

Organisational Change Management

People & OD Committee
~~October 2022~~



GIG
CYMRU
NHS
WALES

Iechyd Cyhoeddus
Cymru
Public Health
Wales

Organisational Change Management

Context

- People & OD Big 5 Priority
- Working with other enabling functions in planning organisation change to ensure PHW has the readiness and capacity for programmes, resulting in sustainable transitions, that maintain engagement and performance
- When change is being enacted, it is also about the specific role, skills and guidance People & OD contribute to support managers and staff through change
- Strategic Risk 3 – Overall Amber Rating

Overview of Change & Initial Assessment of Feasibility

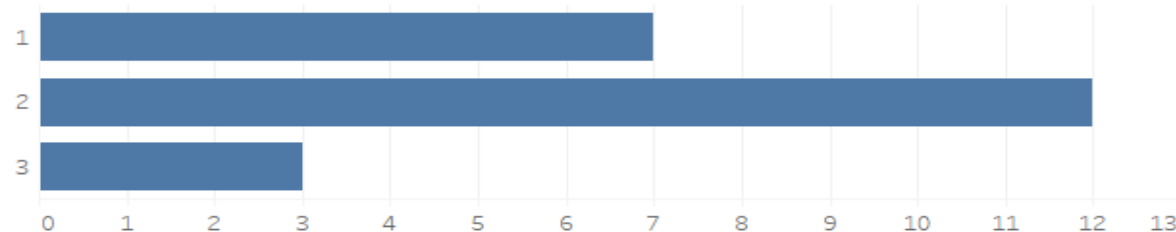
Background

- An initial 'picture of change', based on our IMTP for 2022/23, was presented to SBET in April 2022
- A rapid validation and feasibility assessment was commissioned to:
 - Validate the tiers of change and current status of key programmes
 - Provide an initial assessment of feasibility
 - Set out next steps for future assurance and delivery

