Context

Key People & OD priority

People ambition

Strategic Risk 3 2022-23

Previous staff surveys

Lessons learned exercises

Varied levels of capability and capacity

Engagement on change

Engaged with leads for each change programme/directorate to:

- Validate our list for accuracy and completeness
- Understand relationship of projects and programmes
- Align programmes to tiers
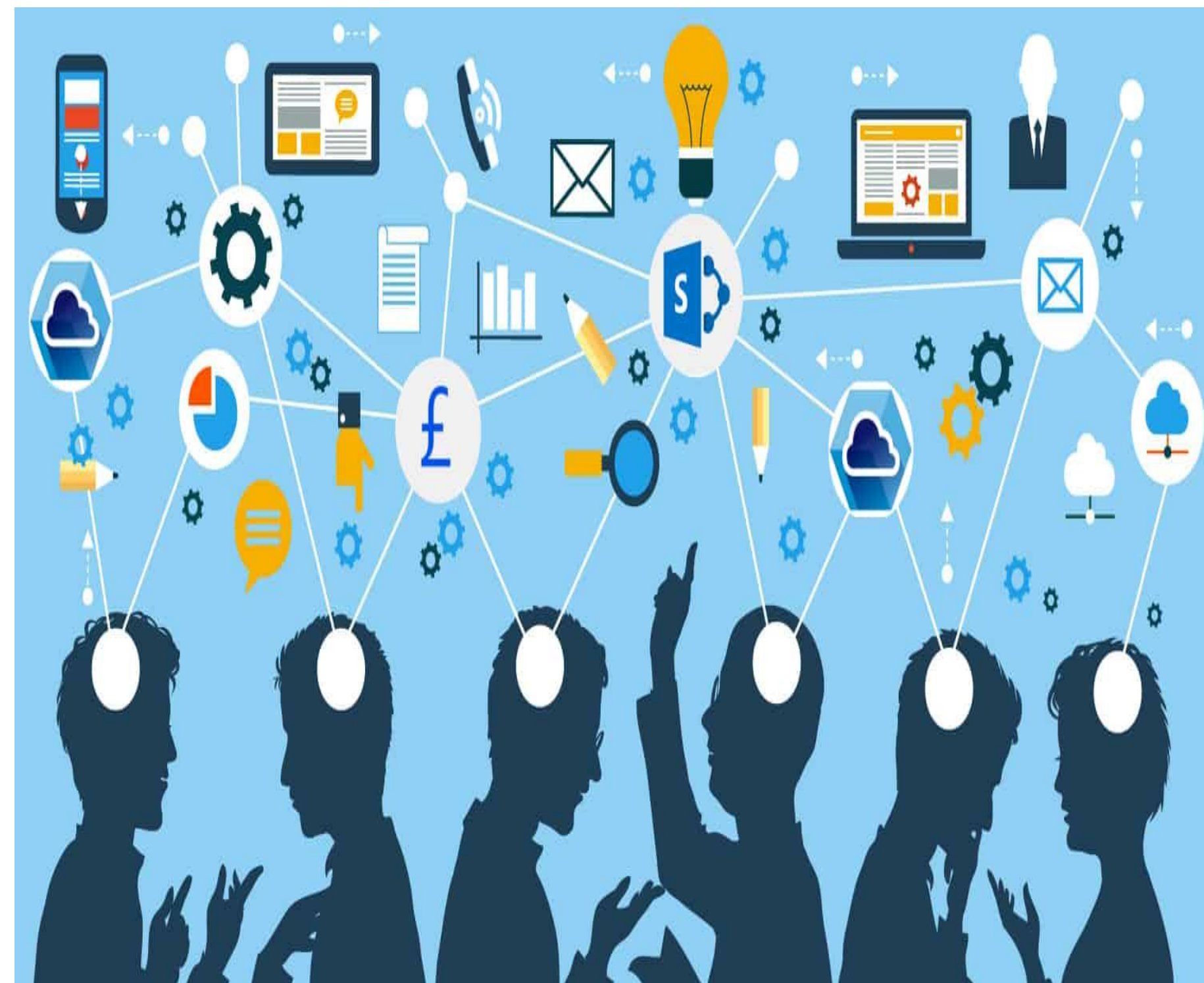- Discuss PMO role in delivery of change programmes

Discussions to undertake feasibility assessments

Collaborated across functions POD, PMO, Improvement Cymru, Digital & Data, Research & Evaluation

Partnership working with TU colleagues

Improving capability for change

Change Management Toolkit including template letters, checklists and project plans to ensure a consistent approach

TUPE toolkit

Change Masterclass

Introduced staff experience of change surveys

Resources to support resilience prior to , during and post change

TU Change Lead role to optimise and strengthen this support for change initiatives aligned to OCP

Developing organisational design principles to support organisational change decisions and enable the delivery of our strategic objectives

Improving capacity for change

Established Project & Programme Management Community of Practice

Developed OCP Dashboards to support reporting, planning and resourcing of change initiatives

