



The Dudley Group
NHS Foundation Trust



The Dudley People Plan

Shaping #OurFuture



Foreword



We are pleased to introduce the Dudley People Plan which sets our overall direction for how we recruit and support our people in delivering the Trust strategy shaping [#OurFuture](#) and meets our goal of being a brilliant place to work and thrive.

Our plan describes our ambition to support the people who choose to collaborate with us. It recognises that our people are our most important asset, who through dedication and commitment provide excellent care for our patients.

Our People Plan helps our people to understand what is on offer for them and creates a clear picture of where we are and where we want to be in three years' time.

Our goals through this plan are for us to provide a place where we look after our people, be clear on how we support and develop them whilst they collaborate with us and create a workplace culture where we treat each other with respect, ensuring equal opportunities and celebrating diversity.

Our values are core to supporting our people and we embed these within all elements of our people journeys – through positive engagement, strong collective leadership and accountability and an inclusive culture that encourages and enables colleagues to be their best every day.

Diane Wake

Chief Executive

Alan Duffell

Chief People Officer

A brilliant place to work and thrive

Shaping [#OurFuture](#)

attract recruit welcome develop & support



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Introduction

The Trust published its strategy - Shaping #OurFuture in 2021, developed through engagement with our people, patients, and partner organisations. With a clear vision, a set of strategic priorities and values, it places people at the heart of what we do as they are central to the success of the organisation. The successful delivery of the Trust's vision "Excellent health care, improved health for all" requires a motivated and skilled workforce.

Our key people goal is "To be a brilliant place to work and thrive", The Dudley People Plan recognises the achievements made so far, including significant achievements across Equality, Diversity and Inclusion, Wellbeing and our performance against our strategic measures of success - to reduce the vacancy rate, which is now at 7% (2023) and to improve the staff survey results. We know from our National NHS staff survey satisfaction scores that despite high operational pressures combined with workforce challenges we are improving the experience at our Trust, being particularly proud that our people are telling us that 'we work flexibly' and 'we are a team.'

We know there is more to do and the Dudley People Plan describes our ambition to support the people who collaborate with us, recognising the contribution made by every person and the important role they play, each and every day, in delivering safe, effective, high quality patient care, whilst role modelling our values. The Dudley People Plan recognises the value of our people and the link that exists between a valued, engaged, happy workforce and the quality and effectiveness of the care they are able to provide.

This Plan should be read in conjunction with the organisational strategy **Shaping #OurFuture** and the five key people journeys as they reflect what matters to our people in its delivery. It is recognised that not all of our people provide direct patient care but that we all have a key role in the patient journey. All of our people should feel supported and valued in their development to ensure they are able to progress as far as possible in their careers.

The plan covers a three-year period from 2023-2026 and summarises what our people can expect embedded in our five People Journeys:

- ▶ **Equality, inclusion and diversity**
- ▶ **Culture, Leadership and Learning**
- ▶ **Wellbeing**
- ▶ **Recruitment and retention**
- ▶ **Continuous improvement**

To develop our journeys, we have used the employee lifecycle to illustrate and plan for each stage of our peoples' interactions with our Trust; providing us with the insight necessary to develop our journeys by providing a framework for engagement and development allowing us to maximise the value of our workforce, their talent, and their contribution.

“ We all have a key role in the patient journey. ”

A positive experience is at the heart of our plan, and the employee lifecycle is pivotal in the development of our journeys. It provides a model for managing every interaction between our people through a timeline of employment and brings many advantages, including:

- ▶ **Engages with our people at each level:**
Adopting the employment lifecycle model and working towards improving each stage of our peoples' experience of work helps deepen engagement. This, in turn, helps increase productivity with a happier and more engaged workforce.
- ▶ **Optimises employee experience:**
The model also helps in maximising the experience of our people at work, which helps in the building of happier and stronger teams with better cohesion.
- ▶ **Lowers turnover and increases retention rates:**
Our people find themselves more appreciated and tend to remain with the organisation for longer periods. This helps make savings on hiring costs in the longer term.

