

# The future of NHS human resources and organisational development report

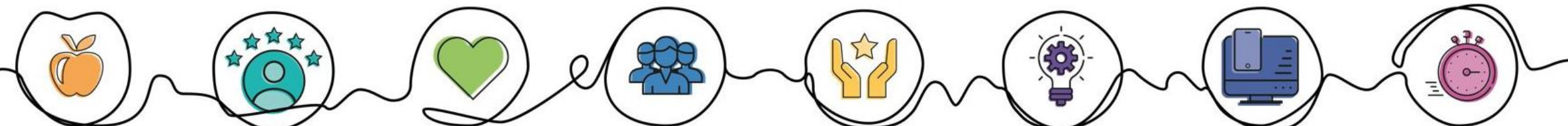
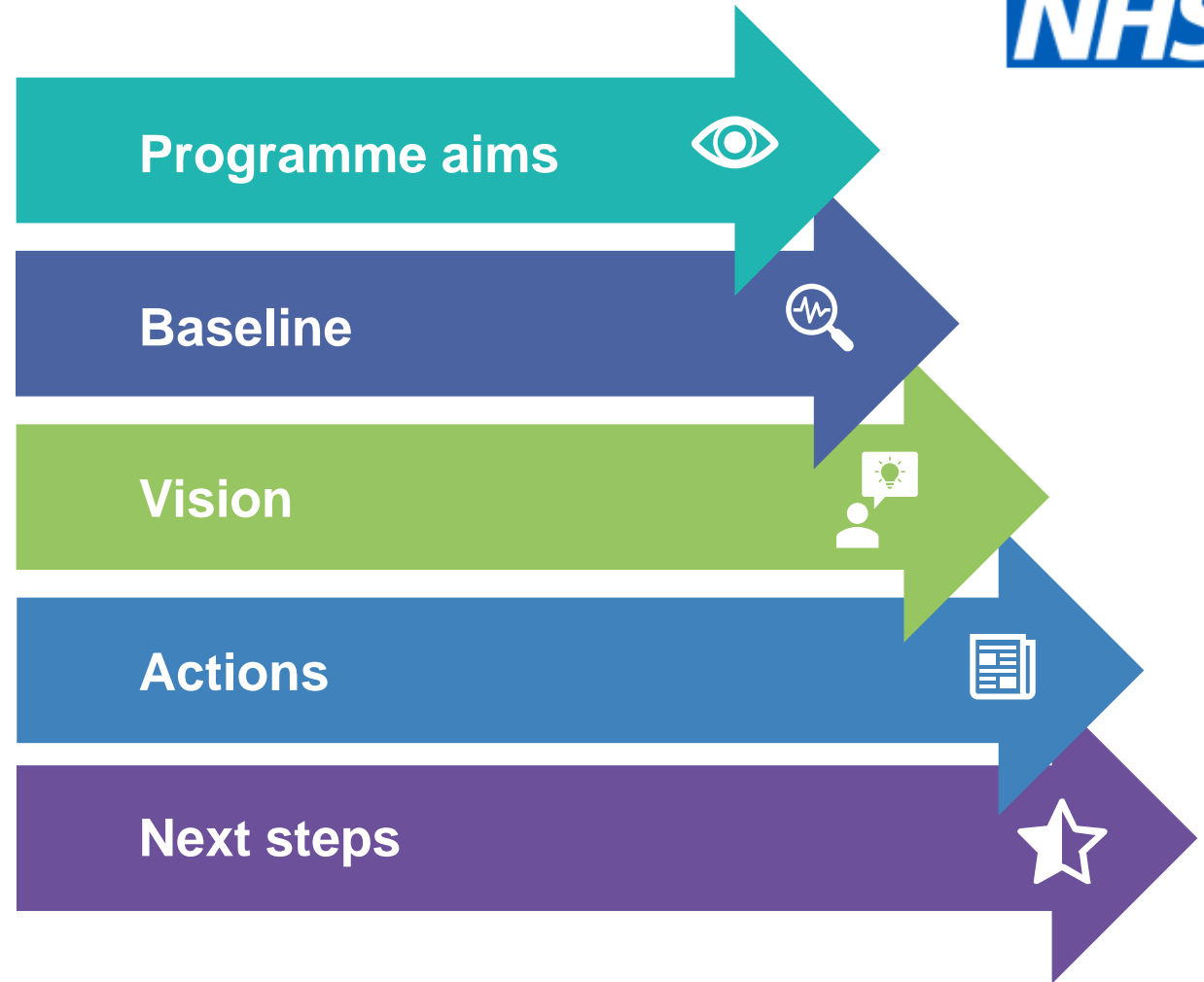
## Briefing pack – master slide deck

November 2021



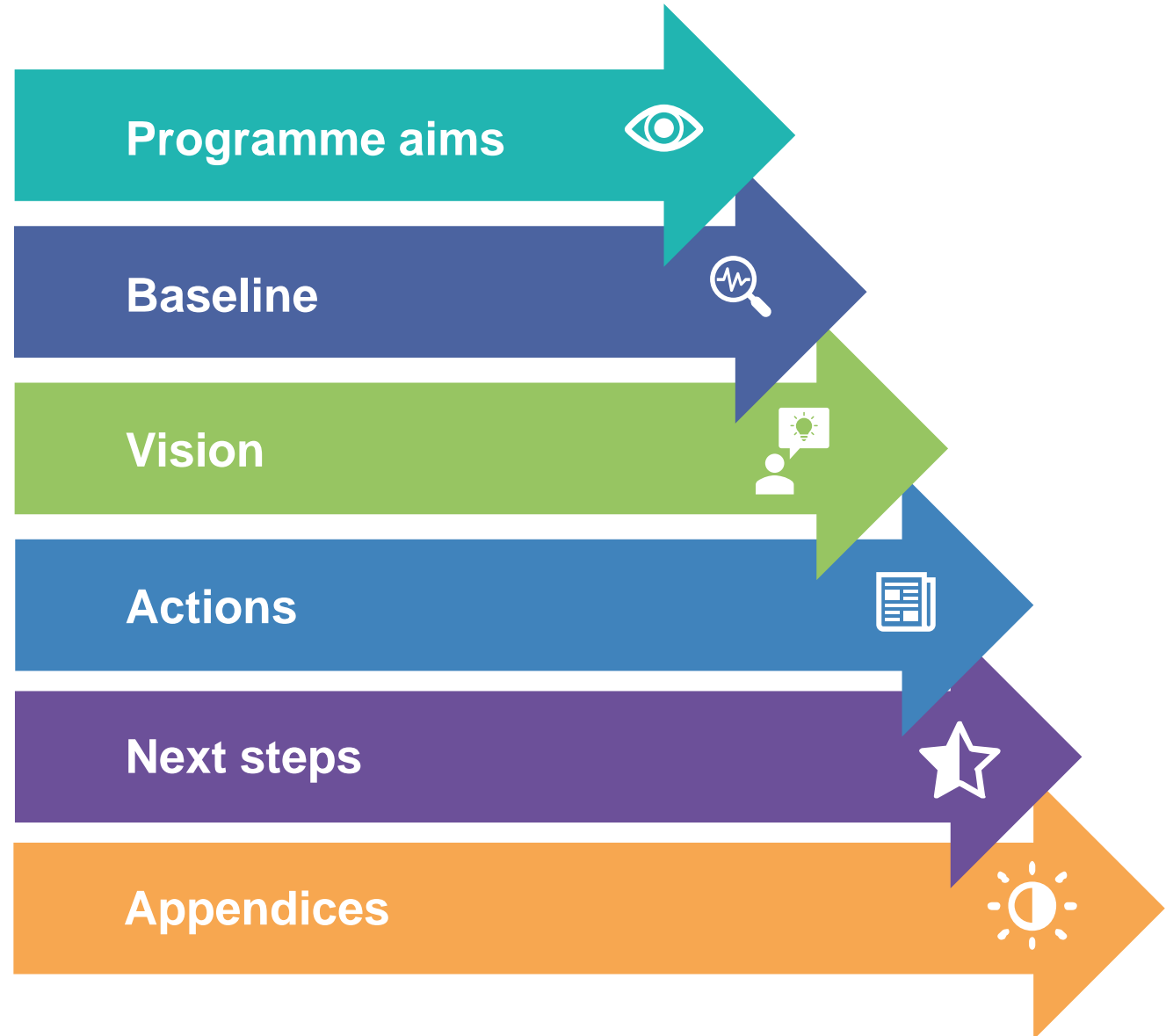
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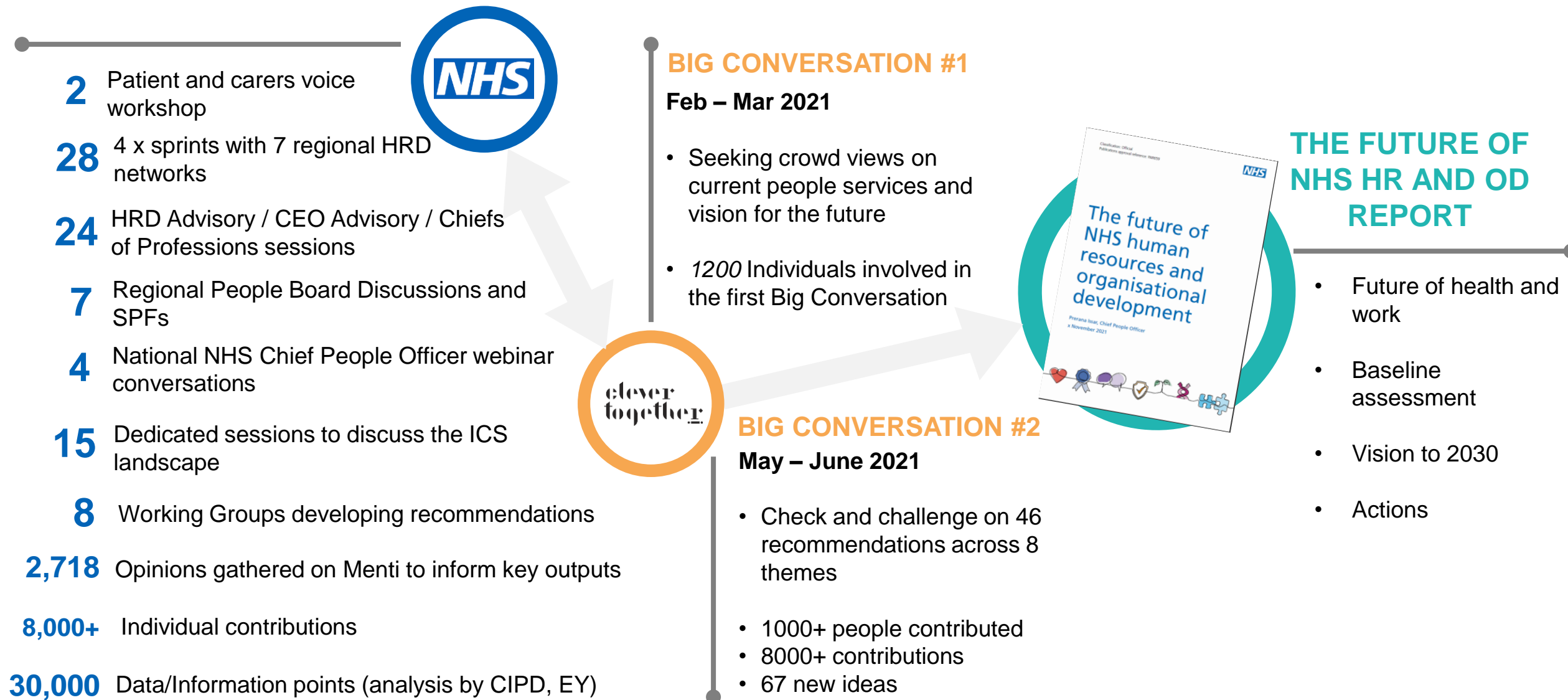
# 1: Programme aims: what were the aims of the future of NHS human resources (HR) and organisational development (OD) programme?



