

DRAFT CONTENT

COLINDALE NEWSLETTER UPDATE

Background

In October we shared the first Colindale newsletter with a number of actions we would be taking or already underway in response to the Organisation Diagnostic Report by Globis.

We want to provide you with an update as we start the New Year on how things have been progressing and an update on the ongoing dialogue we are having with the Colindale Taskforce members and with Trade Union colleagues at Colindale.

We have listed for your information our key activities and work that has been undertaken or is ongoing against each of the Globis report recommendations.

Recommendation 1

“The leadership currently in place for the manufacturing process in the laboratory needs to be reviewed. This is critical for overall culture change. NHSBT should consider alternative options as a matter of urgency to ensure sustainable progress is made.

- We have taken the opportunity to review leadership vacancies that have arisen and have engaged the Colindale Taskforce and Colindale TU Partnership on our approach to recruiting to these posts in Manufacturing. Developing an inclusive culture has been part of these discussions.
- We have created additional supervisory capacity by funding additional supervisor posts including a dedicated supervisor post for the evening shift, based on feedback from evening shift colleagues.
- The supervisory roles have provided the opportunity for three existing NHSBT colleagues to develop their careers and will in turn provide additional support for members of the team.
- We have listened to the need for development opportunities and these supervisor posts now provide progression for colleagues from band 4 posts to move into band 5 supervisor posts and career progress to band 6
- 3 members of the Manufacturing department have been successfully promoted to Shift Supervisor posts within manufacturing and took up their new roles in November 2020.
- Yvonne McIntosh, Organisational Workforce Development Consultant is providing colleagues with support as they develop in their new roles.
- We have appointed to the vacated Head of Manufacturing post and Farai Katsande has been promoted from his position on the night shift into this post. Farai commenced in his new position in January.

- We have run stakeholder engagement as part of the recruitment process to the senior posts in the department and the Colindale Taskforce were instrumental in setting up the stakeholder engagement session within the recruitment process for the Regional Manufacturing Manager post. Team members were involved in the recruitment process and met with interview candidates. It was widely considered effective and a success by those involved. This model is being developed to make future recruitment more engaging for teams and will be trialed in Manchester and Filton with the vision that it will be used across the organisation for equivalent / management roles.
- Our next post to be advertised is a band 8A Staff Development Manager. We envisage that this post will provide the staff development support working with Farai and this will enable a much greater focus on talent development and succession planning in the department and the opportunity to develop career pathways between posts.

Recommendation 2

“Provide a concentrated period of training and coaching focused on the principles of line management for managers and leaders. A comprehensive training programme that covers critical topics including difficult conversations, managing performance and supervisory skills. This will enable incumbents to perform better in their role and the impact on the team will be evident.”

- The Organisational Development Team have concentrated their first level support in Manufacturing at Colindale and have undertaken intensive coaching support with four management colleagues, focusing on their leadership development.
- This opportunity has since been widened for access to all managers in Colindale and managers have been encouraged to access the coaching team which is supported by 360 feedback assessment.
- Safe Space workshops for Colindale managers have been advertised and offered to management colleagues. Dates have been running throughout January on 06, 13, 19 and 28 January 2021. These workshops offer a safe, confidential space for managers to discuss their roles, their development and challenges they face. To attend the workshop, please contact lauren.may@nhsbt.nhs.uk
- Web-based resources to support managers have been made available on the NHSBT Learning Hub. This includes how to have sensitive and honest conversations, effective 1:1 meeting and enabling better performance.
- An audit is to be run on the development management have undertaken to date and on take up rates compared with the resource made available. This is due to commence later this month.

Recommendation 3

“Invest in equality and civility training for all employees at Colindale. Training in these subjects would greatly enhance understanding and respect within the team, increasing morale and productivity

- Behavioural Commitments workshops have taken place across all shifts in manufacturing.
- The workshops were developed in partnership with colleagues to understand what teams wanted and needed in the behavioural charter; agreed what good and bad behaviour looks like and how to hold one another to account.
- A second pilot workshop with Colindale’s H&I department started at the beginning of January 2021.
- Budget has been allocated to roll out this programme nationally in the next financial year.
- If you have taken part in a pilot session, we would like to hear your feedback. You can do this by contacting lauren.may@nhsbt.nhs.uk.
- An Inclusive Leadership Behaviours module is being added to the Leadership Development Portfolio. We are currently trialling this module in Barnsley. 12 places on the programme will be offered to Colindale-based colleagues. We will soon be in contact with managers in manufacturing to identify volunteers to take part in the module. This will run throughout February and March 2021.

