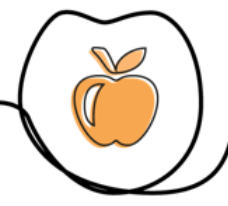# The **future** of **NHS human resources** and **organisational development** 2030 vision

June 2023 Update

Prioritising the **health** and **wellbeing** of all **our people**

Creating a **great employee experience**

Ensuring **inclusion** and **belonging** for all

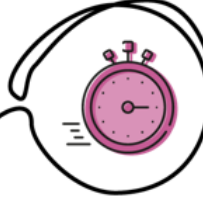**Supporting** and **developing** the **people profession**

Harnessing the **talents** of all our **people**

Leading **improvement, change** and **innovation**

Embedding **digitally** enabled **solutions**

Enabling new ways of **working** and **planning** for the **future**

8 themes

35 actions

141 sub-actions

NHS England

Prioritising the **health** and **wellbeing** of all **our people**

Creating a **great employee experience**

Ensuring **inclusion** and **belonging** for all

Supporting and **developing** the **people profession**

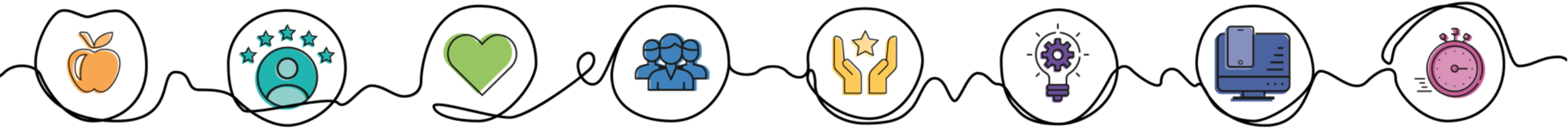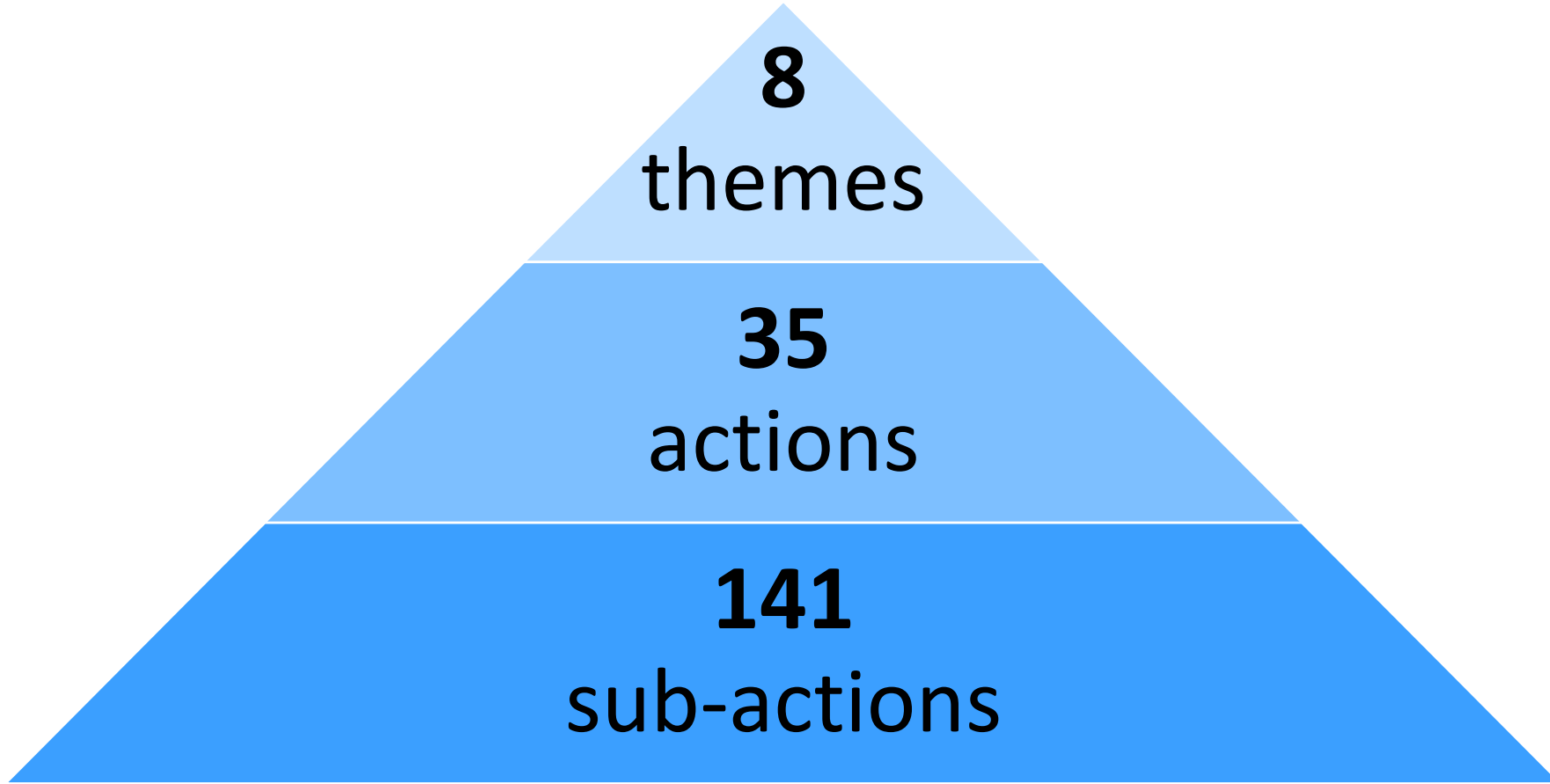**Harnessing** the **talents** of all our **people**

