



England

# Transforming People Services and the role of OD

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# Transformed People Services will realise:

## Improved employee and managers experience

### 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. All helping to reduce £millions spent on expensive agency workers.

### Less admin, duplication and errors, with more automation

Staff will not be burdened by duplication and time-consuming admin tasks, e.g. form filling and mandatory training or errors in payroll processing (£39.5m overpayments were unrecovered in previous years). Future talent will be less likely to drop out of the recruitment process due to automated, customer focused on-boarding. 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.

## People Services focused on what matters to the business

### Less transactional people services, focused on delivering the key priorities of the business

A reduction from 40% of time spent on transactional activity to c.20% with simplified and standardised automated policies and processes will enable a greater proportion of People Professionals' time to be focused on providing the support that the business really needs in key areas e.g. talent management, change management, workforce redesign, innovation, workforce planning etc

## Cost efficiencies and increased productivity

### Reduced cost and increased productivity

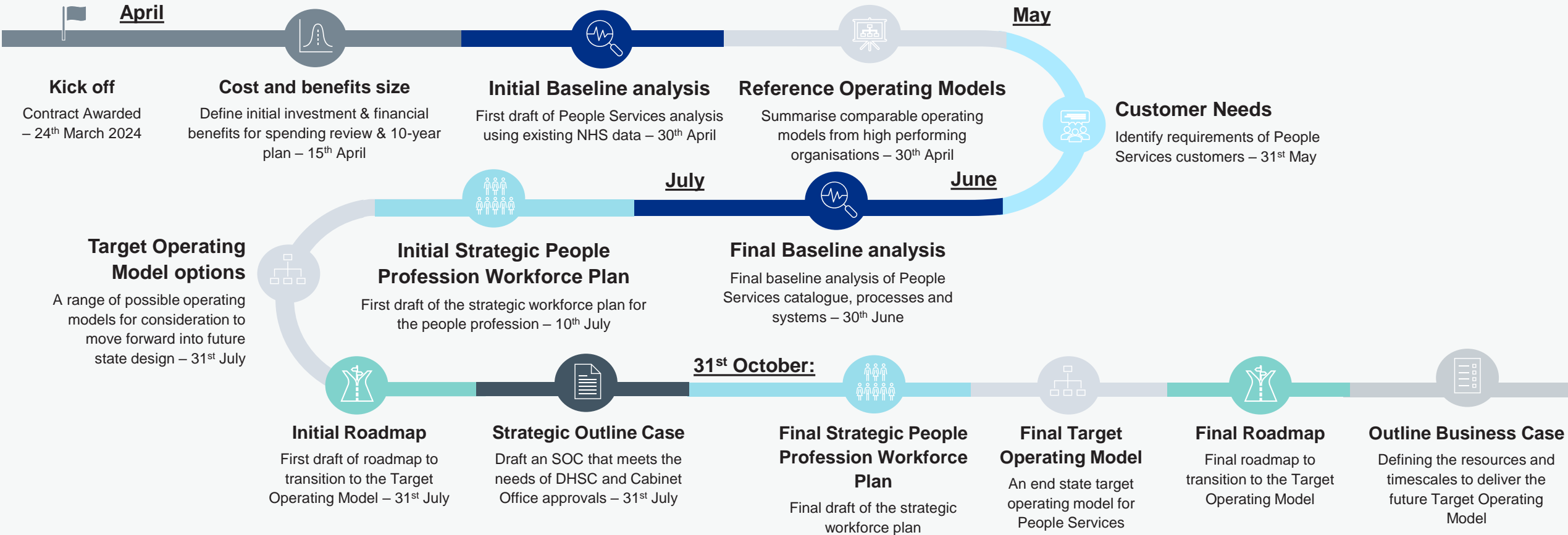
Better recruitment, occupational health, temporary staffing services etc. will mean more staff are recruited and return to work from sickness earlier. 1% reduction in sickness and absence would increase workforce by 13,000 WTE. Reduction in time to hire by 10 days would increase workforce by up to 4,000 WTE and reduce temporary staffing costs, including agency spend.

### 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 a growing workforce. Move from ratio of 1 people professional to 70 staff to a ratio of 1:100. People profession is currently c.21k costing over £1.2b. Scaling people services can typically realise between 20-40% of savings.