To support the development and implementation of the Dudley People Plan, it is essential to understand and use strategic enablers, these are capabilities, capacities, and resources that contribute to the effective delivery of the plan. The success of the Dudley People Plan is supported by the following strategic enablers:

- ▶ **Digital**
Using digital tools to support us to deliver our goals and to innovate.
- ▶ **Communication**
Communicate well by listening and learning from our people to inform what we do.
- ▶ **Engagement**
Engage with our people to ensure they participate in our work to deliver our plans.
- ▶ **Culture**
Develop a culture that supports our goals through values and beliefs that guide activity through a shared vision.

We have a strong ambition to create a place where people choose to work and, whilst they are with us, they experience Dudley to be a brilliant place to work and thrive.

Our goals for each aspect of the employee experience are outlined in five individual People Journeys, with some of the work crossing over into more than one journey. These outline our main priorities in how we recruit, support, and develop people, embed the elements of inclusive, compassionate leadership in our culture and meet the strategic goal **“to be a brilliant place to work and thrive.”**

“ We have a strong ambition to create a place where people choose to work. ”

About our Trust

The Dudley Group NHS Foundation Trust (DGFT) provides acute and community services to the population of Dudley and to other parts of the Black Country, West Birmingham, South Staffordshire, and North Worcestershire.

Our people are our greatest asset. We have a workforce of around 6,600 whole time equivalent (WTE) staff making us the second largest employer in Dudley.

We offer services from three main hospital sites and through our community-based teams who work around the whole of Dudley delivering care to around 450,000 local people.

Our People

- ▶ **Age** – we have people from all age groups working for us – from under 20 years to over 70 years old. This means that we have four generations in our working population bringing different perspectives, needs and expectations.
- ▶ **Disability** – in our last Staff Survey (2022), 23% of our people have declared that they have a disability. This increases our responsibility to ensure we offer reasonable adjustments and for these staff to remain well whilst at work.
- ▶ **Gender** – 81% of our people are female.
- ▶ **Ethnicity** – Just over 27% of our workforce is ethnically diverse. However, this is not represented in our senior leadership positions.
- ▶ **Local Community** – we employ 65% of our people from our local community.

Our Challenges

Analysis by the King's Fund, the Health Foundation, and the Nuffield Trust (2018) [1] suggests the health service could be short of up to 350,000 people if it continues with current practices. We continue to face challenges in attracting, recruiting, and retaining people – partly as a result of local competition and national shortages in clinical roles, however we have reduced our vacancy rates in 2022 - due primarily to international nurse recruitment.

Those who leave us soon after starting (within the first year or two years) tend to leave due to work life balance. Those who stay with us longer tend to leave due to retirement.

We know that we need to increase diversity in leadership roles. We also need to ensure development is available for all to support growth.

The current working environment is challenging for our people, and this means they are not always well at work. Good work has been done, but there remains more to do.

To deliver these challenges we need to continue to work effectively and collaboratively with local and national partners. We need to redesign and shape the workforce, develop new and existing roles to meet workforce constraints and current and future service needs, whilst supporting people with the knowledge, skills, and confidence to operate in a dynamic environment. We need to work across the Black Country Integrated Care System to redefine how we plan, recruit, and retain people across all services.

“ We have four generations in our working population bringing different perspectives, needs and expectations. ”

People's expectations of work are changing. What people value in a job is changing. They also want to be able to balance their work more easily with other areas of their lives. These factors may become as important to individuals as levels of pay, reward and potential for career progression.

Demographics within the workforce are changing. Working lives are becoming longer as the UK population ages. As the UK state pension age rises, more older people will be in employment. By 2030, the number of economically active people aged 65 and over is expected to increase by one third.

There is more competition for the workforce, as the UK faces a labour shortage, linked to the ageing population, which results in more people leaving the jobs market than entering it. Alongside this, demand for health and care services is growing, also due to the ageing population, so a larger workforce will be needed.