Leading **improvement, change** and **innovation**

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NHS People Plan pillars

to deliver more people, working differently, in a compassionate and inclusive culture

Looking after our people

Belonging in the NHS

Growing for **the future**

New ways of **working** and **delivering care**

Our **People Promise**

We are **compassionate and inclusive**

We are **recognised and rewarded**

We each have **a voice that counts**

We are **safe and healthy**

We are **always learning**

We work **flexibly**

We are **a team**

The **future** of **NHS human resources** and **organisational development** 2030 vision

Prioritising the **health** and **wellbeing** of all **our people**

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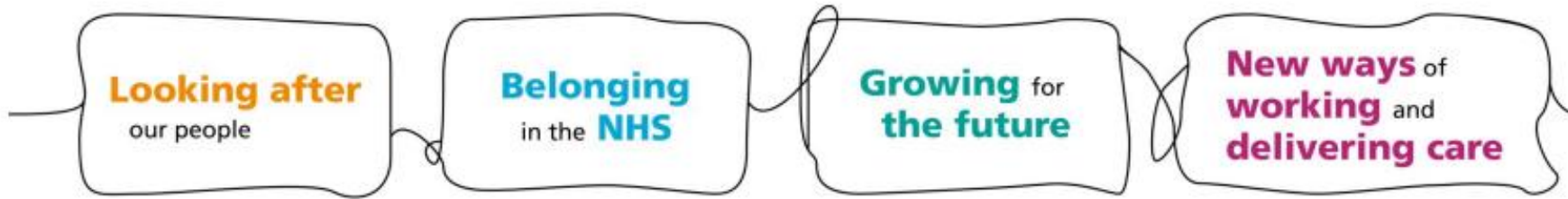**Harnessing** the **talents** of all our **people**

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Transforming People Services

A. Expectations of Line Managers
B. People Services Model
C. National People Policies
D. Scaling People Services
E. People Service KPIs
F. People Digital
G. People Profession Development

'Key enablers that together form 'Transforming People Services'

Transforming People Services – The future vision

NHS England

More staff, with more time to care

1 — **More staff available to deliver clinical services and clear backlog**
Better recruitment, occupational health, temporary staffing services etc. will mean that more staff are recruited and return to work when sick. 1% reduction in sickness and absence would increase workforce by 13,000 WTE. Reduction in time to hire by 10 days would increase workforce by up to 4,000 WTE.

2 — **More staff time is released to care**
By simplifying and automating tasks, managers and staff will spend less time on administrative activities and more time with patients. Saving 1 day each year is equivalent to 6,500 WTE

Improved employee experience

3 — **Better people managers, more attractive place to work and better retention**
People services lead the work to develop our compassionate and inclusive leaders and create organisations that attracts people to work in and stay working in.

