Strategic Development and Organisational Design Specialist

Personal Profile Qualifications

- Occupational Psychology: University of Warwick 1984
- Myers Briggs psychological Type Indicator – Arden Business School 1996
- Lean Six Sigma Process redesign and continuous Improvement. Black Belt 2014

Key Skills

- Strategic development and design
- Benefits identification, definition and realisation frameworks
- Stakeholder Communications and Engagement
- Workforce Development and Planning
- Organisational Change Management
- Organisational Governance design
- Large Scale People change.
- Organisational maturity assessment

Professional Profile

An experienced subject matter expert specialising in Strategy development, Stakeholder engagement & communications, benefits realisation and Organisational design.

As a senior leader across a range of professional services organisations, Phil has coached, grown and led consulting teams in all aspects of complex organisational design and change, from concept viability, through strategy and design, to the development and implementation of evolved organisational structures and Target Operating Models.

With a strong background in change management, organisational design and complex stakeholder engagement, Phil has developed and delivered strategic programmes for local and Central government, Primary and Secondary health providers and Higher and further education institutions. He is adept at working through complex and often competing stakeholder needs and priorities to achieve consensus and alignment with the overall strategic aims and vision. He has successfully deployed a range of techniques to help organisations build ideas and ambition into a meaningful future direction, the impact of which can be measured and communicated at all levels, and the effective communication of all this to stakeholders.

Phil has supported organisations to shift their strategic focus to align quickly with changing strategic needs and priorities and to develop clear links between the longer term aims and objectives and the day-to-day performance of operations. He has helped to develop the strategic focus of senior decision makers to prioritise timely decision making in support of medium and long term goals, enabling organisations to adapt and grow.

Selected Project/Assignment History

DMC Business Case

Commercial and Management Case Development

October 2023

This role was to work as part of a small team to develop the Outline Business case for a new all Wales digital maternity system. It had been decided to procure a new all Wales maternity system as the existing systems and processes did not have the necessary connectivity to other systems to provide continuity of information across the maternity pathway and much of the information still relied on paper notes. A new set of requirements were market tested and as a result DHCW commissioned In-form Solutions to develop the Outline Business case for the procurement.

The commercial case focussed on the developing the procurement approach and the method by which the system would be deployed to the local health boards. The management case detailed the delivery approach to the system deployment, the resources required and the corresponding organisational changes to support new ways of working would be delivered.

DHCW/ PCMH

April 2023 – August 2023

Organisational Strategy Design and Implementation Plan
Role: Lead Consultant

The role was to design and deliver an organisational strategy and supporting delivery plan to the newly formed Primary, Community and Mental Health Directorate. The key requirement was to identify and isolate the way in which the directorate delivered value to the Health Care System and to then design and develop strategic priorities which built on the existing value and then developed them further into new areas of value generation. The delivery plan which supported the strategy was designed as a 'how to' programme of strategic and operational change, focussed on making the strategy real and deliverable. The programme was developed through close working with a variety of stakeholders, from Welsh Government policy development, through to patient representative bodies. The full strategy and supporting plan have been accepted by the PCMH leadership team.

- Developed and delivered a detailed programme for stakeholder engagement
- Identification and testing of the value adding actions and operations of the new directorate
- Identification and documentation of potential stakeholder benefits linked to strategy implementation
- Re-structure of organisational accountabilities to support the strategy inside new DHCW working patterns
- Prioritisation of strategic and tactical change to maximise value delivery and improve consistency of delivery
- Design of the Benefits led approach to be adopted by the new Programme Transition Team

Peterborough City Council
Nov 2022 – March 2023
Role: Leadership Development Consultant
The role is to support the organisational leadership team to improve the quality of decision making, develop positive working relationships and deliver change in line with the organisational strategy and cost saving programme. To achieve this, working within a complex and challenged environment, Phil developed a balanced programme of individual support and team challenge to create shared ownership of goals across departmental boundaries. Individuals were tasked with achieving specific personal development objectives to focus board time on areas where they would ass most value and to support respectful challenge of members.

