



England

Building teams for the future

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World of work is changing - People profession is responding



Future of Work is changing

- Demographics are changing, there is a finite supply of future healthcare workers.
- People's expectations of work are changing.
- People want non-linear careers rather than 'careers for life'.
- Technology and AI is reshaping job and skill demands.
- More agile approach to development and training is needed to keep pace with change.
- More expected of employers on inequality and social justice.



Demand for People Services are rising

- LTWP forecasts increases from 1.4m to 2.2-2.3m by 2037.
- LTWP expects more from People Services to 'train, retain and reform'.
- Greater focus on creating cultures and environments to thrive and workforce productivity.
- More flexible working means more starters, movers and leavers.
- People Services are getting more complex with greater demand to serve the diverse needs of the workforce.



People Profession is responding to challenges

- Strong cadre of CPOs to develop further, complimented by talent and expertise from outside the NHS.
- Strong networks exist to spread best practice.
- High desire to improve and transform how People Services are organised and delivered.
- Young but developing professional development, in partnership with CIPD.
- Opportunity with People Digital vision and incoming replacement for ESR to deliver needed digital infrastructure.



Fragmented and labour-intensive delivery

- £1.2bn spent on People Services employing c 20,000 people.
- 200+ HR functions in NHS providers, resulting in duplication and variation of practice, limited scaling of services.
- 40% of teams focused on transactional, admin activities.
- Over 100 workforce system suppliers, not optimised or interoperable leading to poor data quality, payroll errors and high-cost and slow manual processes.
- Need to scale and digitalise transactional HR to keep pace with rising demand and invest in strategic People Services.

Supporting delivery of the Long-Term Workforce Plan

Long Term Workforce Plan Train – Retain – Reform

People Promise



HR & OD Futures Report



Transforming People Services Programme

Expectations of People Managers
People Service Models

People Digital

Professional Development – People Profession

People Service Exemplars



1.4m workforce and growing



managed by 180,000 people managers



supported by circa 20,000 people professionals

NHS Long Term Workforce Plan sets out the need and plan for a larger workforce that meet the needs of a growing and ageing population. Forecasting growth of 60% from 1.4m to 2.2-2.3m employees by 2037.

NHS People Promise sets out how our organisations will become compassionate and inclusive places to work, where our people are always learning, recognised for what they do, have a voice that counts, feel safe, healthy and thrive as a team.

Future of NHS HR&OD Report sets out how the People Profession needs to be the very best it can be – setting out the challenges and vision for People Services by 2030 in terms of both the organisational culture and transformation of people services.

Transforming People Services is the national programme with local exemplars to deliver more effective and efficient People Services – people profession is handling ever increasing volumes of work and needs to be the right shape and size, digitality enabled to meet current and future workforce challenges.

Transforming People Services Programme is key enabler

Our Vision – high performing, value adding, efficient people services enabling LTWP

Long Term Workforce Plan Train, Retain, Reform

Great organisations and culture



Our leaders

Our leaders are compassionate and inclusive, making the NHS a place where we all feel we belong.

Our people and organisations are always learning.

Making the NHS the best place to work



Our managers

Our managers feel confident and supported as people managers.

Receive consistent and expert advice and able to complete people management tasks easily and quickly.

Trained in how to be great people managers

We are a team



Our people

Our people are recognised, rewarded, work flexibly and have a voice that counts.

Our people feel safe and that their health and wellbeing is a priority.

Our people are treated compassionately and inclusively.

We are the NHS.



People Promise Exemplars

People Service Exemplars

Great people services

What we deliver

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

Planning workforce for the future - Enabling our people to work differently, supporting new models of care. We anticipate needs and play our part in creating a sustainable supply of workforce, which meets the needs our patients now and for the future.

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

How we operate

Leading change and improvement – Productive, efficient and responsive. Our operating model delivers transformation and embeds innovation.

