

**BOARD PAPER - NHS ENGLAND**

**Title:** HR Update

**Clearance:** Jo-Anne Wass, National Director: HR

**Purpose of Paper:**

- This paper provides an update for the Board on the implementation of the recruitment strategy, offer letter process and payroll position. It summarises the progress that has been made since the update provided for the Board in February 2013 and reflects the position at the time of writing the paper on 15 April 2013.

**Key Issues and Recommendations:**

- Significant progress has now been made against the recruitment targets of NHS England. As at 31 March 2013, 89 per cent of posts in the organisation were filled and recruitment to the majority of the remaining vacancies is at various stages of completion.
- Work is being undertaken to ensure that all known staff will be paid in April 2013. The monthly pay date for NHS England is the 27, so by the time of the board meeting, we will have completed our first pay run.
- The large majority of staff appointed prior to 31 March 2013 have received offer letters and arrangements are in place to resolve queries raised by a small number of staff in relation to their letters.

**Actions Required by Board Members:**

- The Board is asked to note the report.

## **HR Update**

### **Executive Summary**

1. This paper provides an update for the Board on the implementation of the recruitment strategy, offer letter process and payroll position. It summarises the progress that has been made since the update provided for the Board in February 2013 and reflects the position at the time of writing the paper on 15 April 2013.

### **Overview of Posts in Establishment**

2. There are 6736 posts in the final established structure.
3. This total establishment is primarily made up of posts within the pre-determined organisational structure for NHS England, but also now includes all of those posts acquired as a result of the 'lift and shift' transfer of key functions.
4. There are 4463 posts within the published organisational structure. This updated figure incorporates the final agreed range of posts at all levels within all directorate structures, including the complete set of posts within the operations directorate that were developed, finalised and agreed over recent months. This includes, for example, the finalisation of lower level structures and posts below band 8 Agenda for Change (AfC) in a number of operational functions and posts within sub structures, such as clinical networks.
5. There are a further 2273 existing posts within the functions that have 'lifted and shifted' to NHS England with effect from 1 April 2013 including 1808 posts in Family Health Service (FHS). This figure now also incorporates posts within other functions, in particular the recently confirmed number of posts in the legacy bodies that will form the delivery partner function of NHS Improving Quality (NIQ), as well as posts within the Interim Management and Support (IMAS) function, and Continuing Health Care, Local Supervising Authority Midwifery Officers (LSA MO), GP Appraiser and Clinical Advisers and a very small number of staff within Connecting for Health, the Safe and Sustainable Team and NHS 111.

### **Filling of Posts**

6. A summary of progress in regard to filling of posts as at 31 March 2013 is included at Annex 1. Of the 6736 posts in the establishment, 6017 posts have been filled, made up of 3744 people appointed to posts in the establishment, plus 2273 posts that are lifting and shifting.
7. In relation to the lift and shift functions, only posts with an existing post holder have transferred to NHS England and so all posts that transferred on 1 April 2013 are of course, "filled".

8. With regard to filling of posts within established directorate organisational structures, an intensive recruitment programme was implemented to allow NHS England to be in a position to carry out its statutory duties with effect from 1 April 2013.
9. In summary, an assessment of appointments to all posts (incorporating the transfer of lift and shift staff), as at 31 March 2013, has shown that appointments, through all routes, have been made to 89 per cent (6017) of the total number of posts across the organisation. It should be noted that these figures are subject to ongoing validation over the next few weeks as part of the work associated with finalising the first payroll.
10. Well over half of the total staff appointed (58 per cent) transferred employment automatically on 1 April 2013 via a 'Transfer Scheme' through either a 'lift and shift' transfer or through the job matching process. A further 31 per cent have been included on the Transfer Scheme following their appointment through ring fenced recruitment / redeployment. This means that a total of 89 per cent of staff have joined NHS England on a Transfer Scheme from a range of 'sending' organisations.
11. The remaining 11 per cent of the total appointments made have been through external recruitment, of which, over 2 per cent were already being processed through the payroll by March 2013. The remainder of external appointments will commence their employment at an agreed date over the coming months, depending on the completion of satisfactory employment checks, notice periods and employee availability, as part of the standard recruitment process.
12. On occasions, where managers have been unable to find suitable appointments or where structures have needed to be refined, approximately 4 per cent of 6736 posts in the establishment have been put on hold or are under review.
13. Excluding those posts on hold, there are a further 9 per cent of posts within the total organisational establishment that are currently within various stages of the recruitment process.