# Timeline

Each deliverable will serve as critical input into the next, with multiple streams of work happening in parallel to another. We will work in a collaborative and iterative way, continually reviewing our outputs with stakeholders and CPO reference groups



# The current healthcare landscape

NHS

< Back

Your GP surgery or hospital provides this service

Appointments

Add appointment

Upcoming (4)

Charing Cross Hospital

IBD Outpatient Appointment

9 June 2020 at 10:30

• Charing Cross Hospital

• Attendees: Dr Freddie Rodriguez (Doctor)

General Health

Dr Jane Jackson

Physiotherapy

14 July 2020 at 16:00

**More staff and money, yet only a small rise in patients starting treatment**  
Increase in NHS staff, real-term spending and patients starting treatment in England between 2018-19 and 2023-24

Category	Percentage Increase
NHS staff	+23%
NHS spending	+19.1%
Patients starting treatment	+3%

Source: BBC analysis of NHS Digital, King's Fund and NHS England data

All Staff Vacancy Rate, England 2017 - 2024

Period	Vacancy Rate (%)
2018-19 Q4	8.5
2019-20 Q1	9.5
2019-20 Q2	9.0
2019-20 Q3	8.5
2019-20 Q4	7.5
2020-21 Q1	6.5
2020-21 Q2	7.0
2020-21 Q3	7.0
2020-21 Q4	6.0
2021-22 Q1	7.5
2021-22 Q2	7.8
2021-22 Q3	8.5
2021-22 Q4	8.0
2022-23 Q1	9.5
2022-23 Q2	9.5
2022-23 Q3	9.0
2022-23 Q4	8.0
2023-24 Q1	9.0
2023-24 Q2	8.5
2023-24 Q3	7.5
2023-24 Q4	7.0
2024-25 Q1	8.0
2024-25 Q2	7.8
2024-25 Q3	7.5

Classification: Official

**NHS**  
England

2025/26 priorities and operational planning guidance

CHANGE

4



# What are the workforce implications?



## What will be the future role of HR?

- Greater people centricity - Human centred design
- More agile and smaller teams with increased capacity led through tech advancements and pools of expert project teams
- Leaders act as conductor of the orchestra connected right across business
- KPI's - Prove Organisation Value
- “People Practice Permeates”
- Employees are “consumers” of work
- Pivot to strategic enablement function - from activity to value creation



## The big themes facing the profession now



Digital Transformation



Skills and organisational productivity



Maximising Business Value through Strategic HR

*Unlocking capacity through building capability and technological augmentation*

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## Exercise 1

Individually consider the following questions and discuss your responses with your table:

- How should HR & OD evolve - structurally and strategically to deliver the greatest value in a world driven by technology, skills shortages and changing employee expectations?
- What role should OD play and where can OD practitioners make the biggest impact?

ings for the profession?





# Digital and technological transformation

The background of the slide features a laptop on the left side, angled towards the viewer. The laptop screen shows a complex data dashboard with various charts, graphs, and tables. From the laptop, several translucent, floating projections of the same dashboard data extend into the background, creating a sense of depth and digital connectivity. The entire scene is set against a dark grey background with a subtle hexagonal grid pattern.

## People professionals need to:

- Develop skills for a digital world
- Ensure Tech such as AI is Human centric
- Bring people expertise to digital transformation to add real value
- Be a credible business partner in digital transformation championing the Human element
- Work collaboratively with other functions

# Skills and organisational productivity



## People professionals need to:

- Be curious and continually learn on SWP – It's about intentionality
- Embed a data mindset
- Understand the changing demand of job skills
- Focus on upskilling and reskilling
- Business working with Education



# Maximising organisational value through strategic HR

## People professionals need to:

- Develop future fit skills for agility and change
- The importance of 'Organisational savvy'
- Make horizon-scanning a priority
- Consider how the people function can evolve to support new ways of working
- Take the lead on strategic change and development

# The future profession

CIPD

- Business savvy and data and insights driven
  - AI enabled
  - Value adding, strategic focus, operational efficiency
  - Fungible, collaborating with other functions
  - Professional, respected, confident
  - Enabling, delivering through people managers
  - Strategic workforce planners
  - Skills architects and developers
  - Job architects, organisational designers
  - Leadership and management enablers
  - Performance architects
  - Risk and project managers
  - Culture, ethics and responsible business champions
  - Change champions
  - Leading on individual and organisational wellbeing
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## Exercise 2