The programme had three aims:

- 1** to produce a baseline of people services across the NHS and understand what the people profession needs to do to fully implement the [People Plan](#) and [People Promise](#).
- 2** to determine a shared vision for the future.
- 3** to recommend how the vision can be actioned by 2030.

# How did we develop the report?



## 2: Baseline: what did we find?



In this section:

- What we found about NHS HR and OD
- What the report says about the future of health
- What the report says about the future of work

# What we found about NHS HR and OD



The people profession is key to creating an empowering and inclusive culture, supporting our people, and enabling workforce transformation.



The pandemic enabled the people profession to play a strong role, and demonstrate added value for organisations and our NHS people.



People service resources are heavily focused on transactional services – we can achieve more by simplifying, digitising and working at scale.



There are big opportunities to refocus people services on OD and workforce transformation.



Overall investment in NHS HR and OD is in the median range using global comparators – but investment in digital is below average.



There are strong networks which could be used to scale best practice across the service.



Our customers were more positive about people services than the people profession – this was unique amongst sectors that have used the CIPD diagnostic.



# What the report says about the future of health



There is a rising demand for health services due to an ageing population with increasingly complex healthcare needs.



Significant inequalities in life expectancy persist. These are linked to deep-rooted inequalities in how care is accessed.



Workforce supply challenges to continue as demand rises.



Health and care need to provide an integrated approach that supports the whole person.



Need for a preventative approach to health.



Technological and scientific innovation to change the nature of care and its delivery – enabling care to be more personalised.



Changing role of patients, with more wanting greater personalisation, support for self-care and prevention, and their care focusing on what really matter to them.

# What the report says about the future of work



Workforce demographics are changing.



More competition for the workforce.



People's expectations of work are changing.



Increase in non-linear careers rather than 'careers for life'.



Technological change to reshape job and skills demands.



A continuous and agile approach to development and training is needed to keep pace with change.



More is expected of employers on issues of inequality and social justice.

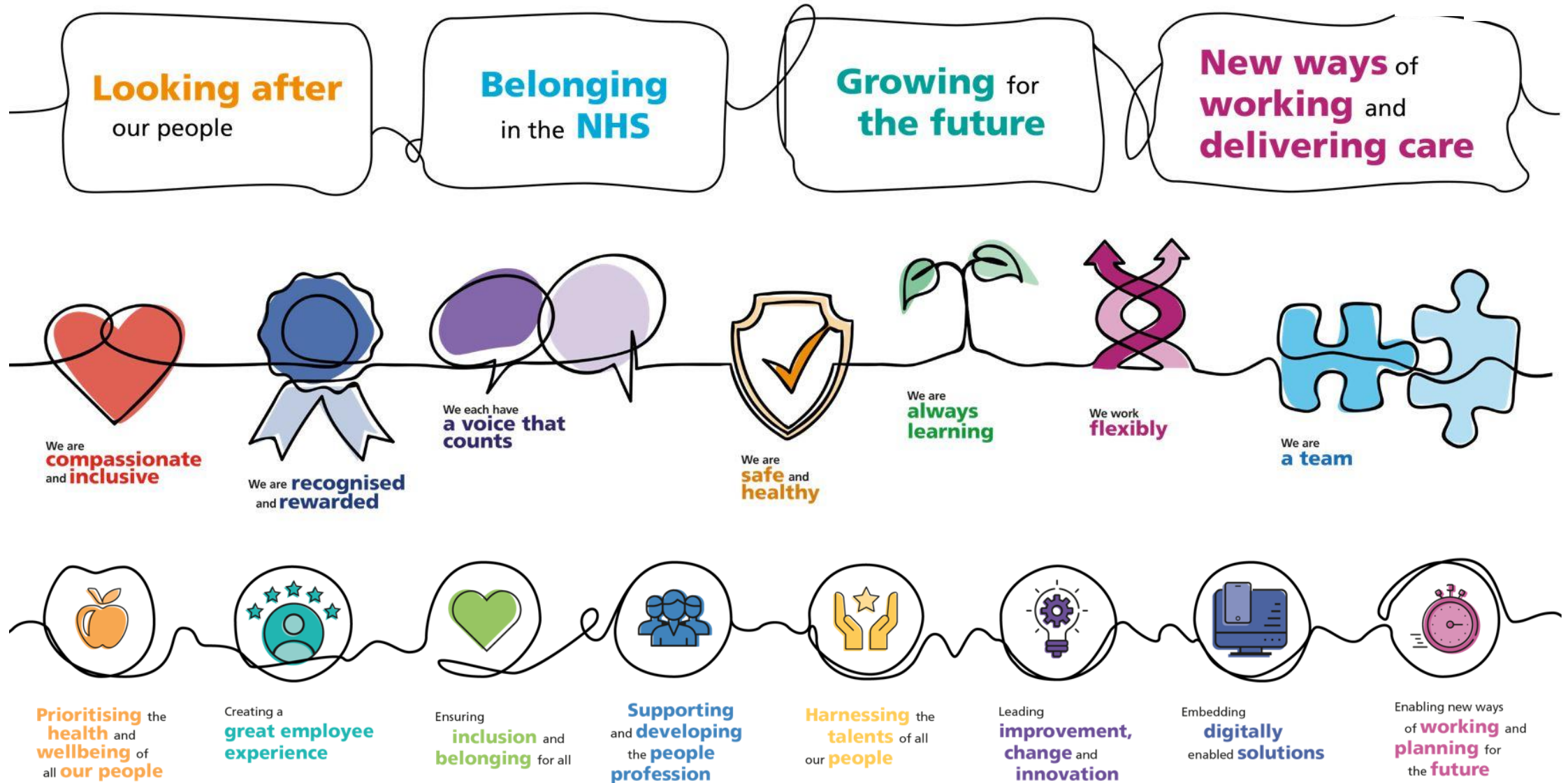
# 3: Vision: what is the 2030 vision for NHS HR and OD?



## In this section:

- The vision to 2030 for HR and OD and how it relates to People Plan and People Promise

# What is the 2030 vision for NHS HR and OD?



# 2030 Vision statements



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

We take a positive and proactive approach in supporting the health, safety and wellbeing of our NHS people, ensuring that work has a positive impact. We address health inequalities at work and in our communities.



Creating a **great employee experience**

We understand the diverse needs, expectations and experiences of our NHS people, and use that insight to tailor our people services. We attract and retain people in health and care, creating a positive impact on our communities



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

We use our expertise and influence to create an inclusive culture, which values and celebrates our diversity. We listen to our people and take action to ensure there is equity for everyone.



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

We support everyone working in the people profession to be their very best and reach their full potential. Together we provide outstanding people practices..



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

We help all our people to fulfil their ambition and potential. We build strong leadership and management capability at all levels.



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

The people profession is productive, efficient and responsive. Our operating model delivers transformation and embeds innovation across organisations and systems.



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

We make best use of technology and digital solutions to deliver great people services. We develop our digital capability to equip ourselves for the future



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

We enable our people to work differently, to support new models of care. We anticipate the needs of the health and care system, and play our part in creating a sustainable supply of workforce which meets the needs our patients now and for the future

# What are people saying about the report



**JON RESTELL**

Social Partnership Forum

“Trade unions know better than most that great HR shapes good work for our members, we want HR and OD to win! The people profession stepped up in the pandemic. This 2030 vision will help it build on what it has achieved.”



**DEAN ROYLES**

President of the HPMA

“Covid has proved the value of the people profession to the delivery of high-quality care; no greater test of the profession has happened anywhere before. We can confidently, look forward to building on the lessons learned with this new national framework and the commitment to ongoing investment in our profession’s development. The HPMA is delighted to play its part.”



**ROGER KLINE**

Research Fellow Middlesex University Business School

“This report sets out clear standards based on what the best NHS HR and OD practitioners already do. It provides welcome clarity on standards for practice of all people professionals.”



**PETER CHEESE**

Chief Executive Officer of CIPD

“This exciting vision for the people profession sets a clear direction for HR, OD and workforce capabilities. It lays out the organisational and leadership imperatives to support the people and culture across the whole of the NHS. This will drive positive and critical outcomes for the future.”



**DANNY MORTIMER**

Chief Executive of NHS Employers

“There is important recognition of the role that NHS people professionals play in the transformation of services to improve population health. NHS Employers looks forward to working with the NHS England Chief People Officer and her team to support the delivery of the report’s actions.”



**SIR ANDREW CASH**

System Lead of South Yorkshire and Bassetlaw System

“This 2030 vision for the people profession is realistic and practical. We see how it supports delivery of the NHS Long Term Plan – meeting the needs of patients, communities and the staff themselves.”

# What are people saying about the report.



## AMANDA RAWLINGS

Chief People Officer, University Hospitals of Derby and Burton NHS Foundation Trust



I was delighted to have the opportunity to contribute and to work collaboratively with my peers, colleagues and partners to co-create a 2030 vision for the People Profession in the NHS.

By 2030 the service will look and feel very different, and I am pleased that this report acknowledges the vital role the People profession will play in this transformation. It sets out eight actions that will bring about a people and culture transformation for the service and the People Profession. It sets out firm commitment to ongoing development for all that work in the profession. I am really looking forward to getting into the delivery of the recommendations.”



## ANN STRINGER

Executive Director of Human Resources and Organisational Development, Northumbria Healthcare NHS Foundation Trust



Fabulous to see that staff engagement metrics will sit alongside other critical key performance indicators.”



## JANET WILKINSON

Executive Lead for Workforce, OD & System Leadership, Greater Manchester Health and Social Care Partnership



Members of the people profession have made an invaluable contribution to health and care services over the last 18 months. It is exciting to see this vision and commitment to supporting us all to deliver the People Plan & People Promise going forward.”



## KERRY GULLIVER

Director of Human Resources and Organisational Development, East Midlands Ambulance Service NHS Trust



I really welcome the report! It was a great to co-create the 2030 vision alongside our staff and other key partners. The report demonstrates the valuable contribution our People Services teams already make! It shows our continued dedication to creating an empowering and inclusive culture, supporting our people, and enabling workforce transformation.”



## CLAIRE RADLEY

Director for People, Royal United Hospitals Bath NHS Foundation Trust



This report and its actions reflect the value placed upon the People Profession and our role in enabling, supporting, growing and developing our workforce. It reflects what we have heard, our learning from the pandemic and our ambitions for the future. It positions us as central to the experience of our workforce and ultimately to the experience of our patients. But the report is just the start! I'm looking forward to the next exciting part the journey.”



