GIG CYMRU NHS WALES
Bwrdd Iechyd Prifysgol
Betsi Cadwaladr
University Health Board

Foundations for the Future : Major Change Programme

Design Phase: Progress Report

September 2025

Purpose & Recommendations

This Progress Report seeks to:

1. Provide an overview of the progress of Foundations for the Future Programme
2. Draw out the specific elements of the Operating Model that are fundamental to organisational effectiveness
3. Outline the timetable for the structure workstream.

Recommendation:

To DISCUSS progress and note the timeframes for the structures workstream.

Overview of Foundations for the Future Programme

Purpose: To better meets the needs of the North Wales population through improving the effectiveness of the organisation

Discover:

Insights analysis

Design:

Evidence-based Methodology

Deliver:

Prioritised Implementation Plan

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Discovery Report published November 2024

Discover:

Insights analysis

Seven key themes emerged as a result of the analysis of the insights provided:

1. The Operating Model of 2021/22 focused largely on operating structures, without the wider elements that enable organisational effectiveness. Moving forward the inter-relationships between structures, strategy, processes, people and culture will be critical to the success of the organisation.

2. Lack of clarity of roles and responsibilities as well as systems and processes relating to accountability, responsibility and autonomy.

3. Equity - An **inconsistency of approach across the organisation leads to unwarranted variation and a 'postcode lottery'.**

4. Inter-professional teamworking featured as a key theme. General management and in particular non-clinically qualified professional leaders and managers role appeared under-valued and silo working more prominent. A more clearly defined and developed clinical leadership model and forming more inter-professional team work would benefit the organisation.





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Discover:

Insights analysis

Seven key themes emerged as a result of the analysis of the insights provided:

5. Resources, layers and bureaucracy. Previous changes in structure in 2022 were more costly than intended. The number of 'layers' in the organisation and the level of bureaucracy was cited, with a sense that greater efficiency and effectiveness could be achieved if this was addressed

6. There were a range of comments relating to **how change happens**. There was however a strong theme that change should be managed as a programme of work, prioritising communication and engagement and preparing for change.

7. Considerable feedback from external bodies regarding the **ability of the organisation to effect strategic change**, with both the Planning Review (undertaken by Sally Attwood) and the feedback from external functions indicating the complexity of the Operating Model. If the Health Board is to successfully design and delivery strategic change, an effective operating model is critical.

Overarching Operating Model Design

Design:

Evidence-based Methodology

- An operating model describes the core components of how an organisation should work in order to successfully deliver its purpose and strategic objectives: Leading Organisational Change and Renewal (Tushman and O'Reilly) – ambidextrous organisation (the Here and Now and the medium/longer term)

Approach:

1. Continuous engagement approach - focus on open dialogue
2. Workshops – specialities and professional groupings
3. Design work commissions – specific subject matter experts

Design method

- Business alignment first, structure last
- Learn from the past
- Aim to retain talent
- Design for flexibility, career progression, new technologies, continual learning
- Design for clarity, understanding of remit, roles and accountability

Foundations for the Future – Scope, Approach and High Level Outcomes

	BCU has a clear strategic intent for the short, medium and long term	The culture is compassionate with staff being engaged and empowered at all levels	Staff have clear roles and responsibilities and are supported to achieve common goals	The organisation structure enables effective delivery of our goals	Key business and people management processes are streamlined and standardised
	Strategy	**Culture**	**People**	**Structures**	**Processes**
Effective Programme Wrap Around & Governance	• Clearly defined mission (purpose), vision and values • BCU has a clear strategic intent for the short (Annual Plan), medium (IMTP and Clinical Services Plan) and longer term 10 year plan • The Operating Model is revised to aid delivery of strategy • BCU has a clear, agreed, published Operating framework	• High autonomy and accountability across all roles, • Engagement is 'hard wired' throughout leadership and management structures to the front line • Staff feel enabled and confident • Decisions are made as close to the patient as possible • BCU is a learning organisation	• There is a clear, programme of training and development targeted at the skills required for success • Remits, roles and accountabilities are clear • Skills gaps are known and development plans in place • Staff are equipped for their roles • Talent/ succession planning is in place – there is room to grow	• A refreshed organisational structure delivers clarity of roles and responsibilities and is streamlined and standardised • The structure will better enable us to meet the needs of North Wales population • The structure will support delivery of objectives • Needs to be deliverable and value for money	• Clear accountability and delegated decision-making at all levels • Processes are flexible and support an agile organisation • Risk management is clear and supports the organisation in innovation and delivery • Policies, guidelines and procedures are clear and process of implementation is understood
Programme Engagement & Comms					
Defined, measured Outcomes & Benefits					

