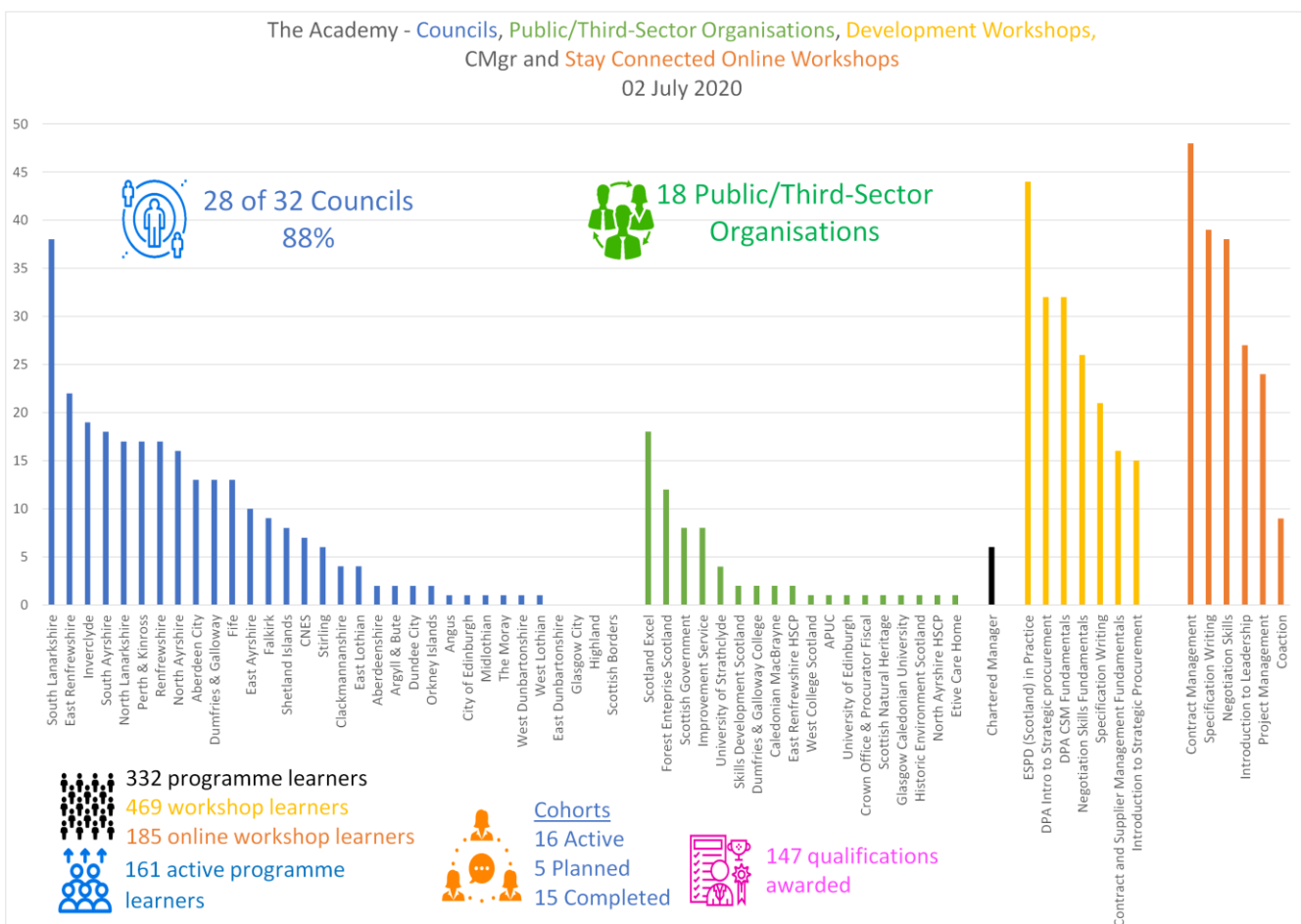
1. Lorna MacDonald Partner of Inverclyde Council, at Inverclyde Carers Centre
2. Grant Key Perth and Kinross Council
3. Susan Cannon Perth and Kinross Council
4. Caroline MacDonald Fife Council
5. Vicki Birrell Fife Council
6. Niki Hutchison Fife Council

These Chartered Managers join an elite group of ~512 Scottish Chartered Managers, within a population of ~7,800 Chartered Managers globally (CMI December 2019).

