

HSCIC Transformation Approach 15/16

Approach and Priorities for 2015/16

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March 2015

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1. Background and Purpose

The HSCIC Strategy 2015-20 commits to a number of statements which aim to “transform the way we engage” and “transform the way we work”. The HSCIC Transformation Programme has been established to be the main driver for our internal development and cultural change.

The purpose of this paper is to provide an update on the organisation’s transformation priorities, our plan for 2015/16 and the proposed performance measures to underpin this.

2. Progress in 2014/15

The Transformation Programme has continued to deliver a number of projects throughout 2014/15. Some of the key achievements include:

- Progression of Professional Groups where Career Ladders, Competency Frameworks and Generic Job Descriptions are agreed for over 50% of the organisation.
- Establishment of the Dynamic Resource Pools PPD project where overarching consultation is complete and matching to Generic Job Descriptions underway.
- Talent Management process launched and undertaken for grade 9s and 8Ds and the process has commenced for grade 8C members of staff.
- Busting Internal Bureaucracy launched, focused on internal system and process improvement.
- Continued focus on performance management and training and development

3. Approach for 2015/16

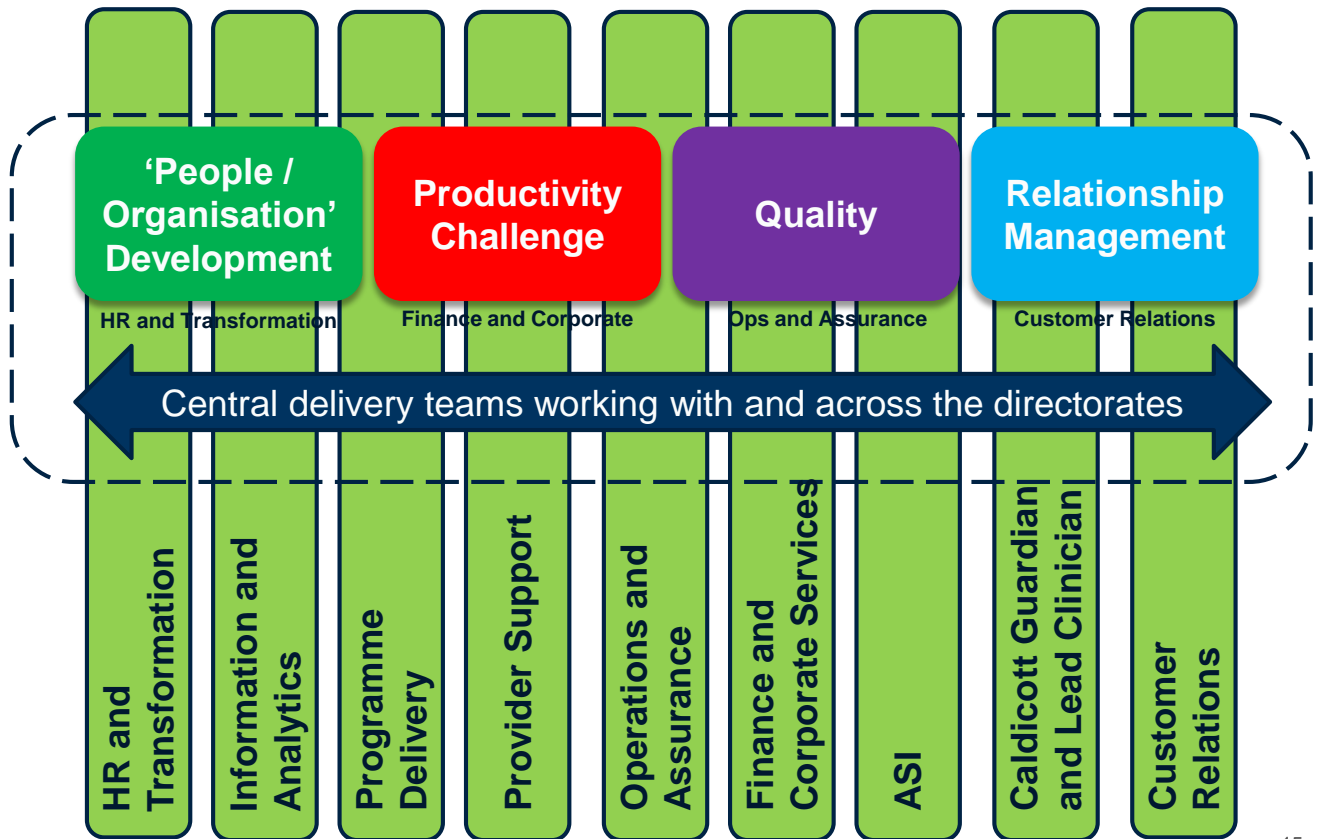
The Transformation Programme for 2015/16 comprises of four key pillars which underpin the successful delivery of Transformation for the organisation. These are:

- People / Organisational Development
- Productivity Challenge
- Quality
- Relationship Management

Each of the four key pillars requires central delivery co-ordination and support to all directorates to embed the change. There is significant effort required to implement and embed this work which will require a significant change in organisational culture and behaviours.

