Transformation update

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Background

The HSCIC Transformation Programme has been running through FY13/14 and into FY14/15.

The Transformation Programme Board is now part of the Executive Management Team (EMT) meeting to ensure that Transformation is seen as part of the mainstream of work for the HSCIC. Increasingly this is the case with projects initiated as part of transformation being delivered by the responsible area of the organisation. In some cases - for example Innovation - new functions have been established to deliver the work.

At the EMT Transformation Board meeting held in late May 2014, three key points were agreed that have an impact on the scope and management of the Transformation Programme in 14/15.

1. That the emerging new HSCIC strategy will impact the transformational priorities for the organisation. Once the strategy is agreed the scope and approach to Transformation will be re-considered.

2. That regardless of the emerging strategy it was agreed that:

    - There is a high ambition to implement **more sophisticated approaches to workforce demand and supply management and to move to more flexible approaches to staff deployment**, starting with Project and Programme Delivery professionals.

    - An **HSCIC Quality Council** would be established to represent top management and provide overall governance of the effectiveness of the implementation and maintenance of agreed ISO standard.

3. That the transformation work initiated in 13/14 (e.g. Professional Group, Line Management Development, Performance Management, Values, Innovation, Corporate information Systems etc etc) is still vital for the organisation and focus needs to continue.

Subsequently the Transformation Programme has been asked to coordinate work on **Busting Internal Bureaucracy.**

The purpose of this paper is to provide an update to the HSCIC Board on progress with the current set of Transformation Projects. All of the work related to the development of our workforce aligns with the agreed HSCIC Workforce Strategy.

The scope, priorities and approach for Transformation for 14/15 will be re-considered once the emerging new HSCIC Strategy is agreed.

Summary of Projects

Figure 1 below summarised the current list of transformation projects and Executive Level leadership.
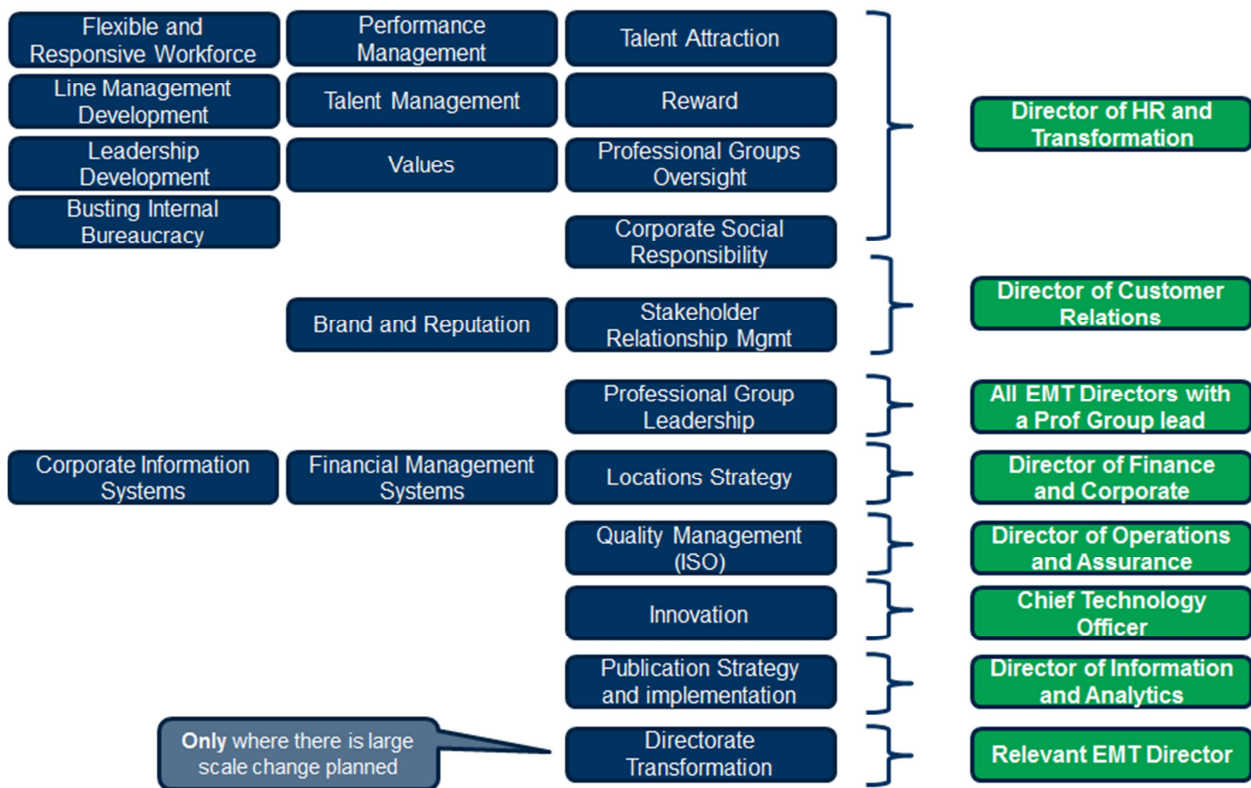