The work supporting our people is influenced by a number of external drivers that have set a clear direction for how we create brilliant people services, these are summarised below and visualised in appendix 1.

▶ **NHS Long-Term Plan**

Published in 2019 it recognised concern about funding, workforce, increasing inequalities and pressures from a growing and ageing population. Recognising we must tackle head-on the pressures our people face, while making our extra funding go as far as possible. And as we do so, we must accelerate the redesign of patient care to future-proof the NHS for the decade ahead.

▶ **NHS People Plan**

Published in 2021 it outlined a clear direction in delivering better support to our NHS people to ensure the NHS is a modern, supportive, and inclusive employer. The focus is on 4 themes: Looking after our people, belonging in the NHS, Growing for the future and new ways of working.

▶ **NHS People Promises**

Which embeds the detailed 'what we must do' to provide a supportive work environment for our people. 7 People Promises to set clear expectations on how we support our people.

▶ **NHS Future of HR and OD**

This review of how people functions provide the support needed to enable the delivery of the People Plan and People Promises sets clear expectations of how we should deliver our support services to our people. It includes how we remain forward thinking, professional and embed the values and behaviours within the People Plan in how we deliver our people services.

▶ **The Health and Social Care Review: Leadership for a collaborative and inclusive culture (Messenger Review)**

Completed in June 2022, provides a renewed commitment to leadership development within health and social care with a focus on seven key deliverables. These are included throughout our journeys and are focused on leadership behaviours, action on equality diversity and inclusion, consistency in management, high quality appraisals, career development and supporting potential.

▶ **NHS Impact**

A new NHS Improvement approach which creates a single vision and a shared approach to improvement.

“ By 2030, the number of economically active people aged 65 and over is expected to increase by one third. ”

Local context

Healthier Futures

Black Country Integrated Care System

Integrated Care System (ICS)

The Black Country has 1.26 million residents and is made up of four distinct places: Dudley, Sandwell, Walsall, and Wolverhampton. The Black Country is a hugely diverse system and there is no “one size fits all” approach to working with local people or partners. The Black Country Integrated Care System (ICS) is made up of several partners including the Integrated Care Board (ICB), Provider Collaborative and Black Country Places.

Our People Strategy, aligned to the People Plan and People Promise articulates our actions and aims to achieving our strategic priority of making the Black Country the best place to work.

Working under two key themes – ‘Workforce Optimisation’ and ‘Inclusive Culture’ – workforce leaders from across the system are driving improvements to deliver the principles of ‘one workforce’; enabling a culture of belonging where all colleagues in the Black Country can thrive and continue to deliver high quality patient care.



Black Country Provider Collaborative

The implementation of Integrated Care Systems in 2022 and ongoing development of the Black Country Provider Collaborative means that we are looking to operate as ‘one hospital’ across multiple sites if we are to be successful in achieving the vision of **‘One healthcare system, across multiple sites, working in partnership to provide better, faster and safer care to the population of the Black Country and beyond.’** We need our people to develop the skills to be able to work differently. In addition, there are further opportunities in how we collaborate with other non-NHS Partners such as schools, universities, and local authorities to meet the requirements of the NHS workforce plan and the national goals within the People Plan and Promises.

Collaborative working between providers/within the Integrated Care System and place-based partnerships means the movement of our people across organisations should be easier and less organisation focused. Over time, we may develop ways to deliver this together.



Dudley Health and Care Partnership

The direction set out in the White Paper (Health and social care integration: joining up care for people, places and populations) [2] and the NHS Long-Term Plan requires all parts of the NHS to work towards better integration of services: integrating primary, community, secondary health care, physical and mental health, and social care. Within the Black Country there are four ‘places’ where models of integration are being developed. Within Dudley there is the Dudley Health and Care Partnership, of which we are a member, whose mission is **‘community where possible; hospital when necessary.’** One of the areas of focus that we want to collaborate on with our partners to identify new ways of growing and nurturing our own people. Workforce shortages in other partners has a direct impact on our services and people so it is an issue we can collectively work on to resolve. There will be increased opportunities to share resources, good practice and implement more joint initiatives across the partnership.

