hscic Health & Social Care Information Centre

Workforce Response to the HSCIC Strategy

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Background and Purpose

Background

1. The HSCIC was established as an Executive Non Departmental Public Body on 1st April 2013 and brought together informatics experts from a number of sending organisations including the NHS Information Centre, NHS Connecting for Health, 10 Strategic Health Authoritative, 1 PCT, Data Services for Commissioners Regional Offices and subsequently NHS Choices.
2. The HSCIC now employs 2,125 staff based in 19 offices in 13 geographical locations. The Head Office is in Leeds, with hubs in Exeter, London, Redditch, Southport and Newcastle and hosted offices in the remaining locations.
3. Of the 2,125 staff 55% are male and 45% are female. Approximately 72% of employees would define themselves as White British ethnic origin, with 14% of employees identifying with other ethnic groups (including relatively small numbers for each group see table), 7% preferring not to state an ethnic origin and another 7% who have not yet stated which category they identify with.
4. The majority of our staff (circa 90%) are employed on NHS Agenda for Change Terms and Conditions. The Pay Framework for Very Senior Managers (VSM) applies to the Executive Directors. The remaining staff are on Civil Service Terms and Conditions and other arrangements inherited from TUPE transfers.
5. The HSCIC has identified 27 Professional Groups of staff in six groupings of Project and Programme Delivery, Information Technology, Information Management, Communications and Stakeholder Relations, Business Administration and Clinical Informatics.
6. 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"

Purpose

7. The purpose of this paper is to set out the workforce response to the HSCIC Strategy which was approved for consultation at the October HSCIC Board.
8. Much of the work to deliver the workforce response to the strategy will be managed through the HSCIC Transformation Programme and this paper should be read in the context of the HSCIC Board Paper on the Transformation Programme.

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Context

Operating Environment

9. The HSCIC has been in existence for nine months and the starting point was the inheritance of a diverse workforce of professions, locations and culture and the immediate recent history of a long transitional period for the majority of our staff. Appendix A provides a further breakdown of the HSCIC workforce.

10. Currently the only permanent member of the HSCIC Board is the Chair, with recruitment to permanent Executive and Non Executive positions expected to continue through the remainder of the current financial year and into FY14/15.

11. With the exception of a small proportion of staff recruited directly to the HSCIC since 1st April 2013, the majority of staff joined the organisation by TUPE transfer. Therefore organisational change programmes and projects must be undertaken within the context of post TUPE transfer constraints.

12. The majority of staff are employed on NHS terms and conditions under the Agenda for Change Framework so pay and progression is linked to the structure set out under Agenda for Change.

13. Trade Union membership in the new organisation is high among some groups of staff and very low among others. Representatives of the BMA, MiP, PCS and UNISON trades unions have been, and continue to be, actively engaged in a range of workplace consultation and representation activities.

14. The HSCIC is however an Executive Non Department Public Body of the Department of Health and is classified as a Central Government organisation. Therefore a number of workforce related agendas for example pay, learning and development and talent management are subject to both Department of Health and Cabinet Office approaches and controls.

15. There is significant scrutiny across government on pay and reward and on workforce numbers in general. We are required to submit a range of regular monitoring reports and are impacted by the HMT Pay Remit process.

16. The local labour market, particularly in Leeds where the head office is based, has a bearing on attracting new talent to the organisation.

Strategy Commitments

17. The HSCIC Strategy sets out a large number of commitments that will require a capable, committed and flexible workforce to deliver.

18. The Strategy also sets out a number of ambitions that are directly related to our workforce with the overarching aim of consolidating the HSCIC as a high performing organisation that is recognised as an outstanding place to work. The section of the Strategy on developing ‘A High Performing Organisation with an International Reputation’ states:

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> Our success is entirely dependent on our ability to recruit and retain highly skilled staff. Over the next 18 months we will invest significantly in the professional development of our staff and in supporting organisational and cultural transition across the organisation.
>
> We are committed to being the “employer of choice” for anybody interested in health, public health and social care informatics. To achieve our ambition and to meet our responsibilities to the health and care system, and to the wider community, we need to become an organisation with an outstanding reputation not only for the quality of our services and products, but also for our leadership and people. We intend to be an organisation where informatics specialists from around the world want to work.