Figure 1: Transformation Projects and Executive Leadership

Project updates

The tables below summarise the status and progress of each Transformation Project currently in scope.

People related projects

Project	Status update
Flexible and Responsive Workforce (New)	This overarching project, bringing together a number of strands of workforce demand and capacity planning and internal resourcing will form one of the priority areas for the organisation for 14/15.
	A proposed approach, with a focus on the Project and Programme Delivery workforce has been developed and was considered by EMT in August.
	This builds on the engagement work undertaken by the Project and Programme Professional Group and proposes a Project and Programme Resource Pool in each main delivery directorate. Detailed project planning and initial engagement with staff side representatives is now

	progressing.
Values	Following publication of our Values in late 13/14 these have been widely communicated to staff and linked to a number of organisational initiatives. They form a key element of the new Personal Development Review (PDR) process launched for the 14/15 review period. The focus for 14/15 is to run campaigns based on each of the values. This will start with Trustworthy following a workshop held with the Championing Change Forum in June. An approach to values based recruitment is being considered to integrate with our recruitment process later on in the financial year.
Professional Groups	Following the launch of Professional Groups (we have 23 professions split into six professional groups) in early 2014, 1,875 staff members (83% of the workforce) have selected a profession. Over half of the Professional Groups have submitted careers ladders, competency frameworks and generic job descriptions with plans in place to get to 75% by the end of August (against a target of end June). Over the summer the focus is on quality assurance and evaluation of the career ladders and standard job descriptions. Following this the majority of recruitment for generic roles will be against standard job descriptions. Where progress is not being made additional support is being provided to groups. Further staff engagement is required in some areas and additional staff facing communications was issued in July to support this. The focus for Professional Groups now needs to move to embedding professional standards, developing communities of practice and sharing knowledge and lessons.
Line Management Development	The HSCIC Line Manager Charter was launched at the start of 14/15 and forms part of the 14/15 PDR process for line managers. The Line Management Development Programme commenced in February 14 with the initial focus (phase 1) on priority HR policy training. To date 532 attendees (line managers) have undertaken Organisational Change, PDR and Absence Management training. This has been delivered internally by the HR Operations Team. Planning for phase 2 – skills development - is in progress linked to the core offering available through Civil Service Learning (CSL), our organisation wide training delivery solution.
Performance Management	The deadline for completing initial Performance Development Reviews for 14/15 for all staff was 30th June. Currently 70% of staff have completed and uploaded PDRs so effort is still required across the organisation to meet the target of 95%. Compliance across the organisation continues to be monitored and progressed and further guidance for grandparent reviews is being developed.
Talent Management	A statement of intent was included in the 14/15 PDR guidance that we will consult to move to a Talent Management approach for 15/16. A DH / ALB Talent Grid is now available on which we are basing our approach.

