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Organisational Diagnostics Priority Recommendations Progress Review

A report setting out the outcome of focus group sessions facilitated by the TCM Group for Rosna Mortuza, Chief Diversity and Inclusion Officer, NHS Blood and Transplant.

TCM Investigator:

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TCM Independent Review Report, FOREWORD by CDIO Rosna Mortuza

At NHS Blood and Transplant, being a great place to work means creating a safe, supportive and inclusive working environment where colleagues can do their best work - so that we can save and improve even more lives.

Following the publication of the Colindale Organisational Diagnostic Report in June 2020, we committed to reviewing our progress against the nine priority recommendations set out in the report. We commissioned this 2021 independent review, the findings of which are shared in this follow up report, to gather direct feedback from colleagues, and assess from the perspective of staff based at Colindale whether they feel we are making progress, and how the changes already implemented are having an impact.

This independent review was carried out by Nicholas Toko from the respected workplace mediation consultancy TCM Group. A wide and diverse range of colleagues from the Colindale centre and from corporate support groups as well as Trade Union representatives took part, and we are grateful to those who gave up their time and for the valuable and thoughtful contributions that they made to this review process.

This review summarises the direct feedback of colleagues, reflecting their views about what it is like to work at NHSBT. It is encouraging to see the progress that is recognised in this report, but we know that there is still much more that we must do in the future.

Where positive progress has been made at Colindale, this is testament to the hard work and commitment shown by colleagues and the partnership working with the Colindale Taskforce over the past 12 months, which is helping to create meaningful step change. In particular:

- New diverse management appointments
- New roles in Colindale to support the development of our people working locally
- Development and delivery of civility and inclusive leadership development programmes

Although many of those who took part in this review understand and support our commitment to equality, diversity and inclusion across NHSBT, not everyone is happy with the pace of progress or how change is being communicated. Clearly much more remains to be done, and we are determined to keep accelerating the pace of change. That includes continuing to support the ongoing development of key managers and management groups, establishing a fair and transparent process for developing internal talent, and delivering improvements across key policy areas such as recruitment, grievance, discipline, and dignity at work. We will work with our HR teams to ensure they provide impartial advice and act as a trusted employee voice, and with our Trade Unions to enable a positive and proactive relationship.

Whilst we can't forget the unacceptable experiences of many colleagues in Colindale, we are committed to continuing our efforts to address and resolve these issues and to work together to heal the divisions. And, although this review has focused on Colindale, this is not just a Colindale issue. The lessons we have learned and continue to learn, apply to the wider organisation too.

As we consider the findings of this review, we will redouble our efforts to deliver on the commitments we have made to develop and deliver key initiatives as part of our wider inclusive agenda for everyone who works at NHSBT. Words are not enough. Real change requires us all to contribute and to keep driving our efforts towards building an equal, diverse and inclusive organisation for everyone.



Rosna Mortuza

Chief Diversity and Inclusion Officer
NHS Blood and Transplant

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1 Introduction

- 1.1 Following poor engagement scores and a number of grievances and issues raised by Black, Asian and Minority Ethnic [BAME] colleagues in Colindale, NHS Blood and Transplant commissioned Globis Mediation Group to conduct an independent organisation diagnostics report to include recommendations for action. The focus was 450 staff employed at the Colindale site exclusively.
- 1.2 Having reviewed all of the evidence and to support Colindale in achieving its objectives, Globis suggested a number of priority recommendations for urgent action **(see Table 1, page 6)**.
- 1.3 Since the Globis Report was published in June 2020, a number of changes have taken place within the organisation to address the priority recommendations. NHS Blood and Transplant commissioned the TCM Group to carry out an independent review of the organisation's progress since the report was published.
- 1.4 This is a report setting out what was discovered by the TCM Investigator through the facilitation of focus group sessions with staff based at Colindale, colleagues from HR and Organisational Workforce Development [OWD] and representatives from the trade union.

2 Terms of Reference

- 2.1 The terms of reference for the review were to assess NHS Blood & Transplant's progress towards the priority recommendations from the perspective of staff based at Colindale.
- 2.2 NHS Blood & Transplant have conducted the 'hard' work of gathering data, compiling questions, desktop activities and identifying the stakeholders to be interviewed. This includes reviewing action taken by the management team and cross-checking that against evidence/documentation provided.
- 2.3 NHS Blood & Transplant identified key stakeholders for the TCM Investigator to conduct conversations with as focus groups. There was also a desktop research and framework of questions developed by NHS Blood & Transplant to guide and enable the TCM Investigator to deliver this exercise.
- 2.4 The interviews were specifically related to sense-checking delivery and the 'experiences' of what employees have said has been introduced as part of the recommendations, and a cross-check of what has been 'said' has been done by managers and how that translates to the stakeholders' experiences [i.e. how the messaging and delivery have landed, if at all].