19. There may be a tension between some of the environmental and cultural factors and the ambitions for our workforce set out in the HSCIC Strategy. Work is in progress through the Transformation Programme to address some of the cultural factors and to set out a series of activities and projects to respond to the Strategy.

Business Planning 2014/15

20. The commitments set out in the HSCIC Strategy run until March 2015 and the majority of activities to deliver against these commitments will therefore occur in Financial Year 2014/15.
21. The 14/15 business planning process, linked to the Zero Based Review is in progress. This will define the deliverables and detailed resource requirements to deliver the HSCIC Strategy.

Workforce response to the HSCIC Strategy

Approach

22. The HSCIC Transformation Programme has set out a number of People focussed Projects designed to improve the capability and capacity of the HSCIC to deliver the Strategy and to consolidate the HSCIC as a high performing organisation that is recognised as an outstanding place to work.
23. As well as being informed by the HSCIC strategy, the Transformation Projects have been informed by the Leadership Forum, the Executive Management Team, staff input, the recent staff survey and organisational best practice.
24. The Transformation People Projects, detailed in the Transformation Board paper and shown in the centre of figure 1 below, are all interlinked and collectively represent the key elements of the workforce response to the Strategy.

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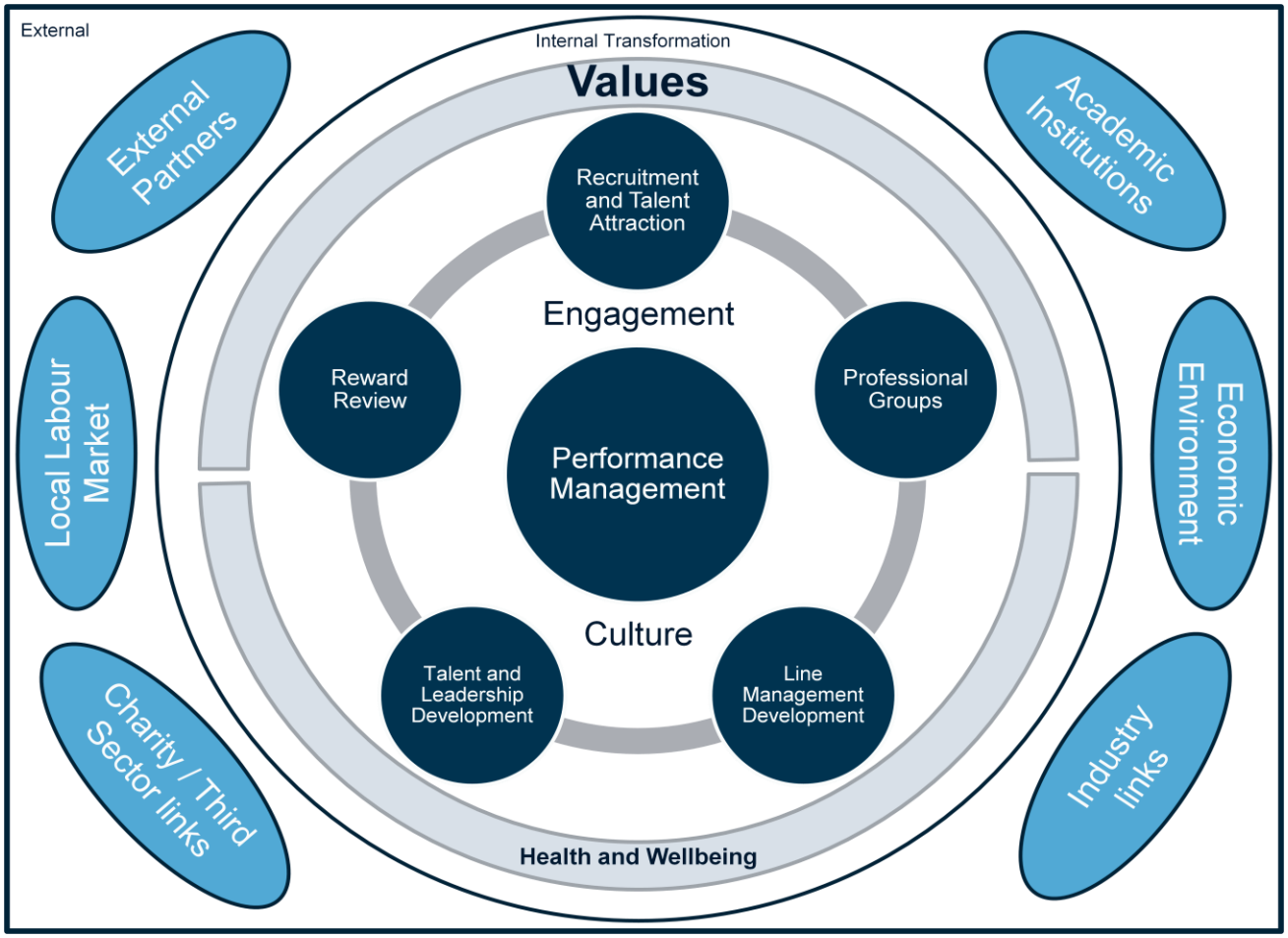