## 4: Actions: what are the actions in the report?

- The report outlines actions under each of these themes – either at national/regional level or ICS/organisation level
- The national/regional actions have timescales from 2022 to 2025
- For ICS/organisation it will be for them to determine the priority and timescale for delivery of actions. The report recommends a number of areas for initial focus



### In this section:

- Key actions at national/regional and ICS/organisation level
- Actions for organisations/systems to 2023



## National/regional key actions

- Develop a standard set of health and wellbeing skills, competencies and behaviours for all leaders
- Define minimum standards for physical work environments that supports good health and wellbeing, such as access to rest spaces
- Formalise an approach to ensure rapid access to core health and care services when our people need it

- Establish regular ways to measure employee experience to complement the staff survey
- Provide advice, guidance and support on how to promote the full range of careers in the NHS, including sharing good practice (by 2023)

- Engage with regulators (such as the Care Quality Commission [CQC] and the Health and Safety Executive) to provide influence and ensure greater emphasis is placed on equality, diversity and inclusion (EDI) and employee experience measures when assessing organisational performance (by 2023)

- Introduce NHS people profession standards tailored to the needs of the healthcare sector, now and in the future
- Develop a comprehensive apprenticeship offer to increase the capability levels and professional accreditation within the profession



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

## ICS/organisation key actions

- Embed a standard set of health and wellbeing skills, competencies and behaviours for leaders
- Review and baseline their current offer, including identifying which areas to enhance or evolve
- Personalise the health and wellbeing offer to reflect the diverse needs of our NHS people
- Build health and wellbeing metrics into performance dashboards

- Build employee experience metrics into performance dashboards and develop clear plans to improve
- Make health and care the first choice for local employment by using our positions as anchor organisations with a strong employment brand/offer.
- remove unnecessary bureaucracy and duplication, such as repeated mandatory and statutory training.

- Overhaul of recruitment processes – no more tick boxes, frictionless
- Ensure everyone has measurable EDI objectives including Board members
- Embed the principles of a restorative just culture into all people practices, for example employee relations, leadership and talent frameworks

- Develop professional development plans for their teams and individuals to build strong capabilities in key areas (e.g. workforce planning, redesign, digital, OD)
- Undertake CPD and appraisal processes that align to professional standards and incorporate customer feedback

## National/regional key actions

- Develop a clear approach for talent management for all staff, including defined standards and support for organisations and ICSs
- Use digital talent management tools and platforms to enable a single view of talent across the NHS

- Develop frameworks to enable people services to assess strategic alignment of resources, and range of people services operating models.
- Develop expected people management standards for managers for adoption across the service
- Establish a central repository of people service good practice

- Build digital workforce and business intelligence capability at national, ICS and provider level to support operational delivery and strategic decision making
- Co-design and support the implementation of the new national People Digital Solution with the service

- Develop governance and infrastructure that enables workforce plans to align with local service and financial planning; HEE plans; and the responsibilities set out in the guidance on the [ICS people function](#)
- Take account of the needs of the whole healthcare sector and its workforce in planning for the future, taking a 'one workforce' approach



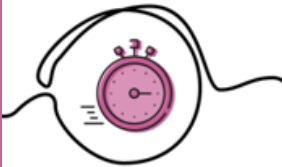
Harnessing the talents of all our people



Leading improvement, change and innovation



Embedding digitally enabled solutions



Enabling new ways of working and planning for the future

## ICS/organisation key actions

- Proactively set the direction for talent management, working with partners across the system to a common framework
- Establish formal governance to enable senior involvement and oversight of talent management, succession planning and development

- Review functional resources to ensure alignment with national and local priorities
- Create plans for system-level consolidated and simplified transactional people services at scale
- Appoint a chief people officer [CPO] (or equivalent) as the accountable board level lead for people

- Create plans and commence actions to align digital systems to enable joined-up working and decision-making across systems
- Adopt digitally enabled and intuitive transactional processes at all levels, including the opportunities for efficiency through robotics

- Develop system workforce plans that align with local service and financial planning
- Organisations and systems need to support our people to work differently and more flexibly to support action to deliver care to patients in new and different ways
- Lead action to address local supply issues, using the benefit of scale e.g. increased use of volunteers, cadets and reservists

## Action



**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**

## ICS and organisation priorities to March 2023

- Build health and wellbeing metrics into performance dashboards and consider them with the same scrutiny as operational and financial performance
- Review and baseline the current health and wellbeing offer, including identifying which areas to enhance or evolve

- Build employee experience metrics into performance dashboards
- Develop strategies to make health and care the first choice for local employment

- Embed the overhauled recruitment processes to take account of EDI considerations
- Ensure that all individuals, teams and organisations have measurable objectives on EDI, including all board members

- Develop professional development plans for their teams, optimising use of the apprenticeship levy

- Proactively set the direction for talent management and start embedding the approach

- Review allocation and distribution of people function resources to ensure alignment with the People Plan, [NHS Long Term Plan](#) and local system priorities
- Create plans for system-level consolidated and simplified transactional people services

- Optimise the adoption of current people digital solutions
- Create plans and commence action to align and harmonise digital strategies and solutions, across providers wherever possible, to enable more joined-up

- Develop system workforce plans that align with local service and financial planning; HEE plans; and the responsibilities set out in the guidance on the ICS people function
- Lead action to address local supply issues, using the benefit of scale wherever possible and innovative approaches that broaden access to roles for the local community

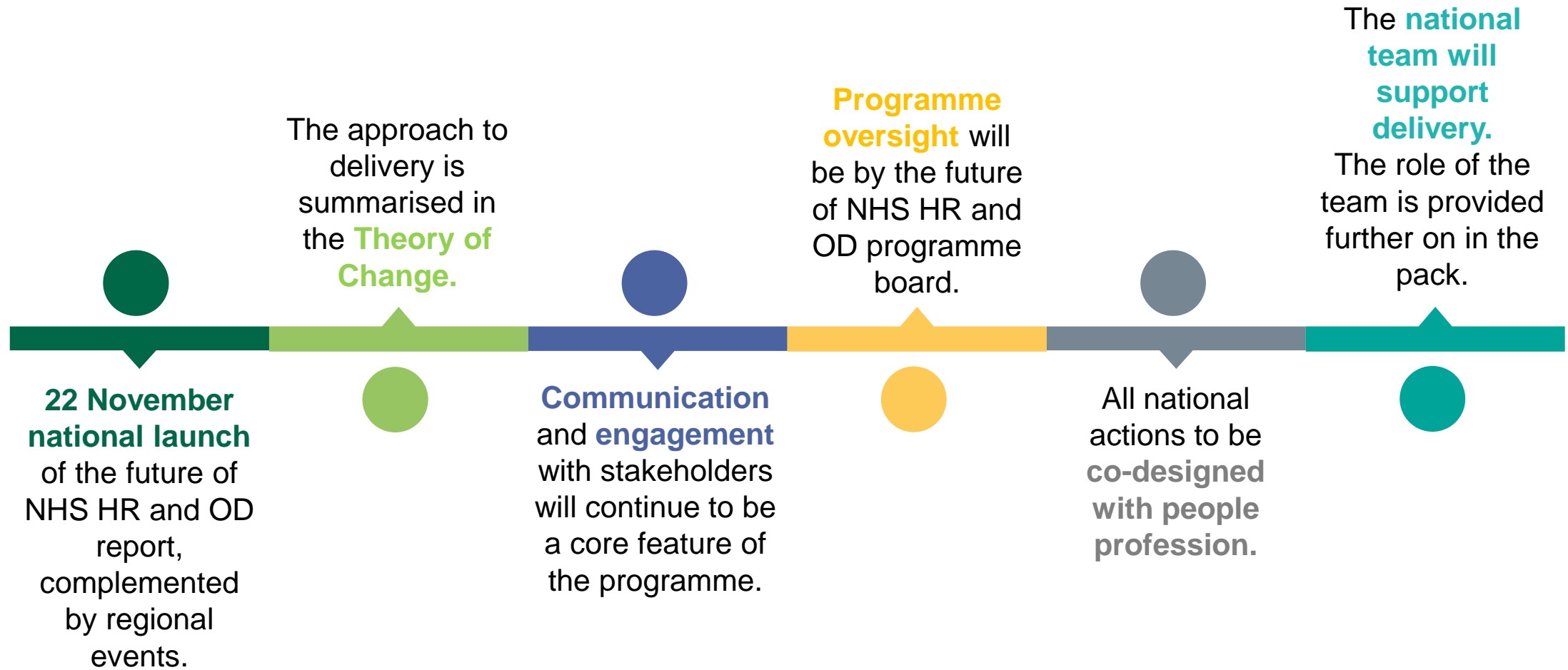
# 5: Next steps: what happens next?



## In this section:

- What happens next
- How the programme will be delivered: Theory of Change
- How we will engage with you
- How we will communicate with you
- Programme oversight – future of NHS HR and OD
- How the national team will support delivery
- Key opportunities for engagement in national actions
- Summary of next steps

# What happens next



# How the programme will be delivered: Theory of Change

## Starting points vary

- Take a segmented approach, understand context and be flexible to stakeholder needs
- Avoid a 'one size fits all' approach, unless single approach adds real value
- Priorities for change will be different for each system and organisation – focus on the areas of greatest value

## Innovation is adopted at different paces

- Encourage and learn from innovators (see the innovation adoption curve on next slide)
- Support early adopters – with expertise and resources
- Spread learning from innovators and early adopters to encourage wider adoption



## Momentum is important

- Regular constructive two-way engagement with stakeholders on what is needed and draw out opposition
- Keep high profile for the programme through regular, interesting communications – celebrate successes widely
- Key influencers will vary depending on the action – e.g. role of the board, CEO and CPO

## Co-design builds commitment for real change

- Co-design and production is crucial to development approach at national, regional, ICS and organisation level
- Engage people profession in developing and designing change: leading groups and/or projects
- HRD/CPO leadership and people profession delivery expertise co-opted

## Impact is created by behaviour change

- Support organisations to enable change; share practices that have had impact
- Create opportunities for joint learning between senior people leaders
- Learn from change that did not deliver planned benefits and adapt approach