2.5 NHS Blood & Transplant are looking for a report identifying progress checks against what has been implemented versus what has been experienced by those who are supposed to benefit, what has been received and implemented well, what not so well, what needs to continue and/or improve and what can be translated elsewhere in the business (*see Appendix 1 for process for identifying and including participants*).

2.6 The key outputs expected from the review were:

- A clear and concise report identifying levels of progress with recommendations;
- Refer to [and refresh if required] the desktop research evidence of delivery;
- Engagement with the broad range of stakeholders identified to get a real sense-check of how progress has been delivered and experienced;
- What NHSBT could continue to progress as part of their wider framework for EDI;
- Governance;
 - Each focus group session to last a maximum of 60 minutes; flexing up to 30 additional minutes if required with focus group sessions;
 - weekly stand-ups/check-ins with the Steering Group and an Interim EDI Consultant as the lead day-to-day internal contact;

Table 1 - Priority Recommendations: Globis Report June 2020

1	The leadership currently in place for the manufacturing processing laboratory needs to be reviewed. <i>This is critical for overall culture change. NHSBT should consider alternative options as a matter of urgency to ensure sustainable progress is made.</i>
2	Provide a concentrated period of training and coaching focused on the principles of line management for managers and leaders. <i>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.</i>
3	Verify and clearly communicate plans on whether Colindale will remain as a going concern. <i>This topic is causing concern to staff and the sooner this is addressed the better.</i>
4	Invest in equality and civility training for all employees at Colindale. <i>Training in these subjects would greatly enhance understand and respect within the team, ultimately increasing morale and productivity.</i>
5	Embark on a cultural development programme for Colindale and action previously raised concerns to make marginal gains. <i>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.</i>
6	Review the process for recruitment to level the playing field. <i>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 organisation.</i>
7	Conduct an effectiveness review of the open office structure. <i>This will enable the organisation to see whether a new design would enhance working relationships and performance.</i>
8	Carry out further pieces of organisation diagnostics work to establish whether Colindale is an outlier against other sites across NHSBT. <i>Building a picture across all sites will offer insight into the extent of the action that needs to be taken.</i>
9	HR has a critical role to play in future interventions. <i>There are areas that need urgent review and improvement. The current process for secondments needs to be clarified and communicated. The Personal Development and Performance Review Process needs to be implemented. The relationship with trade unions needs to be reviewed and managed as does the process for recruitment.</i>

3 Investigator

- 3.1 Nicholas Toko is an Organisational Effectiveness Practitioner; aligning the strategic goals of an organisation with people strategy, business process efficiency, organisation design and technology implementation. Nicholas is also training as a Jungian Analyst; he combines analytical psychology with organisation effectiveness theory as an approach to transform organisations and their people. Nicholas has significant experience of Human Resource Management [HRM] and HR and business transformation within the private and public sector. He has managed and supported a wide range of complex employee relations [ER] issues including audits, investigations, and grievances. He has developed ER policies and processes to enable culture change within organisations. Nicholas has a strong track record of delivering initiatives to improve team, departmental or organisational performance, assessing and developing leaders and managers for their own personal development and organisational effectiveness.

4 Investigation Approach

- 4.1 The review was carried out through focus group discussions with staff; the TCM Investigator facilitated the discussions using a digital whiteboard. An overview of the project plan is shown in **[Table 2]**.
- 4.2 The focus group sessions started with welcomes and introductions followed by an ‘ice-breaker’ to familiarise the participants with the digital whiteboard and setting out the ‘ground rules’ for ensuring a productive discussion. The TCM Investigator used Mural; an online digital whiteboard and collaboration tool.
- 4.3 The participants were informed of the Globis report’s priority recommendations and ground rules for the discussions.
- 4.4 The participants were asked to consider what progress NHS Blood & Transplant [NHSBT] has made towards the priority recommendations over the last 12 months, and specifically; How has the organisation changed? What do you think of the progress made by NHSBT? What has it meant for you? What was communicated to you? How do you feel about the changes? The participants were asked to think of specific actions or examples that give a real sense of what has been achieved so far.

[Table 2 - Project Plan]

Week 1	w/c 3 May	Initial briefing by NHSBT
Week 2	w/c 10 May	Preparation and planning [ad hoc throughout the project]
Week 3	w/c 17 May	Focus Group Sessions [3 days]
Week 4	w/c 24 May	Focus Group Sessions [4 days]
Week 5	w/c 31 May	Focus Group Sessions [1 day]
Week 6	w/c 7 June	Submit Preliminary Report [interim findings] Focus Group Sessions [1 day]

Week 7	w/c 14 June	Focus Group Sessions [3 days]
Week 8	w/c 21 June	Review findings and prepare report
Week 9	w/c 28 June	Submit final report [full findings]

