

NHSBT Board
May 2018

People Strategy 2016-2020 Review

1. Status – Public

2. Executive Summary

This paper provides a mid-point review of the progress against our NHSBT People Strategy 2016-2020, approved by the Board in 2016.

The People Strategy focused on five key objectives. The team have worked over the last two years on making progress towards these. In addition, the People Directorate has responded to the changing needs of the business and progressed several pieces of work which were not expressly set out in the strategy but which remain complementary to its aims and objectives.

The paper sets out the findings of the Review of progress promised when the strategy was agreed.

3. Action Requested

The NHSBT Board is asked to:

- note the achievements made so far;
- endorse the vision of the People Directorate – ‘*People at the Heart of NHSBT*’ - and ‘*Engage, Enable, Deliver*’ as the People Directorate’s core purpose within the corporate mission and values of Caring, Expert & Quality – Saving and Improving Lives; and
- agree the actions proposed as next steps.

4. Proposal

The proposal is that the People Directorate communicates the key outputs from the review and takes action to fulfil the remaining elements of the strategy in the following two years.

5. Background

5.1 The People Strategy was launched during May 2016. It included a commitment to carry out a review after two years, this paper constitutes the outcome of that review.

5.2 The Review was carried out during late 2017 and early 2018, and sought views on the progress we have made against the Strategy. Feedback was sought using a number of different methods. Specifically, we:

- carried out two surveys of People Directorate colleagues and a sample survey for 100 colleagues across NHSBT (80 respondents – 80%);
- used People Directorate Facebook page discussion threads;
- held interviews with key stakeholders (Assistant Directors & Trades Union lead reps) and HR Business Partners;
- summarised key achievements of the Strategy to date through a People SMT workshop, focussing on reviewing the outputs against the Strategy;
- undertook a H&S and Learning and Development departmental review at team meeting level – focussing on achievements against the Strategy.

5.3 The five key aims of the Strategy are as follows: -

- attract the best people;
- develop and grow our talent;
- retain our best people and skills;
- lead with passion; and
- create the right environment.

5.4 In addition to the development of the Strategy's five key aims, we have worked over the last two years on complimentary areas not expressly mentioned in the strategy action plans. These include (this is not an exhaustive list):

- a new process for contractor approvals and IR35 assurance processes;
- learning through "Little TED" talks (Tell, Explain and Describe), income generation work;
- supporting a range of change management/transformational projects (for example, core system modernisation and alignments to teams in Blood Donation).

5.5 Achievements against each of the five key aims of the Strategy are listed under section 6 below. Overall, the Review has demonstrated significant progress against the Strategy.

5.6 Over the last two years the People Directorate have been shortlisted for 16 awards and have won six, we see this as a fantastic way to demonstrate and showcase the work we do and benchmark ourselves with others. A complete list is detailed at appendix one.

5.7 However, the People Pledge, which is one element of the Strategy, has not been widely used over the last two years. This is because we are moving away from the approach represented by this sort of "contract" with colleagues, to a relationship grounded in mutual trust, respect and engagement. This shift in emphasis and approach is consistent with the second phase in the Strategy. We are now driving towards delivery of an ever more effective culture. The "strapline" of the Strategy, "Engage, Enable, Deliver" reflects this increased focus on a positive culture and, in turn, supports our corporate vision of Caring, Expert, Quality.

6. Achievements within the five Strategic aims

6.1 Within the People Strategy across the 5 strategic aim areas there were 56 action areas listed. In summary the review evidenced that we have so far:

- completed 24 of these items;
- progressed with 27;
- have not started on 2;
- stopped 3; and
- added an additional 8.

6.2 Below you will see a summary of our key achievements within the Strategy. However, we (the People Directorate) are particularly proud of our work on the following items:

- the extensive range of our development offerings through the SHINE programme this ranges from front line colleagues to CEO development programmes. The success of our Senior Leadership Development Programme for example has seen 3 of the current Executive within its alumni;
- the significant expansion in the service that we provide through HR Direct, PeopleFirst, Recruitment and Health, Safety & Wellbeing;
- the success with our income generation approach with particular emphasis on our scientific training provision;
- our customer satisfaction performance scores;
- our award-winning apprenticeship scheme;
- being shortlisted for a variety of awards which led to us winning 7 awards/accreditations.

6.3 Moving forward into the final 2 years of our Strategy we are aiming to focus our efforts on work around the following areas:

- inclusion and diversity across NHSBT;
- engagement and collaborative working more generally; and
- talent and succession.

