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Cover Sheet

Trust Board Meeting in Public: Wednesday 14 May 2025

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Title:	**OUH People Plan 2025-28**

Status:	**For Information**
History:	**OUH People Plan 2022-25**

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Confidential:	**No**
Key Purpose:	**Strategy**

Executive Summary

1.1. The purpose of this paper is to share with the Board the final content of the OUH People Plan 2025-28.

1.2. The paper also provides an update on delivery against the OUH People Plan 2022-25 metrics.

1.3. In November 2022, the Trust published the OUH People Plan 2022-25. This plan was co-created with OUH staff through Trustwide listening events, also using feedback from the NHS Staff Survey and engaging with our Staff Networks and Staffside colleagues.

1.4. More than 400 staff participated in face-to-face and virtual listening events in December 2024 and January 2025 to review the impact of the People Plan 2022-25 and to help inform our priorities going forward.

1.5. The feedback received from our people through this engagement session helped shape the development of the People Plan 2025-28, together with analysis of the results of the NHS Staff Survey 2024.

1.6. The 2025-28 People Plan 2025-28 retains the same vision and strategic themes as the 2022-25 Plan because cultural change takes time and the feedback from the listening events was that there is more to do in this space.

1.7. **Appendix One** shows the proposed OUH People Plan 2025-28. **Appendix two** has the metrics that will support the Trust in evaluating its impact.

1.8. Oxford Medical Illustration (OMI) will develop the final plan into a designed document for publication. The Communications team will launch it once designed.

1.9. Regular staff engagement events will continue through the lifecycle of the plan.

Recommendations

1.1. The Trust Board is asked to approve the updated OUH 2025-28 People Plan 2025-28 and its associated metrics.

Contents

OUH People Plan 2025-28

1. Purpose

1.2. The purpose of this paper is to share with the Board the final content of the Trust's People Plan 2025-28.

1.3. The paper also provides an update on the delivery against OUH People Plan 2022-25 metrics.

2. Background

2.1. The Trust's OUH People Plan 2022-25 was co-created with OUH staff through Trustwide listening events, also using feedback from the NHS Staff Survey and engaging with our Staff Networks and Staffside colleagues.

2.2. Throughout the lifespan of the plan, the actions taken and progress updates have been discussed with colleagues at regular staff listening events. Progress against the metrics identified in the plan have been monitored over the period of the plan.

3. Staff Engagement

3.1. More than 400 staff participated in face-to-face and virtual listening events in December 2024 and January 2025 to review the impact of the People Plan 2022-25 and to help inform our priorities going forward.

4. OUH People Plan 2025-28

4.1. In March 2025, the 2025-28 People Plan was developed, the feedback from the listening events was that there is more to do involving these strategic themes:

4.1.1. Health, wellbeing and belonging for all our people

4.1.2. Making OUH a great place to work

4.1.3. More people working differently

4.2. The feedback was also that some enabling workstreams needed to be reinstated in order to address some of the underlying issues:

4.2.1. Creating a suitable environment and estates

4.2.2. Digital fundamentals in place

4.3. **Appendix One** shows the proposed People Plan 2025-28, along with the metrics in **Appendix two** that will support the Trust in evaluating its impact.

5. Implementation Plan

5.1. Following the agreement from the Trust Management Executive and Trust Board, the detailed implementation plans will be developed and tested with our people. The key priorities for Year 1 are:

5.1.1. Improved recruitment processes and onboarding

5.1.2. A culture where everyone feels they belong

5.1.3. Plan how best to use our workforce at OUH and beyond

5.1.4. Supporting our leaders, managers and teams to shine

6. Delivery against the OUH People Plan Metrics

6.1. **Appendix Two** shows a breakdown of the metrics used in 2022-25 for evaluating our impact. Whilst there has been progress against a number of the metrics, it is recognised that further work needs to take place in relation to the following:

6.1.1. Reducing leavers in the first 12 months from 20% to 10%.

6.1.2. Recruitment: Relative likelihood of White staff to Black, Asian and Ethnic Minority Staff.

6.1.3. WDES2: Relative likelihood of non-disabled staff compared to Disabled staff being appointed from shortlisting across all posts.

6.1.4. Reduction in recruitment time to hire.

6.1.5. Staff Survey: I feel safe to speak up about anything that concerns me in this organisation.

6.1.6. Staff Survey: "I have experienced harassment, bullying or abuse at work from other colleagues" – reduction of experiences.

6.2. Based on the new content within the plan, it is suggested that two additional metrics are used to evaluate the impact, these are:

6.2.1. Staff Survey – There are opportunities for me to develop my career in this organisation – Target for 2028 – Move to Top quartile in Shelford.