- 4.5 The questions were framed within a SWOT analysis; *[Strengths]* what is working well?, *[Weaknesses]* what isn't working so well?, *[Opportunities]* what progress has been made which can be built upon, or to create more change or implemented elsewhere?, and *[Threats]* what are the obstacles to achieving change?
- 4.6 The main questions are followed up by probing questions from the TCM Investigator; What impact have the changes had on you as an individual, manager or leader? How have the changes impacted upon you, your team or service area? How do you feel about the changes? To what extent have the changes impacted on you personally? What have the changes meant for you?
- 4.7 Participants provided feedback using the whiteboard within the framework of a SWOT analysis, followed up by questions from the facilitator to drill down on the comments and feedback received. The whiteboards were password protected after each session to allow the participants to return to the whiteboard to add any further comments or feedback.
- 4.8 Each focus group session typically lasted 90 minutes. This is sufficient time for the participants to reflect upon the organisation's progress and to provide in-depth feedback.
- 4.9 A total of 89 staff based at Colindale including colleagues from HR, Organisational Workforce Development (OWD) and representatives from the trade union participated in the focus groups **[Table 3]**.
- 4.10 The individuals who participated in the Focus Groups provided candid and earnest feedback and comments about NHSBT's progress towards the priority recommendations. The feedback and comments received have been anonymised or generalised where necessary to avoid identifying individuals and to protect the dignity and respect of individuals or groups of individuals.
- 4.11 The focus groups' comments were recorded anonymously to create a safe space for the participants to speak openly and honestly. It was therefore not necessary to record any personal information about the participants other than to note any marked observations about comments made by large numbers of BAME or non BAME participants.

[Table 3 – No. of Focus Groups and Participants]

No. of Focus Groups	Date	No. of Participants
Focus Group 1	Monday 17 May	3
Focus Group 2	Thursday 20 May	2
Focus Group 3	Thursday 20 May	2
Focus Group 4	Friday 21 May	4
Focus Group 5	Friday 21 May	4
Focus Group 6	Monday 24 May	3
Focus Group 7	Monday 24 May	2
Focus Group 8	Wednesday 26 May	3
Focus Group 9	Wednesday 26 May	5
Focus Group 10	Thursday 27 May	6
Focus Group 11	Thursday 27 May	6
Focus Group 12	Thursday 27 May	1
Focus Group 13	Friday 28 May	2
Focus Group 14	Friday 28 May	2
Focus Group 15	Friday 28 May	2
Focus Group 16	Friday 4 June	1
Focus Group 17-18-19	Thursday 10 June	13
Focus Group 20	Tuesday 15 June	15
Focus Group 21	Thursday 17 June	5
Focus Group 22-23-24	Friday 18 June	8
24 Focus Groups	12 days	89

5 Background information

- 5.1 The following documentation was reviewed by the TCM Investigator in advance of the focus group sessions **[Table 4]**.

[Table 4 - Document Review]

1	Colindale PDPR update dated 8 April 2021
2	Organisation Diagnostics Progress Review - set of questions
3	Handling Investigations- a TCM best practice webinar for NHSBT, facilitated by Gary Rogers
4	Just and Learning Culture Questionnaire for Managers
5	NHSBT Senior Leadership Structure
6	NHS Terms and Conditions 2020 [Agenda for Change]
7	Globis Mediation Group NHSBT Organisation Diagnostics Report
8	Nipping it in the bud - Pilot Workshop 2021
9	Life after the Colindale report - are we making a difference?
10	Re-imagining Recruitment - Original workstream strands/priority areas
11	Re-imagining Recruitment - Procedural, process, and policy concerns in respect of recruitment practice

6 Summary of Findings

- 6.1 The focus group sessions identified a number of cross cutting themes categorised under a SWOT analysis. Overall, it was a successful exercise, participants were highly engaged, enthusiastic about participating in the focus groups and came across as very committed to their jobs and to the organisation.
- 6.2 The Globis Report has raised awareness of long-standing workplace issues at Colindale. The openness and transparency of the report has had a positive impact on BAME and some non-BAME staff. The participants reported that there is now a space to have conversations about equality, diversity and inclusion and confidence to speak up about issues in the workplace. The greater awareness has opened up people's eyes to the problems faced by BAME colleagues, particularly, by individuals working in teams described as 'small' or a 'silo', these individuals reported that they were not aware of the issues and feel a great sense of empathy and support for their colleagues. There is a general feeling that NHSBT's Chief Executive and leadership have given priority to equality, diversity and inclusion and aim to address the issues raised in the Globis Report.
- 6.3 Overall, the majority of the participants feel that there have been some changes in the last 12 months; mostly reported as visible changes i.e., 'seen' but not 'heard' by the participants. However, some participants, particularly from a BAME background and staff representatives, suggested that progress is slow. They would like to see the organisation dedicate resources to the priority recommendations. Whilst most of the participants felt that the changes are necessary, many individuals who manage teams felt that the day-to-day job takes precedence, and it is very difficult to bring about the necessary changes due to capacity constraints. The general feeling was that NHSBT is not assigning enough resource to the priority recommendations. i.e. progress towards achieving the priority recommendations is slow and could be better organised and monitored as a project or programme.
- 6.4 The biggest strength identified by the participants is the appointment of a new Manufacturing Regional Manager. This individual has significant support and credibility in the minds of the participants. Some of the participants also reported that the involvement of staff in the individual's appointment is a contributing factor. The introduction of a Stakeholder Panel during the selection process for the regional manager role has been very well received. The participants think the Stakeholder Panel is a great way to engage potential new managers about the problems on the site and to explore how candidates will address their concerns if they were successful. The stakeholder panel has also been highlighted as an opportunity for further improving the recruitment and selection process.