- Developed and delivered a series of targeted group workshops and individual performance based coaching sessions
- Re-structured the board responsibilities and created meaningful connections between activities across departmental barriers.
- Introduced a focus on 'fundamentals' to define the areas of debate most pertinent to solving the problems facing the organisation
- Re-structured board attendance and structure to support a smaller agenda
- Removed the 'blame' elements of challenge and debates to focus on progress and challenge
- Established the business development team as a direct result of this work which has successfully engaged with 6 new employers with a view to bringing them in to the city.

City College Peterborough/Peterborough City Council
Nov 2021- Sept 2022
Role: Strategic change programme development and delivery lead
The role was created to enable the Peterborough City Further Education college to identify a new ownership model to protect it from the significant cost cutting and revenue stripping of their City Council owners. The model focused on increasing the level of organisational separation between the college and the city council and in order to achieve this the demands of multiple regulators and organisational stakeholders within a highly complex environment, that the organisation become 'Well Led' with a clear, aligned purpose and measurable strategic development Indicators. Phil developed a strategic vision which focussed on creating an 'employer led' organisation in support of the core purpose to get young disabled adults and young adults from challenged backgrounds into paid work.

Working within a varied stakeholder and regulatory landscape, a single unifying vision for the organisation was developed alongside a set of operating principles by which the organisation and its leadership could both be held to account. This was supported by a parallel creation of new governance and operational groups and structures to deliver the strategic mission in the medium to long term.
The implementation of the strategy demanded a stronger leadership approach, new governance and organisational structure, new mission and values and through the development of clear links between strategy and operational delivery, moving 220 staff into new ways of working.

Specific Activity:
- Developed and Conducted criterion-based stakeholder engagement events with open feedback loops.
- Developed a new mission, set of values, operating principles and performance management tools.
- Recruited, trained, and developed a continuous improvement team managing a programme of internally led incremental improvement projects.
- Developed effective and aligned cultural norms for the organisation, supported by positive change and new sets of KPI's recognising aligned behaviours.
- Re-developed and gained approval for the internal Ofsted evidence assessment framework to better focus on the journey travelled by learners and align a key regulator to the strategic aims and goals.
- Developed the five-year strategic change plan for the college to ensure leaders, regulators and stakeholders remained aligned to the agreed goals over the long term.
- Supported the positive re-deployment of non-performing senior management.
- Consulted and worked closely with CIPFA to jointly agree a positive separation model with cabinet office support.
- Created a new business growth and development operation to expand services and deliver profitable growth.

University of Surrey
Nov 2020 – Jan 2021
Role: Strategic Change Programme Lead

Answered an urgent requirement to bring a major strategic cloud migration programme back under control and to implement structural and process change to the design, deployment and governance of project and

programme delivery. At fault was that the strategic vision of the organisation was expressed through a series of short term goals and as a result the organisation failed to achieve any sense of continuity or impact from the total sum of the changes they were investing in. The language and values were unaligned, often subject to repeated change based on failures across the Digital and IT teams and as a result were not relatable to the staff on the ground.

Phil worked with the Digital teams to pause the migration project and re-frame the strategic vision as a tool to prioritise the investment of finite resources into areas of maximum impact. The vision was a simple and straightforward expression of value and the ambition for the organisation from digital enablement of core services and processes. The underpinning operating principles led to investment in automation to free up expensive resources to areas of maximum impact. Through focussing on value adding activities the programme was able to return to schedule within a month.

