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Powys Health, Care and
Social Care Academy

Extended menu of organisational development and workforce support.

*Supporting system
transformation across health,
social care and partners
through flexible, tailored
workforce and organisational
development support.*

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Introduction

This booklet outlines the range of Organisation Development (OD), workforce and change support available to teams and programmes delivering transformation across health, social care, and partner organisations.

It is designed for leaders, service managers, programme sponsors, and partners who want to ensure workforce considerations are fully embedded into planning and delivery.

We recognise that every service and programme is different. Our support is bespoke and tailored to your specific context, challenges, and ambitions.

Whether you are at an early stage of thinking or already progressing a programme of work, we encourage an early conversation so we can shape the right support together.

What makes this different?

- Tailored to your specific needs
- Whole-system perspective across partners
- Practical and delivery-focused
- Available from early thinking through to implementation

How to access support

Accessing support is simple and flexible. We encourage you to get in touch at an early stage to discuss your needs, even if they are still emerging.

Support can be scoped collaboratively and adapted as your work develops. This may range from a single conversation or workshop through to ongoing programme support.

We will collaborate with you to:

- Understand your priorities and challenges
- Identify the most appropriate support offer
- Agree a flexible and proportionate approach

Organisational change readiness

We support organisations to understand and prepare for change by assessing readiness at various levels, from senior leaders to frontline teams. Support is tailored to the needs of each team, programme, or organisation.

This includes:

- Organisational readiness assessments with directors, heads of service, boards, and cabinet-level stakeholders.
- Gateway-style review support to test assumptions, risks, and workforce implications.
- Practical support to programme sponsors, teams and individuals navigating change.
- Development of master messages to ensure consistent communication during transformation.

Examples:

- Readiness and OD support embedded into Better Together and wider social care transformation work within PTHB.
- Programme-level advice to sponsors delivering preventative and community-based models of care, helping identify skill gaps and workforce risks early.

Workforce Futures input into large-scale transformation initiatives feeding into ICCS planning.

Providing OD support for key meetings

Providing Organisation Development (OD) support to ensure workforce considerations, engagement and communication are integral to service transformation activity. This includes the design and facilitation of key meetings, workshops and engagement sessions across health, social care, and third-sector partners. Support is tailored to the needs of each team, programme, or organisation.

Support covers:

- Designing agendas and approaches aligned to transformation objectives.
- Briefing facilitators and sponsors to ensure consistency and confidence.
- Managing sessions to create psychologically safe, inclusive, and productive spaces.
- Ensuring workforce voice is visible in strategic decision making.

Examples:

- OD support for Adult Social Care Transformation Workshops, including co-planning, facilitator briefing, room setup, and live co-facilitation. Feedback highlighted increased confidence of staff facilitators and strong quality outputs.
- Ongoing OD input into Joint Mental Health Senior Leadership Teams across PCC and PTHB, supporting delivery of strategically important services one tier below executive level.
- Support to the Regional Partnership Board consultant developing the future model for community health and wellbeing

Master messaging

We support the development of clear, consistent, and compassionate messages that help staff understand what is changing, why it matters, and what it means for them. Support is tailored to the needs of each team, programme, or organisation.

This includes:

- Co-creating messages with programme sponsors and leaders.
- Aligning workforce, engagement, and communications approaches.
- Ensuring messages are tailored to different audiences and delivery contexts.

Examples:

Master messaging support to Joint Mental Health Senior Leadership Teams, helping ensure consistent narrative across PCC and PTHB.

Messaging support within Adult Social Care Transformation Workshops, ensuring discussions focused on future models rather than concerns about current pressures.

Workforce messaging aligned to wellbeing, prevention, and culture change agendas.

Critical friend

Function as a trusted “critical friend” to leaders, teams and programmes, offering support, challenge, and guidance in a constructive and collaborative way. Support is tailored to the needs of each team, programme, or organisation.

This includes:

- Independent perspective and reflective challenge.
- Coaching conversations with sponsors and leaders.
- Programme management support and sense-checking delivery approaches.

Examples:

- Critical friend role to programme sponsors delivering transformational change, ensuring workforce implications were fully considered.
- Ongoing challenge and support to teams balancing ambition with capacity during periods of system pressure.
- Constructive OD challenge during co-design of workshops and engagement approaches.

Coaching support

We provide coaching support to leaders and staff navigating complexity, change, and increased responsibility. Support is tailored to the needs of each team, programme, or organisation.

This includes:

- One-to-one coaching.
- Group coaching approaches.
- Signposting to formal coaching and leadership development programmes.

Examples

- Coaching embedded within the Compassionate Leadership Immersive Programme (CLIP), which has successfully expanded to Primary Care and Social Care cohorts.
- Coaching and reflective support offered alongside OD interventions to help individuals process change and build confidence.
- Continued support for mindfulness and coaching initiatives across partners.

Programme management support

We provide practical programme and delivery support to ensure transformation activity is well planned, realistic, and aligned with wider system priorities. Support is tailored to the needs of each team, programme, or organisation.

This includes:

- Planning and delivery advice.
- Risk identification and mitigation.
- Support with sequencing and dependencies between programmes.

Examples

- Programme support across transformation skills and development workstreams, including re-profiling activity following team changes.
- Contribution to development of robust exit and sustainability planning for Workforce Futures beyond RIF.
- Support to emerging initiatives aligned to ICCS ambitions.