6.4 Achievements against each strategic aims are detailed below: -

6.4.1 Attracting the Best People

The strategic aim was defined as: *“To deliver our life saving work and to bring innovation to an organisation that continually needs to evolve”*. **14 action areas – 7 completed, 7 in progress.**

Key highlights in this area include:

- the creation of the career website (includes case studies on many roles, BAME representation, awards, campaigns and open days as well as guidance on writing applications, interview techniques). Candidate feedback is at 96% for the information provided;

- the use of cohort recruitment collaboratively working between recruitment, OWD, HR and ODT/Manufacturing – great success was seen from the Manchester open days using this method. For 38 HTO (band 2) roles in Manufacturing there were 11,330 views, 785 applications 209 shortlisted. Specifically, 432 attended the open day route for these vacancies of which 80 were shortlisted and 11 were appointed. Out of the 38 new starters 30% were from BAME groups;
- we increased the level of bespoke recruitment activity specific recruitment plans & advertising. For example, within ICT (targeted campaigns, use of social media, specialist agencies and NHSjobs);
- we introduced commissioning meetings for every recruitment activity – this has reduced the time taken to recruit to 12 weeks. When benchmarked with other organisations it is often 12 weeks plus notice periods, our figures include notice periods. Recruitment manager feedback shows a 97% level of satisfaction with these commissioning meetings which is an increase from 93% 2 years ago. They also reported an increase in overall satisfaction from 91% to 97%;
- the core recruitment stats between April 2016 and March 2018 as follows:

Vacancies advertised on NHS jobs	2, 423
Number of views	1, 435, 124
Number of applications	32, 038
Number of appointments	2, 177

- we have achieved a 4 out of 5 for recruitment on Glassdoor by way of customer feedback;
- the implementation of a work experience process as well as developing NHSBT's award winning (Top 100 employer) Apprenticeship Scheme. We currently support 131 apprentices;
- the development of two NHSBT Graduate schemes – NHSBT Graduates (8 participants – 2 have found internal roles to date) & ICT Graduate Developers (8 participants).

6.4.2 Develop and grow our talent: -

The strategic aim for this theme was *“Ensuring our people have access to development to enable them to obtain the necessary skills for their job, encouraging people to grow their expertise and knowledge and secure talent for the future with robust talent and succession planning”*. **9 action areas - 8 in progress, 1 not started – development of rotational programmes.**

Key achievements in this area include:

- the expansion of SHINE Academy up take (93% of participants cite improvements in the workplace based on evaluation data post learning event);
- by flexing talent, we have seen greater opportunities for secondments on projects, and moving our talent across the organisation;
- we launched a set of “Little TED Talks”. There are currently eight on-line tutorials and more will be added (topics such as leadership as a

process, the change equation, the circle of influence, time management basics). Since they were introduced in October 2017 there have been 1, 231 hits on these videos;

- the launch of the Leadership Ladder is imminent;
- a succession planning process has been embedded across the Executive Team and Band 8 cohort;
- implementation of a six-month probationary period for all roles. Since its introduction there have been 24 probationary cases recorded on ServiceNow – resulting in 4 voluntary resignations, 3 dismissals, 3 review extensions, 12 closed cases where performance improved and 2 currently open cases;
- BAME Masterclasses (102 individuals attended);
- Work has commenced to create the NHSBT response to the emerging Advanced Therapies (AT) agenda (income generation in the scientific training area since April 2016 has been approx. £200k).

6.4.3 Retain our best people and skills

The strategic aim for this theme was “Ensuring we recognise and reward our people for their contribution to achieving our purpose.” **10 action areas - 1 complete, 6 in progress, 3 stopped.**

Key achievements in this area include: -

- we have introduced flexible home working policies, improving work-life balance and reduction in travel costs;
- availability of Total Reward Statements for all colleagues (including pension statements);
- secondments and flexible working options being more widely used, particularly on large-scale transformation programmes such as Core Systems Modernisation (CSM),
- rotating expertise as seen in the recent rotation at Assistant Director level within Manufacturing & Logistics and Blood Donation;
- Recognition of Excellence via quarterly submission and at the national awards ceremony achieved 221 nominations during 2016/17 and 133 so far during 2017/18 (runs October to September);
- many Directorate SMTs are carrying out ‘celebrate success’ agenda items within management meetings with Directors contacting those commended;
- our structured development programmes such as SLDP, SHINE Accelerate, Reach Higher, AIM, Hubbub, ELM, ALM, Executive Coaching ILM 7. The number of colleagues attending these programmes are (data covers April 2016 – March 2018).

Senior Leadership Development Programme (SLDP)	22 commenced May 2018, (99 in total since 2011)
SHINE Accelerate	86
Hubbub	116
Effective Line Management (ELM)	24
AIM	117
Reach Higher	6

6.4.4 Lead with passion

The strategic aim for this theme is *“We need leaders with the passion to deliver services whilst leading diverse teams in a front-line service”*. **7 action areas – 3 completed, 4 in progress.**

Key achievements in this area include:

- design of a new Leadership Ladder to be used as a framework and pathway for managers and leaders to follow for their development across three different levels;
- continuing to work to reduce the burden on managers through the further development of online knowledge resources, automation of forms, support through PeopleFirst and immediate, first point of contact via HR Direct; and
- the creation of the NHSBT Executive Coaching faculty (84 clients coached so far and 13 coaches trained internally to ILM level 7.