More information on Chartered Manager can be accessed from The Academy at <https://academy.scotland-excel.org.uk/course/view.php?id=24>

National Learner Engagement

28 of 32 (88%) councils are engaged in The Academy's programmes, along with 18 Public / Third-Sector organisations. The detail of these are illustrated in the image below.



469 learners have participated in non-accredited development workshops and 185 learners have now participated in the newly introduced Stay Connected online workshops where tangible knowledge and skills gained in a one day workshop, or one hour workshop, can be applied to the learner's work practice the next day.

The Academy Schedule

The Academy is delivering multi-disciplinary people development programmes and workshops across –

1. Procurement
2. Leadership & Management
3. Project Management
4. Coaching and Mentoring
5. Business Analysis, Decision Making and Innovation

The Academy schedule is illustrated below for each discipline.

More information can be accessed from The Academy at <https://academy.scotland-excel.org.uk/>

Procurement

The Practitioner level 4 and Advanced Practitioner levels 5 & 6 programmes form a progressive pathway leading to MCIPS registration, with three years experience. These programmes are accredited by CIPS.

Cohort #5 Practitioner SCQF7

	Date	Module Topic	Lead	Location	Qty
0	31 March 2020	Induction workshop	Chris	Paisley	16
1	2 & 7 July 2020	M1: Driving value through P&S	Chris	Paisley	16
2	30 July & 4 August 2020	M2: Managing expenditures with suppliers	Chris	Paisley	16
3	15 & 20 October 2020	M4: Sourcing essentials in P&S	Chris	Paisley	16
4	7 and 12 January 2020	M3: Developing contracts in P&S	Chris	Paisley	16
5	11 & 16 March 2020	M5: Effective negotiation	Chris	Paisley	16
6	25 & 30 March 2020	Integrative assignment workshop	Chris	Paisley	16

Cohort #1 Advanced Practitioner SCQF8 & 9 [MCIPS with 3 years' experience]

All face-to-face / online teaching and learning has been completed. Students have completed their final written projects and received marks / feedback and are preparing for their oral presentations (25/26 August 2020), at which point this course will complete.

Cohort #2 Advanced Practitioner SCQF8 & 9 [MCIPS with 3 years' experience]

All face-to-face / online teaching and learning has been completed. Students are completing their final written projects (and participating in tutor-led project surgeries). Final written assignments are due on 16 September 2020, with oral presentations following in December 2020.

Cohort #3 Advanced Practitioner SCQF8 & 9 [MCIPS with 3 years experience]

	Date	Module Topic	Lead	Location	Qty
1	26 February 2020	Induction workshop	Chris	Paisley	16
2	9 & 14 July 2020	M1: Strategic supply chain management	Chris	Paisley	16
3	1 & 6 October 2020	M2: Advanced category management	Chris	Paisley	16
4	14 & 19 January 2021	M3: Contracting excellence	Chris	Paisley	16
5	4 and 9 March 2021	M4: Developing people	Chris + Tbc	Paisley	16
6	1 & 6 April 2021	M5: Implementing change	Chris + Tbc	Paisley	16
7	18 May 2021	PW: Project Workshop	Chris	Paisley	16
8	13-15 July 2021	PS1: Project surgery#1	Chris	Paisley	16
9	24-26 August 2021	PS2: Project surgery#2	Chris	Paisley	16
10	5-7 October 2021	PS3: Project surgery#3	Chris	Paisley	16
11	w/c 14 February 2022	Final project oral presentation [viva]	Panel	Paisley	16

More information can be accessed from The Academy at <https://academy.scotland-excel.org.uk/mod/page/view.php?id=2658>

Leadership & Management

The level 5 diploma, level 6 certificate and level 7 diploma programmes form a progressive pathway across the junior, mid and senior management structures. These programmes are accredited by CMI.

The level 5 diploma, with 3 years experience, is the minimum qualification eligible for the CMgr exemption route assessment. A level 5 certificate, with 5 years experience, is the minimum qualification eligible for the CMgr qualified written route assessment.