- 6.5 The appointment of a new Development Manager has also been well received. Whilst the appointment is fairly recent, the participants felt positive about their future career development given the creation of this specialist role. Many participants reported feeling supported by their line manager to go on training courses and they can see how this role can work proactively to address the training and development needs for all staff at the site. There were some reported improvements in PDPR compliance rates which is evidenced by the unanimously positive comments about training and development opportunities. The new Manufacturing Regional Manager has clearly signalled their support for the development of the staff and this has had a positive impact on the participant's view of their current and future training and development opportunities.
- 6.6 The majority of the participants felt that the issues identified at Colindale are not exclusive to Colindale but to NHSBT as a whole. Many of the participants would like to see NHSBT address similar issues at other sites. The general feeling is that some managers are not taking the report seriously because the report is exclusively focused on the Colindale site. There was significant feedback that any future review must look at things from a systemic level and consider all other protected characteristics under the Equality Act 2010.
- 6.7 There was particular praise given to the Organisational Workforce Development [OWD] team who are seen as responsible for recent initiatives such as the Inclusive Leadership and Civility training courses. Many of the participants felt that OWD have been proactive in supporting managers bring about change in their leadership and management style and raising awareness of equality, diversity and inclusion. However, there was a unanimous view that HR support for both staff and managers needs more attention. There was some positive feedback about the appointment of a new Chief People Officer demonstrating a commitment to change things and about the creation of the Taskforce by the People Director.
- 6.8 HR policies, processes and working practices received significant criticism at all the focus group sessions. A few participants stated that they are aware of policy changes coming and even a restructure in HR, however, a majority of the participants felt that HR processes are unsupportive and lacking in resolution. The participants also felt that HR processes are ignored by some staff, and that the trade unions and HR do not attempt to resolve issues thereby perpetuating the negative culture in the workplace. There was a general view that HR needs to be more supportive by addressing bad or unhelpful behaviour from both staff and the trade unions.
- 6.9 The appointment of a new Chief Diversity and Inclusion Officer and team has received positive feedback. These appointments have reassured the participants that the organisation is committed to promoting diversity and inclusion. However, there is a feeling that the organisation is not dedicating enough resources to help the organisation to achieve the priority recommendations.

- 6.10 Another significant cross-cutting theme across the focus groups was the infrastructure of the site. There was a lot of feedback about the lack of investment in the site, general state of disrepair, the ongoing car parking issues, the storage of freezers in the car park taking up space and water leakage in the roof of the building. Whilst the infrastructure issues are out of scope in terms of the priority recommendations, the participants felt these issues are primary importance to them. The physical state of the Colindale site fuels concerns that the site will be closed down and has the potential to overshadow any positive progress made towards the priority recommendations.
- 6.11 Whilst the participants understand the pandemic has meant the organisation has focused its attention on other priorities, the participants felt that things could move faster if the organisation were better organised and resourced to fix the problems.
- 6.12 The priority recommendations remain valid from the perspective of the participants apart from *‘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’*. The participants had no feedback to give regarding its progress, however, there was significant feedback about the lack of investment felt by some in Colindale and its reported state of disrepair, and a lack of confidence in and concerns about the future viability of the site.
- 6.13 The biggest priority recommendation from the perspective of the participants is *‘Review the process for recruitment to level the playing field’*. There was significant feedback about a lack of confidence in the recruitment process which is still seen as unfair in its application by hiring managers, that internal applications for promotion opportunities are typically unsuccessful, external candidates tend to be more successful in their applications. The participants would like to see a review of the recruitment policy and process.
- 6.14 Overall, the participants reported feeling satisfied with the organisation’s newly found respect for equality, diversity, and inclusion. The participants visibly see some progress in terms of changes to leadership and management, opportunities for training and development, CEO and leadership commitment to equality, diversity and inclusion, some managers have adapted their approach and are seen to be supporting and are now listening to staff which in turn adds to an atmosphere of general well-being, and a new novel approach to recruitment i.e. Stakeholder Panel which engages employees in the decision-making process for new managers has been positively received. However, the majority of participants reported a lack of communication from leaders and managers about planned changes to address the issues in the Globis Report.