Developed a programme register and dashboards to have a single data source and visualise the data
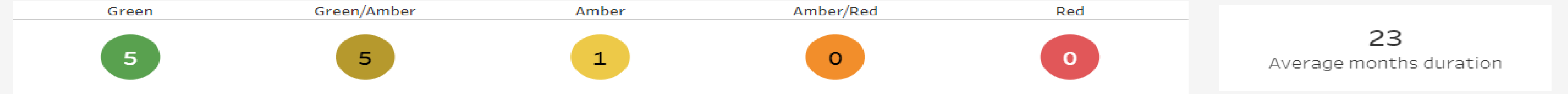
Introduced Change to Performance & Assurance Dashboard collecting monthly programme Delivery Confidence Assessments
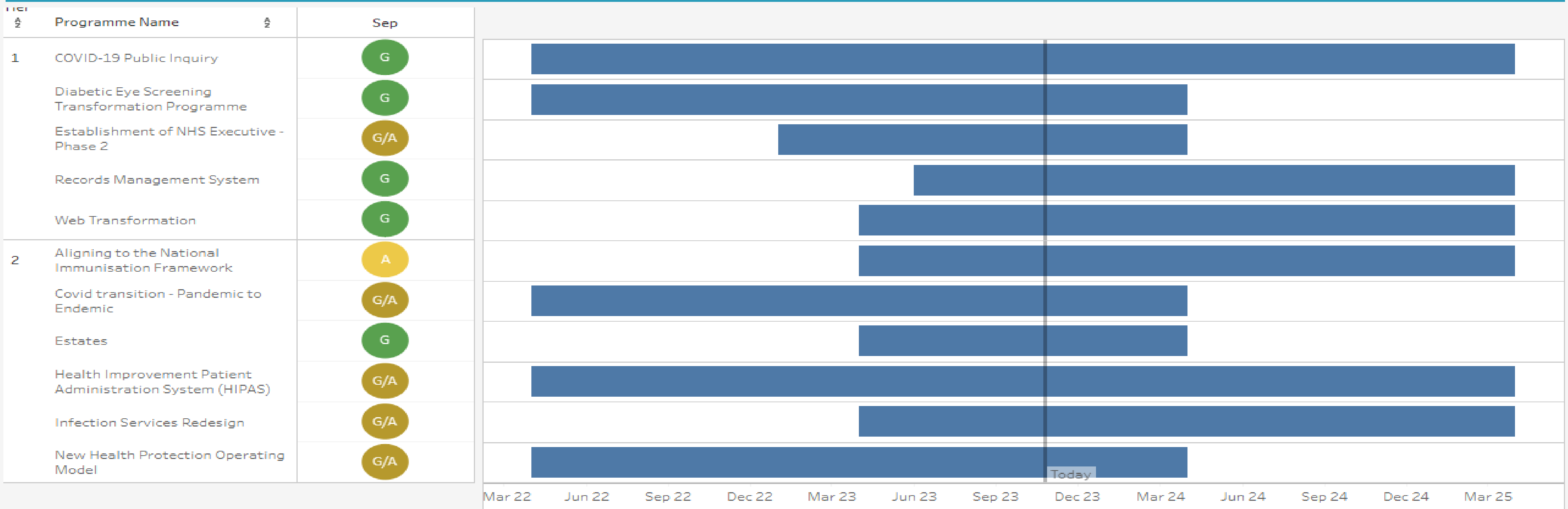
Developed a process for People & OD commissioning and resourcing to support organisational change work

Change Portfolio

Report Date: 9/30/2023

Programme Delivery Confidence Assessment (DCA)

Green	Green/Amber	Amber	Amber/Red	Red
5	5	1	0	0

23 Average months duration

Programme Detail

Tier	Programme Name	Sep
1	COVID-19 Public Inquiry	G
	Diabetic Eye Screening Transformation Programme	G
	Establishment of NHS Executive - Phase 2	G/A
	Records Management System	G
	Web Transformation	G
2	Aligning to the National Immunisation Framework	A
	Covid transition - Pandemic to Endemic	G/A
	Estates	G
	Health Improvement Patient Administration System (HIPAS)	G/A
	Infection Services Redesign	G/A
	New Health Protection Operating Model	G/A

Timeline axis: Mar 22, Jun 22, Sep 22, Dec 22, Mar 23, Jun 23, Sep 23, Dec 23, Mar 24, Jun 24, Sep 24, Dec 24, Mar 25

Today

Data Source: DCA Reporting, Data updated on:11-Oct-23, Rating: Gold

Work in progress

Allocate and mobilise PMO resources to programmes
Commence implementation to agreed timescales

Establish a schedule of programme assurance activity as an insight to programme health and enable early warning for potential issues:

Robust change management processes

Monthly monitoring and insights (Performance & Assurance Dashboard)

Independent assurance (PMO deep dive/gateway review)

Continue to engage with change leads to ensure awareness of emerging requirements

Strengthen partnership working and Trade Unions (Locally/Nationally)
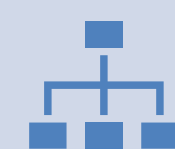
Finalise development of Organisational Design principles

Linked to Quality as an Organisation Strategy

Designed to deliver to support optimal design and shape of organisation
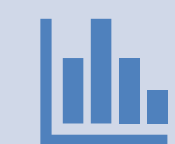
Measure staff experience, engagement and involvement in change

Staff survey results

Staff experience surveys

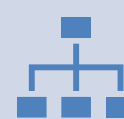Being our Best and Leading for Impact to support and reinforce the management of change

Future Focus

Opportunity to better utilise DDDA in the scoping and commissioning of change

Integrated Planning through improvements to IMTP development

Integration of change management requirements in Directorate and Divisional Workforce Plans, roles and skills to deliver the LTS

Further strengthening on usage and application of newly developed toolkits, designed to help ensure that change process has the greatest chance of success

Longer term evaluation

Impact

Change Programme Assurance

Sustainable transitions - retaining levels of engagement and organisation performance

Greater personal resilience and engagement of those going through change

Greater confidence and preparedness to integrate culture into change programmes