Cohort #7 Leadership & Management Level 5 Diploma (SCQF8)

	Date	Unit Topic	Lead	Location	Qty
0	11 June 2020	Induction workshop	Ian	Online	16
1	22 September 2020	5013V1: Leadership practice	Ian	Online	16
2	03 November 2020	5002V1: Information based decision making	Ian	Online	16
3	17 December 2020	5009V1: Project development and control	Ian	Online	16
4	23 February 2021	5007V1: Organisational financial management	Ian	Online	16
5	06 April 2021	5001V1: Personal development as a manager and a leader	Ian	Online	16
6	08 June 2021	5003V1: Managing team and individual performance	Ian	Online	16
7	07 September 2021	5005V1: Meeting stakeholder and quality needs	Ian	Online	16

Cohort #2 Strategic Leadership & Management Level 7 Diploma Masters-level (SCQF11)

	Date	Unit Topic	Lead	Location	Qty
0	08 September 2020	Induction workshop	Ian	Online	16
1	29 September 2020	7013V1: Strategic leadership	Ian	Online	16
2	12 November 2020	7004V1: Strategic information management	Ian	Online	16
3	19 January 2021	7010V1: Implementing organisational change strategies	Ian	Online	16
4	02 March 2021	7011V1: Strategic planning	Ian	Online	16
5	20 April 2021	7012V1: Strategic human resource planning	Ian	Online	16
6	01 June 2021	7007V1: Financial planning	Ian	Online	16
7	24 August 2021	7009V1: Strategic project management	Ian	Online	16
CMgr	tbc	Chartered Manager assessment	Ian	Online	16

Cohort #2 Leadership & Management Level 6 Certificate (SCQF9)

	Date	Unit Topic	Lead	Location	Qty
0	11 August 2020	Induction workshop	Ian	Online	16
1	01 September 2020	6003V1: Planning a change process	Ian	Online	16
2	24 November 2020	6005V1: Developing and managing networks	Ian	Online	16
3	11 August 2020	6007V1: Managing ideas and innovation	Ian	Online	16

More information can be accessed from The Academy at
<https://academy.scotland-excel.org.uk/mod/page/view.php?id=2659>

Project Management

The PDA in Project Management is co-delivered with the Improvement Service.
This SCQF8 programme is accredited by the SQA.

Cohort #10 PDA Project Management SCQF8 (G9CK 48)

	Date	Module Topic	Lead	Location	Qty
0	5th February '20	Induction workshop	Donnie, Margaret	Paisley	12
1	24th February '20	DV5H 35: Project justification and planning	Donnie, Margaret	Paisley	12
2	30 th June '20	DV5J 35: Managing the implementation of a project – 1 of 2	Donnie, Margaret	Online	12
3	7 th July '20	DV5J 35: Managing the implementation of a project – 2 of 2	Donnie, Margaret	Online	12

Cohort #11 PDA Project Management SCQF8 (G9CK 48)

	Date	Module Topic	Lead	Location	Qty
0	28 th May '20	Induction workshop	Donnie, Margaret	Online	15
1	10 th June '20	DV5H 35: Project justification and planning	Donnie, Margaret	Online	15
2	17 th September '20	DV5J 35: Managing the implementation of a project – 1 of 2	Donnie, Margaret	Online	15
3	24 th September '20	DV5J 35: Managing the implementation of a project – 2 of 2	Donnie, Margaret	Online	15

Cohort #12 PDA Project Management SCQF8 (G9CK 48)

	Date	Module Topic	Lead	Location	Qty
0	5 th June '20	Induction workshop	Donnie, Margaret	Online	7
1	17 th Jun '20	DV5H 35: Project justification and planning	Donnie, Margaret	Online	7
2	3 rd September '20	DV5J 35: Managing the implementation of a project – 1 of 2	Donnie, Margaret	Online	7
3	11 th September '20	DV5J 35: Managing the implementation of a project – 2 of 2	Donnie, Margaret	Online	7

Cohort #13 PDA Project Management SCQF8 (G9CK 48)

	Date	Module Topic	Lead	Location	Qty
0	6 th October '20	Induction workshop	Donnie, Margaret	Online	7
1	20 th October '20	DV5H 35: Project justification and planning – 1 of 2	Donnie, Margaret	Online	7
2	28 th October '20	DV5H 35: Project justification and planning – 2 of 2	Donnie, Margaret	Online	7
3	17 th February '21	DV5J 35: Managing the implementation of a project – 1 of 2	Donnie, Margaret	Online	7
4	24 th February '21	DV5J 35: Managing the implementation of a project – 2 of 2	Donnie, Margaret	Online	7

Cohort #14 PDA Project Management SCQF8 (G9CK 48)