6.15 A table summary of the findings can be found in **[Table 5]**. Table 5 provides a summary of the feedback set out under each element of the SWOT (Strengths, Weaknesses, Opportunities, Threats) and these are then shown in more detail in the following pages (Section 7)

[Table 5 - Summary of Findings - Progress Review of the Globis Priority Recommendations]

'Globis' Priority Recommendation	Feedback from Focus Groups What's working well? [+] Strengths / Opportunities	Feedback from Focus Groups What isn't working well? [-] Weaknesses / Threats
<p>1. The leadership currently in place for the manufacturing processing laboratory needs to be reviewed. <i>This is critical for overall culture change. NHSBT should consider alternative options as a matter of urgency to ensure sustainable progress is made.</i></p>	<ul style="list-style-type: none"> + Visible change in leadership, change has been 'seen' + New regional manager + New team development manager + New night shift manager + Stakeholder Panel involved in the decision-making process for the appointment of the new regional manager, line management's willingness to listen to their views 	<ul style="list-style-type: none"> – Unwillingness and resistance to change by some line managers – There is a recognition that some managers still require skills development – Lack of communication by leaders and managers, change has not been 'heard'
<p>2. Provide a concentrated period of training and coaching focused on the principles of line management for managers and leaders. <i>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.</i></p>	<ul style="list-style-type: none"> + Inclusive Leadership + Civility training + Some minor 'positive' changes in behaviour by some managers + OWD service delivery + Relationship between OWD and management/leadership + Some line management support for individual personal and professional development, increased or greater support by line management is 'heard' + Current initiatives address some participants' concerns that line management style, behaviour and practices led to the issues identified in the Globis report 	<ul style="list-style-type: none"> – Ongoing resistance or unwillingness to change by some managers – Lack of support for promotions or personal career advancement by some line managers – Lack of consistency in interpreting and applying HR policies and processes by line managers

'Globis' Priority Recommendation	Feedback from Focus Groups What's working well? [+] Strengths / Opportunities	Feedback from Focus Groups What isn't working well? [-] Weaknesses / Threats
<p>3. Verify and clearly communicate plans on whether Colindale will remain as a going concern. <i>This topic is causing concern to staff and the sooner this is addressed, the better.</i></p>	<p>+ None identified</p>	<p>– Lack of communication by leaders and managers about the future of Colindale – Lack of investment in the site – Lack of confidence in the future viability of Colindale; this topic continues to cause significant anxieties and concerns which have the potential to overshadow any positive progress made by NHSBT towards the priority recommendations; this is a significant risk to any planned programme of work to address the issues</p>
<p>4. Invest in equality and civility training for all employees at Colindale. <i>Training in these subjects would greatly enhance, understanding and respect within the team, ultimately increasing morale and productivity.</i></p>	<p>+ Recent launch of Civility training; positively welcomed + Training has the potential to address incivility in the workplace; lack of respect for colleagues in the workplace remains a significant concern for the majority of the participants + Training should be open to all staff + Create a bespoke training programme for different parts of the organisation</p>	<p>– None identified</p>

'Globis' Priority Recommendation	Feedback from Focus Groups What's working well? [+] Strengths / Opportunities	Feedback from Focus Groups What isn't working well? [-] Weaknesses / Threats
<p>5. Embark on a cultural development programme for Colindale and action previously raised concerns to make marginal gains. <i>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.</i></p>	<ul style="list-style-type: none"> + Leadership commitment to equalities, diversity, and inclusion + BAME Staff feel more able to speak 'openly' about issues they are facing in the workplace + Some greater awareness by non-BAME staff of the problem and 'empathy' for those who have experienced the issues 	<ul style="list-style-type: none"> – Greater 'awareness' of the need for change reported by the majority of the participants but there is a lack of 'understanding' by some participants [non-BAME staff] who do not agree with the findings of the Globis Report; the report is considered 'unbalanced' and 'unfair' – Lack of dedicated resource to action the priority recommendations – No cohesive plan to implement the priority recommendations – Progress is seen as slow, however, some participants recognise the pandemic may have slowed things down and that '<i>change takes time</i>' – Lack of effective communication; changes are 'seen', not 'heard' – For some participants the Globis report lacks credibility because '<i>not everyone's opinion was taken into account</i>'
<p>6. Review the process for recruitment to level the playing field. Where candidates are equal on skills and qualifications, introduce length of service is the deciding factor. This will create a fair and justifiable process that offers transparency for the whole organisation.</p>	<ul style="list-style-type: none"> + Re-imagining Recruitment + Expression of Interest processes have been stopped + All vacancies must be advertised to all staff + Significant positive feedback about the Stakeholder Panel 	<ul style="list-style-type: none"> – Concerns by the majority of participants regarding 'unfair' recruitment policies, processes, practices and decisions