Specific Activity:

- Developed a longer-term vision and strategy to avoid frequent course correction and confused priorities
- Initiated fast development of an automated testing framework and processes.
- Re-modelled programme delivery processes to improve throughput.
- Addressed backlog and testing issues through improved initiation processes, improved prioritisation, and throughput controls.
- Developed skills development programme and coaching processes to improve depth and spread of agile project delivery capability.
- Rebuilt programme and wider organisational controls and governance to improve information flows and enhance decision making capabilities.
- Improved programme and project reporting including the re-design and stratification of risk reporting to provide better governance and oversight.
- Implemented new benefits reporting and tracking processes.

National Physical Laboratory
Dec 2016 – May 2019
Role: Strategic Organisational Transformation Lead

The National Physical laboratory provides leading edge science in the field of medicine and measurement. The role weas created to support the development of a more commercial focus for the science and to ensure that funding for research and applied science could be maintained against a background of reducing resources and governmental pressure to limit costs.
The organisation had partially developed a technology enabled strategic change programme which was full of ideas but lacked any unifying direction.
The programme required that the Science and administrative parts of the organisation were able to work together to ensure that the organisation remained sufficiently leading edge in its work to attract the brightest and the best scientists whilst also providing a better return on investment for HM Govt. Successfully designed and delivered the NLP Transformation programme encompassing new technology platform procurement, design and implementation of new organisational structures and functions, personnel skills development, new role design and finance and marketing refresh.

Specific Activity:

- Converted the organisational strategy and vision into a transformation programme with meaningful goals and targets.
- Developed and re-designed the challenged transformation and organisational change programme to refocus on outcomes and benefits.
- Organisational design support and leadership guidance on the implementation of an ERP system
- Developed the user requirements and managed the procurement for an integrated enterprise platform which created more consistent and reactive customer service offering.

- Deployed a new integrated organisation design which brought together science and business operations to jointly plan future strategy,
- Instituted changes which improved cooperation and coordination across the organisation, improving morale, reducing change blocking, and lowering operational costs,
- Re-built the transformation programme and trained the project managers to deliver change internally, leading to a sustainable independent team and removing the need for the organisation to procure expensive resources externally.
- Coached and developed the senior leadership team, to help better prepare for and lead change in the organisation.

Hillingdon Hospital
Jan 2019 – August 2020
Role: ED Strategy Lead
The role was developed to address the significant wait times recorded at Hillingdon ED through engaging the clinical and leadership teams in developing a jointly owned patient strategy. The hospital was struggling from a high demand on emergency services, exacerbated by poor structural design of the ED and a lack of integration between clinical teams affecting the patient journey. The hospital had previously invested in a series of point fixes which had failed to deliver the long term improvements in patient experience and wait times intended. Departments were acting autonomously in their own best interests and as a result patients were subjected to significant waits when handing over from specialties and getting test results returned and a failure to communicate and work in cooperation with wards led to long delays before admission and significant log jams in ED.

The strategic approach began with the creation of a joint working group made up of management and representatives from the clinical teams. The group were tasked with taking the services back to fundamental principles of working and decision making only in the best interests of the patient. The team were provided with the tools to develop the patient centred strategy and the tools and resources to change ED and wider processes if the changes would lead to improvements in patient experience and throughput. The approach and supporting operating principles and actions removed the operational barriers between specialties through focussing on the one point of common agreement which was that the patient was the purpose of all activity.

The strategy led to a consistent and sustained reduction in breeches and significant improvements in patient satisfaction.

Specific Activity:

- Drew together working arrangements across clinical and management specialties
- Built a programme of joint ownership of the patient experience balancing board representation from the clinical teams and developed a clear line of sight from ED activity to the new strategy.
- Improved levels of control, governance and oversight and improved the delivery of organisational benefits.
- Supported the re-design of ED structures and flows to improve throughput and ensure clinical needs could be fully assessed at an early stage
- Developed a detailed programme to upskill the managers and redesign the reporting processes to support faster change delivery.
- Develop and deliver process re-engineering strategies to align operations and delivery to a new or refreshed vision.
- Lowered administration costs and created a self-sufficient resource to manage future changes within the trust.