Five People Journeys



Employee life cycle model

We have developed 5 People Journeys to outline our ambitions for each element of our people functions and these are all modelled around the employee lifecycle. There are cross-cutting themes and actions across those journeys where our teams work together to deliver activities and meet our goals. All of the journeys embed our commitment to a workplace culture that demonstrates the People Promises with a dedicated focus on being inclusive, compassionate and where people feel they belong.

Each journey outlines the key ambitions, steps to achieve goals and the measures of success along the 3-year journey. Delivering these will ensure that we have a culture which supports the organisation to achieve its strategic priorities; have outstanding leaders at every level; ensure a motivated and engaged workforce delivering better patient outcomes; have integrated workforce plans and models across the health and care system which are fit for the future.

Within each journey are a number of priorities including Workforce Transformation, Recruitment

and Retention, Health and Wellbeing, Equality, Diversity and Inclusion, Education, Training and Innovation, Engagement and Involvement and Management and Leadership development. All objectives will have a focus of compassionate, collective leadership running throughout.

Designing and developing an experience that leads to retention, success, and great engagement is a key focus of the Dudley People Plan and rather than looking at engagement as a one-time endeavour, it needs to be fully embedded to develop a positive organisational culture. The employee life cycle model frames engagement as a designed experience embedded into the trajectory of every employee within our Trust.

The employee life cycle model helps to describe and plan for each stage of our employee's interactions with our Trust, providing us with the insight necessary to develop our journeys by providing a framework for engagement and development, allowing us to maximise the value of workforce, their talent, and their contribution.

“ All objectives will have a focus of compassionate collective leadership running throughout. ”

Five People Journeys

Organisational Culture

It is recognised that developing and sustaining a compassionate and supportive organisational culture is not something that can be delivered across a whole organisation in a short timeframe. Changing and embedding positive behaviours is a long-term commitment that begins with a shared vision, provided by the Dudley People Plan and actions that will influence the development of an organisational culture that delivers the People Promises are set out across our five journeys.

There is a clear vision of developing a compassionate organisational culture, in which we develop a diverse and inclusive workforce who are fully engaged and committed to **'Excellent health care, improved health for all.'**

We fully recognise that in transforming our culture there are key programmes of work (through our journeys) that will need to be delivered, these include a revision of the behavioural framework to fully embed our values, leadership, and development programmes for our people. To be successful we will develop a culture of psychological safety, just culture and civility.

Journey — Equality, Diversity and Inclusion

The Equality, Diversity & Inclusion Journey identifies six core workforce priorities with key actions anchored in the employee life cycle, whilst reflecting on national and regional workforce equality and inclusion strategies and priorities, including The Race Equality Code.

The EDI Journey is aligned to compliance requirements under the Public Sector Equality Duty (PSED) under the Equality Act 2010, taking into account national compliance drivers.

The Equality, Diversity & Inclusion Journey demonstrates our intention to build on and uphold our pledge to become a more inclusive Trust and provides a framework to support the delivery of this vision. Our journey sets out our aims over the next 3 years to support the organisation in becoming a brilliant place to work and thrive for all. The Equality Delivery System Assessment tools will support the Trust over the coming years to have active conversations with our workforce, patients, and key stakeholders to improve the experience of our people.

Our aim is to be a more inclusive organisation, where people matter most and Equality, Diversity and Inclusion is a **'golden thread'** evidenced throughout our work. These overall objectives over the next three years will help reduce vacancy rates, increase diverse recruitment to create a representative workforce and improve the experience of our workforce from across diverse communities. We will report progress against these objectives in the Trust's annual report and use this opportunity to review our targets each year.

“To be successful we will develop a culture of psychological safety, just culture and civility.”