	Date	Module Topic	Lead	Location	Qty
0	10 th November '20	Induction workshop	Donnie, Margaret	Online	7
1	17 th November '20	DV5H 35: Project justification and planning – 1 of 2	Donnie, Margaret	Online	7
2	24 th November '20	DV5H 35: Project justification and planning – 2 of 2	Donnie, Margaret	Online	7
3	17 th March '21	DV5J 35: Managing the implementation of a project – 1 of 2	Donnie, Margaret	Online	7
4	24 th March '21	DV5J 35: Managing the implementation of a project – 2 of 2	Donnie, Margaret	Online	7

More information can be accessed from The Academy at
<https://academy.scotland-excel.org.uk/mod/page/view.php?id=2661>

Coaching and Mentoring

The Academy has the following coaching and mentoring programmes within our portfolio.

The level 3 certificate, level 5 diploma and level 7 diploma programmes form a progressive pathway across the junior, mid and senior management structures. These programmes are accredited by CMI.

Cohort#1 Management Coaching and Mentoring L3 Certificate (SCQF6)

	Date	Unit Topic	Lead	Location	Qty
0	Subject to demand	Induction	Donnie	tbc	16
1	Subject to demand	3011V1: Principles, skills and impact of coaching and mentoring	Donnie	tbc	16
2	Subject to demand	3012V1: Coaching and mentoring for individual and team needs	Donnie	tbc	16
3	Subject to demand	3016V1: Coaching and mentoring process evaluation	Donnie	tbc	16
4	Subject to demand	Lessons learned and next steps workshop	Donnie	tbc	16

Cohort#1 Management Coaching and Mentoring L5 Diploma (SCQF8)

	Date	Unit Topic	Lead	Location	Qty
0	Subject to demand	Induction	Donnie	tbc	16
1	Subject to demand	5001V1 – Personal development as a manager and leader	Donnie	tbc	16
2	Subject to demand	5014V1 – Introduction to management coaching and mentoring	Donnie	tbc	16
3	Subject to demand	5015V1 – Management of coaching and mentoring	Donnie	tbc	16
4	Subject to demand	5016V1 – Using coaching and mentoring skills as a manager	Donnie	tbc	16
5	Subject to demand	5017V1 – Coaching practice and theory	Donnie	tbc	16
6	Subject to demand	5018V1 – Mentoring practice and theory	Donnie	tbc	16
7	Subject to demand	5019V1 – Management of action learning	Donnie	tbc	16
8		Lessons learned and next steps workshop	Donnie	tbc	16

Cohort#1 Leadership Coaching and Mentoring L7 Diploma (SCQF11)

	Date	Unit Topic	Lead	Location	Qty
0	Subject to demand	Induction	Donnie	tbc	tbc
1	Subject to demand	7002V1 – Developing performance management strategies	Donnie	tbc	tbc
2	Subject to demand	7015V1 – Coaching and mentoring within organisational culture	Donnie	tbc	tbc
3	Subject to demand	7016V1 – Coaching and mentoring policies	Donnie	tbc	tbc
4	Subject to demand	7017V1 – Organisational coaching and mentoring	Donnie	tbc	tbc
5	Subject to demand	7018V1 – Strategic impact of coaching and mentoring	Donnie	tbc	tbc
6	Subject to demand	7020V1 – Leadership coaching and mentoring skills	Donnie	tbc	tbc
7	Subject to demand	7019V1 – Embedding coaching and mentoring in the organisation	Donnie	tbc	tbc
8	Subject to demand	Lessons learned and next steps workshop	Donnie	tbc	tbc

More information can be accessed from The Academy at

<https://academy.scotland-excel.org.uk/mod/page/view.php?id=2660>

Business Analysis, Decision Making and Innovation

Business Analysis, Decision Making and Innovation is co-delivered with the Improvement Service.

This SCQF8 and SCQF9 PDA programme is accredited by the SQA.

This programme has been designed in response to a national shortage of business analysts.