Individually consider the following questions and discuss your responses with your table:

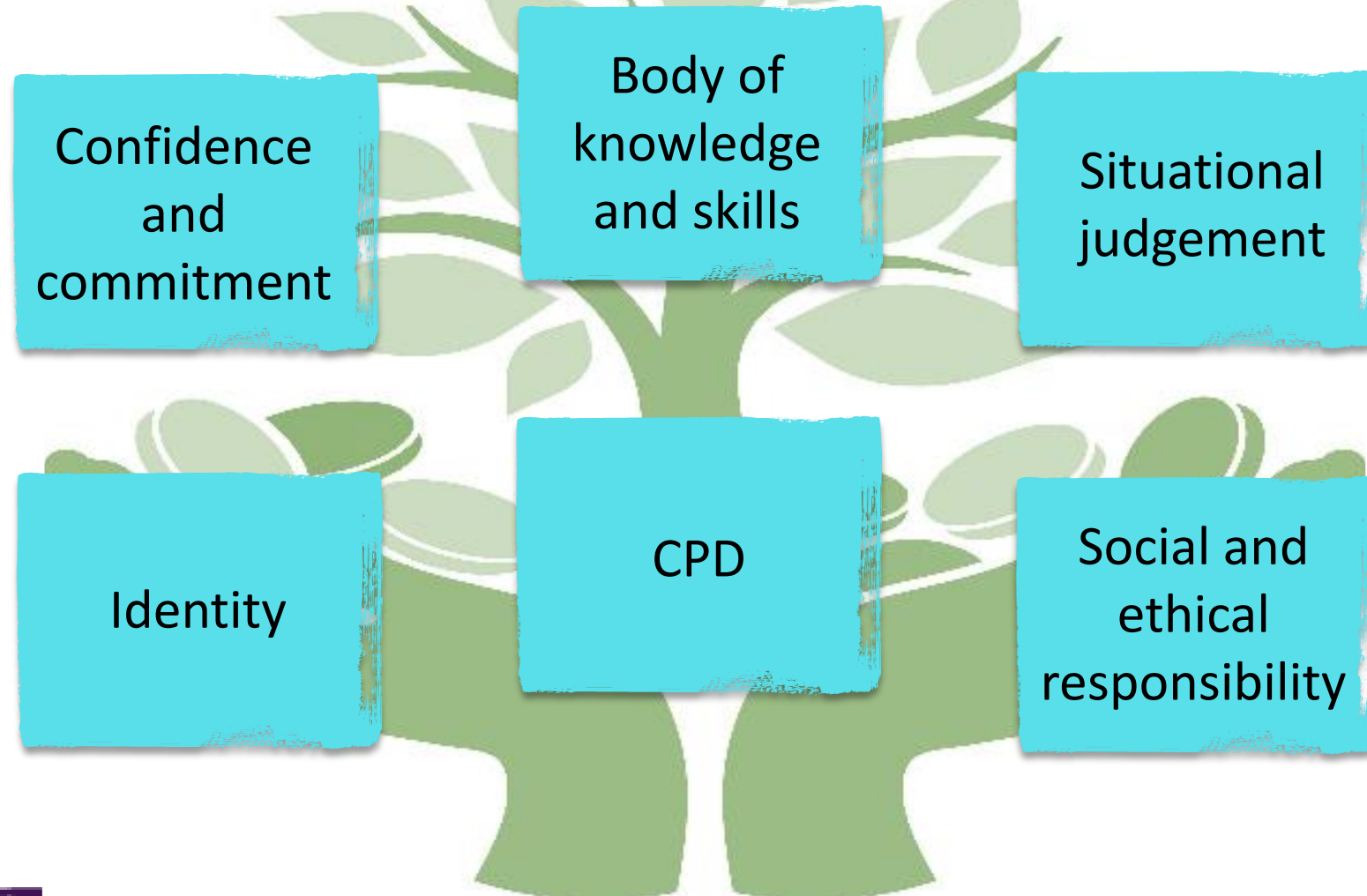
- What are your top three priorities for building the capability of the HR/people team in the next 5 years?
- What other capabilities (not covered already) will it be important to have in the HR/people team in the next 5 years?
- What are your top three priorities for increasing the capacity of the HR/people team in the next 5 years?






# Professionalism and accountability - The End of the gifted amateur

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Thank you for  
listening.  
Any questions?