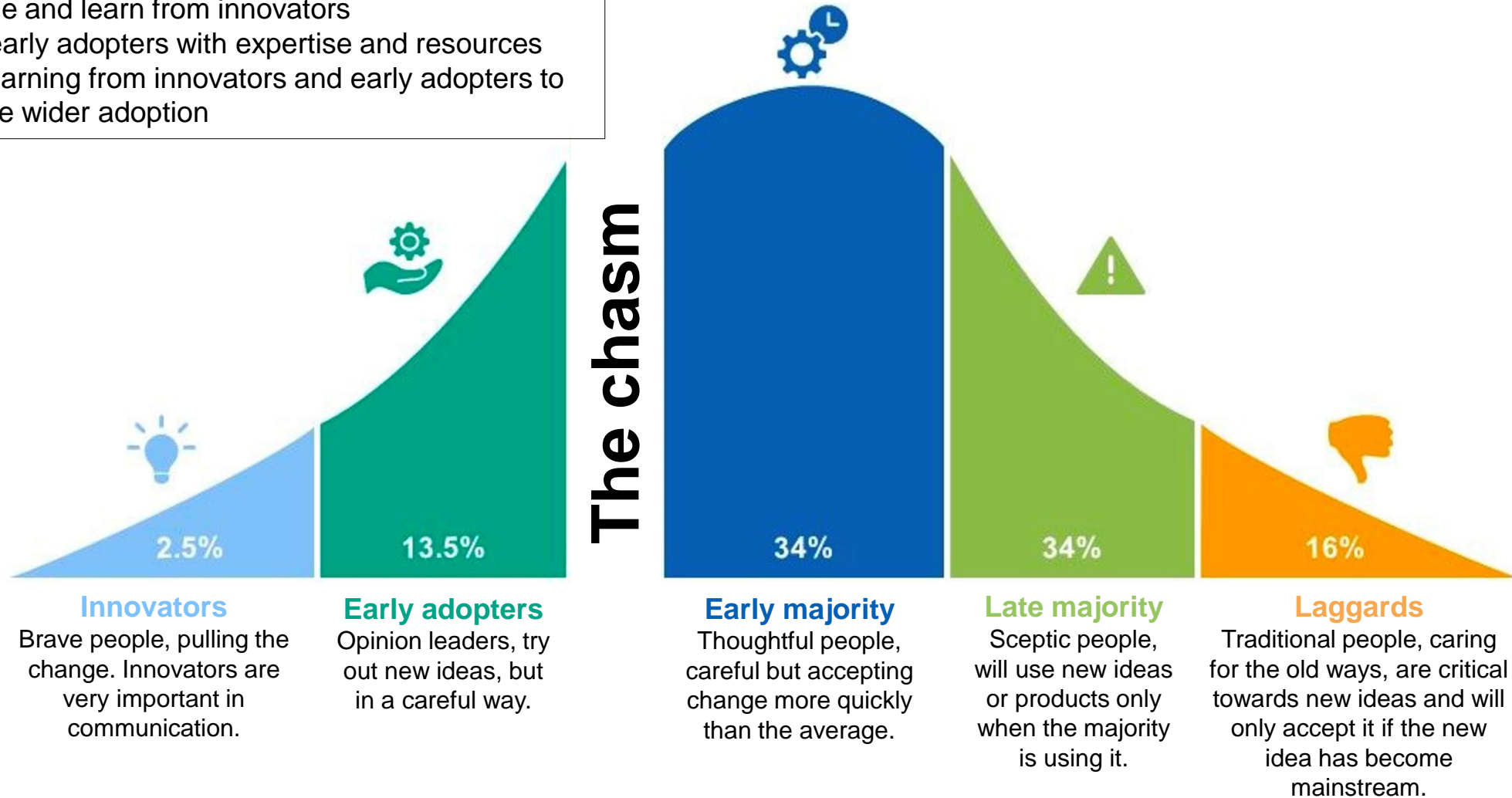
## Incentivise action

- Identify the formal and informal levers in the service to incentivise action
- Allocate funding, where available, to the recommended actions to strengthen importance
- Develop measures that makes visible progress and action

# Innovation adoption curve











**Innovation is adopted at different paces:**

- Encourage and learn from innovators
- Support early adopters with expertise and resources
- Spread learning from innovators and early adopters to encourage wider adoption



# How we will engage with you












Engagement method	Focus	Audience
 Crowdsourcing	<ul style="list-style-type: none"> <li>Generating ideas and inputs</li> <li>Check and challenge proposals</li> </ul>	<ul style="list-style-type: none"> <li>All people professionals</li> <li>All customers</li> </ul>
 Working groups	<ul style="list-style-type: none"> <li>Co-design of programme outputs</li> </ul>	<ul style="list-style-type: none"> <li>Variable – to include a cross-section of leaders, specialists and customers of the service</li> </ul>
 Regional HRD networks	<ul style="list-style-type: none"> <li>Two-way dialogue on the programme with a focus on specific issues to gain input or check and challenge</li> </ul>	<ul style="list-style-type: none"> <li>Senior people leaders</li> </ul>
 NHS Chief People Officer webinars	<ul style="list-style-type: none"> <li>NHS Chief People Officer and Chief HR &amp; OD Officer sharing strategic updates</li> <li>Engagement through breakouts, interactive software and chat box</li> </ul>	<ul style="list-style-type: none"> <li>Senior people leaders</li> </ul>
 Social Partnership Forums	<ul style="list-style-type: none"> <li>Two-way dialogue on the programme. Likely to focus on specific issues to gain input or check and challenge</li> </ul>	<ul style="list-style-type: none"> <li>National and regional trade union leaders</li> </ul>
 Website forum	<ul style="list-style-type: none"> <li>Facilitate discussions on issues relating to the programme</li> <li>Sharing of best/good/innovative practice</li> </ul>	<ul style="list-style-type: none"> <li>Staff registered, primarily people professionals</li> </ul>
 ICS Connection Sessions – from January 2022	<ul style="list-style-type: none"> <li>Two-way dialogue on the programme with a focus on specific issues to gain input or check and challenge</li> </ul>	<ul style="list-style-type: none"> <li>ICS senior people leaders</li> <li>Regional directors of workforce and OD</li> <li>Regional heads of HR</li> <li>Regional heads of transformation</li> <li>Regional heads of staff experience and engagement</li> </ul>
 Briefings for networks / interest groups	<ul style="list-style-type: none"> <li>Two-way dialogue on the programme with a focus on specific issues to gain input or check and challenge</li> </ul>	<ul style="list-style-type: none"> <li>Network/interest group members</li> </ul>
 Briefings for boards	<ul style="list-style-type: none"> <li>Two-way dialogue on the programme with a focus on specific issues to gain input or check and challenge</li> </ul>	<ul style="list-style-type: none"> <li>Specific audience</li> </ul>
 One-off events (e.g. conferences, webinars)	<ul style="list-style-type: none"> <li>Gain input on one or more aspects of the programme</li> </ul>	<ul style="list-style-type: none"> <li>Variable – will depend on the focus of the event</li> </ul>



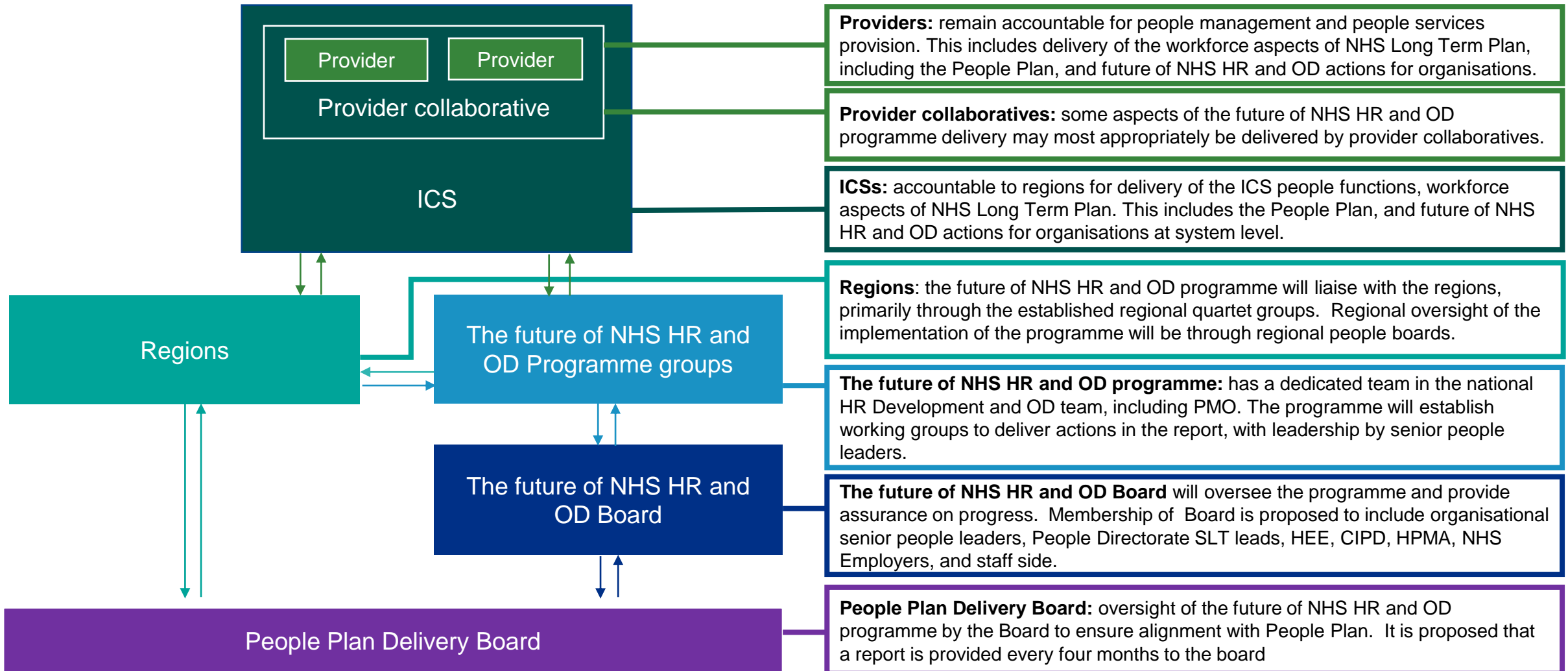
# How we will communicate with you



	Senior leaders and professionals	HRDs/CPOs	People professionals	Trade unions (SPF)
 FutureNHS <a href="#">website</a>		<ul style="list-style-type: none"> <li>• Launch new products</li> <li>• Promote engagement opportunities</li> <li>• Publicise website material</li> </ul>	<ul style="list-style-type: none"> <li>• Launch of new products</li> <li>• Promote engagement opportunities</li> <li>• Publicise website material</li> </ul>	
 HRD email updates (Our NHS People leaders inbox)		<ul style="list-style-type: none"> <li>• Launch new products</li> <li>• Promote engagement opportunities</li> <li>• Publicise website material</li> </ul>		
 NHS People (previously bulletin CPO bulletin)		<ul style="list-style-type: none"> <li>• Launch of new products</li> <li>• Promote engagement opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Launch of new products</li> <li>• Promote engagement opportunities</li> </ul>	
 NHS CPO email		<ul style="list-style-type: none"> <li>• Direction to act</li> </ul>		
 HRD WhatsApp		<ul style="list-style-type: none"> <li>• Launch of new products</li> <li>• Promote engagement opportunities</li> <li>• Publicise website material</li> </ul>		
 COO bulletin (Healthcare Leaders Update)	<ul style="list-style-type: none"> <li>• Action for boards and organisations</li> <li>• Promote opportunities to engage</li> </ul>			
 Chief Nursing Officer bulletins	<ul style="list-style-type: none"> <li>• Launch of products</li> <li>• Promote engagement opportunities</li> </ul>			
 ICS fortnightly bulletin	<ul style="list-style-type: none"> <li>• Action for Boards/ organisations</li> <li>• Promote engagement opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Launch of new products</li> <li>• Promote opportunities to engage</li> </ul>		<ul style="list-style-type: none"> <li>• Launch of new products</li> <li>• Promote engagement opportunities</li> </ul>
 NHS Employers workforce bulletin		<ul style="list-style-type: none"> <li>• Launch of products</li> <li>• Promote engagement opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Launch of products</li> <li>• Promote engagement opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Launch of new products</li> <li>• Promote engagement opportunities</li> </ul>

# Programme oversight – future of NHS HR and OD

Our new Operating Model provides clarity on complex and interwoven accountabilities. It allow us to maintain the confidence of the public and successfully stand up to external scrutiny. Each part of the system will only be able to meet their accountabilities through collaboration and partnership working.



# Key opportunities for engagement in national actions



## HRD/CPO led working groups All national actions designed with the service

- We want HRDs/CPOs to lead working groups, and have contributions from all regions on all working groups.
- We will work with regional networks to identify leads and members of groups. If you are interested in getting involved please contact [thomas.simons1@nhs.net](mailto:thomas.simons1@nhs.net) [andy.brown12@nhs.net](mailto:andy.brown12@nhs.net)

## Engagement through networks

- Regular updates and opportunities to contribute through networks

## Crowdsourcing – 2-3 ‘Big conversations’ per year

- Opportunities for the whole people profession and customers to directly contribute to delivery of the Future of NHS HR and OD programme.
- Opportunities will be communicated widely through the normal channel.

