1. Aim

The aim of this paper is to present the key themes identified from the Financial Recovery Project Stock-take and propose the actions required to improve the Trust's ability to manage change programmes successfully.

2. Background

During January / February 2007, 25 of the Financial Recovery Plan (FRP) project leaders were interviewed by the Associate Director of Learning and Development using questions identified by the Financial Recovery Group designed to:

- establish what was working well
- identify any issues hampering the achievement of identified project benefits
- capture ideas for improved ways of working
- identify further development needs and actions required in order to ensure that the Trust is best placed to successfully manage future major change programmes;

The interview responses were collated and an initial report presented to the FRP Steering Group on 25th January and circulated to those who had been interviewed for validation. Following this a detailed action plan was presented and agreed by the Financial Recovery Group and Operational Team.

This paper presents a summary of these key themes and actions for consideration by the Board.

3. Key Themes and actions

3.1 From the initial report 8 key themes were identified which are:-

1) Project management structure and process
2) Flexible use of resources
3) Project priorities, outcomes and timescales
4) Engagement, ownership and involvement of key stakeholders and staff in change
5) Communication issues and ideas for improvement
6) Holding to account
7) Project management skills
8) Developing a change culture

3.2 The issues and actions identified can be collated into two main areas of interrelated activity which are:-

- Improving organisational effectiveness through the creation of an Organisational Development strategy and process and a change culture within the Trust.
- Ensuring that the Trust is able to manage future change programmes successfully by implementing effective project management structures, processes, training and support.

Appendix I sets out the proposed actions and outcomes for each of these two areas of activity.
4. Recommendations

4.1 Creation of an Organisational Development (OD) strategy and change culture within the Trust

4.1.1 Organisational Development is a term used to describe a range of interventions designed to improve organisational effectiveness by changing culture and processes so that an organisation develops a reflective and empowering approach to change.

4.1.2 In order to be effective Organisational Development interventions need to be planned and implemented at three levels:

- Individual level – interventions include personal development and effectiveness, job re-design, coaching and mentoring and integrating the aspirations of staff with organisational objectives.
- Team level - interventions include intra and inter team development and process review, conflict resolution and addressing difficult or contentious issues.
- Organisational level - interventions include system-wide analysis and redesign of processes and services, leading and supporting planned long term change programmes on quality and productivity, effective consultation, communication and staff involvement programmes and strategies.

4.1.3 The Trust currently provides a range of interventions at an individual and team level. However, there is a need to understand more clearly what tangible benefits OD can offer, particularly at a corporate level. The appendix proposes that a group scopes a project for the development of OD. However, the Trust needs to be sure what tangible benefits will flow from this.

4.1.4 Given the acknowledged lack of expertise in this area it is suggested that as a first step the proposed project is discussed with an external OD consultant. This cautious approach is necessary to ensure that the time and resource devoted to developing OD will provide value for money.

4.2 Management of future change programmes

4.2.1 The feedback from the interviews held with the FRP project leads indicates that the FRP programme has certainly benefited from a project management approach but that there is still much more that needs to be done. In addition it has highlighted that this approach should be translated to other key projects in order to maximise the achievement of the 2007/08 key objectives.

4.2.2 It is therefore proposed that a project is established to develop and implement a standard approach to managing projects, building upon what already works well. The key outcomes of the project will be:

- Implementation of a clear, simple and easy to use project management methodology and associated tools and templates consistently used across the Trust
- A recommendation for the role and structure of a project support office underpinned by a business case and implementation plan.
- A learning and development package designed and costed to support project staff and managers with the knowledge and skills they require to successfully lead a project and manage the change process.
4.2.3 The Board should note that whilst we can implement a standard approach to project management the effectiveness of these changes will be increased by the OD strategy and therefore these two pieces of work are strongly interrelated. Consideration should be given to piloting the OD action plan in the areas where we successfully introduce a standard project management approach.

4.2.4 The Trust Board is asked to review the proposed way forward and, along with any amendments, provide the mandate to initiate this project. A more detailed project brief outlining the approach and necessary resources to achieve the outcomes will then be presented for consideration by the Trust Main Board (through the Operational Team) no later than June 2007.

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Presented by Graham Shaw

Date March 2007
## Summary of Action Plan from FRP Stocktaking Exercise

### Action

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<thead>
<tr>
<th>Action</th>
<th>Outcome</th>
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| Establish a working group led by the Clinical Strategy Team with representatives from Service Delivery (management and clinical), Learning and Development and Communications to scope a proposal for developing OD within the organisation. | 1. A clear strategy for Organisational Development  
2. Increased clinician and staff involvement  
3. Improved communication systems and processes  
4. Development of a change culture within the Trust  
5. Development of more effective ways of managing and implementing change across organisational boundaries |
| Develop and effective project management structure, process, training and support | 1. An agreed Project management structure and process across the Trust  
2. More flexible use of resources to support service improvement projects  
3. All medium /long term projects to have a project manager and A&C support  
4. Clear lines of accountability  
5. Increased / improved project management training and support  
6. Identify realistic outcomes  
7. Involve patients if appropriate  
8. Develop a process of regular service review for all teams/ departments |