6.2.2. Staff Survey - In the last 12 months, how many times have you been the target of unwanted behaviour of a sexual nature in the workplace from staff / colleagues? – Target for 2028 – Move to Top quartile in Shelford.

6.3. The 14 previous metrics plus the additional two will be used to track the progress against the delivery of the themes within this plan but the core HR metrics such as turnover, vacancies, sickness absence, appraisal compliance and core skills training will also continue to act as an indicator. All metrics are monitored at the People and Communications Committee and Trust Management Executive.

7. Financial Implications of the Plan

7.1. Many initiatives within the new People Plan are already funded and/or can be expected to be delivered through existing resource across the People and Communications Directorate, other Corporate functions and clinical Divisions.

7.2. There are certain aspects of the plan that may require capital funding, investment in IT or training programmes but it is recognised the significant pressure the Trust is under financially therefore prioritisation will take place along with seeking to identify ways of avoiding the cost pressures.

7.3. Any investments that are identified during 2025-28 will follow the usual process for obtaining approval, through Business Planning Group and Trust Management Executive.

8. Next Steps and Communication Strategy

8.1. Assuming approval at Trust Board, the next steps are:

8.1.1. OMI will design the final published plan for publication.

8.1.2. The Communications team will launch the designed plan with internal and external stakeholders.

8.1.3. Staff engagement events will continue through the lifecycle of the plan to test and engage the workforce in the detailed action plans and activities.

9. Recommendations

9.1. The Trust Board is asked to approve the OUH 2025-28 People Plan and its associated metrics following ratification with Trust Management Executive.

Strategic Theme 1: Health, Wellbeing and Belonging for Our People

Theme 1: Health, Wellbeing and Belonging for Our People
What does or does not chime with you

Does

- I am taking my annual leave at regular intervals
- I work flexibly with hybrid options
- Able to switch off when not working – take out

Does not

- Able to switch off when not working
- Included and feeling that I belong
- Everyone is being valued for their role in patient care

Theme 1: Health, Wellbeing and Belonging for Our People
Summary of Feedback

- **Work Environment and Facilities** : Improving the work environment by addressing heating issues, better access to computers, providing better rest and working areas, including improving toilet facilities, ensuring access to clean drinking water.

- **Support for Health and Wellbeing** : Suggestions include tailored support for health and wellbeing(signposting), including new initiatives such as yoga sessions, sports clubs, as well better support for staff returning from maternity leave, and specific support for staff going through menopause.

- **Improvement of Team Culture** : There is a need for fostering a psychologically safe team culture, encouraging collaboration, and rotating staff to prevent de-skilling and burnout .

- **Flexibility and Work -Life Balance** : More flexibility in working arrangements, including cross -site working, and respecting personal time outside of work hours. Creating standard handover documents to support Staff going on annual leave

- **Equity and Fair Treatment** : Ensuring equity across all trust sites, addressing favouritism, and treating all roles as valuable are highlighted. Giving equal access to opportunities and support for all staff, including staff who support the frontline and administrative roles, is considered crucial for a fair working environment. Revamp our values & create a group of Values Champions. Invest in more EDI programmes for all staff members.

- **Recognition and Reward of Staff** : It is suggested to reward long -standing staff, provide regular feedback, and recognize the contributions of all staff members to boost morale and retention.

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Strategic Theme 1: Health, Wellbeing and Belonging for all our people

We each take responsibility for the health and wellbeing of ourselves and others and everyone is treated with civility, respect and dignity

Identified Sub-Theme	What we'll do
Healthy body, healthy mind, healthy work environment	• Enhancements to rest areas to support staff to take a break, meeting your physical needs • Develop wider wellbeing initiatives that enhance your wellbeing and health such as yoga, **menopause support groups**, reduced gym memberships • Working with our partners, have a focus on healthy and affordable food options on all our sites • Continue to offer support to meet your psychological needs through development of focussed sessions, delivering tools to help you rest during your time off and reduce burnout
A feeling of belonging for all – Reflect audit	• Deliver on our commitments against the ED&I high impact actions • Embed the delivery of ED&I appraisal objectives • Enable people to have open conversations and raise concerns about behaviours at an early stage • Embed the culture of no more 'nons' e.g non-clinical, non medical
Putting staff wellbeing at the centre of delivery	• Making staff wellbeing a feature in all manager and employee 121 conversations • One to one's are meaningful and put the employee at the centre of the conversation

Strategic Theme 2: Making OUH a Great Place to Work

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Theme 2: Making OUH a Great Place to Work
What does or does not chime with you

Does

- I am proud to work at OUH

- I am always learning and so is the Trust

- I feel recognised and fairly rewarded for my contribution

Does not

- I have a PDP that I am excited about

- I feel recognised and fairly rewarded for my contribution

- I am excited about the development opportunities available to me in my career

Theme 2: Making OUH a Great Place to Work
Summary of Feedback

- **Training and Development** : Suggestions include providing dedicated study time, realistic training budgets, and mandatory training for all managers regardless of role, including doctors.