Design perspectives (Design Workshops output/other Design insights)

Design:

Evidence-based Methodology

Theme A: **Senior Managers**: Reducing the gap between senior managers and the "shop floor" was highlighted as important, improving clarity on leadership, management and reporting lines, as well as joined up working between clinicians and other professionals/colleagues. Clear direction from the Executive Team, understanding portfolios was also felt to be important.

Theme B: **Decision Making**: Significant focus on decision making and the need for clarity as to "who" could make decisions, the need for "evidenced" based decisions, transparency in decision making, timely decisions and communication of decisions.

Theme C: **Change without preparation/communication**: People indicated an increased focus on preparation for change in systems and processes, enhancing significantly communication that does not rely solely on the intranet and emails.

Theme D: **How Services could be configured**: A strong design message focused on the need for a clear strategy of organisational direction, particularly regarding service provision, taking into account population need. Views highlighted the need to change the emphasis from Acute to Community and Primary Care and look at network and pathway approach. The need for consistent names for services that deliver the same outcomes, as well as clear remits of functions and what they are accountable for. The need to be one organisation, which is a learning organisation.

Design perspectives *(Design Workshops output/other Design insights)*

Design:

Evidence-based Methodology

Theme E: **Roles and Responsibilities**: Increasing a focus on autonomy and accountability, the need for clear objectives that cascade (the golden thread) so people can be held to account. Managing the structure so "role creep" and extra layers cannot emerge. Need visibility of roles and who is leading on what, enabling freedom to act promoting innovation.

Theme F: **Support/Corporate Functions**: Design feedback focused on the need for clarity of remits for corporate functions so roles and responsibilities are easily understood. This includes the balance of specialised leadership and support as well as quality assurance/holding to account.

Theme G: **Governance and Reporting**: A need for clear, communicated governance routes, reducing the (many) layers of "checking homework" currently. Improved version controlled documents, with potential for a document "repository" to reduce duplication. Scheme of delegation needs to be really clear and communicated. Revising the approach and flow of reporting upwards.

Theme H: **Planning and Strategy**: Feedback included the need of consistency of planning, with a model supporting the delivery of strategic intentions and the focus on shared goals as one organisation. This should also include decommissioning or cessation of certain work, as well as enabling an innovative space for idea's and suggestion for improvement.

HIGH LEVEL PRODUCT BREAKDOWN – WHAT THE PROGRAMME WILL DELIVER

Strategy	Culture	People	Structures	Processes
Summary High Level Strategic Intent paper	Culture Change Programme	Leadership for All Framework	Design Methodology Paper	Clear Governance Pathways/ Reporting
IMTP and Annual Delivery Plan	Implementation of Values & Behaviours Framework	Workforce Planning & Redesign (Proposed Organisational Approach)	Executive Portfolio Review (Rapid Refresh)	Decision Making Framework inc. SORD
Clinical Services Plan	Teamworking	Talent Management and Succession Planning	Current and Future Structure and Remits (Whole Organisation)	Quality Management System Framework
10 Year Strategy including Partnership		Collated Knowledge & Skills Required (Skills/Competency Assessment)	Current and New Organograms	Integrated Performance Framework
		Approved OD tools, OD Skills, Capability	Established Clinical Leadership Model	Risk Management Framework
			Job Families, Skills lists & RACI	Planning Framework
			Function/Job Directory	Business Processes

Cross-Cutting Products	Design Principles	Discovery Report	Design Report	Organisational Approach to Change	Approach to Design	Operating Framework