Journey — Culture, Leadership and Learning

Our Culture, Leadership and Learning Journey describes our ambition to support those who choose to work with us. It helps our people to understand what is on offer for them and creates a clear picture of where we are and where we want to be in three years' time.

It is integral to our organisational Shaping **#OurFuture** Strategy, six core workforce priorities with key actions anchored in the employee life cycle. We reflect on national and regional leadership strategies and priorities, including Our Leadership Way and NHS People Promise.

Our Leadership Way sets out the compassionate and inclusive behaviours we want all our leaders at every level to show towards us as individuals and colleagues.

The Health and Social Care (Messenger) review, completed in June 2022, provides a renewed commitment to leadership development within health and social care with a focus on seven key deliverables. These are included throughout our journey.

Leading across and within our place and through our Integrated Care System is a core duty and our work on leading and learning is connected to our local ICB People Board and priorities.

We have connected the dots between our own internal plans including Dudley Improvement Practice, Equality, Diversity and Inclusion, Health and Wellbeing, Recruitment and Retention, Career Development Guidelines, and the Dudley Behaviour Framework.

Our Leadership Journey will support our people to be the best leaders in their role and therefore contribute to all 5 strategic goals to shaping **#OurFuture**, our particular emphasis is on how we ensure that Dudley is the best place to work and thrive. Our leadership offer is a significant driver of that objective.

Journey — Wellbeing

Our Trust vision statement is Excellent healthcare, improved health for all and the Wellbeing Journey complements that vision to better support and influence the wellbeing of our workforce. The Wellbeing Journey provides a framework to support delivery of this vision, to include establishing a comprehensive and diverse health and wellbeing journey for all our people which sits at the heart of the Trust's strategic goal of being a brilliant place to work and thrive. The emphasis on supporting our people to stay safe and well has never been more important, given the significant pressures faced throughout the pandemic.

The Wellbeing Journey addresses key priority areas aligned to the NHS Health and Wellbeing framework, with tangible actions identified within each area. The journey also considers feedback from workforce engagement sessions, key stakeholders within the organisation, completion of the NHS health and wellbeing diagnostic tool, regional and national health, and wellbeing priorities for workforce wellbeing in the NHS, and consideration of the wider workplace wellbeing lens. We also consider local population health data to inform the journey, through a health inequality lens.

We want our workforce to feel assured that their wellbeing is taken seriously, and we are aiming for excellence in this area, no matter what their position is within the Trust. We acknowledge that there is no one size fits all approach to workforce wellbeing and a holistic view has been taken in developing this journey, to sit across the whole organisation. We recognise the importance of the wellbeing of our workforce and how it contributes to a variety of factors to include a better organisational culture, healthier and more engaged employees, higher performance, and productivity, leading to better patient care and better relationships and experience across the whole Trust.

Five People Journeys

Journey — Recruitment & Retention

For the first time ever, we have four generations in the working population with differing expectations and personal values around what they expect from employment and their employer and our local population is growing increasingly diverse, where a 'one size fits all' approach to recruitment, selection and retention will no longer be enough. We can no longer afford to have a complacent approach to recruiting and retaining our workforce, as our people will select the Trust in the future rather than the other way around. There are more opportunities than ever before to move around to different Trusts given the labour market supply and demand pressures and increasingly, we will see a trend of people moving across the system or their work being realigned towards 'place' rather than within an organisational boundary.

Whilst this presents challenges in recruiting and retaining our people; it is also a unique opportunity for The Dudley Group NHS Foundation Trust to begin its journey to approaching recruitment and retention differently. A standardised approach to recruitment and retention that favours convenience, with processes designed around software and systems is not enough for our people (both prospective and current). This recruitment and retention journey starts us along the road to changing the way we do things and to being more people centred in our approach and to become more progressive, modern, flexible, and adaptable and tailor our approaches to the diverse needs of our people.