- **Career Progression and Support** : There is a strong emphasis on clear career progression pathways, support for career development, and the need for managers who care about career progression.

- **Recognition** : Enhancing recognition for long-term service, providing career development opportunities, and creating a mentoring scheme are proposed.

- **Resource Allocation** : It is recommended that teams be properly resourced to allow for training without work piling up, and that staffing shortages be addressed to provide flexibility for unique development opportunities.

- **Management and Leadership** : There is a call for improved training and support for managers, including leadership and management programs, and the need for managers to be approachable and present among staff.

- **Appraisals and PDPs** : Appraisals and Personal Development Plans (PDPs) should be meaningful and make a positive impact to staff with clear objectives to enable development and should include follow-up actions to ensure accountability.

- **Communication and Feedback** : The importance of effective communication and acting on feedback from staff is emphasised, with a call for more visibility and engagement from senior managers.

- **Pay and Benefits** : There are multiple calls for salary increases and cost of living allowances, particularly given the high cost of living in Oxford.

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Strategic Theme 2: Making OUH a Great Place to Work

People choose to work at OUH because we live our values and recognise and reward everyone, enabling them to develop their potential

Identified Sub-Theme	What we'll do
Personal development you're excited by (rephrase)	• Focus on career development and career conversations for all staff, ensuring fairer access to development opportunities. • PDP's that are personal to you and ensure you're on the trajectory to the career of your choice • A greater focus on apprenticeships and shadowing opportunities
Encouraging the development of our managers and leaders to help you shine – Communication cascade and feedback	• Continue to focus on leadership and management training for all line managers, helping them deliver their role and responsibilities • Upskilling managers on core HR practices and corporate governance, empowering them to make a difference
Everyone is treated fairly and works in a safe environment	• Address bullying and harassment through delivering our eradication of bullying and harassment programme • Deliver our commitment on a zero tolerance approach for sexual harassment, giving staff the tools and confidence to raise concerns. • Review our values and look at developing the role of values champions • Recognition of staff, over the years, delivering compassionate care to our patients • Empower staff to take action should they witness inappropriate behaviours happening to colleagues
Enhancing the benefits of living and working in Oxfordshire	• Expand our offering for staff financial wellbeing • Continue to develop and promote travel and transport initiatives, embedding the learning from the travel and transport survey • Make 'hot desk' provisions visible to staff to support greater flexibility

Strategic Theme 3: More People Working Differently

Theme 3: More People Working Differently
What does or does not chime with you

Does

- I see the Trust collaborating across the local area and with all partners for the benefit of our people

- I see new and effective ways of delivering services being implemented

- I see better patient care being delivered through a workforce with new roles and different skills mix

Does not

- I know the recruitment process is quick as it can be to support my vacancies

- I have increased opportunities to work in new and different roles

- I know that my team can influence how we deploy our workforce and this improves patient safety and supports staff wellbeing

Theme 3: More People Working Differently
Summary of Feedback

- **Enhancement of IT Systems**: There is a call for improved IT infrastructure, faster computers, and better Wi-Fi accessibility, as current systems are seen as slow and inefficient, impacting patient care negatively. Better IT & Digital Investment – including GP & Hospital system.

- **Administrative Efficiency**: Streamlining administrative processes, reducing paperwork for internal applicants, and ensuring timely recruitment are emphasized.

- **Streamlining Recruitment Processes**: Suggestions include shorter recruitment processes, obtaining references before hiring, and allowing directorates to manage recruitment to expedite the process and avoid losing potential staff.

- **Promotion of Remote and Hybrid Working**: There is advocacy for maximising remote working opportunities to address issues like car parking and work-life balance, with a preference for tasks that can be done off-site to be performed from home.

- **Development and Training Opportunities**: Emphasis is placed on providing more opportunities for staff development, including secondments, job planning, and training on basic software packages, to enhance skills and career progression. Enable more career development through apprenticeships, secondments/shadow opportunities across all staffing groups

- **Better Communication and Decision-Making**: Suggestions include having more transparent and effective communication, involving staff in decision-making processes, and ensuring management is visible and engaged with ground-level operations.

