

BOARD PAPER - NHS COMMISSIONING BOARD AUTHORITY (NHS CBA)

Title: Recruitment strategy

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Purpose of Paper:

This paper outlines the significant recruitment and organisational development challenge facing the NHS Commissioning Board (NHSCB) and summarises the progress that has been made to date. It sets out the broad timetable for transfers and recruitment over the coming year and describes the preparatory work that is taking place now. It identifies challenges to delivery and the steps that are being taken to address these challenges.

Key Issues and Recommendations:

Setting up the NHSCB is a significant recruitment and organisational development challenge. The NHSCB will employ approximately 3,500 people, who will join the organisation from a number of 'sending' organisations (SHAs, PCTs, Department of Health and Arm's Length Bodies). It will operate from multiple locations.

Actions Required by Board Members:

The Board is asked to:

1. note progress to date and the work currently being undertaken to finalise the recruitment strategy;
2. endorse the proposed timetable for recruitment;
3. note the risks associated with the recruitment plan and the mitigating actions and;
4. delegate authority for approval of the revised People Transition Policy to the Chief Executive;

NHS Commissioning Board Authority

13 April 2012

Recruitment strategy

1. Executive summary

1.1 This report outlines the significant recruitment and organisational development challenge facing the NHS Commissioning Board (NHSCB) and summarises the progress that has been made to date. It sets out the timetable for transfers and recruitment over the coming year and describes the preparatory work that is taking place now. It identifies challenges to delivery and the steps that are being taken to address these challenges.

2. Introduction

2.1 Setting up the NHSCB is a significant recruitment and organisational development challenge. The NHSCB will employ approximately 3,500 people, who will join the organisation from a number of 'sending' organisations (SHAs, PCTs, Department of Health and Arm's Length Bodies). It will operate from multiple locations.

2.2 The NHSCB is one of a number of new bodies being established following Royal Assent of the Health Bill. The Board needs to work very closely with sending organisations and other receiving organisations to deliver people transition across the system in a coordinated way.

3. Progress to date

3.1 Significant progress has already been made with recruitment:

- a chair and two non-executive directors have been appointed;
- a chief executive and eight national directors have been appointed;
- the one remaining vacancy on the executive team (National Director: Patient Insight) is currently being advertised, with interviews taking place in early May;
- the NHSCB's operating budget and broad organisational design have been confirmed;
- a people transition policy (PTP) has been developed for the NHSCB Authority. This sets out the framework that the NHSCB Authority will use for transfers and recruitment over the coming months.

4. Timetable for recruitment

- 4.1 The following broad timetable for recruitment has been agreed with the Department of Health (DH), sending organisations and other receiving organisations:
- recruitment to very senior manager (VSM) roles: May-June; and
 - recruitment to all other roles: July-December.
- 4.2 In addition, the NHSCB will be recruiting to a small number of priority posts during April. These posts have been assessed as being critical to the development of the NHSCB over the coming months, and posts which are necessary to support the recruitment process to other roles. They include the four sector/regional directors, reporting to the Chief Operating Officer, and business support posts for the national Directors.
- 4.3 This timetable should ensure that all staff in sending organisations know where their future lies by the end of 2012.
- 4.4 Recruitment will comprise a mix of transfers (where defined functions are transferring from sending organisations to the NHSCB) and redeployments (where new roles are created in the NHSCB).

5. Preparatory work

- 5.1 A significant amount of planning work is now being undertaken in preparation for the recruitment in May. A detailed recruitment strategy is being prepared, which will confirm:
- the detailed timetable for recruitment (including transfers and redeployment);
 - process maps for transfers and redeployments (to clarify the roles of sending organisations and the NHSCB at each stage of the process);
 - recruitment procedures and associated training to support fair and transparent decision making (a guide for managers);
 - arrangements for induction of appointed staff;
 - communication arrangements; and
 - arrangements for ongoing partnership working with trade unions.
- 5.2 A considerable amount of work is taking place to clarify the functions and posts that will transfer from sending organisations to the NHSCB. A high-level functions map has been developed by the DH with input from sending and receiving organisations which identifies the functions in

scope to transfer. Bilateral conversations are taking place between the NHSCB and sending organisations to confirm the details of the transfers. It is planned to complete the substantial part of this work by the end of June.

- 5.3 The PTP, which was agreed at the Board's first public meeting, is currently being reviewed. The PTP was developed in 2011 and a commitment was made to review the document after the first phase of recruitment (i.e. recruitment of the Board's national director roles). This is currently being undertaken and an updated PTP will be prepared by the end of April. There is broad support for the PTP and it is anticipated that the review will involve a refresh and provide clarification, rather than involve a major re-write of the document. Given the need to confirm and apply the revised PTP in advance of the next Board meeting, it is recommended that the Board delegate authority to the Chief Executive to approve the revised PTP.
- 5.4 An organisational development strategy is being developed. A large number of staff will be joining the NHSCB over the coming months and it is essential that there is a plan in place to lay the foundations for development of a high performing organisation focused on the common purpose of improving patient outcomes.

6. Challenges to delivery

- 6.1 The recruitment exercise is a major undertaking and there are a number of challenges to successful implementation:
- The NHSCB's detailed organisational design work has been agreed at a high level, but is not yet fully completed in detail. While significant progress has been made in defining directorates and senior roles, complete structures have not yet been developed for all directorates.
 - Functions and posts transferring to the NHSCB from sending organisations are not yet fully clarified. While a high-level functions map has been developed, it is not possible to complete the work on transfers until the organisational design is completed (including the development of job descriptions for all posts).
 - Practical arrangements for managing the recruitment are not yet fully confirmed. A detailed recruitment strategy is in development but sufficient capacity is not yet in place and operational procedures are not yet sufficiently developed to support the volume of recruitment required.
 - There are Trade Union concerns about elements of the process. While there is a very positive working partnership with Trade Unions, they have concerns about elements of the recruitment process given the

scale, complexity and pace of the forthcoming recruitment and the planned reduction in staff numbers across the system.

6.2 The following mitigating actions are being taken:

- outstanding organisational design issues are being addressed, with the aim of having all design work completed by the end of April. Progress is being actively monitored by the National Director: Policy, Corporate Development and Partnerships;
- bilateral meetings are being scheduled with all relevant sending organisations to confirm transfers. This work will be coordinated and assured by the DH's integrated programme office for transition;
- a detailed recruitment strategy is being developed;
- a programme director for people transition has been appointed and an implementation team is being recruited;
- a range of operational procedures and HR policies are being developed in partnership with the DH's integrated programme office. These include detailed recruitment procedures and policies on pooling and matching;
- we continue to work in partnership with trade unions, actively engaging on their key issues of concern and developing policy together; and
- the PTP is being reviewed with trade union input.

7. Recommendation

7.1 The Board is asked:

- To note progress to date and the work currently being undertaken to finalise the recruitment strategy.
- To note the challenges associated with the recruitment plan and the mitigating actions.
- To delegate authority for approval of the revised PTP to the Chief Executive.

Jo-Anne Wass
Chief of Staff
13 April 2012