Figure 1: Approach to developing our workforce through transformation

25. Whilst there will be a programme of work to attract and recruit new talent into the organisation, a significant focus will be on developing our existing workforce.

Values and Health and Wellbeing

26. Organisational values underpin our ways of working and the health and wellbeing of our staff is critical to staff motivation and retention.

27. Evidence shows that **values** driven organisations that succeed in embedding values can outperform those that do not embed values throughout the workforce and a recent CIPD study showed that almost three-quarters (72%) of employees believe it is important or very important for organisations to have defined values which govern employees' behaviour.[1]. The Executive Management Team and the Leadership Forum have identified four organisational values:

People Focused	Innovative
Professional	Integrity

[1] http://www.cipd.co.uk/binaries/6030%20EmpOutlook%20Autumn%202012%20WEB.pdf

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28. The Values have a direct link to our Strategy. For example Integrity underpinning promotion of Trust; Innovative underpinning delivery of new services and partnerships for innovation; Professional linked to developing the informatics skills base and our ambitions to become a high performing organisation with an international reputation and People Focused running through all of our internal and external interactions with colleagues, partners, customers, suppliers and the citizen.
29. Between now and the end of December 2013 there is a series of staff engagement and familiarisation workshops to test the values with our staff and to develop meaningful descriptions. Early in the New Year these will be refined and consolidated and a programme of team based 'values at work' activities will commence to start to embed the values into teams.
30. From the agreed values and their meanings we will then derive core competencies for all staff which will be built into the new Performance Management and Personal Development Review (PDR) process for FY 14/15. The values and core competencies will also inform our strategic recruitment approach with an ambition to move to values based recruitment.
31. Good **health and wellbeing** of our staff can lead to increased motivation in the workforce and helps everyone to maximise their contribution at work. A positive health and wellbeing strategy will also help to position ourselves as an outstanding place to work and to attract new talent to the organisation. The HSCIC already has a number of health and wellbeing offerings. Through the remainder of this financial year these will be consolidated and through FY 14/15 these will be built on and a workforce wellbeing charter will be developed.
32. Linked to the wider contribution our staff can make, we will develop a Corporate Social Responsibility Programme aimed at contributing to the local communities and empowering staff to contribute directly by providing time to local organisations such as charities or Third Sector organisations. This contributes directly to the strategic commitment to supporting local communities and individual members of staff can feel motivated about contributing to a positive cause.

A Professional Workforce

33. The HSCIC Strategy sets out a commitment to invest in the professional development of our staff, to develop the informatics skills base and to become a high performing organisation with and international reputation.
34. As a first stage we have agreed that all members of staff should belong to a **Professional Group**.
35. The ambition is to build vibrant professional communities across and outside of the organisation, developing professional standards, ways of working and professional training schemes and later to develop standard job descriptions and structured career paths. We will also use professional groups to assess how we better match organisational capacity with priorities.
36. **Appendix B of this document** sets out the professional groups and professions for the HSCIC. The remainder of 13/14 will focus on establishing the groups and in December 2013 we will start the process of aligning staff to professional groups. The work has already started to inform priority professional training requirements and communities of interest for some of the groups are now starting to be initiated.