## Workshops and events

- We will share opportunities to engage through workshops and events to help to shape the future (e.g. development of people professional standards)

## Sharing how you’re developing your people services

- Share your case study for inclusion in our repository [FutureNHS network](#).
- Please contact [nhsi.futureofhrandod@nhs.net](mailto:nhsi.futureofhrandod@nhs.net)

# How the national team will support delivery



The purpose of the national **HR Development and OD function** is to lead the transformation of people services and profession in the NHS. The functions three **strategic priorities** are:

- **transform** people services in the NHS
- **build and increase** the capabilities of NHS people professionals to deliver the NHS People Plan and NHS Long Term Plan
- **engage, support and enable** NHS people professionals to deliver the NHS People Plan and NHS Long Term Plan

The **People Professional Development** team will:

- deliver national actions in the future of NHS HR and OD report related to the **supporting and developing the people profession** theme
- deliver in partnership with NHS Employers the DoOD programme and build OD capability in the profession
- lead communications and engagement of the programme and nationally with senior people leaders (e.g. NHS CPO webinar)

The **People Services Transformation** team will:

- deliver national actions in the future of NHS HR and OD report related to the **leading improvement, change and innovation** theme
- work closely with the People Digital Strategy team (to be established) to deliver national actions in the future of NHS HR and OD report related to **embedding digitally enabled solutions** theme
- co-ordinate overall delivery of the future of NHS HR and OD programme through a programme office

## Meet the team



**Roujin Ghamsari**

Deputy Director of People Professional Development  
[r.ghamsari1@nhs.net](mailto:r.ghamsari1@nhs.net)



**Andy Brown**

Deputy Director of People Services Transformation  
[Andy.brown12@nhs.net](mailto:Andy.brown12@nhs.net)

# Summary next steps for senior people leaders

Discuss the report with your team

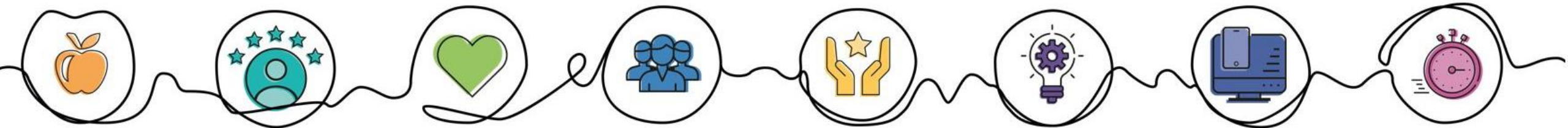
Discuss the report with your organisation Social Partnership Forum (or equivalent)

Discuss the report with your board

Discuss the report within your ICS

Develop a plan to achieve the ambitions in the report at ICS and organisation level

Engage with national actions personally and/or through networks



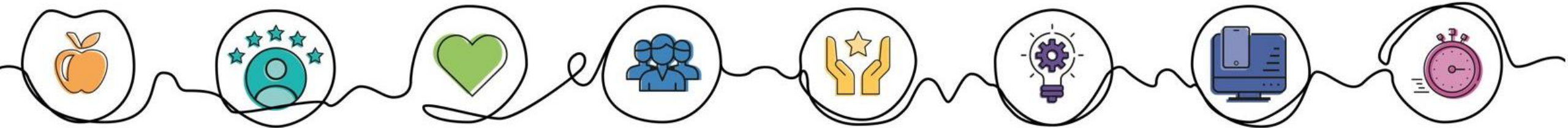
# Summary next steps for trust boards

Discuss the report and opportunities it provides for the Trust

Understand how your ICS and/or provider collaborative is planning to achieve the ambitions of the 2030 vision

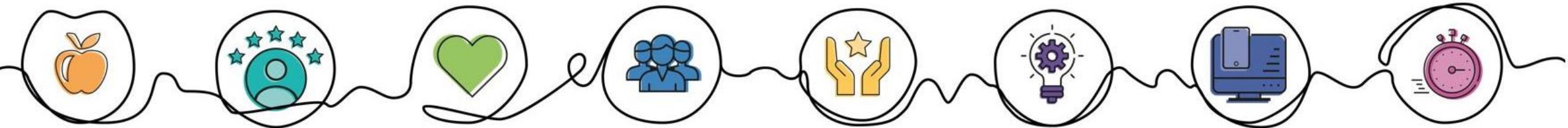
Approve the plan to achieve the ambitions of the 2030 vision in your organisation

Agree how you will oversee delivery of your organisation's plan



# Summary next steps for ICS boards

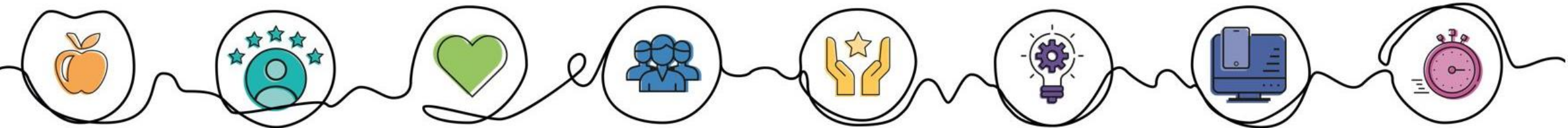
- Discuss the report and opportunities it provides for the ICS
- Approve an ICS wide plan to achieve the ambitions in the report
- Agree how your ICS People Board and Social Partnership Forum will oversee achievement of your plan



# Summary next steps for regional teams

Discuss the report and the opportunities it provides for your region

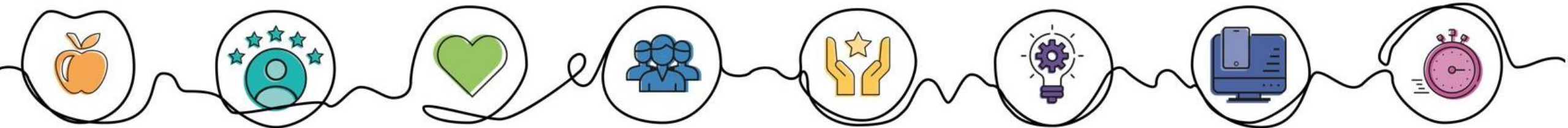
Agree future engagement and oversight in region – role of people boards





# Summary next steps for regional SPFs

- Discuss the report and its implications for your region
- Discuss how members of the regional SPF (RSPF) could work together to support delivery of the future of NHS HR and OD
- Agree how the RSPF will be updated on delivery of the actions in the report



# Additional resources

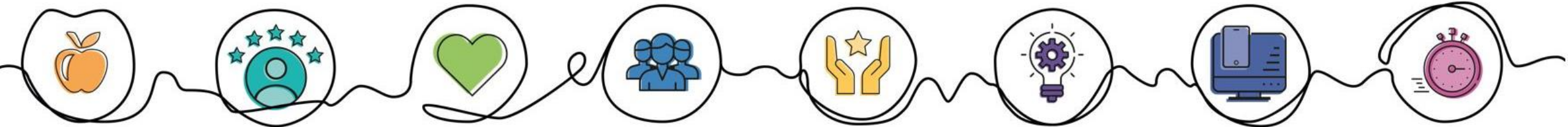
## Web version of the report

- including video case studies can be accessed [here](#)

## Future of NHS HR and OD on [FutureNHS network](#)

- Repository of case studies
- Report, presentation and communications assets
- More to follow – including a discussion forum

To access to the site please contact [nhsi.futureofhrandod@nhs.net](mailto:nhsi.futureofhrandod@nhs.net)



## 6: Appendices



**The future of NHS HR and OD actions by theme  
in full**

# Prioritising the health and wellbeing of our people – actions

12

**The national team will develop a standard set of skills, competencies and behaviours for leaders on health and wellbeing, creating a core curriculum to be embedded locally. It will:**

- continue to set out national direction on health and wellbeing, such as through operational planning guidance (by 2023)
- work with the profession to define metrics to be used locally and nationally, to measure and track the health and wellbeing of our people (by 2023)
- define minimum standards for the physical work environment that supports good health and wellbeing, such as access to rest spaces (by 2023)
- formalise an approach to ensure rapid access to core health and care services when our people need it, to enable people to feel well and supported to get back to work quickly, wherever possible (by 2025).

13

**Systems and organisations must formalise governance arrangements for overseeing the health and wellbeing of its people, which is a core responsibility. Organisation and ICS boards should:**

- appoint the CPO, or equivalent, as the accountable lead – working with the board-level guardian for staff health and wellbeing
- consider staff health and wellbeing metrics with the same scrutiny as operational and financial performance
- support the development and sharing of evidence and best practice, alongside ICS and regional people boards

14

**Organisations and systems health and wellbeing plans reflect national plans and local priorities. Organisation and ICS CPOs should:**

- embed best practice from the [NHS Health and Wellbeing Framework](#) for the whole NHS workforce
- embed a standard set of skills, competencies and behaviours for leaders on health and wellbeing – with shared responsibility between line managers and their people professional team
- ensure that estates and facilities teams are key partners in how the physical work environment is improved for our people, to support their health and wellbeing

15

**Prevention is always better than cure. The people profession needs to help design job roles, to provide our people with good work.**

- review and baseline their current offer, including identifying which areas to enhance or evolve
- personalise the health and wellbeing offer to reflect the diverse needs of our NHS people, taking into account population health information
- make sure the people profession and line managers have the capability and support to provide the health and wellbeing offer – through regular one-to-one health and wellbeing conversations
- make sure occupational health professionals are engaged as a strategic partner in developing and delivering prevention-focused health and wellbeing services

# Creating a great employee experience – actions

21

**The national team will provide support and guidance for systems and organisations to enable them to improve the experience of current and future staff. It will:**

- establish a range of ways to measure employee experience that complement the staff survey, to be included in performance dashboards across NHS organisations and systems and to be used to benchmark, learn and improve (by 2023).
- provide advice, guidance and support on how to promote the full range of careers in the NHS, including sharing good practice (by 2023)

22

**Organisations and systems need to understand the experience of their people to enable them to create great places to work, to enable individuals and teams to thrive, and to deliver great patient care. Organisations and systems need to establish their approach to board-level accountability for staff experience, including the People Promise. Organisation and ICS boards should:**

- formalise governance and reporting arrangements for overseeing employee experience, by appointing the CPO (or equivalent) as the accountable board-level lead
- build employee experience metrics into performance dashboards so they have the same weight as other forms of performance data

23

**Organisations and systems must embed the People Promise — by building on the strong NHS brand, values and proposition to attract and retain our NHS people. Organisation and ICS CPOs should:**

- review regularly what staff in all parts of the organisation, at all stages of their careers, are saying about 'what it is like to work here'
- develop clear plans to improve employee experience, based on evidence and staff suggestions
- understand why people leave the NHS and take systemic action to address the causes, working with leaders and line managers to create a vibrant employment value proposition
- design job roles proactively to ensure they are fulfilling and meaningful and support good staff health and wellbeing

# Creating a great employee experience – actions

24

**Organisations and systems need to develop strategies to make health and care the first choice for local employment using our position in anchor networks. Organisation and ICS CPOs should:**