4 — **Less admin, duplication and errors, with more automation**
Staff are frustrated by duplication and time consuming admin tasks e.g. form filling and mandatory training. Errors in processing waste time and money. E.g. £39.5m overpayments were unrecovered.

Better services, reduced costs

5 — **More consistent, professional, strategic and expert services**
Clear expectations of line managers, simplified and standardised policies with greater proportion of People Professionals focused on providing strategic, expert and latest, best practice advice to line managers and staff.

6 — **Reduced cost of transactions, able to scale to meet rising demand**
Transactional processes simplified, standardised, automated and consolidated to benefit from economies of scale, lower transactional costs and ready to support growing workforce.

Scaling People Services

CURRENT STATE

- Strategic Guide designed and developed
- Operational Guide designed and developed
- 6 Scaling Launch events (Bristol, London, Cambridge, Manchester, Birmingham and Durham) – c.300 attendees
- NHSE scaling support offer defined
- Personas and User Cases developed
- Customer experience layer capability identified
- Resources to support organisations to scale up developed (business case, benefits, project plan templates)
- Potential vanguard systems identified and further conversations with CPOs underway

National People Policies

CURRENT STATE

- Baby Loss Policy developed in collaboration with SPF
- Menopause Policy developed in collaboration with SPF
- Further 6 policies identified and agreed with NHS Employers (Flexible Working Policy; Absence Policy; Resolution Policy (incorporating disciplinary, capability, grievance, and bullying & harassment); Organisational Change; Equality Diversity & Inclusion; Recruitment & Selection)

Expectations of Managers

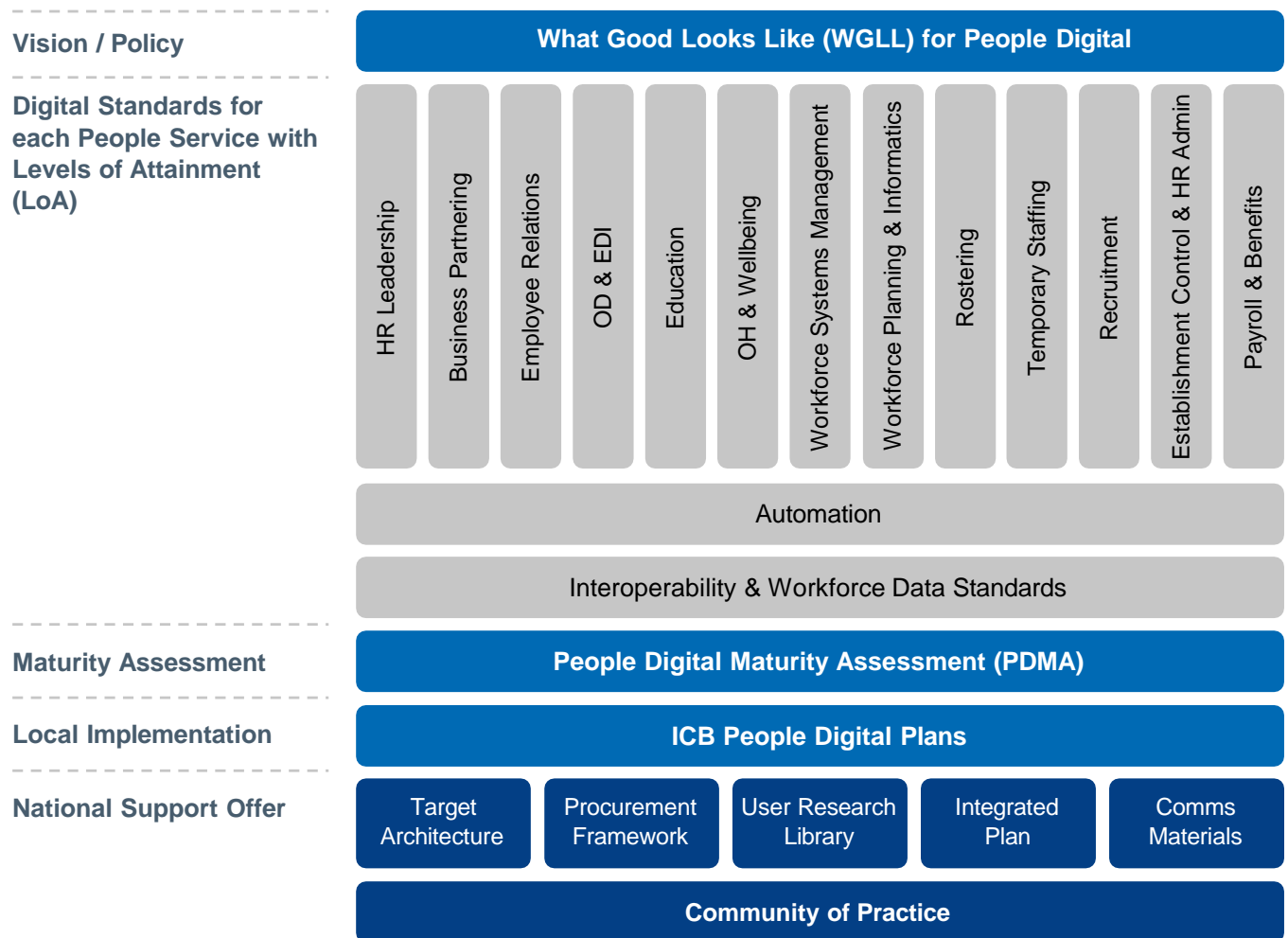| CURRENT STATE |
| --- |
| • "The expectations of line managers in relation to people practice guidance" aligned with employee life-cycle setting out the knowledge and behaviours of line managers, and of the support required from HR and OD
• 2 e-booklets "How to manage teams" and "How to manage people" with a foreword from Prof Michael West
• 6 "Case studies of various different themes" to aid additional learning. Further learning sprints to include: managing employee concerns and complaints, having difficult conversations, and resolution.
• Evaluation to be developed working as part of the wider internal "Leadership and Management Development" |