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37. Through 14/15 we will look to the professional leads to work with directorates and Organisational Development to build their groups and develop vibrant communities and to develop standard job descriptions and build structured career paths.

38. Aligning our organisation with clear professions will also help us to develop a more flexible workforce to enable us to be more agile in responding to changing priorities.

39. Formal professional training will form part of the solution to develop a professional workforce. To deliver professional training and to ensure alignment with cross-government approach we plan to adopt Civil Service Learning to deliver large aspects of professional training and development as well as core skills and Leadership and Management training and development.

40. Civil Service Learning is a cross-government organisation and can facilitate swift access to learning and development services providing a compliant and commercial solution to government departments and other Civil Service organisations. Early due diligence indicates that Civil Service Learning aligns with our professional training needs.

Line Management and Leadership Development

41. There is a significant body of research detailing the positive impact of good people management on organisational performance and we will seek to develop the management and leadership capability of our staff.

42. There are also factors local to the HSCIC including varied expectations of line management in the predecessor organisations, the need for line management to understand the new corporate policies for the HSCIC and the need to get the balance between line management, appropriate escalation and HR support and intervention right. Inconsistencies in line management were highlighted as priority areas in the recent staff survey and emerged from the Leadership Forum as a key focus for improvement.

43. **Line Management Development** for the HSCIC includes a programme of activities delivered through a variety of mechanisms to build people management capability and develop skills. This will include understanding our new HR and corporate policies, managing performance and behaviours and embedding our values.

44. Phase 1 will commence in FY13/14 and will focus on targeted training and development to embed the harmonised HR policies which have recently been approved. In parallel we have commenced work to inform what ‘good’ means in terms of line management within the organisation. This work will inform core competencies for all HSCIC line managers which will be built into the new Performance Management and PDR processes for FY 14/15.

45. Phase 2 will be undertaken through FY14/15 and will be focused on the identifying the capability gap against the core competencies assessed at an individual level through the PDR process. Following which training and development interventions will be designed and delivered to bridge this gap and are expected to focus on more skills development in respect of managing people. It is anticipated that phase 1 will continue to be delivered on a rolling programme as phase 2 is also launched across the organisation.

46. It is not planned to consider **Leadership Development** in detail until FY14/15 after the permanent Senior Management Team have been appointed. In the meantime the

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HSCIC Leadership Forum has been established and meets every six weeks, tactical leadership development options are being considered and the new PDR Process for 14/15 will start to introduce talent identification. This talent identification process will be linked to the DH, ALB and NHS Leadership Academy approach to talent identification.

Reward Review

47. Whilst the majority of staff transferred to the HSCIC on Agenda for Change terms and conditions, almost inevitably the different legacy organisations had local variations to the application of the framework which has led to some inconsistencies with job titles and role descriptions. This is compounded by subsequent transfers from organisations outside of the NHS.

48. There is significant scrutiny across government on pay and reward and in particular in relation to senior pay and the implications of the HMT Pay Remit.

49. The approach to **Reward Review** is to undertake a review of our current application of the Agenda for Change framework and DH and Cabinet Office Guidance for Executive Non Departmental Public Bodies and propose an approach for the most effective use of these frameworks for the HSCIC.

50. Initially this will focus on i) pay anomalies inherited from the predecessor organisations and arising as a consequence of transferring staff with different pay arrangements and hierarchies and ii) and on ensuring appropriate controls on senior level pay and on additional payments.

51. Work will then be conducted on developing standard definitions to inform agenda for change job evaluation in the context of the HSCIC and a review of current Recruitment and Retention Premia.

52. In 14/15 the focus will be on developing a pay progression approach, which will link to the PDR process, and developing a broader reward strategy that will explore options other than pay to recognise and reward good performance.

Performance Management

53. **Performance Management** is at the centre of the People activity and is the place where many of the elements for managing and developing our workforce are brought together for the individual member of staff. A new PDR process will be launched for 13/14 which will include:

    - Clear links between individual performance objectives and team / directorate / organisation objectives
    - Core competencies for all staff (derived from our Values)
    - Core competencies for all Line Managers (derived from the work to define ‘good’ for an HSCIC line manager)
    - Links to Professional development
    - Introduction of a talent identification process

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54. Through 14/15 it is planned to develop this further to include links to 360 feedback mechanisms, links to career frameworks driven by the professional groups and links to pay progression.