- develop plans to capitalise on the strong NHS brand, values and proposition to attract people to a career in health and care
- communicate the core NHS employment offer with creativity and pride, reaching a wide range of audiences
- develop greater insight, supported by data, into what is attracting people to health and care careers, to enable more tailoring and targeting
- use innovative ways to bring to life the breadth of roles and career opportunities in health and care and diverse routes into employment, including through volunteering, work experience and apprenticeships

25

**Organisations and systems should use fair, inclusive and modern recruitment methods and simple processes to provide a high-quality candidate experience, Organisation and ICS CPOs should:**

- design recruitment processes to focus on skills and competencies, enabling potential candidates to demonstrate how their skills could best fit with roles
- use technology to create a 'frictionless' recruitment pathway that improves the candidate experience
- use the opportunity to recruit at scale across a system, to create a more open and efficient process

26

**Organisations and systems should create strong onboarding processes that reflect the People Plan and People Promise. Organisation and ICS CPOs should:**

- ensure that welcoming and onboarding new joiners is recognised as a crucial driver of retention and that it is a personal priority for leaders
- remove unnecessary bureaucracy and duplication, such as repeated statutory and mandatory training

# Ensuring **inclusion** and **belonging** for all – actions

16

**National bodies will align the approach to national equality, diversity and inclusion policy and set clear standards and competencies. The national team will:**

- engage with regulators (such as the Care Quality Commission [CQC] and the Health and Safety Executive) to provide influence and ensure greater emphasis is placed on EDI and employee experience measures when assessing organisational performance (by 2023).
- Identify EDI standards and expertise as core competencies within the people profession, to be tested during recruitment, promotion and appraisal with support provided for development (by 2023)
- work in partnership with the CIPD to develop and accredit standards, competencies and skills in EDI (by 2023)
- support the implementation of the NHS Director Leadership Competency Framework in relation to EDI (by 2023)
- develop resources for leaders and line managers, through co-creation, to help them deliver compassionate and inclusive people practices (by 2023).

17

**All organisations must have a talent management strategy and recruitment and careers pathways that address underrepresentation and lack of diversity. Organisation and ICS CPOs should:**

- overhaul recruitment processes to take account of EDI considerations and be responsive to personal circumstances
- provide appropriate developmental support and pathways, including coaching, mentoring and role modelling for staff in under-represented groups
- ensure that all job appointment processes, including promotions, include evidence of the candidate's personal positive impact on equality, diversity and inclusion in the workplace
- ensure that high-potential individuals from underrepresented backgrounds have a clear development plan, to help them reach their potential

18

**Every team, organisation and ICS must champion policies and practices that achieve tangible, measurable improvements to the culture within the NHS – particularly on equality, diversity and inclusion. Organisation and ICS boards should:**

- ensure that all individuals, teams and organisations have measurable objectives on equality, diversity and inclusion, including all board members
- ensure equality impact assessment tools are used to inform decision-making at all levels and periodically reviewed to assess progress
- take account of and explicitly address issues of equality, diversity and inclusion in culture change programmes
- monitor key indicators of impact – to include as a minimum the [Workforce Race Equality Standard](#), [Workforce Disability Equality Standard](#), gender pay gap assessment, and NHS staff survey data to pick up other protected characteristics

# Ensuring **inclusion** and **belonging** for all – actions

19

**Every team, organisation and ICS must have a systematic way of capturing and understanding our people's lived experience of, and concerns in relation to, equality, diversity and inclusion – and take responsibility for addressing them. Organisation and ICS CPOs should:**

- build on existing interventions and develop new mechanisms to support our NHS people to speak up and feel heard, without fear of reprisal – including staff networks, freedom to speak up channels and trade unions
- create an open, productive and learning environment that educates and addresses privilege and everyday bias
- create a continuous improvement process, through seeking regular feedback
- develop skills and capability across the people profession to equip them to connect with staff and communities affected by discrimination and bias, so that they can better effect change

20

**The people profession must help develop and embed a 'restorative just culture' across organisations and systems that helps to eliminate cultures that propagate blame or fear. Organisation and ICS CPOs should:**

- embed the principles of a restorative just culture into all people practices, for example employee relations and leadership and talent frameworks
- implement healing, compassionate interventions and programmes for staff who have experienced hurt due to people practices, incivility, bullying/harassment and/or discrimination
- develop leaders and line managers at all levels to create psychological safety within teams to enact and sustain consistency of restorative just cultures



# Supporting and developing our people profession – actions

01

**The national team will work alongside the profession, CIPD, HPMA and other experts to develop dynamic professional standards for the people profession that meet the needs of our NHS people and support the delivery of high-quality patient care. The national team will:**

- introduce NHS people profession standards, to create a curriculum of development tailored to the needs of the health and care sector (by 2023)
- develop the infrastructure to support implementation, including a national people profession development board and strong links to the regional people boards (by 2023)
- deliver development programmes and tools to increase organisational development skills, capability and capacity – building on the [‘Do OD’ community resources](#) (by 2023)
- ensure that systems, with support from the national team, adopt standard benchmarking tools, to help teams and organisations understand capability, and ensure tailored development (by 2025)
- ensure that employing organisations demonstrate they are meeting the professional standards set nationally

02

**CPOs, or equivalent, need to ensure all people professionals have professional development plans aligned to the delivery priorities. Organisation and ICS CPOs should enable all people professionals to:**

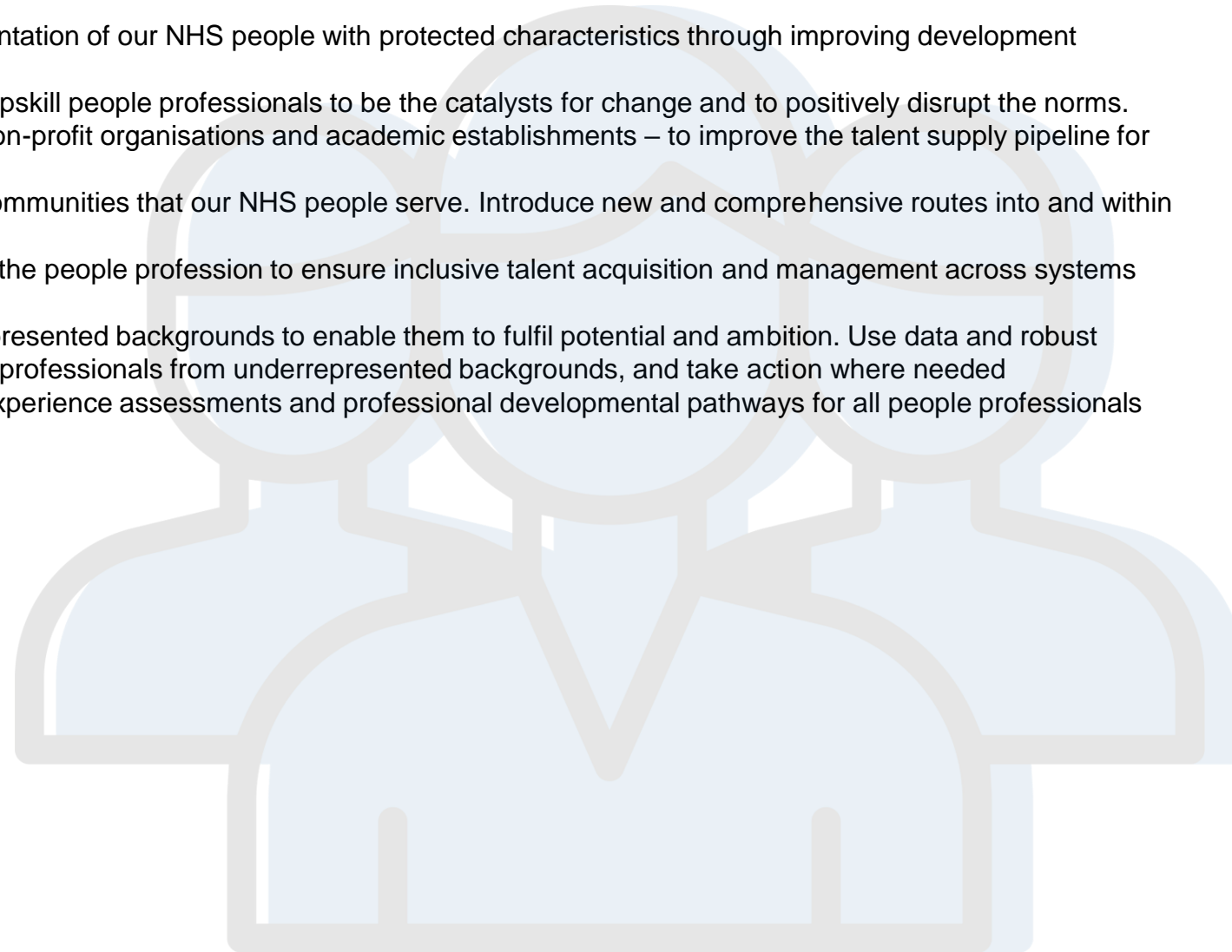
- undertake continuous professional development and appraisal processes that align to professional standards and incorporate customer feedback, to support development and continuous improvement
- have opportunities to enhance their skills, knowledge and experience through experiential and formal learning, to reach their full potential throughout their career journey
- access a high quality development support that covers the emerging skills and capabilities needed, such as workforce planning, organisation development, digital, equality, diversity and inclusion, transformational change, culture change and design and system thinking
- access apprenticeship programmes to enable CIPD accreditation at all stages of the career journey
- access professional support, such as coaching, mentoring, role modelling and senior sponsorship

# Supporting and developing our people profession – actions

03

**The people profession must be representative of the communities they serve and need to lead by example. Organisations and systems need to develop a representative talent pipeline, using their position in anchor networks. Organisation and ICS CPOs should:**

- provide clear and inspiring pathways to address the underrepresentation of our NHS people with protected characteristics through improving development support, talent management, recruitment and promotion
- assess proactively the EDI development gaps in knowledge and upskill people professionals to be the catalysts for change and to positively disrupt the norms.
- collaborate with local communities – through multiple agencies, non-profit organisations and academic establishments – to improve the talent supply pipeline for the people profession
- advance the NHS people profession to be representative of the communities that our NHS people serve. Introduce new and comprehensive routes into and within the profession, including through apprenticeships
- create a vibrant and active succession planning framework within the people profession to ensure inclusive talent acquisition and management across systems and organisations
- recognise and sponsor all high-potential individuals from underrepresented backgrounds to enable them to fulfil potential and ambition. Use data and robust monitoring to understand the experience and outcomes of people professionals from underrepresented backgrounds, and take action where needed
- commit to professional accreditation, including apprenticeships, experience assessments and professional developmental pathways for all people professionals



# Harnessing the talent of all our people – actions

27

**The national team will develop a framework for talent management, to set out core elements that should be adopted across all systems, with flexibility for local adaption. The national team will:**

- develop clear standards and responsibilities, and practical support for organisations and systems for talent management (by 2023)
- use digital talent-management tools and platforms to enable a single view of talent across the NHS, including skills, experience, progression readiness, talent assessment and mobility preferences (by 2025)

28

**Organisations and systems must have formal governance in place to enable senior involvement and oversight in talent management, succession planning and development. Organisation and ICS boards should:**