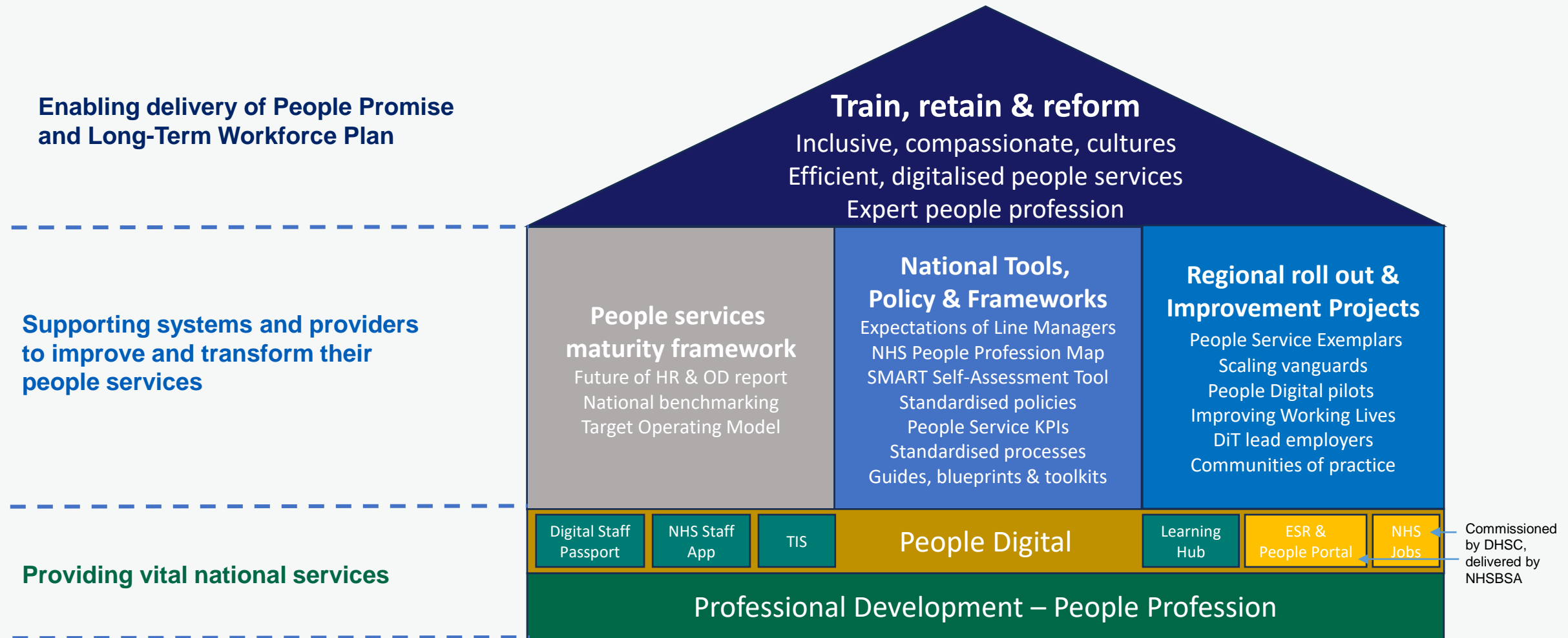
Digitally enabled - Best use of technology and digital solutions to deliver great people services. We develop our digital capability to equip ourselves for the future.

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



Transforming People Services – Our Strategy

National leadership, local implementation



Professional Development – People Profession

Supporting and developing the people profession



Making development part of our DNA!

- [Professional Development](#) supports everyone working in the people profession to be their very best and reach their full potential
- Resources and personal development opportunities, that are aligned to the knowledge and behaviour standards within the [NHS People Profession Map](#) are available to provide dedicated support to the people profession
- Enabling the profession to collectively provide outstanding people practices and lead workforce and cultural transformation that contributes to the delivery of high-quality patient care
- Recognition that people professionals play a huge part in making the NHS the vibrant, resourceful organisation it is today, and will continue to influence how it will develop in the future

Supporting and developing the profession

Resources


- [NHS People Profession Map](#) with user tips, examples and FAQ's
- [CIPD support documents](#) focussed on an Evidence Based People Profession
- [People Profession apprenticeships](#) – standards aligned to the map
- [Learning Sprint](#) recordings, slides and associated documents

Current projects

- SMART Self-assessment tool
- People Profession Career Framework
- Future People Leaders Programme
- CPO Development
- Research with academic institutions
- CIPD People Development Partner status
- Commissioning a Digital Skills Programme

Upcoming development offers (2024/25)

- Strategic Workforce Planning Accredited Programme
- OD & Organisational Design Accredited Programme
- EDI Accredited Programme
- People Analytics: Data and analytics courses
- Digital Skills Programme
- CPO Development Programme



A people profession that continues to maximise our collective contribution to the NHS and meet the needs of staff, patients and local communities over the coming decade and beyond – building a brighter future for all.

The Future of NHS HR & OD Report