Recruitment and Talent Attraction

55. The HSCIC is a significant employer of healthcare informatics experts in the UK.
56. All of the above People activities contribute to enable us to offer balanced packages of reward and development opportunities to help us to move towards the strategic ambition to become the “employer of choice” for anybody interested in health, public health and social care informatics.
57. Recruitment activity will be strongly influenced by our values and our professional groups.
58. Notwithstanding immediate recruitment priorities, **Recruitment and Talent Attraction** activities will focus on developing a medium to long term recruitment and talent attraction strategy and developing our employer brand.
59. This activity will be closely linked with commitments set out in the HSCIC strategy including developing the information marketplace, developing the informatics skills base, partnerships for innovation, supporting local communities and developing strong links with industry and academic institutions.
60. The recruitment and talent attraction strategy will develop different entry points to the HSCIC including apprenticeship and graduate schemes, secondments and work placements and will be part of the focus of building links with industry and academic institutions.
61. Equality and Diversity is embedded in everything that we do; fairness and equity will be important factors in attracting the best talent from the broadest pool available and retaining people with the right values and skills.

Engagement with our workforce

62. It is difficult to pinpoint the precise level of trades union membership within the HSCIC as some members pay by direct debit. Less than half of the workforce currently opt to pay their union subscriptions by deduction from salary. We have a legal obligation to consult with recognised trades unions in a range of circumstances.
63. Irrespective of the legal requirement, ample evidence exists of the value of staff engagement and consultation and the HSCIC is committed to both. The Joint Negotiating and Consultative Committee (JNCC) is the formal consultative body for the HSCIC and comprises management representatives and elected representatives of the trades unions. The JNCC has worked positively and constructively through the transition and in the development of HSCIC policies. Work is underway to further develop the JNCC, underpinned by more localised consultation arrangements.
64. To supplement formal consultative arrangements with the trade unions and recognising that staff engagement is vital to the ongoing success of the organisation, particularly through a period of change, a number of additional channels and forums have been established.

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65. The HSCIC Championing Change Forum has been established and meets monthly with elected representatives to provide an inclusive, structured mechanism for two way staff communications in the HSCIC regardless of union membership.

66. In addition to more traditional line management cascade and engagement mechanisms, organisation wide communications channels include the HSCIC Intranet, staff magazine, weekly review emails, Directors Blogs and discussion forum.

67. The HSCIC Leadership Forum, involving the Executive Management Team and their direct reports (circa 60 colleagues) has been meeting regularly since April and has been instrumental in supporting the development of the HSCIC strategy and the Transformation Programme.

68. Each Directorate has appointed a Transformation Lead to support directorate level transformation activities and to ensure continuity and linkages with organisation wide activity.

69. Other opportunities to break down organisational silos are progressing for example 'lunch and learn' seminars led by different team, briefings on the HSCIC strategy and transformation and the forthcoming Values workshops. Each director is visiting other directorates every month to improve corporate organisational awareness.

70. The staff survey measures staff satisfaction and engagement. The survey last ran in July and August and, whilst generally positive, it showed that further concerted effort on staff engagement across all levels of the organisation is required and this will continue to be a focus throughout the transformation period and beyond. A Key Performance Indicator for the Executive Management Team is Staff Engagement and staff engagement levels will continue to be monitored closely.

Actions Required of the Board

71. The Board are requested to confirm that the approaches to developing the HSCIC workforce as set out in this paper are appropriate to enable the HSCIC to respond to the challenges and commitments set out in the HSCIC Strategy.