Directorates will be held to account against these areas through measures agreed and incorporated as part of the HSCIC’s Key Performance Indicators.

The diagram overleaf illustrates the pillars and how they cut across the directorates.



4. People / Organisation Development

4.1 People Vision

The HSCIC Strategy 2015-2020 sets out our vision for our people through the series of statements:

To transform the HSCIC requires a partnership between the organisation and its staff. This calls for our people to:

- Fully engage with our values of being citizen-focused, professional, trustworthy and innovative, and always acting as advocates for the HSCIC.
- Understand and genuinely engage with this strategy, to support its delivery in teams and roles.
- As members of professional groups, actively engage in communities of practice and seek to be inspired and influenced by wider knowledge, intelligence and experience of their professional bodies.
- Be flexible and dynamic, with the will to take on new assignments and challenges, and
- Take responsibility for their own contribution and professional development.

In return, the HSCIC will ensure that our people:

- Are managed by a smaller number of really good line managers, who are recruited and developed to have the skills, interest and motivation to manage others in fewer management layers.
- Are rewarded fairly, taking account of national and local labour market conditions, and are provided with flexible reward options.
- Increasingly have more flexible working opportunities to balance business and personal needs.
- Are supported to achieve, by our investment in their professional, technical, managerial and leadership development, and
- Are accountable for what they deliver in a workplace where performance is routinely reviewed relative to peers, with consequences for both good and poor performers.

Appendix A accompanying this document provides further information on the component projects and key deliverables that will support the organisation to meet these aspirations. These build on the work that has been delivered through the Transformation Programme to date and include work to embed our values, professional group development, training and development, performance management, talent management, improved PDR quality, management and leadership development, pay and reward, organisational structures and smart working.

The sections below provide additional information on the work to secure an appropriate workforce, succession planning and leadership development and staff engagement.

4.2 Securing an appropriate workforce

Our three year aspiration is for the HSCIC to be an employer of choice with a variety of entry routes and an established supply of appropriately skilled professionals. There are a number of integral workstreams and projects contributing to the HSCIC's ability to secure an appropriate workforce.

Whilst pay and reward is part of this it is by no means the only element and a big part of our strategy is to be clear about the wider benefits and positive working conditions of working for the HSCIC. Key areas of focus include:

- Having a clear understanding of the labour market and competitor landscape under which we operate.
- Developing our overall Employer Value proposition to attract the best talent.
- Embedding Professional Groups to share knowledge, develop standard ways of working, and provide a clear view of relevant professional training requirements and to support staff in shaping career paths with professional competencies and consistent job descriptions.
- Streamlining our recruitment processes including the introduction of collaborative recruitment and running Targeted Recruitment campaigns for hard to fill roles.
- Embedding Dynamic Resource Pools to enable more flexible movement of staff across the organisation to better respond to priorities.

- Developing a flexible Pay and Reward strategy based on the current national and local labour market.
- Taking a lead on developing the informatics skills capability within the HSCIC and across the health and care system in line with the National Information Board Framework for Action.
- Growing our own future workforce through broadening our offer of graduate training programmes and apprenticeships and placement year opportunities. We will also develop an Internship programme to run over the summer and increase our engagement with local schools.

4.3 Succession Planning and Leadership Development

Talent Management is being implemented in the HSCIC as a way of formally assessing performance and potential of our staff. This has been undertaken for grades 9 and 8d and is now being rolled out to staff at grade 8c.

A “virtual” leadership development group is being established. Membership of the group has already been identified through an assessment of individual performance and potential at grade 9, 8D and not purely through organisational hierarchy. The leadership development group will work on the premise that members actively contribute to the development of the organisation and take a lead on resolving challenging strategic issues and championing and leading corporate priorities. They will also be expected to develop leadership priorities and actively support other emerging leaders in the organisation in their development.

The Talent Management assessments and membership of the leadership development group will improve leadership development and support the identification of succession plans at senior levels in the organisation.

4.4 Staff Engagement

A key part of delivering the people vision is to implement an effective internal staff engagement and communications strategy to ensure we have healthy internal communications to support the on-going transformation of the organisation.

We are seeking to appoint an organisation with the skills and experience to carry out a review of our internal communications, working closely with HSCIC’s Internal Communication and HR teams. The outcome of the review should inform our staff communications and engagement strategy for 2015/16 and beyond, highlighting areas that can be strengthened and improved.