Event / engagement facilitation

Design and facilitate engagement events that are inclusive, accessible, and outcome-focused. Support is tailored to the needs of each team, programme, or organisation.

This includes:

- End-to-end event logistics (venues, risk assessments, staffing, inclusivity).
- Facilitation of large group events, roadshows, and workshops.
- Creating spaces for constructive dialogue rather than complaint-focused sessions.

Examples

- Facilitation of Adult Social Care Transformation Workshops, generating a large volume of actionable ideas and workforce intelligence.
- Facilitation support for community wellbeing and third sector events, strengthening relationships and reach.
- Engagement sessions supporting workforce insight gathering for service redesign.

Stakeholders

We support effective stakeholder mapping and engagement to ensure the right people are involved at the right time. Support is tailored to the needs of each team, programme, or organisation.

This includes:

- Identifying key stakeholders across sectors.
- Planning engagement approaches.
- Supporting partnership working and collaboration.

Examples:

- Strengthening links with PAVO locality events and third sector partners.
- Engagement with partners supporting ICCS development and preventative models.
- Building relationships across PCC, PTHB, schools and voluntary sector organisations.

Workforce engagement questionnaires

Design and support the use of workforce engagement tools to gather insight, experience, and feedback. Support is tailored to the needs of each team, programme, or organisation.

This includes:

- Designing engagement questions aligned to planned change.
- Supporting distribution and engagement.
- Collating and analysing findings to inform decision making.

Examples:

- Mixed-methods feedback collection using QR codes, MS Forms, and verbal feedback, contributing to over 7,600 survey responses.
- Use of engagement data to shape improvement of transformation and wellbeing offers.
- Learning from feedback used to refine engagement methods and session design.

Staff engagement

Facilitation of a wide range of staff engagement activities to ensure voices are heard and acted upon. Support is tailored to the needs of each team, programme, or organisation.

This includes:

- Team and group facilitation.
- Roadshows and awareness sessions.
- One-to-one opportunities for engagement and feedback.

Examples:

- Engagement with staff through wellbeing sessions planned for Children's Services and PCC Disabilities Team.
- Staff engagement embedded within transformation workshops and leadership development programmes.
- Informal and accessible engagement approaches supporting trust and openness.

Change management

We support people leading and experiencing change through practical change management support. Support is tailored to the needs of each team, programme, or organisation.

This includes:

- Delivery of in-house change management training.
- Support for identified change champions.
- Signposting to formal change management training.

Examples:

- Change principles embedded across OD work Training and support provided to staff involved in Adult Social Care Transformation, increasing facilitation and leadership confidence.
- Change management principles embedded throughout OD and engagement activity.
- Skills development through observing and co-facilitating with experienced practitioners.

Resources / toolkits to support change

We design and provide practical, co-designed resources and toolkits that help leaders, managers, teams, and individuals navigate change effectively and sustainably. Support is tailored to the needs of each team, programme, or organisation.

This includes:

- Change leadership and facilitation resources to support managers leading teams through change.
- Team development and engagement tools to embed new ways of working. Wellbeing resources to support resilience, prevention, and psychological safety.
- Training Needs Analysis tools to identify skills gaps and inform development planning.
- Individual resources to help staff cope with uncertainty and access support.

Examples:

- Use of facilitation and engagement toolkits developed through ASC transformation workshops to support confident, inclusive leadership.
- Leadership and reflection resources aligned with the Compassionate Leadership Immersive Programme (CLIP).
- Wellbeing and team resources supporting planned Children's Services and PCC Disability
- Team wellbeing sessions, and wider preventative activity.

Wellbeing

We support workforce wellbeing and resilience. Support is tailored to the needs of each team, programme, or organisation.

This includes:

- Core Occupational Health offer.
- Bespoke self-care and wellbeing support.
- Team wellbeing sessions.
- Support to identify well-being training needs.

Examples:

- Wellbeing sessions planned for Children's Services (150 participants) and PCC Disabilities Team.
- Continued mindfulness initiatives across partners.
- Positive uptake of wellbeing support within statutory partners, with learning informing future tailoring for third sector organisations

Training needs analysis

We provide support to understand current workforce capability and future skills requirements, ensuring proposed service models are realistic, deliverable, and sustainable. This includes identifying skills gaps linked to transformation, prevention, and new ways of working, and supporting organisations to plan targeted development accordingly. Support is tailored to the needs of each team, programme, or organisation.

This includes:

- Understanding whether proposed models are realistic in relation to required skills and capacity.
- Identifying gaps between current skills and future workforce needs.
- Informing the development of targeted training and development plans.
- Supporting commissioning and alignment with professional and regulatory standards.

Examples:

- Skills gap insight gathered through Adult Social Care Transformation Workshops, informing development of preventative workforce models and future ways of working.
- Alignment of development activity with NHS and Social Care Wales standards to ensure credibility and consistency across partners.
- Use of ACEES learning to provide early pipeline insight, supporting long-term workforce sustainability and skills planning.

Contact details

To discuss your requirements or arrange an initial conversation, please contact: Powys.HealthCareandSocialCareAcademy@wales.nhs.uk

We welcome informal conversations and are happy to explore how we can support you.