“ ... being more people centred in our approach and to become more progressive, modern, flexible and adaptable... ”

Journey — Continuous Improvement

As with all five, the Continuous Improvement Journey is integrated and woven through all our People Plan Journeys. The Dudley Improvement Practice approach is a method which can support the application and delivery of the values, behaviours, culture, and leadership aspirations stated throughout this document. It is accessible to every employee through their everyday work, and it leverages all three enablers: digital, communication and engagement.

The vision and purpose of the Dudley Improvement Practice is to develop ‘a culture of continuous improvement, delivering safe, high-quality, compassionate care.’

The DIP method consists of a range of training, events, facilitated workshops and improvement capability development plans which together support individuals, teams and services by providing a structured approach to their improvement journeys. This is underpinned by joint-working with Organisational Development to develop

changes in leadership behaviours that promote an improvement culture and by a management system that links improvement activities to the Trust’s strategic goals.

DIP believes in three essential elements of continuous improvement.

- ▶ **Engagement** - the power of collaboration is maximised by engaging the people who do the work every day and therefore have the most insight about how to improve it.
- ▶ **Equality** - harnessing the great diversity in our people by treating everyone as thinking equals drives innovation and creativity.
- ▶ **Empowerment** - developing a coaching style of leadership to make our people feel valued and psychologically safe to propose new ways of working, to contribute and to learn together.

To measure progress towards our vision, we use a subset of nine questions from the national NHS Staff Survey which together are indicative of a culture of continuous improvement. These questions encompass engagement, empowerment, inclusion, psychological safety, team effectiveness, leadership, wellbeing, and development. Primarily used as measures for improvement, we can also identify teams and departments that can be learnt from and others that may need focused support.

Aligned with NHS Impact, the national NHS approach to improvement, the Dudley Improvement Practice approach will also play a key role in facilitating the collaboration between organisations across the Black Country towards common, patient-centred goals.

“ The vision and purpose of The Dudley Improvement Practice is to develop a culture of continuous improvement. ”

Strategic enablers

To support the development and implementation of the Dudley People Plan, it is essential to understand and use strategic enablers, these are capabilities, capacities, and resources that contribute to the effective delivery of the plan, the success of the Dudley People Plan is supported by the following strategic enablers:



Digital

We recognise the need to use digital tools to support how we deliver our plans, this means that we will make use of existing digital tools and when developing new work, will ensure that digital is a part of our design and implementation to ensure continuous improvement and innovation.



Communication

We recognise communicating well is central to the successful delivery of our People Plan. It is critical that we listen and learn from our people to inform what we do. This means that we have clear plans on how we share information with our people and ask for their views, including using routine engagement tools like the Staff Survey and People Pulse to inform what we do.



Engagement

Engagement is key to designing, implementing, and delivering our plans. It is essential that we involve our people in our work to deliver our plans, create opportunities for people to provide feedback and to use that feedback to inform the services we develop and deliver.

“ It is critical that we listen and learn from our people to inform what we do. ”

Implementing The Dudley People Plan

Organisational culture

The owner and lead responsible for delivering the 'Dudley People Plan' is the Chief People Officer, supported by the workforce team who will ensure it is implemented across the organisation. The delivery of our People Plan will be overseen by the Trust's People Committee, and assurance will be given to the Board via committee updates alongside an annual Board progress update.

To implement the Dudley People Plan we will have five clear People Journeys, each journey has clear yearly deliverables and will have a senior lead responsible for its delivery. Each journey describes a number of areas and measures that will enable success to be captured. We have selected 2 key breakthrough measures for each Journey.