	A proposed pilot for Talent Management has been developed and was considered by EMT and JNCC in July. The plan is to pilot the approach with a controlled group of staff at the 14/15 mid-term review to inform the development of the guidance and full roll-out plans. It will also help to inform possible interventions for individuals with high performance and potential.
Leadership Development	Building on the Talent Management approach a proposal for Leadership Development is being progressed for individuals identified with high performance and potential. This will involve a different approach to Leadership Development and a re-constituted Leadership Forum.
Pay and Reward	Work completed to date includes a review of Senior Staff Salaries inherited from the legacy organisations (endorsed by EMT and Remuneration Committee) and an independent examination of legacy pay and grading arrangements, which concluded that there were some potential anomalies but that we were not exposed to any significant risk in equal pay terms. A review of market rates to identify areas where we may find it difficult to compete in the labour market has concluded and a more robust process has been implemented for the future award and review of Recruitment and Retention Premia (RRP). This is informing ongoing work including: • Review of inherited RRP payments to ensure that they are being applied consistently and to address genuine labour market issues. • Potential pay anomalies and disparities identified in the earlier audit are being followed up to identify solutions, which might range from simply confirming a more appropriate job description to adjusting grades. • A review of pay and employment arrangements for clinical staff. • The development of HSCIC context specific guidance to supplement the Agenda for Change (AfC) job evaluation guidance. • Pursuing opportunities for harmonisation of terms and conditions with groups of transferred staff (e.g. NHS Choices and ex Civil Service staff). • Using the Professional Groups activity, particularly in terms of generic job descriptions and career ladders, as the benchmark to strategically address inherited anomalies and to deliver greater consistency in future. Planned work includes: • Developing non-pay reward options, including well-being, staff benefits and discounts, recognition events and training and development. • Linking pay to performance, utilising AfC provisions to stop, as a minimum, rewarding poor performance. • A review of payments for additional responsibilities and on-call / out

	of hours working.
Talent Attraction	Significant operational focus remains on streamlining the recruitment process (new process to be launched 1st September reducing the number of forms to be completed from 12 to 5) and on confirming establishment and vacancy numbers. In parallel, a number of strategic recruitment activities are progressing with a focus on better reaching our target labour market and on growing our own talent. Highlights include: • The new two year **HSCIC Graduate ICT Scheme** has been launched and is being advertised initially on Leeds, Sheffield, York, Nottingham, Manchester and Hull University careers sites. In the first two weeks this had attracted over 1800 views and 55 applications. • **Apprenticeships** are being developed for Project Management, Developers and also Business Administrators to work in Information Governance and we are working with Leeds City College to access the appropriate apprenticeship frameworks. • The first HSCIC **Work placement Scheme** is running through summer 2014 with 25 work placements and we are developing options for internships/returnships/ placements/sandwich courses and building links with Leeds University. • Labour Market Analysis commissioned from an external supplier has completed which will help to inform our reward strategy and future recruitment approaches. • Tactical changes have been made to improve our 'employer brand' (website, text for job adverts, case studies etc.). Mini cohort recruitment campaigns utilising different channels including corporate social media have been undertaken for project and programme, technical operations and developer staff and a successful open evening for developers has been hosted.

Operational projects

Project	Status update
Quality Management Systems (ISO)	The HSCIC has now committed to adopting the ISO standards for quality management and information security management and has established a Quality Council accountable to the Assurance and Risk committee. To date three business units are certified as meeting the quality management standard, ISO 9001. A call-off contract has been let through Civil Service Learning (Capita) to provide education and training covering the quality management standard. At the time of writing 60 staff have attended a one day

