

# Health Service Circular



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## Human Resources Performance Framework

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**To:** Health Authorities (England) - Chief Executive  
Health Authorities (England) - HR Directors  
NHS Trust Chief Executives  
NHS Trust HR Directors  
Regional Offices  
PCG Chairs  
Primary Care Trust Chief Executives  
Primary Care Trust HR Directors  
Consortia Chairs, for Distribution to Members

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*Additional copies of this document can be obtained from:*

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It is also available on the Department of Health web site at  
<http://www.doh.gov.uk/coinh.htm>

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# Human Resources Performance Framework

## Summary

*The NHS Plan: A plan for investment, A plan for reform* published on 27 July sets the overall direction and priorities for the NHS over the next four years and further ahead. Central to achieving the vision set out in the Plan will be investment in NHS staff both to increase staff numbers and to improve their working lives. The Plan makes clear that performance on a range of Human Resource measures will be a key part of the assessment of performance by NHS organisations.

1. This national Human Resources Performance Framework (HRPF), foreshadowed in the NHS Plan, is intended to support the Service in measuring and maintaining progress on the three strategic aims of *Working Together – Securing a Quality Workforce for the NHS*, to:
  - ensure that the NHS has a quality workforce, in the right numbers, with the right skills, and diversity, organised in the right way, to deliver the Government's service objectives for health and social care;
  - demonstrate that the NHS is improving the quality of working life for staff;
  - address the management capacity and capability required to deliver the HR agenda and associated programme of change.

These strategic aims are critical to the Government's plans for modernising the NHS.

2. Underpinning the framework is the need to ensure the NHS secures permanent improvements in the management of human resources. As part of this Ministers attach great importance to the effective management and achievement of human resource objectives and targets and expect employers to make continued improvement in this key strand of NHS modernisation. Delivery of the *Improving Working Lives* standard, which is being published in parallel with this Framework, is a key element of the HRPF.
3. The HRPF also includes the annual education and training guidance building on the objectives set out last year in *Modernising Health and Social Services: Developing the Workforce*. Further guidance will be issued for future years in the light of the targets set out in the NHS Plan. An additional £21.4m is being made available this year to support delivery of increased post-registration nurse training and increases in training commissions for PAMs and scientists and technicians.
4. The HRPF sets out the responsibilities of the Service as a whole. Regional Offices will ensure this framework is fully integrated with their overall performance management process. Regional Performance Managers and HR Leads will work together to ensure satisfactory progress, that the objectives and targets are achieved, and that all employers seek continued improvement in the management of human resources.

5. The Strategic Human Resource Intelligence Networks (SHRINE) have been set up to support the sharing of good practice and benchmarking, and all employers are part of a local SHRINE network. This is the beginning of a process not the end, and to support the development of the HRPF a reference group of representatives of employers and key stakeholders will be established.
6. If you have any queries about the HR Performance Framework call 0113 254 6462. For queries about the IWL Standard, call 0113 254 5292.

### **Action**

7. Local employers and Regional Offices will need to work together to integrate the HRPF with the regional performance management process and ensure HR activities support the National Priorities Guidance 2000/01 – 2002/03 (the HRPF should be read in conjunction with this circular).
8. Regional Offices will work with employers, education consortia and other key stakeholders to ensure national targets are met
9. Employers should work co-operatively with other health and associated employers on how to maximise the resources available to implement the HRPF locally and make rapid progress on objectives and targets
10. Employers should have in place plans for achieving IWL accreditation by April 2003 (the IWL Standard should be read in conjunction with this circular).
11. Employers should have mechanisms in place to jointly review staff involvement and improve progress on a regular basis (the staff involvement self-assessment tool should be read in conjunction with this circular).
12. Employers should ensure HR development programmes are available and are delivering improvements in HR
13. All health service organisations should ensure they are making full use of the SHRINE networks and developing partnership working locally

### **Associated Documentation**

*Human Resources Performance Framework*, available on the internet  
[www.doh.gov.uk/hrstrat.htm](http://www.doh.gov.uk/hrstrat.htm)

*Improving Working Lives Standard*, available on the internet  
[www.doh.gov.uk/iwl.htm](http://www.doh.gov.uk/iwl.htm)

*Working Together: Staff Involvement Self-Assessment Tool*  
[www.doh.gov.uk/nhsexec/staffinv.htm](http://www.doh.gov.uk/nhsexec/staffinv.htm)

*This Circular has been issued by:*

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