Recommendation 4

“Embark on a cultural development programme for Colindale and action previously raised concerns to make marginal gains. Any shift in culture takes time and needs to be actioned through a fully cohesive plan that impacts on all members of the organisation. This is a complex project that needs to be carefully planned and managed to achieve optimal results.”

- The first step has been to run webinars to get colleagues talking about and reflecting on inclusive behaviour, motivating and supporting, career progression and respectfully challenging unacceptable behaviour.
- Webinars on PDPRs, Freedom to Speak Up and Career Progression took place throughout October, November, and December.
- Around 50 colleagues signed up for the career progression webinar in December which was fantastic to see.
- We are planning a series of monthly webinars to continue throughout 2021 and seeking feedback on the topics which colleagues feel are relevant and important. If you have a suggestion, you can contact sarah.johnson@nhsbt.nhs.uk.
- ‘Connect with your community’ check-in sessions are being explored. This may take the form of a 30-minute open space with no agenda to allow colleagues to connect and have

informal discussions. We would like to hear your feedback and whether you would find these sessions beneficial.

- Let's Talk Diversity and Inclusion webinars with Rosna Mortuza have also taken place with members of the Executive Team to understand how each area of the organisation is working to help make NHSBT a more diverse and inclusive place to work. The remaining three webinars are scheduled on 2, 11 and 23 February 2021. You can find the details for each session in the events calendar on Link.
- Three Let's Talk About Race workshops took place in 2020 with more scheduled for 2021 and these will be open to all colleagues across NHSBT. Have asked Jazz for more detail
- Reciprocal mentoring is planned for early 2021. This will form part of a programme to develop compassionate leadership across NHSBT. The mentoring is hosted by the NHS Leadership Academy. We look forward to sharing more information in near future.
- We have added several Skills Boosters digital resources to Stream (our internal video hosting platform) and People First for colleagues to access. We will be developing the resources further this year on the Diversity and Inclusion area on Link.

Recommendation 5

“Review the process for recruitment to level the playing field. Where candidates are equal on skills and qualifications, introduce length of service as the deciding factor. This will create a fair and justifiable process that offers transparency for the whole of the organisation.”

- Work has commenced at a national level with Patricia Grealish Interim Chief People Officer and Rosna Mortuza, Chief Diversity and Inclusion Manager to review the way we recruit and promote within the organisation and attract diverse applications into the organisation.
- This work is concentrating both on external recruitment and how we attract more diverse applicants into NHSBT as well as looking at concerns that have been raised by colleagues who already work for NHSBT including person specification criteria and access to development
- We have commenced this work with a series of short questionnaires to obtain feedback from operational managers, trade union colleagues and stakeholders on the secondment process, pay on promotion, internal versus external recruitment and use of the transfer process agreement
- We are looking at the feedback we have received with a view to putting together initial recommendations by the end of January.
- The work on person specifications is being worked on for the Manufacturing job family in the first instance and this work is on track for completion by the end of March. We will use results from this work to introduce the review of further person specifications

- across the organisation
 - More information on this will be shared shortly and the team will be looking for input from colleagues on a forward approach.
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- To aid development into senior positions we are purchasing the Leadership Academy Stepping Up programme for aspiring BAME colleagues. It is managed by the NHS Leadership Academy but will be running in-house, exclusive to 42 NHSBT colleagues. The two-day events are yet to be confirmed but likely to run in May and July 2021.
 - We have commenced discussions on Career pathways in Manufacturing and have the first draft of a career pathway for manufacturing.

Recommendation 6

a) HR has a critical role to play in future interventions. There are areas that need urgent review and improvement.