Workstream Progress Report: Strategy

Led by Executive Director of Strategic Planning and Transformation

1. Strategic Intent
   - Work underway; Workshop with partners on 8th October to help co-design strategic intent
   - Outputs/outcomes to influence forthcoming Integrated Medium Term Plan

2. 10 year Strategy
   - Discover phase due to complete end Q4
   - Intensive strategy design, following strategic intent, through 2026

3. Clinical Services Plan
   - Challenged specialities planning early work completed; medium term service planning under way in some specialties

Revised **Integrated Planning Framework**, including planning maturity matrix assessment, to be considered by Board November 2025

Planning, Population Health and Partnerships Committee oversees this work

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Workstream Progress Report: Culture

Led by Executive Director of People and Organisational Development

1. Culture Change Programme
    - Evidence-based Programme approach to culture change
    - Culture Change Leaders in place
    - Culture Diagnostic underway – due to report November 2025

2. Values and Behaviours Framework
    - Board approved Values and Behaviours Framework November 2024
    - Implementation underway
    - Staff survey and culture dashboard

3. Teamworking
    - Affina Teamworking approach agreed. Rollout plan to be determined in line with timetable for structures

Culture Synthesis Report (part of Staff Engagement and Experience Report), to be considered by Board November 2025

People and Culture Committee oversees this work

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Workstream Progress Report: People

Led by Executive Director of Nursing and Midwifery

1. Leadership for All Framework
   - Integrated Leadership Framework in place – to be refined and updated in light of new Management Competencies and potential manager regulation
2. Workforce Planning Approach
   - Work underway on a consistent organisational approach – utilising Health Education and Improvement Wales 6-step model; training will form a core feature of increasing organisational capability
3. Talent Management and Succession Planning
   - Talent Management resource developed; revised Personal Appriasal and Development Review (PADR) process being redesigned to support talent and succession approach
4. Knowledge and Skills building
   - Design work underway; Work aligning with HEIW development on General Management for clinicians and non-clinicians
5. Organisational Development expertise/tools
   - Requires consideration within structures, plus wider capability building of leaders and managers with fundamental OD tools

People and Culture Committee oversees this work

Workstream Progress Report: Processes

Led by Director of Corporate Governance and Executive Director of Finance

1. Scheme of Reservation and Delegation

   -Being revised to will be kept under development to align/inform new structures, roles etc

2. Decision-making Framework

   - Work underway on a consistent organisational approach to aid clear understanding of autonomy, authority and accountability

3. Quality Management System (Clinical Executives leading)

   - QMS in place; further iteration and development planned; evaluation required

4. Integrated Performance Framework

   - Review and revision underway, building on feedback from Internal Audit and other sources including Board Members, Welsh Government, leaders and managers. Revised Framework to come through Committee governance during Q4

5. Risk Management Framework

   - Review and revision well underway and nearing completion.

6. Integrated Planning Framework – due to Board Nov 2025

7. Business Processes

   - Priority processes for review being identified from feedback across organisation

Multiple Committees oversee this work

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Workstream Progress Report: Structures

Led by Executive Director of Allied Health Professions and Health Science and Programme Director

Foundations for the Future

1. Design Methodology

    -Evidence-based approach agreed; currently working through more detailed design of structures including directorate/service remits, roles and reporting

2. Executive Portfolio

    - Refresh/review undertaken; paper due to Remuneration Committee in October for consideration

3. Current and future structure

    - Current structure clarifications complete; future structure underway – high level design complete, **detailed design during October/November in readiness for end of November proposal being brought forward to Board.** 'Career Conversations' to commence during Q3.

4. Clinical Leadership Model

    - Focus on interprofessional working as a core model; detailed design of clinical leadership approach during October (to include new Exec Medical Director input)

5. Organograms and Job Families

    - Work underway; 'Job Family' approach to be taken in order to simplify and streamline roles and levels across organisation and differing functions

Implementation of new structures will follow consultation in line with Organisational Change Policy. Expected consultation end Q3/early Q4. Potential early adopters in relation to implementation.

Multiple Committees oversee this work

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Recommendation:

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