- **Addressing Staffing and Resource Issues**: Recommendations highlight the importance of ensuring sufficient staffing levels, reducing bureaucracy, and providing adequate resources to prevent staff burnout and improve service delivery.

- **Flexibility in Work Arrangements**: There is a call for more flexible working arrangements, including part-time roles, to accommodate staff needs and improve retention.

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Strategic Theme 3: More People Working Differently

We deliver the best for our patients by working in new ways within OUH and beyond, so we have the right people and skills, in the right place, at the right time

Identified Sub-Theme based on feedback	What we'll do
Continuous improvement and efficiency in recruitment	• Deliver the onboarding project to improve the process and reduce time to hire, whilst improving customer service. • Clearer recruitment approvals processes for appointing managers to work to
Rest and recovery, appreciating our staff - rephrase	• Standard handover documents to support cover arrangements when staff are on annual leave, allowing them to rest without interruption
Enhance our processes to get the right skills in the right places	• Local workforce planning and ownership ensuring delivery against our workforce plan ? More focussed and deliverable • Less reliance on temporary staffing, focussing on retention • Increase knowledge and skills on quality improvement (QI) methodology to help remove waste. – outcome based
Digital transformation that enhances performance	• Digital enhancements to support your productivity • Responding to EPR survey feedback • Prioritising patient enhancing technology
Deploying our workforce which improves patient safety and staff wellbeing	• Ensure all medical staff have access to electronic rosters and can manage their leave via the rosters • Support divisions to regularly review their establishment for all staff groups

Appendix Two: Evaluating our Impact

Measure	Performance in 2022 M1	Performance in 2024 M12
Core Skills Training	88.6%	91.2%
Appraisal	46.5%	87.11%
Turnover	12.5%	9.4%
Vacancy	6.9%	7.6%
Sickness Absence	4.4%	4.2%

Metric	Target for Year 3	Current Performance	Metric	Target for Year 3	Current Performance
Leavers Rate (Turnover) across AHP's, Medical and Dental, RN's and Support to Nurses	Model Hospital Quartile 1 (green)	Nursing: Quartile 2 All staff: Quartile 3 M&D: Quartile 4 AHP's: Quartile 4	Professional, Technical and Therapies staff cost per weighted activity unit (WAU)	Model Hospital Quartile 2 (green)	Quartile 4
Reduce leavers in the first 12 months from 20% to 10%	10%	20%	Staff survey: Relationships at work are strained (never/rarely)	Model Hospital Quartile 1 (green)	Results for 2023 yet to be updated on Model Hospital
Meet the NHSE/I target for HCSW vacancies/vacancy rate for Support to Nurses	Model Hospital Quartile 1 (green); in top three in Shelford	Support to Nurses: Quartile 2 (nearly quartile 1)	Medical staff cost per weighted activity unit (WAU)	Model Hospital Quartile 2 (green)	Model Hospital Quartile 2 (green) – Jan 25 data
Staff survey: I have experienced harassment, bullying or abuse at work from other colleagues	Model Hospital Quartile 1 (green)	Results for 2023 yet to be updated on Model Hospital	Staff survey: Recommend my organisation as a great place to work	Model Hospital Quartile 4 (green); move to the top in Shelford	Results for 2023 yet to be updated on Model Hospital
Staff survey: My organisation takes positive action on health and wellbeing	Model Hospital Quartile 4 (green)	Results for 2023 yet to be updated on Model Hospital	Staff survey: I feel safe to speak up about anything that concerns me in this organisation	Model Hospital Quartile 4 (green); move to the top in Shelford	Results for 2023 yet to be updated on Model Hospital
WRES2: Recruitment: relative likelihood of white staff to lack, Asian and ethnic minority staff	Move to best in Shelford (0.93) Model Hospital (green)	Quartile 4 – 1.80	All staff booking 80% of leave by October each year	100%	Achieved
WDES2: Relative likelihood of non-disabled staff comparted to disabled staff being appointed from shortlisting across all posts	Move to best in Shelford (1.07) Model hospital (green)	Quartile 3 – 1.09	(NEW) Staff Survey – There are opportunities for me to develop my career in this organisation	Model Hospital Quartile 4 (green); Move to Top quartile in Shelford	Results for 2023 yet to be updated on Model Hospital
Reduction in recruitment time to hire (TtH)	42 days Model Hospital (Quartile 1, current best performing Shelford Trust)	47 days	(NEW) Staff Survey - In the last 12 months, how many times have you been the target of unwanted behaviour of a sexual nature in the workplace from staff / colleagues	Move to top quartile in Shelford	OUH Organisation Result: 96.45%