People Journeys				
Equality, diversity & inclusion	Culture, Leadership and Learning	Wellbeing	Recruit & Retain	Continuous Improvement
We will create an inclusive organisation that ensures equal opportunity and celebrates diversity.	We offer support and growth to develop the potential of our people. There are opportunities for everyone.	We support people to be safe and healthy and have access to professional support when needed.	Dudley is the place people want to work. We make it easy to work at Dudley.	We engage, empower and enable everyone to continuously improve their work.
Measures of success				
<ol style="list-style-type: none"> Sustain and expand membership of individual diversity networks. Improve reported position on WRES and WDES metrics around progression, development and leadership representation. 	<ol style="list-style-type: none"> Managers Essentials completed by 100% of line managers and impact measured through top quartile Staff Survey performance in Line Managers, Learning and Team Annual review target of 90% met and improves reporting of Annual Reviews impact on work (measured through Staff Survey). 	<ol style="list-style-type: none"> Wellbeing Staff Survey scores improve annually with the goal of achieving the top quartile by 2025. Fully embed Wellbeing champions with a goal of one active champion for each team/service. 	<ol style="list-style-type: none"> Vacancy rate below 7% Turnover Rate below 8%. 	<ol style="list-style-type: none"> The proportion of employees engaged in improvement activity is above 50%. DGFT's culture of continuous improvement as measured by a subset of staff survey questions is in the top quartile of Acute and Community Trusts.
Enablers				
Digital		Communication		Engagement
We use digital tools to deliver our plans		We listen and learn from our people to inform what we do		We involve people in our work

Implementing The Dudley People Plan

All of our people should come to work with a clear understanding of what is expected of them, receive feedback on how well they are doing against those expectations and feel supported to be able to successfully achieve them. Living our values in every aspect of our roles, especially when short of time, under pressure or busy, is vitally important to ensuring safe, high quality effective care for our patients.

The People Committee of the Trust Board will maintain governance oversight and scrutiny to its delivery of the Dudley People Plan and its associated Journeys by:

- ▶ **Reviewing the delivery of the People Plan twice a year.**
- ▶ **Reviewing progress against the EDI and Wellbeing Journeys. These journeys will be reported through to the People Committee via the EDI and Wellbeing Steering Groups on a bi-monthly basis.**
- ▶ **Monitor progress against the Continuous Improvement, Culture, Leadership and Learning and Learning and Retention Journeys on a quarterly basis.**

In addition, an annual review for Board will be undertaken for the People Plan and respective journeys, ensuring that the work is connected to identify and manage risks.

Divisional and Corporate leadership teams will contribute to the success of this plan through local delivery plans and implementation of the associated key work streams.

We measure performance in delivery of the People Plan through our embedded Key Performance Indicators and insight metrics such as the Staff Survey, Workforce Race Equality Standards (WRES) and Workforce Disability Equality Standards (WDES) and recruitment measures, including:

- ✕ **Absence**
- ↻ **Turnover**
- 🔍 **Vacancies**
- ✓ **Staff Survey**
- 🕒 **Time to Hire**
- ⚙️ **Mandatory Training**
- ♥️ **Employee Relations Casework**

This will feed through into the overall Trust Strategy quarterly update to Trust Board.



