

Update on Change Management Portfolio for assurance

July 2026

Recommendation:

The Committee is asked to:

- Take **assurance** on the change management portfolio and change across the organisation

Context

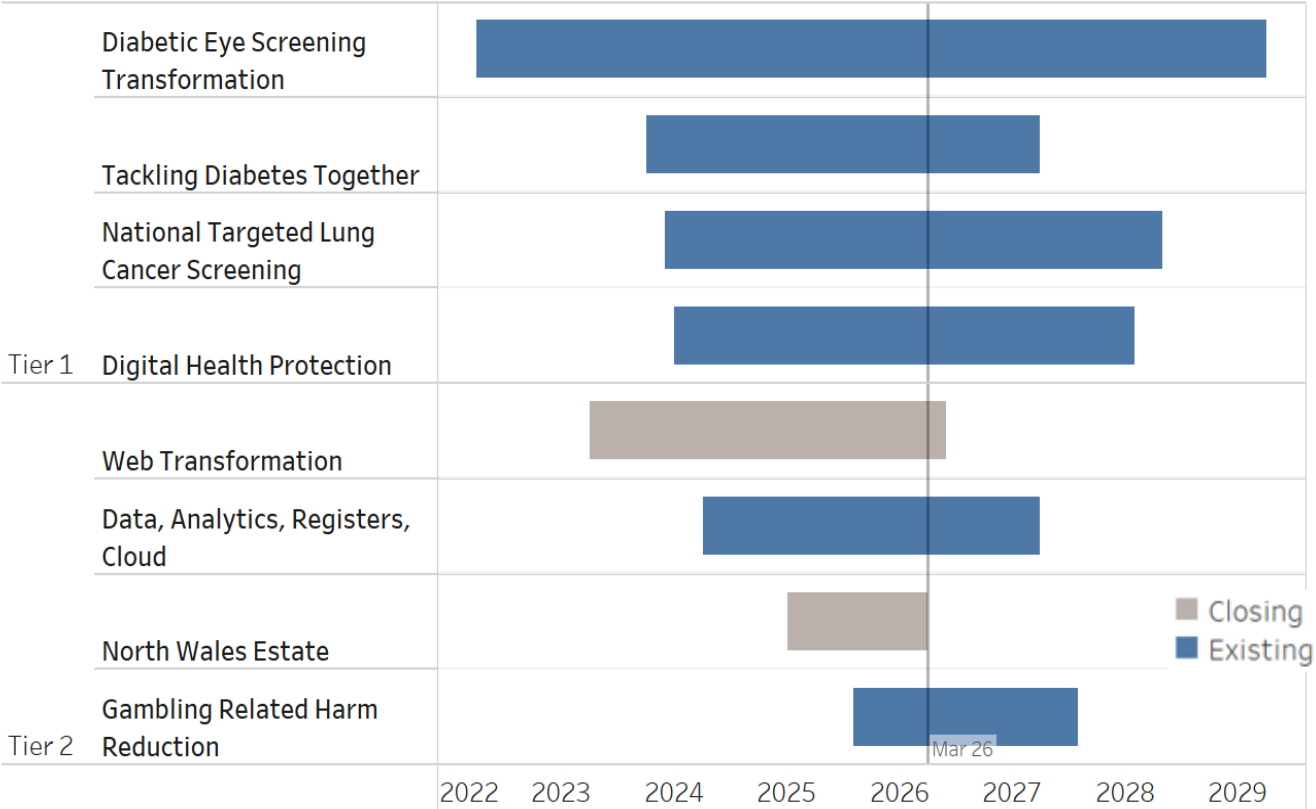
- Ambitious change portfolio developed as part of 26/27 planning cycle, with number of programmes at scoping/initiation stage
- Continuing work to implement our programme and project management standards across the portfolio, including development of organisational frameworks for business cases and benefits.
- New strategic risk 5 identified to reflect broader view of change management maturity

Change Portfolio for 26/27

Key changes to the portfolio for 26/27:

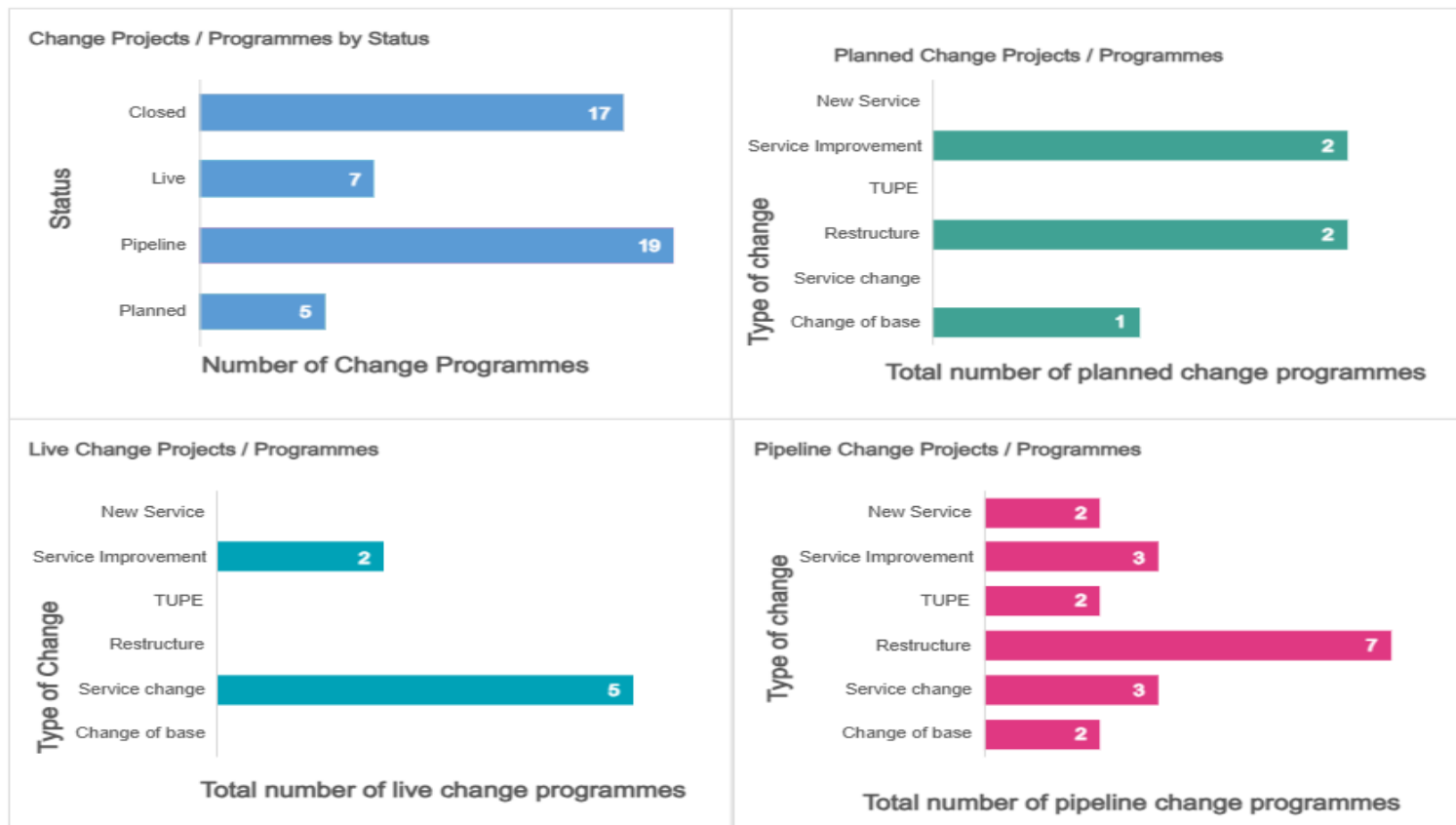
- Programme closure: Web and North Wales
- Programme initiation: My Path Cymru (Obesity Prevention) and Gambling Harm Reduction.
- Programme scoping: Screening Transformation and Future Workforce Solution

All the programmes have people implications, including workforce restructuring, relocation, recruitment, upskilling, changes to ways of working.



PEOPLE CHANGE PROGRAMME OVERVIEW

June 2026



P

STAGE 1

Pipeline

Early conversations. Details may or may not change. Still waiting for further information.

PI

STAGE 2

Planned

In planning stage. May or may not yet have a confirmed start date.

L

STAGE 3

Live

Programme is live and actively running now.

C

STAGE 4

Closed

Closed. Shown on a rolling 12-month basis.

PEOPLE CHANGE PROGRAMME OVERVIEW

June 2026

41

TOTAL PROGRAMMES

17

PIPELINE

Employee numbers TBC

2

PLANNED

Employee numbers TBC

7

LIVE

294+ employees

15

CLOSED

227 employees (rolling year)

Peak Change Period (Forecast)

High volume expected over the next 3–12 months, driven by planned and pipeline mobilisation.

Pipeline Consideration

- Lack of confirmed dates creates uncertainty in forecasting peak demand.
- This provides an opportunity for PHW to review and align programmes with organisational priorities before mobilisation.

Types of Change Processes

- Formal consultation restructures
- Service / operating model redesign
- Strategic transformation programmes
- Workforce planning and pipeline development

KEY MESSAGE: Sustained high volume of concurrent organisational change, with continued pipeline pressure and workforce impact.