	appreciation of the standard course; 64 have attended a three day foundation course covering the implementation of the standard and 10 staff attended a five day ISO auditor course and have become recognised auditors for ISO standards.
	A number of trained staff have used their skills to conduct the initial audits of data sharing agreements recommended in Sir Nick Partridge's review.
Busting Internal Bureaucracy (New)	An approach to Busting Internal Bureaucracy was considered by EMT in August and it was agreed that the Transformation Programme will coordinate the work. This will involve looking at how to use 'lean' implementation approaches to reduce bureaucracy and improve efficiency of key processes.
	There will be a top town and bottom up approach. EMT have identified Business Case Approvals, Data Collections and Recruitment of a Contractor as initial top down processes to target and staff will be engaged working with the Championing Change Forum, to identify other key processes to target.
Corporate Information Systems Strategy	A Corporate Information Systems approach has been produced and is out to wider consultation across the organisation targeted for approval in September. This includes consideration of DH Strategy on Shared Business Service replacement. Next steps are to approve the strategy, identify / recruit resources to manage the implementation of the strategy and establish the Corporate Information Steering Group.
Financial Management Systems	Focus has been on implementing the new Finance Reporting System.
	The go-live of the new system has been delayed due to system functionality and performance issues identified in the User Acceptance Testing phase of the project. The revised target is for the system to be live for Month 6 reporting and refresher training will be provided by the project team.
Locations Strategy	The Locations Strategy has been developed and was approved by the Executive Management Team in August. This included consideration of new ways of working and better use of office space, as well as a tactical and longer term plan for the Leeds estate.
	Next steps are delivery of the operational plan for Leeds, dissemination of longer term strategy and developing new ways of working in consultation with staff.
Directorate Transformation	At a Directorate Level change is being progressed for the new Information and Analytics Directorate, which will change its name from Data and Information Services on 1st September. This is one stage of the proposed business change which includes phased establishment of a new Directorate structure and engagement with staff to develop plans to enhance the ways of working of the Directorate to guarantee greater openness and reassurance to the public, stricter controls over data use and better clarity for data users.
	The LSP Transformation Project, which resulted in significant change

during 13/14, has concluded. A formal close down report is being documented and a full lessons-learnt exercise has been undertaken.

As the new top level structure for the organisation settles, a number of functional moves between directorates are being finalised.

Across the organisation there are currently 12 individual change projects in progress of varying size and complexity.

External focus projects

Project	Status update
Innovation	In response to the HSCIC Strategy, the Innovation Centre has now been established as a function within the organisation and is now part of the CTO Directorate.
	The work of the Innovation Centre is being organised into four work streams:
	1. **Business Innovation:** kick-started by the Innovation Competition, 5 delivery projects are now underway with Innovation Centre sponsorship. We have also started to establish a 'business as usual' (BAU) process for the continual collection of innovative ideas from the organisation and turning these into considered, costed proposals to establish an innovation pipeline.
	2. **The Innovation Space:** we are in the process of evaluating a number of location options with a view to creating an appropriate venue for BAU innovation activities.
	3. **Supporting innovation system-wide:** how we (HSCIC) can use our skills and capabilities to support innovation in areas such as use of data, interoperability and apps across the health and care system. For example, by establishing what the major health and care business problems that need to be solved are (through working with Integration Pioneers, etc.) and can be solved through the use of data and technology, and holding "hack events" or "connectathons" to solve these problems.
	4. **Innovation partnerships, horizon-scanning, policies and strategies:** establishing and fostering relationships with a broad range of organisations with a view to becoming part of the growing innovation eco-system in the UK
	A small team will be established to ensure the above work streams can be effectively delivered.
Publications Strategy and Implementation	The initial draft strategy has been circulated to key individuals within HSCIC in July for comment with further internal review and workshops planned for August.

	It is planned to share the draft with the Executive Management Team in September and to seek external input including through workshops with Health Statistics User Group. The final strategy will be published in October.
Stakeholder Relationship Management	A working group from across the organisation has undertaken an as-is assessment and stakeholder assessment and has produced options for progressing a structured relationship management approach. This will be considered and progressed following the arrival of the Director of Customer Relations.
Brand and Reputation	Tactical work has been undertaken on brand and reputation throughout the year, led by the Communications function. The strategic approach will be considered following the arrival of the Director of Customer Relations.
Corporate Social Responsibility	A draft strategic approach paper has been developed. Given the link to brand and reputation it is proposed that this is jointly led by Director of HR and Transformation and Director of Customer Relations. Further research is being undertaken and the approach will be considered by the Executive Management Team in early autumn.

Actions Required of the Board

The Board are asked to note the updates on the Transformation Programme provided within this paper and provide any comment. The scope, priorities and approach for Transformation for 14/15 will be reconsidered once the emerging new HSCIC Strategy is agreed.