'Globis' Priority Recommendation	Feedback from Focus Groups What's working well? [+] Strengths / Opportunities	Feedback from Focus Groups What isn't working well? [-] Weaknesses / Threats
7. 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.	+ None identified	<ul style="list-style-type: none"> – Lack of communication – Some feedback that the plans have stalled – No backfill of the Head of Facilities role, post-holder seconded to another role – Although not part of the scope, there was ongoing feedback about the site's internal and external infrastructure [car park, canteen, coffee machine, roof leakages, freezers stored in the car park, IT equipment, lockers in the toilets, state of the toilets, a general state of disrepair of the site] which were felt should take precedence over the Globis recommendation - review of the open office structure
8. Carry out further pieces of organisation diagnostics work to establish whether Colindale is an outlier against other sites across NHSBT. <i>Building a picture across all sites will offer insight into the extent of the action that needs to be taken.</i>	+ None identified	<ul style="list-style-type: none"> – Overwhelming feedback by the participants that the issues are not exclusive to Colindale – Significant feedback that the rest of the organisation needs to be reviewed – Some participants report that leaders and managers see the issues as exclusive to Colindale, and not relevant to the rest of NHSBT

'Globis' Priority Recommendation	Feedback from Focus Groups What's working well? [+] Strengths / Opportunities	Feedback from Focus Groups What isn't working well? [-] Weaknesses / Threats
<p>9. HR has a critical role to play in future interventions. There are areas that need urgent review and improvement. The current process for secondments needs to be clarified and communicated. The personal development and performance review process needs to be implemented. The relationship with trade unions needs to be reviewed and managed, as does the process for recruitment.</p>	<ul style="list-style-type: none"> + Significant positive feedback about the recent initiatives implemented by Organisational Workforce Development [OWD] + OWD supportive to manufacturing leadership and management + OWD credited with rolling out equality, diversity, and inclusion training courses + Appointment of Chief People Officer + Appointment of Chief Diversity and Inclusion Officer and supporting D&I team + Improvements in PDPR compliance rates 	<ul style="list-style-type: none"> – Significant feedback from the majority of participants that HR support and service delivery needed further development – HR support needs improvement; more support needed for line managers dealing with 'difficult' or 'challenging' workplace issues – Inconsistent advice from HR – Inconsistent interpretation of HR policies and processes – HR and the trade unions should collaborate with each other to resolve problems – HR policies need to be reviewed specifically recruitment, secondments and the core processes; sickness absence, managing leave, grievance and performance

7 Detailed Findings

Recommendation One. The leadership currently in place for the manufacturing processing 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.

Strengths

- 7.1 The majority of the participants stated that they have seen a change of leadership and management in the manufacturing laboratory, a participant echoed what the majority of participants said, *'I believe there is a bit of change, better than before'*. Even those staff who do not work in Manufacturing report being aware of recent changes in leadership within manufacturing.
- 7.2 The participants reported that a review has taken place and that the previous manufacturing management roles have been restructured sensitively or that the changes were made pleasantly.
- 7.3 The participants reported seeing a more diverse structure with no massive gaps to jump between roles. Some participants stated that there are new roles at Bands 4, 5, 6 and 7 to enrich the team even more.
- 7.4 The appointment of two individuals from a BAME background was described as *'good work'*. The participants emphasised the ongoing lack of diversity at senior levels within NHSBT, but they felt the recent appointments to high profile vacancies at Band 6 and 7 since the publication of the Globis report is a *'good start'*.
- 7.5 The appointment of a regional manager has gone down very well, *'The present regional manager is making a lot of changes which is good for everyone, for all of us'*. The new manufacturing manager has been described as very capable, *'he listens to us'*, *'he is perfect for the job'*, *'he has given us access to courses'*, *'he is trying to develop people'*.
- 7.6 It is reported that the new regional manager has made an immediate impact, some participants summarised the general view *'I went for different training, the new regional manager granted me the opportunity to do some training'*, *'I requested training and it has been granted'*, *'I have had the opportunity to shadow other colleagues so I can learn more, in case I want to apply for a job'*. Feedback about the new regional manager's leadership style and approach was overwhelmingly positive *'the way they approach you, they encourage you, the way they communicate, it is much more encouraging'*.