National People KPIs

CURRENT STATE
• Online survey and dashboard for customer feedback • Customer Feedback Framework implementation webinars delivered to 120 DDs and HoS • Roll out of customer feedback between Apr 23 and Sept 23 • Initial set of 16 metrics developed and feedback sought • Further development and testing of KPIs in Jun/Jul 23 • KPIs dashboard in development • KPIs rolled out from October 23 to integrate with customer feedback by March 24
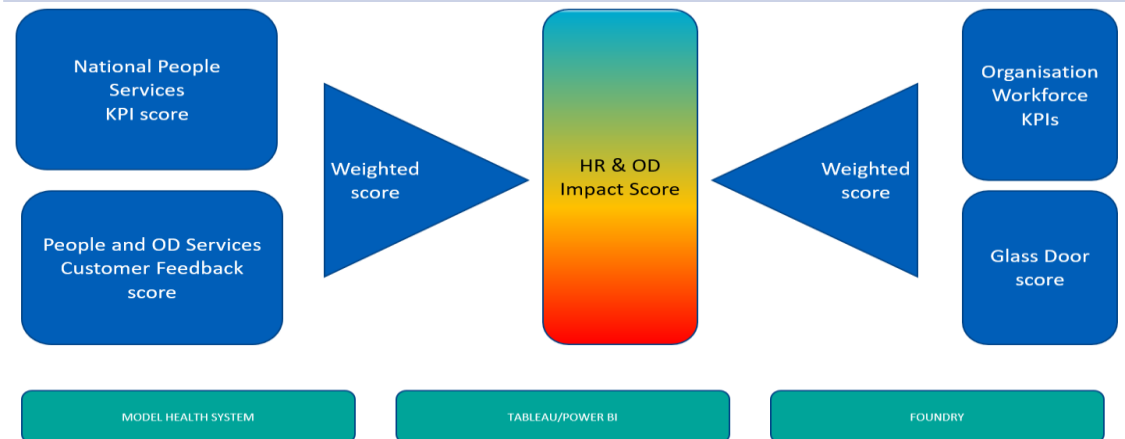
Roadmap to achieving the People Digital vision

This framework sets out the approach to achieving the People Digital Vision and the digitalisation of People Services.