- The People Directorate is commissioning Consultant support to work with them and key stakeholders on the review of 3 key policies, grievance, discipline, and dignity at work. The focus is to adopt a resolution approach to working. This work is commencing in the first quarter of 2021.
- In the short-term improvements are being made to how cases are commissioned, and a triage process has been introduced before referral of cases into the disciplinary process. This triage process includes BAME and Just culture representation before any case is commissioned for disciplinary investigation.
- Case numbers and outcomes are being monitored and the Chief People Officer is to take this data for regular review to the Executive Team.

b) The current process for secondments needs to be clarified and communicated

- We have discussed the use of the secondment policy with Taskforce and Union colleagues and sought feedback from operational managers via questionnaire
- The consensus is that secondments can be positive for colleague development and career progression
- The key concern is that the duration of secondments can run on and need to be better monitored and substantive posts advertised.
- Assurance is also sought that secondments are being advertised.
- Recommendations on the feedback are being drawn together in the policy and processes workstream of the diverse recruitment project. Recommendations are due end of January

c) The Personal Development and Performance Review Process needs to be implemented.

- We have offered managers support in having effective PDPR conversations. A training package and resources have also been made available on [People First](#).
- PDPR questionnaires asking for your feedback on the quality of your PDPR was sent to colleagues in Colindale in December. To date we have received 56 responses. The questionnaire has been extended to remain open until the end of January 2021. Please do take the time to complete the confidential [survey](#) and have your say.
- We have placed our focus on ensuring all colleagues have a meaningful development plan as part of their PDPR discussions to support progression and development
- We have seen PDPR rates increase from 64% to 86% in Colindale and there is further action to increase. Managers are being contacted directly regarding outstanding PDPRs and supported where required.
- We are auditing the PDPR experience through questionnaire and interview follow up.
- We are conducting a qualitative evaluation of PDPRs and leading phone call interviews with colleagues from each Colindale department (15% of each department, randomly selected) throughout January and February to confidentially discuss the quality of PDPRs.

d) The relationship with trade unions needs to be reviewed and managed

- We have set up fortnightly meetings with our Trade Union colleagues at Colindale
- The meetings are constructive and help us focus on areas for resolution and on areas that we need to flag up to senior management and senior union leadership
- The meetings help us engage on discussing areas for improvement and where we can jointly improve employee relations
- We discuss ongoing casework figures, monitor trends, and look at how we can collaboratively make improvements for colleagues.

Recommendation 7

“Carry out further pieces of organisation diagnosis work to establish whether Colindale is an outlier against other sites across NHSBT. Building a picture across all sites will offer insight into the extent of the action that needs to be taken.”

- The plan is to roll out some of the OD interventions across the organisation including the civility training.
- We are also monitoring our case work statistics across the organisation

Recommendation 8

“Conduct an effectiveness review of the open office structure. This will enable the organisation to see whether a new design would enhance working relationships and performance.”

- As a result of the impact of Covid 19, office colleagues are working remotely carrying out their roles.
- This time has provided us with the opportunity to reflect on future ways of working and the learning from the changes we made last year as a result of the Coronavirus pandemic. This learning will be included in plans for future working models as we recognise that there may be a call for more blended working with a mixture of office based and remote working provision.
- A NHSBT group has been established with DDTS colleagues to look at future ways of working and the Head of Centre will coordinate the Colindale input into this group and bring learning back to the Colindale centre.

Recommendation 9

“Verify and clearly communicate plans on whether Colindale will remain as an ongoing concern. This topic is causing concern to staff and the sooner this is addressed the better.”

Colindale is a strategically important site for NHSBT with its proximity to large hospitals. We want colleagues to know that we remain firmly committed to the site, including investing in the centre to make it a better working environment. We communicated this in our Colindale Newsletter in October 2020.

Next Steps

Our next steps to take forward the work that has jointly been undertaken by a team of Taskforce, Union, People Directorate, D&I and management colleagues is to appoint management resource to embed the work that has commenced at Colindale into business-as-usual engagement.

This resource will focus on engagement across the Centre to ensure that we continue the focus on inclusion, dignity at work and respect for all our colleagues.

As part of this handover work an audit will be undertaken of the learning and development of management colleagues and the level of take up of the OD development that has been on offer.

Details of your Taskforce and TU colleagues

Include names, possibly photo?

How you can feed back your comments and views to Taskforce Colleagues and Trade Union Colleagues

We would like to hear your feedback, comments and views and you can do this by

19 January 2020.