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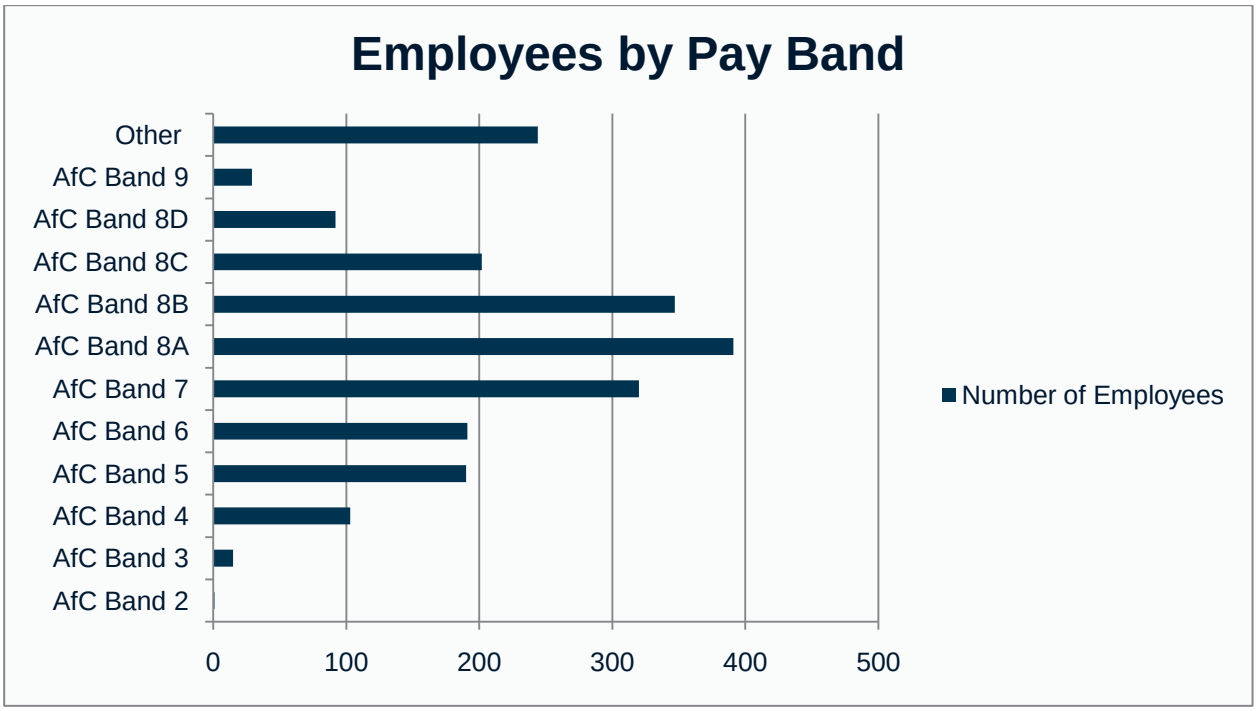
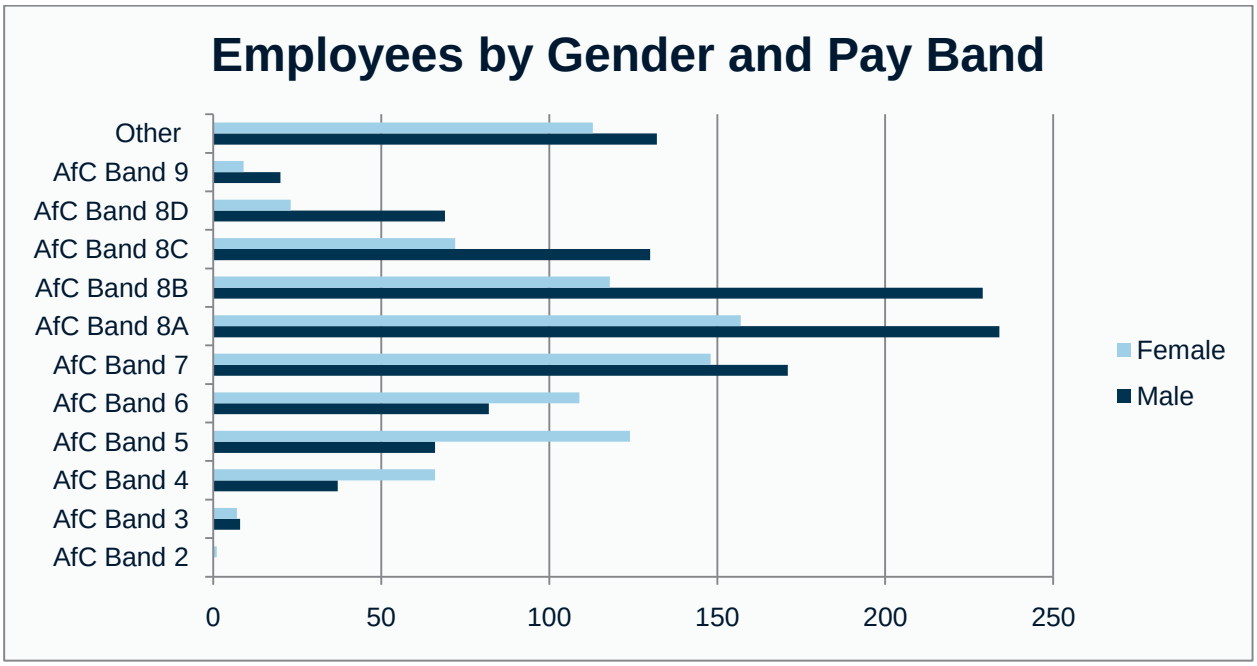
Appendix A: Workforce information