- The Future of HR & OD Report provides a vision for People Services and the 'What Good Looks Like' (WGLL) framework provides a vision for digitalisation of services.

- WGLL for People Digital will take these visions further and the Digital Standards will be set out key capabilities for digitalisation for each People Service with Levels of Attainment (LoA) providing a roadmap.

- People Digital Maturity Assessments (PDMA) enable CPOs and CIOs to self-assess progress.

- Providers will work together to produce local ICB People Digital Plans to baseline status, set local visions and objectives and implementation roadmaps to achieve the People Digital vision.

- NHS England will not only co-produce all of the above with CPOs, CIOs, Workforce Systems Leads and others but also provide a Community of Practice and other specific support, as required.

Vision / Policy

What Good Looks Like (WGLL) for People Digital

Digital Standards for each People Service with Levels of Attainment (LoA)

- HR Leadership
- Business Partnering
- Employee Relations
- OD & EDI
- Education
- OH & Wellbeing
- Workforce Systems Management
- Workforce Planning & Informatics
- Rostering
- Temporary Staffing
- Recruitment
- Establishment Control & HR Admin
- Payroll & Benefits

Automation

Interoperability & Workforce Data Standards

Maturity Assessment — **People Digital Maturity Assessment (PDMA)**

Local Implementation — **ICB People Digital Plans**

National Support Offer

| Target Architecture | Procurement Framework | User Research Library | Integrated Plan | Comms Materials |

Community of Practice

Proposal is that all are co-developed with national and local stakeholders by end of 2023.

Professional Development

CURRENT STATE

NHS People Profession Map
- Engagement with NHSE HR and OD internal forum
- Animation 1 completed, animation 2 in draft and scripts for 4 reviewed
- Supporting materials redesigned and updated

SMART self-assessment tool
- Presentation of the tool in the CPO/HRD network
- Pilot – onboarding of early implementor Trusts continued: BARTS, SASH Imperial, Hillingdon, GSTT, SECAMBs, Blackcountry, Cumbria, Northumberland Tyne and Ware, ELF and Manchester

EDI Accreditation Programme
- Modules 1-6 reviewed.
- Application and selection process drafted

NHS People Profession Apprenticeships
- Content for Employer Guide agreed – comms drafted
- Workstream Closure and Retrospect Report Templates received – report writing in progress

EDP CPO Uni-Professional Modules
- In-Person Event – participants welcome and development day 18/05

Future People Leaders Programme (Deputy Directors)
- Key documents sign off for Future Leaders Programme to enable programme design

Learning Sprints
- June Learning Sprint focus will be the People Promise: Our 'north star' for employee experience in the NHS

Coaching skills development programme for People Professional
- Final sessions completed and evaluation report due end of May 2023

NHS People Professional Map

Specialist Knowledge

Core Behaviours

Core Knowledge

Foundation Level · Associate Level · Chartered Member Level · Chartered Fellow Level

The Future of NHS HR and OD Programme – 2023/2024

NHS England

	Deliverable description	System Level Impact	Outcome measure	Impact timeframe
1	**People Policies** – A standard simplified set of 6-9 national people policies.	Reduction in time spent on developing policies. Reduction in ETs, grievances, disciplinaries and turnover, improved WRES and WDES scores	Standardised, simplified polices developed once nationally reducing the time spent by individual providers on developing policies.	2-3 policies developed per quarter (6 policies by March 2024 in addition to Baby Loss and Menopause Policies)
2	**National People Service KPI's:** Development of a set of KPIS aligned to the employee life cycle incorporating customer feedback .	Evidence baseline to support and measure innovation, consistency, improvement and value added by the people profession, improved customer experience and a reduction in administrative time.	A full set of national people KPIs, collected automatically and presented in a dynamic dashboard together with customer feedback.	April-September 2023 Customer feedback rolled out nationally KPIs rolled out between October 23 and March 24 Fully automated data collection, analysis and visualisation through a dynamic, real-time dashboard
3	**Scaling of people services** – a guide to scaling and roll out to 7 vanguard collaboratives	Standardised, automated and consolidation people services leading to a reduction in duplication, faster processing times, greater efficiencies c 20% reduction in costs, improvements in quality and greater customer satisfaction. Reduction in time people services, managers and staff spend on transactional processes , releasing time to care.	Full and strategic scaling guide published with blue print documentation and development toolkit 7 vanguards commence the Discovery, Build and Run cycle OBC/FBC developed	Q1 – Launch events and OBC finalised First wave of Vanguards commence Discovery for first wave complete Q2 - Build for first wave complete Q3 - Discovery for second wave completes Q4 –Implementation of first wave commences Early evaluation of the first wave
4	**Expectations of line managers** in relation to people management framework with e booklet and supporting developmental materials**.**	A clear framework and developmental tools will equip managers to deliver good people management which in turn will support a reduction in turnover, improved staff survey results in relation to questions about their manager, team working and health and well-being. People services spending less time on people management.	Framework for people management E booklet Development tools 10 plus learning sprints for HR and OD community and managers CIPD accreditation	Q1 – Launch of the framework and development tools Q1, Q2 and Q3 – Learning sprints and further engagement to embed the framework Partnership with CIPD

