

HSCIC Board Pack

September 2013

Purpose:

This pack is an interim report not the new Board Performance Pack

Contents

Transformation Report	3
Staff Vacancies	4
Staff Turnover	5
Staff Survey - Context	6
Staff Survey - Results	7
Staff Survey - Next Steps	8

Transformation Programme Status Report

Reporting Period: 25/07/2013 – 04/09/2013

SRO: Alan Perkins (CEO)

Report Author: Nic
Fox

Summary of Status:

Organisational Development

The Leadership Forum met for the fourth time in September and as well as being updated on the emergent organisational strategy undertook work to develop Organisational Values with a good coalescence.

The first HSCIC staff survey ran in July and August as well as standard employee engagement questions included a number of supplementary questions designed to provide greater insight into our organisational health by testing the organisation practices at which we determined we should strive to be elite. Directorate level responses need to be developed and organisation wide transformation initiatives have aligned to the feedback. The Championing Change Forum met for the second time in September and provided feedback on the staff survey results and transformation initiatives and prioritised issues most affecting staff in the organisation.

Transformation Initiatives

The initial suite of transformation initiatives was released to all staff at the start of August and feedback was encouraged via directorate transformation leads and change champions and through a discussion forum. The initiatives have been further developed following feedback and an initial high level plan has been developed for consideration by the Transformation Programme Board.

Since the last Programme Board, Group Professional Leads have been identified and details for each of the professions are being developed.

Within the Operational Governance initiative significant effort is focused on completing and agreeing harmonised HR and Corporate Policies and a review of the operational governance structure will be initiated in September.

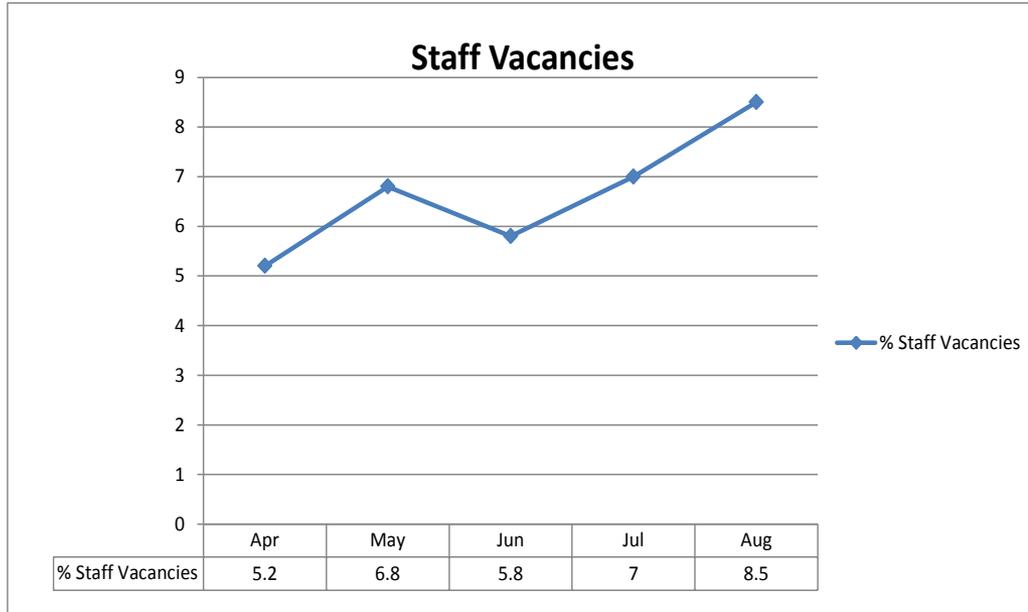
The HSCIC Service Integration and Management (SIAM) Strategic Justification has been developed for approval. This has transformation implications in bringing together a single SIAM function.

Directorate Transformation

Since the last Programme Board there has been increased activity across the directorate level transformation projects. A standard set of initial milestones for each Directorate has been agreed and initial plans against these milestones are included within this report.

The organisation change policy which will facilitate clearer directorate level organisation change and is a dependency for the start of formal consultation within the LSP Directorate was ratified at the JNCC on the 4th September 2013.