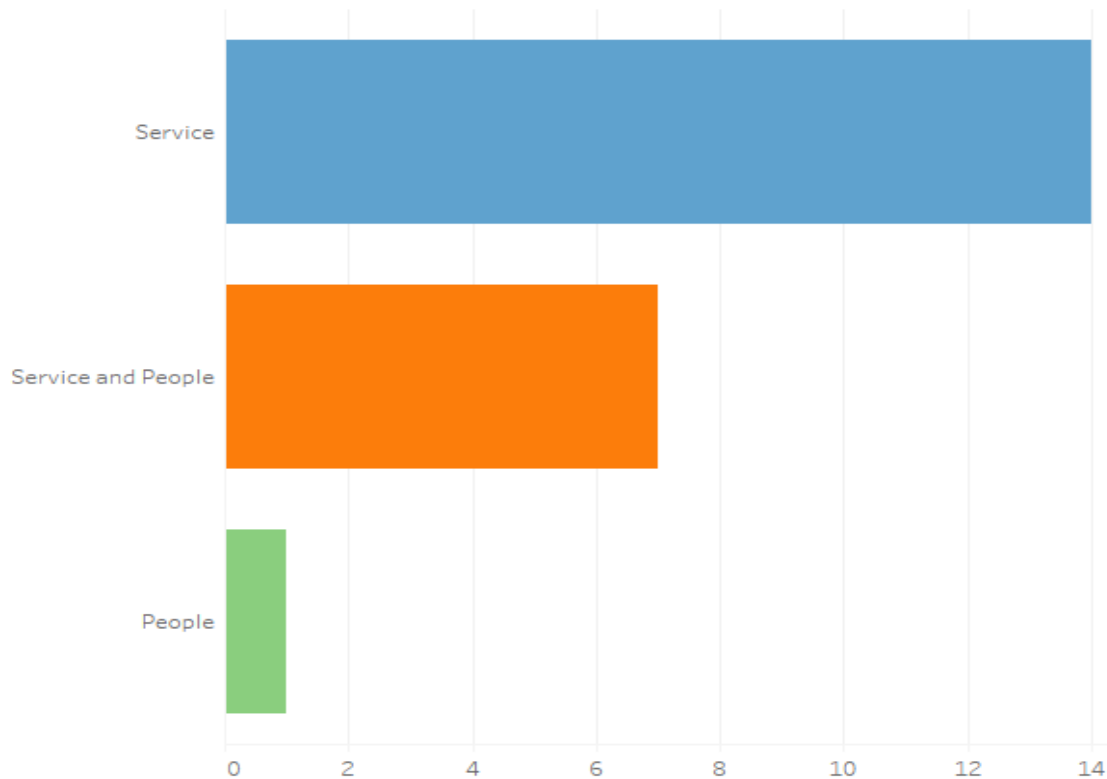
22
Total Programmes

306
Average Programme
Duration

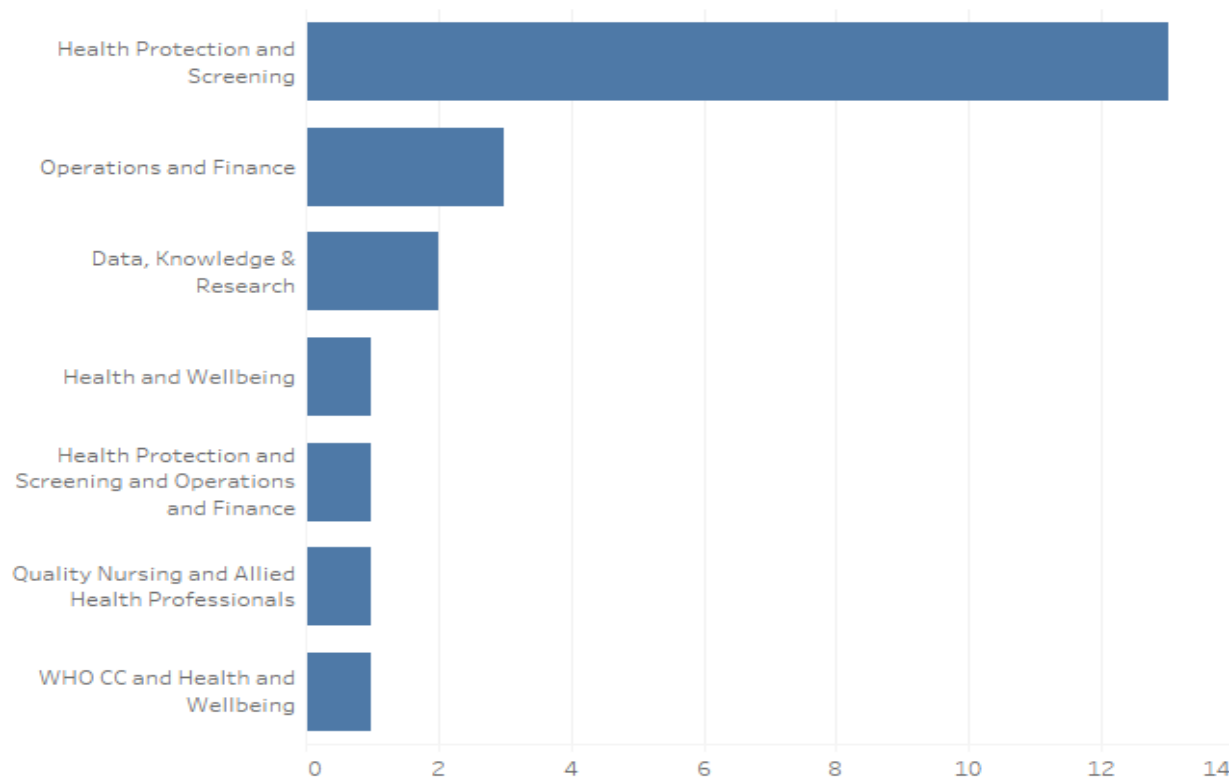
Sum of Programmes by Tier



Sum of Programmes by Type



Sum of Programmes by Directorate



Initial Assessment of Feasibility- Findings

- Tier 1 programmes reflect a collection of change initiatives informed by our Covid-19 response and wider recovery work
- Our long term strategy review is an opportunity to focus on user needs to realise additional value
- During the remainder of 2022/23, planning assumption for staff availability 80%
- Assessment of dependencies highlighted the need of further work to understand the further support required to certain programmes
- Feasibility assessment of the tier 1 programmes shows that the majority of programmes are rated as amber/green (e.g. successful delivery is probable)

Work In Progress

- Undertake rapid scoping exercise of enabler support required for key programmes
- Develop a tier 1 programme dashboard
- Establish a project & programme management community of practice
- Establish arrangements and undertake planning feasibility assessments
- Establish and implement arrangements for the scoping of future change programmes

Strategic Risk 3

Mitigating Actions

- Strategic Workforce Planning
- An agreed approach to organisation design, commissioning and resourcing of organisational change work for subsequent implementation
- Increase leaders capability in change management skills
- Engagement

Diolch
Thank you