#### **National support centre and regional appointments update**

14. Analysis of appointments to date by regions shows that the percentage of posts filled ranges from 100 per cent in the London Region to 84 per cent in the South.
15. The lowest percentage of posts filled is within the national support centre (NSC) at 75 per cent, although this represents a significant increase from the percentage reported in February 2013 of 48 per cent.
16. An analysis of percentage of posts filled within the NSC by directorate, from highest to lowest, is as follows:

Commissioning Development	91 per cent
HR/OD	88 per cent
Finance	87 per cent
Operations	81 per cent
Medical	79 per cent
Nursing	74 per cent
Patients and Information	69 per cent
Policy	67 per cent

17. This shows that the highest percentage of posts filled is within the Commissioning Development directorate. The directorate with the lowest percentages of posts filled is the Policy directorate. However, it should be noted that the percentage of posts filled in this directorate has significantly increased since February 2013, when the percentage of posts filled was at 42 per cent.
18. For any unfilled 'business critical' posts, contingency plans have been put in place to enable these posts to be covered by various temporary or other interim arrangements, including secondments. However given the significant progress with recruitment, there has only been a limited requirement for these contingencies.

#### **Offer letters and transfer welcome letters**

19. It is clear that the delays associated with system-wide discussions on transfer arrangements, to enable final sign off of documentation and template letters, has had a significant impact on the available time and capacity of HR teams to process offer letters. This has therefore impacted on the quality, speed and efficiency of the process for issuing offer letters, and has resulted in a significant number of queries being generated as a result.
20. Despite this, all teams have worked extremely hard to complete the task, and by the end of March 2013, over 95 per cent of offer letters had been processed. A final stocktake during the first week of April 2013 identified that there remained a small number of staff that had still not received their offer letter, and a number of queries or required amendments to offer letters were outstanding. All teams have worked to ensure that the majority of these were addressed by 5 April 2013.

#### **Payroll Update**

21. For staff redeployed from the former NHS system, we have been managing a complex set of payroll and staff records arrangements to transition from 162 former employers. At the same time, we have also making arrangements for new starters from external sources. Logica / McKesson are our payroll provider and NHS Business Services Authority (NHS BSA) provide operational HR support.

22. As reported earlier, by April, we have filled 6017 posts but not all of these people will be included in the April payroll as some have later start dates. We expect to pay circa 5400 in April.
23. By the time of the Board meeting, we will have made our first payroll run. The monthly pay date for NHS England is the 27. April 27 2013 falls on a Saturday, so staff will have been paid on Friday 26. A verbal update on this will therefore be provided at the Board meeting.
24. However, at the time of writing, and in recognition that this has been a complex task, involving large volumes of data from numerous sources, we have put a number of contingency arrangements in place, including two supplementary payroll runs – one in late April and one in early May 2013.
25. We have been working through the detail of other contingency arrangements with our partners, in particular NHS BSA including weekend contact centre resources in place over the payday weekend 27 / 28 April 2013.
26. Staff communications on payroll and related issues have been consciously stepped up during April.

#### **Payroll programme management and governance arrangements**

27. There are joint Senior Responsible Officers (SROs) led by finance (Paul Baumann) and HR (Jo-Anne Wass) who are accountable for this priority project and who meet with the programme leads weekly to review progress, risks and issues and mitigation. Annex B demonstrates the governance arrangements surrounding the payroll project management.

**Jo-Anne Wass**  
**National Director: HR**  
**April 2013**

NHS ENGLAND									
PROGRESS WITH THE FILLING OF POSTS									
Description	TOTAL POSTS			FILLING OF POSTS		METHOD OF FILLING			
	Total posts in establishment (including lift and shift)	Number of posts in establishment (organisational Structure) only	Number of lift and shift posts	Total posts filled to date	Percentage of posts filled	Posts filled by transfer (job matches)	Posts filled through ring fenced recruitment / redeployment	Posts filled through external recruitment	Total
All NSC Directorates (not HRSS)	1161	1161	0	870	75%	86	411	373	870
North Region Posts in Structure plus Lift & Shift	1896	1036	860	1784	94%	1103	599	82	1784
Midlands and East Region Posts in Structure plus Lift & Shift	1260	913	347	1114	88%	718	327	69	1114
London Region Posts in Structure plus Lift & Shift	725	460	265	723	100%	515	189	19	723
South Region Posts in Structure plus Lift & Shift	1386	820	566	1266	91%	831	340	95	1266
NIQ Core Structure plus Lift & Shift of Delivery Partner Function & IMAS	308	73	235	260	84%	232	22	6	260
<b>TOTAL</b>	<b>6736</b>	<b>4463</b>	<b>2273</b>	<b>6017</b>	<b>89%</b>	<b>3485</b>	<b>1888</b>	<b>644</b>	<b>6017</b>

NB: Of the total posts filled by ringfenced or other recruitment approximately 77 are secondments.