- enable CPOs, or equivalent, to chair people boards that adopt and adapt the national framework locally and oversee the approach to apprenticeships, talent development and mobility
- ensure the CPO, or equivalent, is involved in all senior appointments and performance management discussions about senior staff
- engage all professions within talent and leadership strategic planning in designing a common framework and driving the agenda
- ensure that chairs, chairs of the remuneration committee, chief executives and CPOs or equivalent collaborate on talent development
- build non-executive director capability and ensure that a defined board subcommittee owns the talent and leadership agenda

29

**Organisations and systems need to proactively set the direction for talent management, working collaboratively with all partners across systems to a common framework. Organisation and ICS CPOs should:**

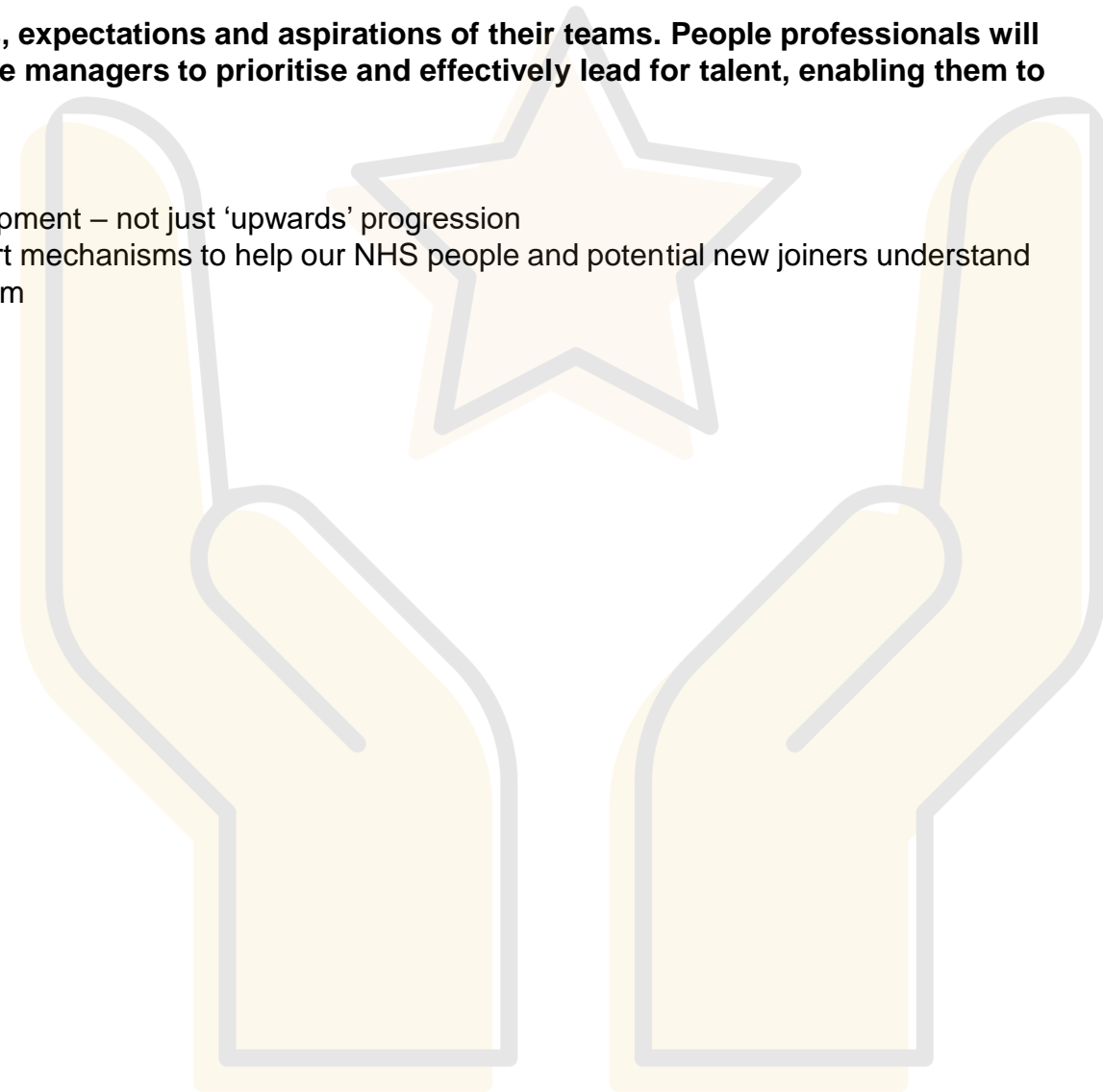
- lead the long-term talent strategy – building capabilities for all people leaders with an explicit focus on addressing issues of equality, diversity and inclusion
- set expectations that normalise talent mobility, alongside support programmes that encourage movement
- prepare aspiring leaders through proactive development and stretch opportunities well in advance of being appointed into a leadership or line-management role
- design the approach for consistent succession-planning processes, tools and approaches for key leadership roles across the system
- use data and insights to provide holistic view of local talent pipeline for talent managers and leaders
- develop a system-level skills recognition and certification programme that facilitates talent mobility
- make sure line managers are developed and supported to achieve their talent management responsibilities
- develop an alumni programme to create an additional, flexible talent supply

# Harnessing the talent of all our people – actions

30

Organisations need to support leaders and line managers to understand the needs, expectations and aspirations of their teams. People professionals will play a leading role in intentionally building capability and space for leaders and line managers to prioritise and effectively lead for talent, enabling them to spot, develop and nurture talent at all levels. Organisation and ICS CPOs, should:

- ensure that all professions and staff groups in the NHS are developing talent
- provide support for development that focuses on sideways moves and broad development – not just ‘upwards’ progression
- create a careers-advice approach within the NHS, using interactive tools and support mechanisms to help our NHS people and potential new joiners understand how to navigate careers in the NHS and what opportunities could be available to them



04

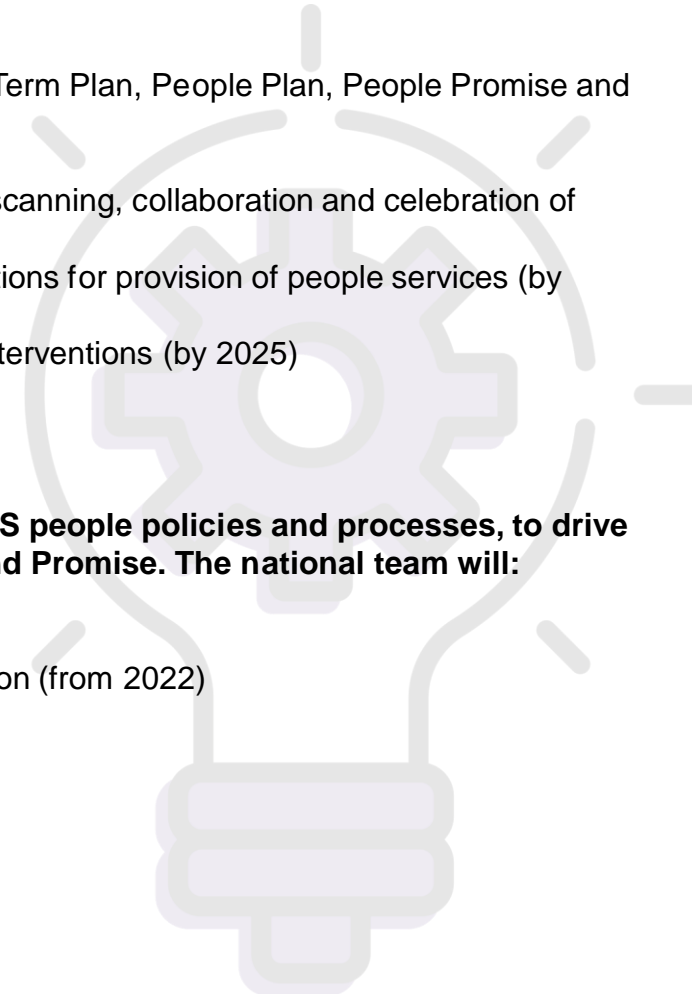
**National bodies and organisations will work together to develop leading-edge practice for people services, based on robust research and evidence. The national team will:**

- develop frameworks to enable people services to assess alignment of resources with the delivery of the NHS Long Term Plan, People Plan, People Promise and local priorities (by 2023)
- develop a range of new people function service models to support our vision for 2030 (by 2023)
- establish a central repository of best practice to support profession-wide collaboration, knowledge sharing, horizon scanning, collaboration and celebration of successes (by 2023)
- create a clear view on the expectations of line managers in the service in relation to people practice and the implications for provision of people services (by 2023)
- conduct research with academic partners to build the evidence base on core topics, such as health and wellbeing interventions (by 2025)
- ensure the NHS is part of CIPD policy and strategy discussion (by 2025)
- embed research and evidence-based practice in the work and learning activities of the people profession (by 2025)

05

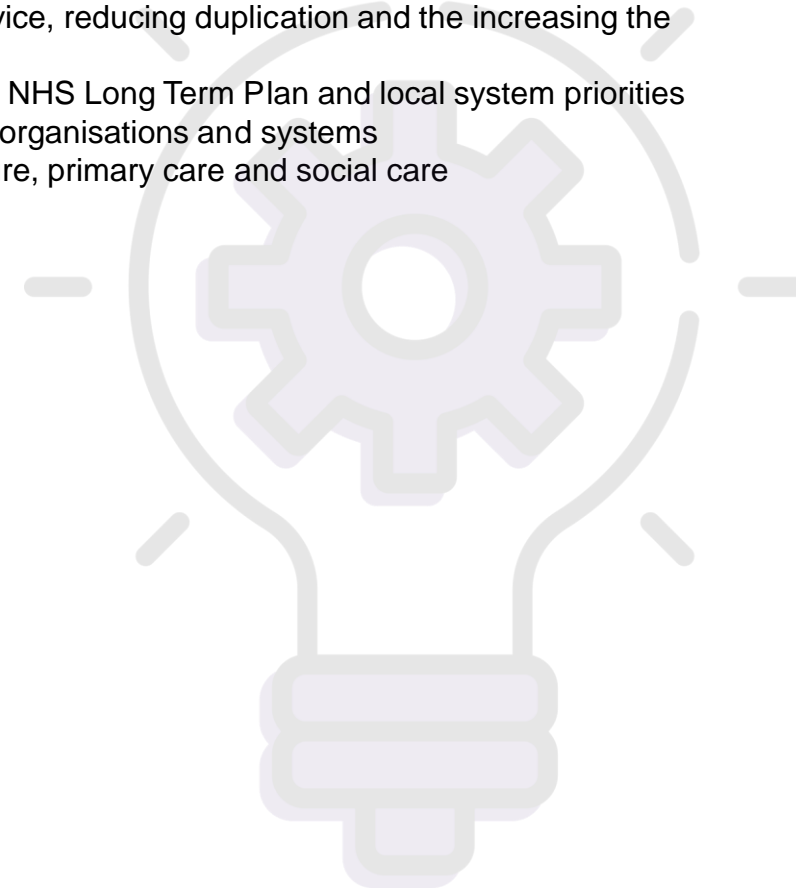
**The national team, working with trade unions, systems and organisations, will simplify and standardise core NHS people policies and processes, to drive innovation, bring more consistency, support quality improvements, and ensure alignment to the People Plan and Promise. The national team will:**

- develop national standards and key performance indicators for people services to support improvement (from 2022)
- develop national toolkits and training that support the people profession to embed these standards for local adaptation (from 2022)
- develop and implement a national framework for collecting customer feedback (by 2025)
- develop in partnership a standard set of simplified national people policies (by 2025)
- create a national guide for scaling transactional services, to enable successful implementation (by 2023)