- 7.7 The overwhelmingly positive feedback about the new regional manager continued in the latter stages of the focus groups *'It is very easy for us to approach our manager with any concerns', 'as a new manager he is doing good things, clearing backlogs, I feel comfortable in that area, he communicates with us'*. There is a lot of hope given the new regional manager's immediate impact, providing they are given the support they need to succeed. The post holder is *'amazing', 'he takes our words and concerns seriously, his actions are positive'*.
- 7.8 Participants can see that management have refocused, *'there is an objective', 'they know where they are going', 'we are not left to drift'*. The view is unanimous, the participants felt the best candidate was selected by the interview and stakeholder panels, *'he is open to people management' 'confident that the new regional manager will change things, he has 'got this but it is still early days'*.
- 7.9 The stakeholder panels have also gone down very well. The participants felt that the interview process felt *'quite good'*. They described the *'stakeholder panels'* as a really positive thing to do, specifically, *'it is a great opportunity to interact with job candidates, to question potential new managers and provide feedback at the same time'*.
- 7.10 The participants value the opportunity to ask questions to management interviewees about *'day-to-day stuff that needs solving'* and to be part of the decision-making process. The participants perceive recruitment as *'something done by senior managers behind closed doors'* or through *'shoulder tapping'* i.e. hiring managers canvassing specific individuals to apply for advertised jobs. Therefore, this new and novel approach to recruitment has worked quite well. Not only does it give potential new managers a chance to tell staff about what they are going to do, the participants also reported that it is nice to have the interaction with potential candidates. The participants perceive the successful appointment of the new manufacturing manager is in part attributed to the stakeholder panel.
- 7.11 The creation of a new team development manager role alongside the new manager role in manufacturing has also gone down very well. The participants reported that it is a *'very good move in the first new appointment since the Globis report'*. The participants described the role as a new post to support management. They see the role as another good opportunity and if successful, the new incumbent will enable staff to step up for development.
- 7.12 There was some positive feedback about the new night shift manager who also demonstrates behaviours that are seen in a positive light, *'there is no pressure' 'the new night shift manager is also doing well, very supportive', 'the new night shift manager does not just sit in the office, if we are short of staff, he will help cover for others, even if we are not short of staff, he will still come and show support'*.

7.13 Overall, participants reported seeing a lot of positive changes within leadership and management roles and, some movement for BAME colleagues particularly in supervisory and line management roles.

Weaknesses

7.14 The participants reported that despite the positive changes in leadership, the Globis Report is *'still creating some rumbling in the background'*. It is reported that some managers feel disgruntled by the report findings which has created some ill feeling and ongoing angst.

7.15 Almost half of the participants from a white background reported that the leadership and management changes could have been handled differently. This same group of participants also described the Globis report as *'unfair', 'unbalanced'* and *'does not represent what it is like to work here'*. Their sentiments reflect a significant degree of disappointment with the report's findings and its focus on individuals. This has led to the report being perceived as *'lacking credibility'* by this group.

7.16 This group did not mention the recent changes in leadership, however, there was some concern that *'the new management team are still facing the same problems'*.

7.17 Some of the participants were positive that action has been taken, however, one of the focus groups in particular felt that the changes have created more dissatisfaction and that managers have had no support from the organisation.

7.18 The same focus group also felt that complaints are still being raised despite changes in the makeup of the management team, *'these individuals will still raise complaints even against the new managers'*. There is a view that the new management team are still facing the same problems as the previous management team.

7.19 Some of the participants reported that people remain resistant to the changes *'some managers just don't believe that things are as bad as they are'*. This was often the counter argument against those who felt the report was not balanced and that some managers were not happy with the report, *'there is a reluctance to deal with some of the fundamental issues'*.

7.20 There is still some fear of backlash from managers. A few participants reiterated concerns raised in the Globis report. They stated that managers don't listen to them, they are too scared to question or challenge anything for fear of backlash from management.

7.21 Participants in some focus groups felt that the recent management changes are just cosmetic changes *'they have just changed the frame', 'these are just cosmetic changes, needs someone in charge, someone specific to sort out problems'*. They are concerned that the role is not senior enough to make the decisions required or to enact the change required.

- 7.22 There were some concerns raised about some managers. Some of the participants reported a positive change in the behaviour of some managers: *'some of them have started to greet us, to say hello to us'* however it was reported that *'some managers are not that helpful', 'still some favouritism amongst some managers with their staff, it is an uphill struggle to address issues', 'some managers needs coaching on how to speak to staff', 'difficult to change some managers, if I ask for help they say they are busy, if they like the person, they will help them'*.
- 7.23 Organisational Workforce Development [OWD] highlighted *'the organisation needs 'technical' experts who get the targets done, but we would benefit from a review of some management roles'*.
- 7.24 A readiness or willingness to change is what the participants stated is required from some managers, *'if you have been doing something for a very long time, it takes a long time to readjust your mind, need to change how they conduct or approach themselves'*. Overall, the participants felt that managers still need to have a change of mind and attitude and that it is taking time to see changes in this area. They reported that some managers don't see a problem with how they are behaving or they don't realise they need to change how they behave, ... *'they have not been recruited for good people management skills, they have good technical skills but lack skills in managing people'*.