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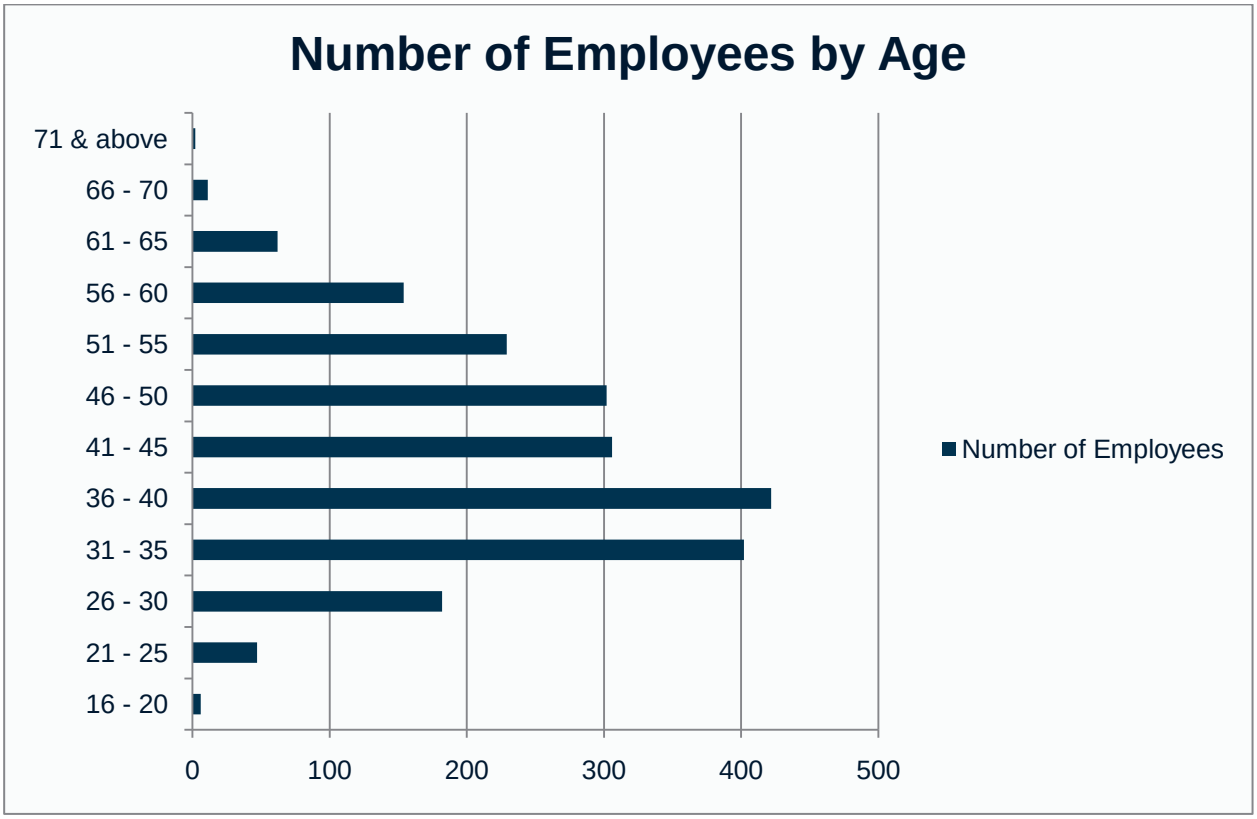
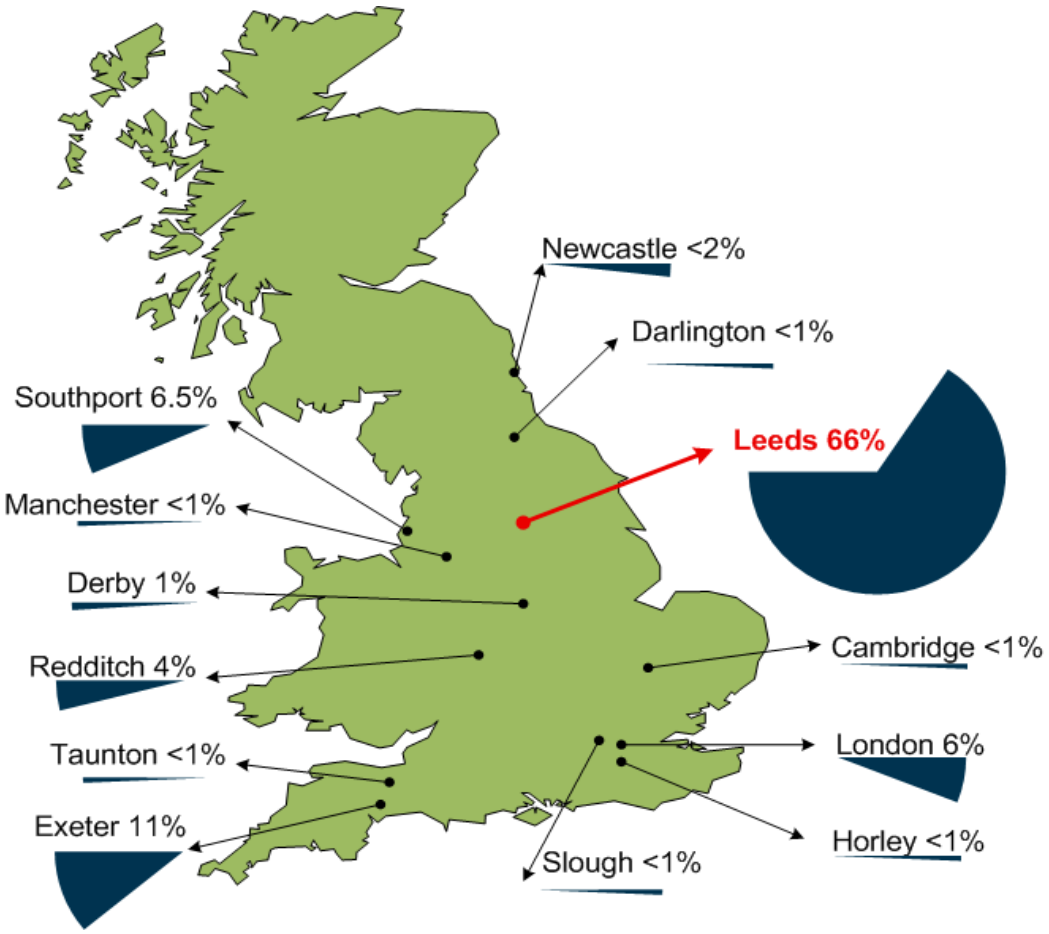


Approximate geographical spread



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Appendix B: HSCIC Professional Groups

Professional Group (and Lead)	Professions
Project & Programme Delivery (Tom Denwood/James Hawkins)	Project & Programme Delivery; Business Analysis
Information Technology (Rob Shaw)	Infrastructure & Technology; Development; Service Management; Solutions Design; Solutions Assurance; Database Administration; IT Service Operations; Solutions Architecture
Information Management (Max Jones)	Information Analysis; Information Standards; Statistics; Health/Care Record Administration; Information Governance; Data Analysis; Knowledge Management
Communications and Stakeholder Relations (Carl Vincent)	Relationship Management; Communications; Contact Centre
Business Administration (Rachael Allsop)	HR; Finance; Procurement & Commercial Mgt.; Business Support; Facilities Estates & Mgt.; Corporate Assurance
Clinical Informatics (Mark Davies)	Health Informatics

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