Staff Vacancies



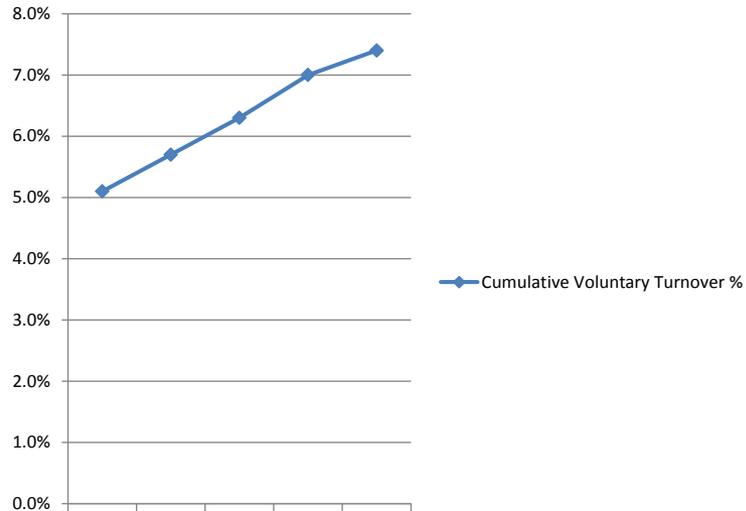
This is based on the closing headcount position for August which was 2025 wte (working time equivalent) and 188 vacant posts i.e. approved vacancies which have reached HR and which are at various stages of the recruitment process prior to a start date being confirmed.

The vacancy rate shows the number of active vacancies (i.e. approved vacancies where recruitment activity has commenced) as a percentage against the planned establishment (i.e. current staff and active vacancies).

The Zero Based Review exercise currently underway will provide valuable information and enable planning for anticipated future vacancies.

Staff Turnover

Cumulative Voluntary Turnover



Cumulative Voluntary Turnover %	Apr	May	Jun	Jul	Aug
	5.1%	5.7%	6.3%	7.0%	7.4%

Cumulative voluntary turnover rate was 7.4% in August which represents 140 leavers across the last 12 months.

27 of the 32 leavers for August chose to leave the HSCIC for voluntary reasons.

Cumulative turnover has been calculated on an approximate basis through combining turnover information for the legacy organisations NHS IC and NHS CFH, however the information is not available for other legacy organisations.

Note: Voluntary turnover includes only those leaving the HSCIC through voluntary employee resignations and retirements.

Staff Survey - Context

- The first HSCIC staff survey ran in July and August
 - **67%** of employees completed the survey
- The survey included:
 - **Standard employee engagement questions** (e.g. ‘I would recommend the HSCIC as a place to work’) which were consistent with surveys in some of the predecessor organisations
 - a number of **supplementary questions** which were designed to provide greater insight into our organisational health. These questions were designed to undertake an assessment of the organisation practices at which we determined we should be elite (output from Leadership Forum 2)
 - **Elite Practices:** Strategic Clarity, Customer Focus, Talent Development, Consultative and Inspirational Leadership, Personal Ownership and Challenging Leadership, Operational Management

Staff Survey - Results

RAG Definitions	Less than 65%
	65-70%
	Greater than 70%

<u>Elite Practices</u>	<u>Staff survey question & response</u>	<u>RAG</u>	<u>Transformation Initiative</u>
Strategic Clarity	The HSCIC has a clearly articulated strategy for its future	55	Vision, Purpose, Values
	I can see how my work objectives contribute to the HSCIC achieving its stated purpose	64	Performance Management
Customer Focus	Generally, I know who the customers of the HSCIC are	73	Stakeholder Relationship Management
	I have a clear understanding of the needs of my customers	77	Brand and Reputation
Talent Development (and recruitment)	I have the right knowledge and skills to perform well in my role	79	Professional Groups
	I am clear about the knowledge and skills that I need to progress within the organisation	65	Performance Management
Consultative & Inspirational Leadership	I have the opportunity to engage in organisational change initiatives	60	Champions for Change & Leadership Forum
	Overall, I feel that my contribution is valued	65	Health and Wellbeing
Personal Ownership & Challenging Leadership	I have challenging work objectives	72	Leadership Development
	My work area differentiates between good and average performance	61	Performance Management
Operational Management	My work area monitors its performance using KPIs or metrics	60	Line Management Development
	My work area performs well against its KPIs/targets	72	Corporate Performance Management (KPIs)

Staff Survey - Next Steps

- Leadership Forum to consider responses
- Collate free text comments and publish results to the organisation week commencing 9th September
- Share results with Championing Change Forum 6th September
- Directorates to consider as part of their directorate transformation plans actions or initiatives to address relevant responses, using directorate Champions for Change to input
- Ensure organisation wide transformation initiatives address the feedback
- Responses will be used as a baseline to monitor the impact of the Transformation Programme