

Transformation Update

For the HSCIC Board

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Background and Purpose

Background

1. The HSCIC Transformation Programme has been established to be the main driver for our internal development and culture change. The vision of the transformation programme is to meet the challenge set out in the HSCIC strategy:

“To consolidate the HSCIC as a high performing organisation that is recognised as an outstanding place to work
2. The overarching aim of the programme is to transform the operation of the HSCIC to deliver the required culture, capacity, structure, and emerging capability needed to:
 - Meet our strategy, purpose and values
 - Deliver excellent services that satisfy our customers
 - Provide opportunities and development for staff
3. The Transformation Programme is governed by the Transformation Programme Board which has met every four to six weeks during 2013/14. The last Transformation update provided to the HSCIC Board was in December 2013 although the HSCIC Workforce Strategy – which supports a number of our Transformational ambitions – was considered by the HSCIC Board in March 2014.

Purpose

4. The purpose of this paper is to provide a Transformation update to the board focussing on the progress made during 2013/14 the outline approach for 2014/15.

Transformation Programme – 14/15 year end report

5. The ***HSCIC Transformation Programme – FY2013/14 end of year report*** accompanys this document as **Annex 1**.
6. The report has been approved by the Transformation Programme Board and describes the approach we have taken during 2013/14, outlines the key achievements and outcomes delivered so far, and considers the lessons we have learned.
7. 25 organisation wide transformation projects and six directorate transformation projects were initiated in 2013/14. The projects are at various stages of delivery.
8. Out of necessity much of the focus for these projects and during 13/14 has been on building the foundations of the organisation (the ‘hygiene’ factors). The broad scope of the programme has delivered a number of significant achievements and positive outcome, although much of the benefit is still be realised.
9. The programme has contributed significantly to the positive development of the organisation for example enabling a better collective understanding of our new organisation, a focus on corporate consistency, staff engagement through a wide variety of mechanisms and helping to break down barriers between the inherited functions.

10. 2014/15 will need to see a change of emphasis. A number of building blocks that have been delivered through the transformation - such as new or emerging organisation structures, our values, professional groups, line manager charter and corporate and individual performance management processes need to be embedded throughout the organisation.
11. At the same time further developmental work is required at an organisational level and at a directorate level, particularly as new executive and non executive directors start in permanent positions. Examples include leadership development, talent management, and quality management, maturing our brand and approach to external relationships and developing approaches to enable us to be more responsive and flexible.
12. The year end report proposes an approach for 2014/15 which builds on the foundations we have put in place, provides a clearer more focused scope and acknowledges that we will need to react to changing priorities through 2014/15. It is planned that this approach will be finalised during May 2014. The approach will require that a number of the corporate building blocks that are now in place are embedded through the directorates into the organisation.

Actions Required of the Board

13. The board are asked to note Note the Transformation achievements for 13/14 and the proposed approach to 14/15.