Cohort#2 Business Analysis SCQF8 (L5) and PDA Decision Making & Innovation SCQF9 (L6)

	Date	Unit Topic	Lead	Location	Qty
0	02 June 2020	Induction	Ian, Clare	Online	16
1	18 June 2020	SQA Unit H66x 04: Analysing organisations using business analysis tools	Clare, Ian	Online	16
	18 September 2020	Professional discussion	Ian, Clare	Online	
	21 September 2020	Professional discussion	Ian, Clare	Online	
		PDA G9CM 49: Decision making and innovation	Ian, Clare	Online	16
2A	08 October 2020	F5GG 36: Decision making for managers 1 of 2	Ian, Clare	Online	16
2B	29 October 2020	F5GG 36: Decision making for managers 2 of 2	Ian, Clare	Online	16
3	14 December 2020	J1BX 36: Management: Organisational innovation	Ian, Clare	Online	16

Cohort#3 Business Analysis SCQF8 (L5) and PDA Decision Making & Innovation SCQF9 (L6)

	Date	Unit Topic	Lead	Location	Qty
0	02 October 2020	Induction	Ian, Clare	Online	16
1	23 October 2020	SQA Unit H66x 04: Analysing organisations using business analysis tools	Clare, Ian	Online	16
	26 November 2020	Professional discussion	Ian, Clare	Online	
	27 November 2020	Professional discussion	Ian, Clare	Online	
		PDA G9CM 49: Decision making and innovation	Ian, Clare	Online	16
2A	08 December 2020	F5GG 36: Decision making for managers 1 of 2	Ian, Clare	Online	16
2B	12 January 2021	F5GG 36: Decision making for managers 2 of 2	Ian, Clare	Online	16
3	04 March 2021	J1BX 36: Management: Organisational innovation	Ian, Clare	Online	16

More information can be accessed from The Academy at

<https://academy.scotland-excel.org.uk/mod/page/view.php?id=2662>

Stay Connected Online Workshops

Stay connected online workshops have been introduced during the COVID-19 pandemic lockdown. These one-hour workshops are delivered in a time concise way to engage learners and share skills that can boost our development, performance and ways of working. There is no cost for these one-hour workshops.

	Date	Workshop Topic	Lead	Location	Qty
1	26 May 2020	Project management fundamentals	Donnie	Online	
2	01 June 2020	Contract management	Chris	Online	
3	02 June 2020	Introduction to mentoring	Donnie	Online	
4	03 June 2020	Specification writing	Chris	Online	
5	09 June 2020	Transformational coaching	Donnie	Online	
6	10 June 2020	Negotiation skills	Chris	Online	
7	12 June 2020	Introduction to leadership	Ian	Online	
8	16 June 2020	Contract management	Chris	Online	
9	19 June 2020	Project management fundamentals	Donnie	Online	
10	23 June 2020	Negotiation	Chris	Online	
11	23 June 2020	Transformational coaching	Donnie	Online	
12	25 June 2020	Coaching – a viable way forward...	Ian	Online	
13	25 June 2020	Introduction to mentoring	Donnie	Online	
14	28 July 2020	How to Do More with Less	Ian	Online	
15	4 August 2020	Information Based Decision Making	Ian	Online	
16	12 August 2020	The Scottish Procurement Rules	Chris	Online	
17	17 August 2020	Assessing and Developing Your Skills	Gregor	Online	
18	20 August 2020	Transformational Coaching	Donnie	Online	
19	20 August 2020	Personal Development and Self- Determination	Ian	Online	
20	28 August 2020	Introduction to Mentoring	Donnie	Online	
21	2 September 2020	“Crisis” Procurement	Chris	Online	
22	4 September 2020	Project Management Fundamentals	Donnie	Online	
23	7 September 2020	Assessing and Developing Your Skills	Gregor	Online	
24	9 September 2020	Introduction to Customer Journey Mapping	Clare	Online	
25	9 September 2020	Specification Writing	Chris	Online	
26	17 September 2020	Negotiation Skills	Chris	Online	
27	22 September 2020	Performance Management and Measurement	Donnie	Online	
28	30 September 2020	Managing Stakeholders	Clare	Online	
29	1 October 2020	Transformational Coaching	Donnie	Online	
30	1 October 2020	Organisational Learning – Enabling Performance and Long-Term Success	Ian	Online	
31	8 October 2020	Contracting	Chris	Online	
32	21 October 2020	Management of procurement stakeholders	Chris	Online	
33	22 October 2020	Introduction to Mentoring	Donnie	Online	
34	28 October 2020	Contract Management	Chris	Online	
35	3 November 2020	Changing the Face of Procurement	Scott & Debbie	Online	
36	5 November 2020	Project Management Fundamentals	Donnie	Online	
37	5 November 2020	Analysing Your Supply Markets	Chris	Online	
38	18 November 2020	Contracting	Chris	Online	
39	19 November 2020	Performance Management and Measurement	Donnie	Online	
40	23 November 2020	Optimising Our Innovative Work Behaviours	Ian	Online	

Development and Skills Sharing Workshops

These were previously called Practice Workshops.

