NHS
Blood and Transplant

NHSBT Board

16th July 2020

Diversity and Inclusion

Status: Official

At our last meeting in May, we informed the Board that we would be publishing the findings from the Organisational Diagnostic at Colindale on 11 June. Unfortunately, the report was leaked to the Guardian and we had to pull forward our announcement by several days so that colleagues would have an opportunity to see the report before reading about it in the paper. The report is available on our website, together with Q&A and other communications.

Following publication of the report, the entire Executive Team held multiple Colindale-specific and all staff webinars to discuss the report and take questions. Katherine Robinson and I also visited Colindale to meet colleagues in person.

We are now in the process of implementing the recommendations from the report and, in parallel, setting up a multi-year programme to improve diversity and inclusion, making NHSBT a better place to work for everyone. This programme will sit at the heart of our transformation strategy and underpin our efforts to reduce health inequalities through increasing donor diversity. A summary of the current actions underway is attached to this paper.

We will shortly be announcing the appointment of a Chief Diversity and Inclusion Officer who will lead our efforts in this space and, together with the newly created Equality, Diversity and Inclusion Council, hold the organisation to account for delivery.

In the short term, the programme will focus on three key priorities which have come out of our discussions with colleagues:

- Supporting and holding each other to account for creating a Just Culture, ensuring Dignity at Work, and consciously including diversity in every aspect of our work;
- Improving the informal and formal grievance process so colleagues feel safe to speak up and confident that appropriate action will be taken; and
- Revamping our recruitment and promotion processes to remove bias and discrimination, and invest in talent development.

We will come back to the Board in September with a fuller update on our progress and plans. In the meantime, we have invited the Chairs of the BAME network - Melissa Thermidor and Zeeshan Asghar - as well as the Chair of the BAME Taskforce at

Colindale - Steve Durgacharan - to join our meeting for this agenda item in order to share their thoughts and reflections with the Board.

Betsy Bassis

Our diversity and inclusion plan

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Immediate actions already underway

Working with Colindale Taskforce to address issues highlighted in the report

Safe spaces and open forums:

- Zoom calls with Executive Team (ET)
- Network-led initiatives, e.g. BAME network video which will be shared with Board in July, Stonewall Workplace Equality Index Action Plan
- Chairs from diversity networks joining ET on rotational basis
- More frequent Our Voice surveys to better keep in touch with the issues and more immediately tackle these
- Promoting Freedom to Speak Up Guardian and other channels to raise concerns
- Launching new Survey feedback form to gather team feedback

Creating space for individuals and teams to learn and reflect:

- Ongoing ET and Board discussions
- Directorate-based discussions
- Webinars (e.g. White Fragility), suggested reading materials/videos and other resources on Link
- Reciprocal mentoring (where each participant in the partnership takes turns being the mentor and the mentee)

Inviting feedback on key priorities:

- Ensure that leaders and managers are both supported and held to account for creating a Just Culture, ensuring Dignity at Work, and consciously including diversity in every aspect of their work
- Improve the informal and formal grievance process so people feel safe to speak up and confident that appropriate action will be taken
- Revamp our recruitment and promotion processes to remove bias and discrimination, and invest in talent development

Building a robust programme for the future

Recruiting Chief Diversity and Inclusion Officer to lead change

Appointed programme manager to start developing programme structure and plans

Created Equality, Diversity and Inclusion Council to shape our plans and hold the organisation to account for delivery

Appointed ET champions for each of our staff diversity networks

In progress:

- Build baseline and set targets
- Identify, prioritise and resource workstreams for a multi-year diversity and inclusion programme
- Establish new inclusive ways to work together to deliver the progamme