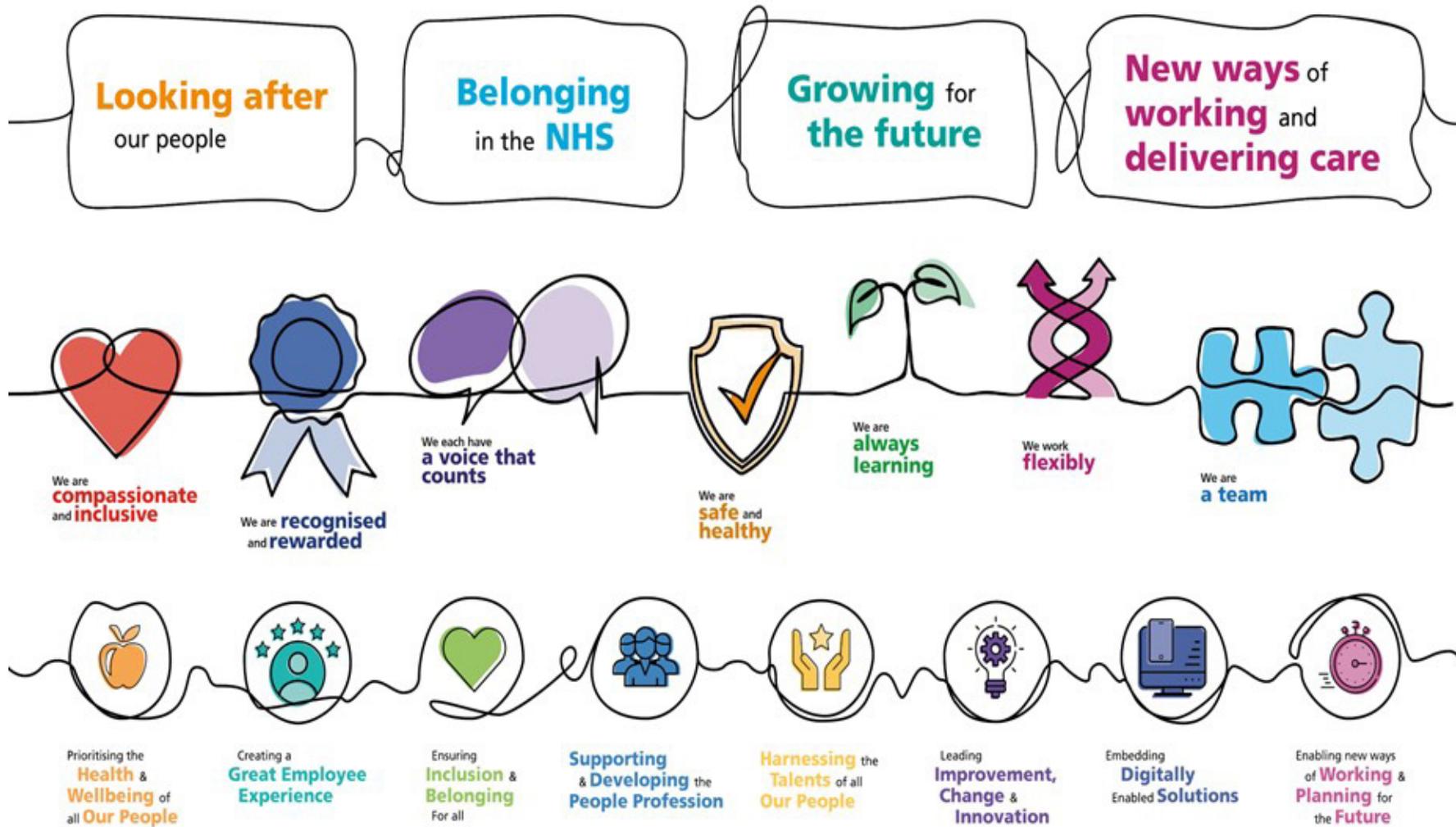
We know that our services face significant challenges and opportunities in the coming years over the life of this plan, whether these are from how we provide services, the cost of services or who provides them. Achieving our stated goal “to be a brilliant place to work and thrive” will not be easy or straightforward. However, the Dudley People Plan will help make working for The Dudley Group NHS Foundation Trust a positive experience for everyone, at every level of the organisation.

Our plan aims to deliver our goal by identifying the key areas of focus and action in areas we know will help us to make a positive difference and achieve our wider Trust vision, aims, and objectives.

We appreciate that the plan will need to remain dynamically under review and will be subject to changes over the coming years. To this end we will review the strategy annually alongside the five people journeys. We also very much appreciate that new issues, new opportunities, and new technologies will arise over the life cycle of the plan. In responding to these our intention is to ensure we continue to engage and involve our colleagues and our partners in producing fresh ideas and solutions.

A brilliant place to work and thrive

Appendix 1 - Summary of NHS People Goals



References

- [1] The health care workforce in England: make or break? (kingsfund.org.uk)
- [2] Health and social care integration: joining up care for people, places and populations - GOV.UK (www.gov.uk)

Excellent health care, improved health for all

Supported by our values of Care, Respect and Responsibility