Having implemented a series of workshop schedules and experienced limited demand, we are now proposing to stop documenting a proactive schedule and instead scope, design and schedule workshops which meet your identified needs.

Development and Skills Sharing Workshops are a series of non-accredited, non-assessed work-based-learning workshops. Each workshop comprises 5 hours of classroom based learning that can be utilised immediately within the workplace and also counts towards the learner's commitment to Continuing Professional Development (CPD).

Below you can find the dates of the workshops with further detail on the aims and objectives for each.

	Date	Workshop Topic	Lead	Location	Qty
1	20 January 2020	Negotiation Skills	Chris	Paisley	16
2	17 February 2020	Introduction to Strategic Procurement – DPA	Chris	Lerwick	16
3	18 February 2020	Contract & Supplier Management Fund -DPA	Chris	Lerwick	16
4	19 February 2020	Introduction to Strategic Procurement – DPA	Chris	Lerwick	16
5	20 February 2020	Contract & Supplier Management Fund -DPA	Chris	Lerwick	16
6	20 February 2020	ESPD (Scotland) in Practice	Chris	Lerwick	16
7					
8					

More information can be accessed from The Academy at

<https://academy.scotland-excel.org.uk/mod/page/view.php?id=2663>

Face-face workshops are on hold during lockdown.

Practitioner Workshops

Having implemented a series of workshop schedules and experienced limited demand, we are now proposing to stop documenting a proactive schedule and instead scope, design and schedule workshops which meet your identified needs.

Practitioner workshops are co-led by relevant experts from our council community and The Academy, with the objective of sharing good and best practice through tangible and useful learning.

	Date	Workshop Topic	Lead	Location	Qty
1					
2					
3					
4					
5					

More information can be accessed from The Academy at

<https://academy.scotland-excel.org.uk/mod/page/view.php?id=2664>

Face-face workshops are on hold during lockdown.

Thought Leadership Masterclasses

Having implemented a series of masterclass schedules and experienced limited demand, we are now proposing to stop documenting a proactive schedule and instead scope, design and schedule workshops which meet your identified needs.

Thought leadership masterclasses are co-led by subject matter experts and The Academy.

	Date	Workshop Topic	Lead	Location	Qty
1					
2					
3					
4					
5					

More information can be accessed from The Academy at
<https://academy.scotland-excel.org.uk/mod/page/view.php?id=2665>

Face-face workshops are on hold during lockdown.

Coaction

The Scottish public-sector employs 561,300 people, 245,000 of whom are employed across our 32 local authorities (Scottish Government 2018) and 81,700 people are employed in the third-sector (Scottish Government 2013).

Coaction is an initiative striving to bring together this community of people to coact, cocreate, coproduce, codeliver and collaborate – sharing resources and knowledge to address our public-sector people development and organisational development needs.

64 people participated in the inaugural workshop on 22 August 2019 creating a draft three-year national development roadmap and forming an organisational development working group and an innovation working group. Our objective is to solve some of our public-sector's wicked problems through cost-effective collaborative coaction.

Everyone is welcome to participate in the work of Coaction.

	Date	Workshop Topic	Lead	Location	Qty
1	22 August 2019	Coaction 2019 National	Team	Glasgow	64
2	01 April 2020	Coaction Regional#1	Team	Inverness	
3	27 May 2020	Coaction Regional#2	Team	Edinburgh / Dundee	
4	27 August 2020	Coaction 2020 National	Team	Glasgow	
5					

Face-face workshops are on hold during lockdown.

For reference – Completed Cohorts

1. C#1 Practitioner
2. C#2 Practitioner
3. C#3 Practitioner
4. C#1 Leadership & Management L5C and L6C
5. C#2 Leadership & Management L5D and L6C
6. C#3 Leadership & Management L5D and L6C
7. C#4 Leadership & Management L5D and L6C
8. C#1 Leadership & Management L6C
9. C#1 PDA Project Management
10. C#2 PDA Project Management
11. C#3 PDA Project Management
12. C#4 PDA Project Management
13. C#5 PDA Project Management
14. C#6 PDA Project Management
15. C#7 PDA Project Management