5. The Capacity and Productivity Challenge

The HSCIC needs to be able to understand and manage its current portfolio and future pipeline more effectively to enable deployment of resources appropriately to meet organisational priorities. The productivity challenge component is seeking to effectively manage potential and future pipelines of work; resourcing of projects, programmes and services; manage organisational capacity and progress against delivery plans; and manage end of project / programmes effectively into either BAU service or closure. There are a number of interrelated initiatives that are underway and required to be delivered to meet the Productivity challenge. These are:

5.1 Demand Forecasting and Supply Balancing

Identify the HSCIC's establishment figure (the total number of roles in the business, made up of Permanent staff, temps, contractors and vacancies) and introduce new processes to build confidence in the accuracy of this figure

5.2 Portfolio Establishment

Identify and ensure the cataloguing of the full breadth of HSCIC's Portfolio of work – including Programmes, Projects, Services and Corporate Functions.

5.3 Capacity and Productivity Tools

Deliver and implement an integrated Activity Based Recording, Resource Planning and Resource Forecasting system to be used HSCIC wide.

5.4 Prioritisation

Design and implement a strategic prioritisation model, that helps the HSCIC understand affordability. This requires the dynamic resource pools to be established and up and running effectively.

5.5 Management Information

Define, create and standardise a suite of Management Information reports considering purpose/use, source system, cut, frequency of production and authors/owners that illustrates our capability, capacity and productivity at any given time and enhances decision making, allowing the HSCIC to make better informed business decisions across the new model.

6. Quality

The HSCIC needs to operate as efficiently, effectively and economically as possible by improving or refining processes and procedures in line with quality management standards and achieve the ISO9001 accreditation and 27001 where appropriate. The Quality programme will:

- Deliver training and development for staff across appropriate business areas in order to lead the change required.
- Ensure the Quality Council is in place to determine which business areas are ready to be added to the HSCIC's certificates drawing on the reports of a team of auditors.
- Coordinate the approach to quality standards across the HSCIC.

7. Relationship Management

The HSCIC is seeking to transform the way we engage through the development of an account management and stakeholder engagement approach to manage interactions and relationships with our key customers and stakeholders more effectively, with the aim of improving our reputation externally. Part of this is developing and building a more comprehensive understanding of our customer and stakeholder needs so that we can manage, respond and deliver more effectively. Overall the work to develop the Relationship Management is:

7.1 Account Management

This is focused on designing and developing an operating model to implement a sustainable, effective Account Management approach for HSCIC's key strategic partners and sectors. This project will develop options for a 'target operational model' building on HSCIC's existing strengths and expertise, and an implementation plan to move from the current approach to this new approach.

7.2 Stakeholder Management and Engagement

We are reconfiguring our current approach to external communications to build a clearer approach to strategic stakeholder communications for our key external stakeholders. This work compliments the above activity on customer account management.

Both account management and stakeholder management projects are actively involving our staff to understand our current approach and how this can be approved.

7.3 Staff Development in Customer and Stakeholder Relations

Underpinning the work to build our capability and capacity to deliver better partner (customer) and stakeholder relations, we are planning to improve our internal communications to improve the internal understanding of the needs of our partners and customers and the impact of our work. We are also planning to develop an internal change programme for staff to compliment these communications, with the aim of developing a

stronger focus on customer service and delivery across the organisation. This programme of work is to be scoped and agreed in early 2015/16.

8. Targets and Measures

Appendix A sets out a draft proposal of our measures aligned to our people vision set out in section 4.

The development of the vision statements and the measures are based on research and evidence of the characteristics of high performing organisations. This includes Times 100 employers, professional services organisations, award winning organisations for delivery of customer service and innovation. In summary these characteristics are:

- Significant time and resources invested into embedding organisational values and reinforcing their culture where leadership teams view it as a top priority.
- Vision, strategy and objectives are understood by staff.
- Considerable investment is committed to training and mentoring. Staff are regarded as professionals and are given a great deal of freedom, as long as they adhere to the values and often are limited only by their ability and willingness to perform.
- Staff feel satisfied and have a strong sense of loyalty to their employer.
- Talent is attracted and retained due to a demonstrable strong focus on personal and professional development through a range of entry routes.
- Organisational structures are more simple where staff enjoy working in flatter organisation structures with fewer obstacles to natural ways of communicating and problem solving.
- Staff are flexible and agile and succeed on the diversity and variety of their work.
- There is a strong focus on customer service - an organisation's vision, values, and culture, performance and delivery is centered around the customer.
- The organisation has a reputation with the public and local communities as having a strong moral conscience.

9. Actions Required of the Board

The board are asked to note the activities and performance measures in progress to meet the organisational ambitions set out in the HSCIC Strategy 2015 – 2020 and to approve the proposed approach for Transformation for 2015/16.