**People professionals should deliver services at the level where they benefit most from scale and where they can have the most impact. The people profession needs to take the opportunity of working at scale across systems – particularly on core transactional services – to create a more streamlined, standardised offer. Organisational and ICS CPOs should:**

- create system-level consolidated and simplified transactional people services, with a focus on customer service, reducing duplication and the increasing the benefits of digital systems (see 'Embedding digitally enabled solutions', below)
- review the allocation and distribution of people function resources to ensure alignment with the People Plan, NHS Long Term Plan and local system priorities
- build strong organisational development capability across people services, to support cultural change in our organisations and systems
- agree the provision of people services across the full scope of the ICS 'one workforce' – including, in the future, primary care and social care
- use regular customer feedback to help shape the development and improvement of services



# Embedding **digitally enabled solutions** – actions

07

**Improve accountability and clarity on roles, responsibilities and decision making for digital workforce and people programmes at a national level.**

**National organisations will:**

- establish a strategic board that effectively prioritises, coordinates and agrees the digital people strategic initiatives, aligning them to the NHS Long Term Plan, NHS People Plan and People Promise (by 2022)
- prioritise and actively manage interdependencies between digital workforce programmes and the People Plan (by 2023)
- build digital workforce and business intelligence capability at national, ICS and provider level to support delivery of the People Plan and People Digital Strategy towards enabling improved efficiency and workforce planning (by 2025)
- provide support and tools for providers to undertake reviews of systems and processes, to establish effective routes for automation (by 2025)
- co-design and support the implementation of the new national People Digital Solution (successor to current electronic staff record [ESR] from 2024)

08

**Organisations and systems should create a local plan for optimising use of existing digital solutions. Organisation and ICS CPOs should:**

- create a local plan which is aligned to ICS digital architecture, to optimise adoption of current digital solutions (e.g. Electronic Staff Record, e-rostering) to improve our NHS people, leader and line-management experience normalising self-service across the NHS
- align and harmonise digital strategies and solutions, across providers wherever possible, to enable more joined up working (e.g. harmonised e-rostering systems improve the ability to plan and deploy staff across systems)
- refine and improve digitally-enabled services based on real-time customer feedback
- co-design new people digital systems that optimise how our NHS people interact with people services (such as ‘digital in your hand’, push notifications, removal of duplicated data entry, and mobility across systems)
- design digital systems to be predictive, intelligent and interoperable to support strategic and operational decision making – for example, enabling data sets to be triangulated to provide new insights; supporting real-time pulse surveys; and analysing EDI trends

09

**Collaborate at national, ICS and organisation level to optimise the procurement and the introduction of digital services, creating more efficient and aligned digital services through using economies of scale to provide richer, more timely insights to support decision-making. Organisation and ICS CPOs, within national framework, should:**

- ensure that digital services are procured in compliance with national technology standards and commercial digital frameworks (by 2023)
- leverage the use of procurement frameworks to adopt digitally enabled and intuitive transactional processes at all levels, including the opportunities for efficiency through robotics, which will provide high-quality and responsive services that minimise time spent on administration in areas such as pay and recruitment

# Embedding **digitally** enabled solutions – actions

10

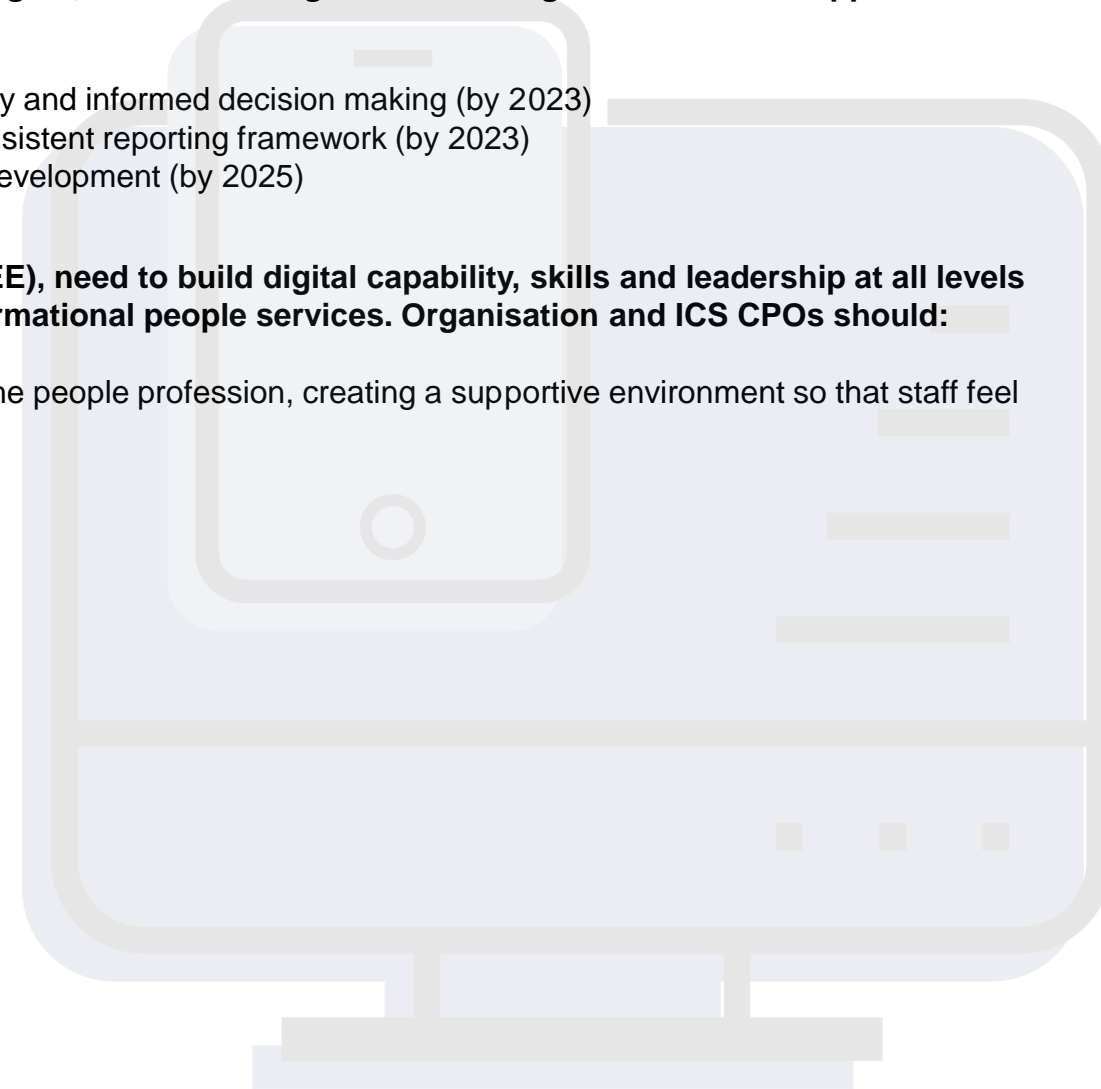
**Organisations and systems should have high quality reporting of people data and insights, enabled through the use of digital services to support effective, informed decision making. To support this the national team will:**

- establish data standards across multiple people digital systems to enable interoperability and informed decision making (by 2023)
- define a benchmarked set of key performance indicators for people services, with a consistent reporting framework (by 2023)
- create opportunities for organisations to share best practice and support learning and development (by 2025)

11

**Organisations, supported by the national team and arms-length bodies ALBs (e.g. HEE), need to build digital capability, skills and leadership at all levels of the people profession to enable and support the shift from transactional to transformational people services. Organisation and ICS CPOs should:**

- use competencies, training and agreed standards to help build digital capability within the people profession, creating a supportive environment so that staff feel supported and skilled to embed the change to digitally-led services





# Enabling new ways of **working** and **planning** for the **future** – actions

31

**Systems need to lead comprehensive ‘planning for the future’: developing workforce plans, based on service planning, to meet population health needs – with clear actions for meeting the plans through new ways of working and growing the workforce. System and organisation CPOs should:**

- develop governance and infrastructure that enables workforce plans to align with local service and financial planning; HEE plans; and the responsibilities set out in guidance on the [ICS people function](#)
- take account of the needs of the whole health and care sector and its workforce in planning for the future, taking a ‘one workforce’ approach across the NHS (primary and secondary care), social care and the independent and charity sectors
- use workforce plans to help shape the local and national education and training needs, recruitment and retention and workforce transformation
- continue to evolve the approach to workforce planning, to take account of new ways of working and workforce transformation
- support the embedding of new roles into multidisciplinary teams, to make the most of the available skill mix

32

**DHSC, HEE, NHS England and NHS Improvement national and regional teams will work together to support further development of workforce planning capacity and capability. The people profession should be supported and developed to carry out planning directly, and through convening and facilitating other key partners (including clinical leaders, finance and service planners). National and regional teams will work together to:**

- help develop and promote tools that support clinical, people professionals and other specialist leaders, to plan for workforce needs (by 2023)
- consolidate training materials and a programme of development to support the people profession grow and evolve its skills and capacity in workforce planning (by 2023)

33

**Organisations and systems need to ensure that planning for the future, including workforce planning, is digitally enabled and draws on more robust and timely data. Organisation and ICS CPOs should:**

- ensure that digital planning tools (such as e-rostering and e-job planning) are fully implemented, to support the day-to-day deployment of staff across the ICS
- ensure better use of digital planning tools, to improve data quality – making it more accurate and timely, supporting more accurate medium-term and long-term planning
- work with systems to understand their planning needs, then develop common data standards to allow data to be shared. This will enable them to build workforce planning platforms that use improved existing data and integrate across existing tools

# Enabling new ways of **working** and **planning** for the **future** – actions

34

**Organisations and systems need to support our people to work differently and more flexibly to support action to deliver care to patients in new and different ways. This will mean actively designing teams around the full range of experience and capabilities of their clinical and non-clinical staff, including those in partner organisations and volunteers. Organisation and ICS CPOs should:**

- lead planning on the opportunities of new ways of working and new roles to transform service delivery and achieve sustainable workforce supply
- enable our people to access wider opportunities across the system, supporting their development and helping them gain wider experience
- consider different employment models, to enable more flexibility in the movement of staff across the system to work in different teams
- implement digital staff passports, to enable seamless moves between teams and organisations
- use the benefit of scale to develop shared bank and temporary staffing arrangements
- ensure the benefits from remote and virtual working are carefully considered and benefits realised for the long term

35

**Organisations and systems should continue to lead action to address local supply issues, using the benefit of scale wherever possible and innovative approaches that broaden access to roles for the local community. Organisation and ICS CPOs should:**

- support the introduction and embedding of new roles and new ways of working into the service – such as advanced clinical practitioners
- build strong relationships with local communities to share the opportunities working in the NHS and wider health and care service can bring, encouraging social mobility
- implement approaches that use the benefit of scale, such as running larger-scale recruitment rounds that cover multiple providers
- adopt a wide range of supply approaches, including those that may only provide benefit in the longer term, including traineeships, work experience and volunteers
- embed the use of apprenticeships across different settings (clinical and non-clinical), such as locally commissioned apprenticeships
- establish, or become part of, volunteer services that make sure volunteers receive appropriate support and training and are made to feel a true part of the team.
- support schemes such as the NHS cadets and NHS reservists, to support people from underrepresented groups to embark on health and care careers