The Future of NHS HR and OD Programme – 2023/2024

	Deliverable description	System Level Impact	Outcome measure	Impact timeframe
5	**People Digital** Define and implement plan **to harmonise the people digital infrastructure** in HR services.	Ultimately, optimising use of workforce systems will improve quality and speed of People Services and release time of People Managers, People teams and staff to maximise capacity for patients. It is estimated that the value of optimal use of workforce systems is at least £300m p.a.. The business case and benefits realisation of this needs to be defined during FY23/24	National heatmap will monitor People Digital maturity of all Providers/ICBs and identify correlation with key workforce, staff survey and People Services performance metrics in order to identify correlations with maturity of People Digital.	Q1 - Develop standards and levels of attainment for What Good Looks Like for automation of People Services. Q2 - Support ISIT process for FWS. Develop standards and levels of attainment for What Good Looks Like for People Digital for OH & LMS Interfaces / Interoperability. Q3 - Support POC process for FWS and provide finalised Target Architecture (including Workforce Data Architecture). Develop standards and levels of attainment for What Good Looks Like for digitalisation of all People Services. Support wave 4 ICBs to produce ICB People Digital Plans. Launch national procurement framework & related policy for procurement of all future workforce systems. Grow People Digital Community in Practice to 400. Q4 - Launch WGLL for People Digital, standards and levels of attainment and people digital maturity assessment in readiness for FY23/24. ICB People Digital Plans embedded into national policy & operating guidance. Grow People Digital Community in Practice to 500.

Professional Development – 2023/24 to 2024/25

NHS England

	Deliverable description	System Level Impact	Outcome measure	Impact timeframe
1	**Building OD & Org Design Capability**	Building the capabilities and expertise that support service transformation and cultural change within the NHS	- Review & update of OD essentials - Design and deliver Org Design dev - Build OD capability	24 months
2	**Development Programmes:** Accreditation programmes Bitesize training & Learning sprints	Equipping the profession with the skills and capability required to plan, predict and address current and emerging workforce challenges in the NHS, creating more time for care	- 12 learning sprints - 6 bitesize - 3 accredited programmes	24 months
3	**Digital tool & resources:** Access to mentoring & coaching Success Profiles Profession Map	Providing an overall picture of the professions' skills gap, enabling a targeted approach to meeting the development needs of the profession. Online access to relevant recourses. One point of access.	- self-assessment tool - Access to relevant training material & online resources - Ability to identify gaps in skills and capabilities nationally	24 months
4	**Deputy Directors Programme**	Develop the next cohort of Future People Leaders, ensuring a ready supply of confident, competent and compassionate leaders, ensuring available supply of candidates for leadership roles	- Design, deliver & evaluate programme with delivery partner - Agree selection process that ensures diversity - 50 participants a year	24 months
5	**Research & Development:** Rep. of good practice Access to research Commission new research	NHS innovates and changes, the people profession should innovate and change too - embed research and evidence-based practice to support profession-wide collaboration, knowledge sharing, horizon scanning, collaboration and celebration of successes	- Partnership with CIPD - X3 research projects a year - Review and launch rep of good practice	24 months