6.4.5 Create the right environment

The strategic aim of this theme is *“We need to create a safe environment which encourages; a respect for wellbeing, employee engagement, innovation and continuous improvement and maintain our commitment to work in partnership”*. **16 action areas – 5 completed, 10 in progress, 1 not commenced.**

- *‘Your Voice Be Heard’* (October 2016) - 80% response rate (4,214 individuals, an increase from 65% in 2014), 3.73% engagement score achieved (increase from 3.56 in 2014). A *‘Your Voice’* Pulse Survey will be carried out Autumn this year;
- a positive and successful Staff Partnership Committee (SPC) relationships;
- there has been a reduction in accidents & injuries. This has been achieved through raising awareness of the impact of Human Factors (over 3-day injury down from 34 in 2015/16 to 19 cases currently) and reporting of near miss up by 20% (Blood Donation & Manufacturing & Logistics have seen significant improvements). We have seen a decrease of 22% in level 1 to 3 lost time and serious accidents, ahead of the original target of a 10% reduction;
- we have supported Disability and Health Promotion Advocates (via quarterly meetings) & local Health, Safety & Wellbeing Advisors have carried out Work-Related Stress Risk Assessments;
- we have launched an OH Portal & on line *‘Wellbeing Zone’* created which provides information and allows people to set themselves goals, follow their own personal fitness programme and undertake a wellbeing assessment;
- there are now 92 trained Mental Health and Wellbeing champions across NHSBT, and we are continuing this work to provide local support networks for each centre and Blood Donation teams. There is also the provision for fast track physiotherapy (up to 8 sessions) for colleagues who have an acute injury (from either work or home) in the last 6 weeks

who are not receiving treatment elsewhere and the injury causes them some impact on their work;

- HR casework resolution within SLA has increased to 90% in March 2018 which is up from 71% in March 2016.
- since the expansion of the HR Direct service in February 2016 48,000 queries have been dealt with. Resolution on the day remains consistently at over 87%. HR Direct have also supported 183 attendance cases since they took on this additional service in July 2017;
- a greater focus on Diversity & Inclusion (D&I) detailed within the D&I strategic plan;
- additions to the rewards & benefits package were attained – including Buying Additional Annual Leave (218 people in 2017/18) and Give As You Earn (GAYE) scheme; and
- we have given greater focus on engagement & culture work, focusing on 'People at the Heart of NHSBT'. New recognition initiatives are being prepared using 'Praise our People' cards, additional rewards/scratch card of prizes, greater access to shadowing or annual leave days to say, 'thank you'.

7. Next Steps

7.1 The next steps fall broadly into two categories:

- to communicate to the wider organisation the key updates from those areas completed to date;
- to continue to deliver the remaining elements of the strategy for example – the implementation of the leadership ladder, further use of social media for recruitment and branding purposes, develop the Inclusion and Engagement strategies further; and
- recognise the change in emphasis for our People Strategy. The first phase was quite tactical in approach and the next phase will focus on strategies to enhance our employee engagement and making NHSBT a great place to work.

7.2 Prepare for the development of the NHSBT People Strategy that will replace this strategy from 2020 onwards.

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Appendix One

List of awards for the People Directorate

Award	Awarding Body	Achievement
In House Call Centre of the Year (HR Direct)	South West Call Centre Forum	Shortlisted (awaiting result)
SW England NHS Leadership Academy Awards	Best Team- Non- Clinical	Won
HR Distinction Awards	Distinction in People Development	Won
Regional Newcomer - Large Employer	National Apprenticeship Awards	Won
Top 100 Employer for Apprenticeships		Won
Highly Commended Award for Large Employer of the Year in Apprenticeships		Won
Customer Service Excellence Award (3 years Dec 2017)	Assessed by M Assessment Services	Accredited
Best Organisational Team	TJ Awards	Shortlisted
Best Apprenticeship Scheme	TJ Awards	Shortlisted
Best L&D Development Team-Shine	HRD Awards	Shortlisted
HSJ Awards	Workforce Award	Shortlisted
HR Distinction Awards	Distinction in Talent Management	Shortlisted
HSJ Value in Healthcare Awards	Improving the Value of NHS Support Services	Shortlisted
Best use of Technology in Customer Engagement	Engage Award	Shortlisted
Best Organisational Development Team	HSJ Awards	Shortlisted
National Newcomer- Large Employer	National Apprenticeship Awards	Shortlisted