Opportunities

- 7.25 The majority of the participants felt that the new development manager role is crucial to address the issues in the Globis report regarding career development, *'The training development manager posts will help with development opportunities, 'the new band 8 job will really help, this role will benefit dedicated to our training and development, it is going to help people and a very good idea'*.
- 7.26 The participants acknowledge that the post has not translated yet into actions but there is a growing confidence that the role will have the intended effect. There was a unanimous view that staff training and development has been neglected in the past and therefore the introduction of a development post is seen as an important step forward and that the post holder will create development opportunities for people.
- 7.27 The success of the stakeholder panel interviews has also translated into an opportunity. The majority of participants think the stakeholder interviews should be used more widely. Some feedback suggested HR should learn from this initiative to engage employees by taking ownership of it and integrating it into recruitment policy. There is a very strong view that the stakeholder panels are a move in the right direction.

Threats

- 7.28 Whilst the feedback from the participants was overwhelmingly positive, *'if we sort out our leadership and management, then all our problems will go away'*, there was a gentle reminder that the organisation must maintain the momentum in bringing change to management and leadership. There were some concerns about the organisation's ability to sustain progress because of limited capacity to maintain the momentum for change *'there are other priorities, things can get crowded out in a busy agenda'*.

Recommendation Two. 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.

Strengths

- 7.29 The participants singled out Organisational Workforce Development [OWD] for particular praise in rolling out a number of training initiatives *'OWD have done some good work to train managers on how to communicate better and how to be a better manager'*.
- 7.30 The participants mentioned some specific training initiatives that have been particularly well received. For example, the participants stated that the *'nipping it in the bud'* workshop has received a lot of great feedback and that c.40 to 50 managers attended the course. The recent introduction of training on *'civility'* has also been well received with many of the participants seeing real benefits of the *'team charter'* which results from the civility training setting out expectations about how everyone in NHSBT engages with each other, staff with staff, staff with managers, managers, and staff.
- 7.31 The *Inclusive Leadership* course has also been singled out for praise. The *'pilot'* course and learning action sets in Colindale and Barnsley has been described as *'really good'*, and *'informative'*. Although attendance at the course is voluntary some of the participants felt it should be mandatory course for leaders and managers. The course appears to be landing well *'one of our team members attended the course and he said it was really good. He raved about it at our team meeting and showed us some of the training slides'*.
- 7.32 Some participants stated that they had learned a lot about inequalities, micro aggressions and being *'colour brave'* and the impact these behaviours have on others. The webinars have also been described as useful *'allows us to gain greater insight into unconscious bias and white privilege'*.

- 7.33 There was also some feedback that PDPR compliance has improved significantly. The improvement was attributed to the work of OWD who are increasingly seen as doing some good work to address the issues in relation to this particular recommendation. In particular some stated that OWD are actively coaching and supporting managers to comply with their PDPR responsibilities.
- 7.34 OWD also stated that we have made *'good progress with strengthening our leadership, 'OWD's relationship building with leaders in Colindale', and that 'a lot of time and effort has gone to addressing support for the leadership and management team, there is a sense of achievement in getting people into post'.*

Weaknesses

- 7.35 Whilst the majority of the participants felt that they could see some changes in the behaviour of some managers there was some disquiet that they still need coaching on how to speak to or engage with their staff.
- 7.36 Some participants were particularly concerned about how some managers engage with them, *'No reply to my requests for training, we send emails to managers, sometimes they say they will call you back but they don't', 'There are few who don't greet you, the new manager always says hello to us, asks if we need any support, I haven't noticed that from anyone else'*
- 7.37 There was consensus across all the Focus Groups that the capability of management in Colindale needs further development and investment. Some managers in particular were described as having *'poor management skills', 'they have come through a system that does not encourage them to develop their people management skills'.*
- 7.38 It was reported that some managers *'are engrossed in infighting, old school philosophy "Why develop staff if they will leave?"', '... don't see the need to change or want to become great people managers'.*

Opportunities

- 7.39 The work carried out by Organisational Workforce Development [OWD] was highlighted as an area to build on given its success with the recent leadership and management training courses. The participants felt that managers still need to be aware of the reality of the organisation's problems. They would like to see more development opportunities on the horizon, more specifically, they would like to see an inclusive language guide introduced and to see leaders and managers role model the changes *'everybody must role model the changes they want to see in the organisation', 'treat people how you would like to be treated'.*

- 7.40 Some participants felt that the inclusive leadership training course should be mandatory or at least promoted far more heavily than it is currently *'many people are aware of it, and those who are think it is only for managers, but everyone can benefit from it'*.
- 7.41 Organisational Workforce Development [OWD] have confidence they can support this particular recommendation, *'we have the skills to make a difference to leadership and teams, to change culture'*. However, there is a view that NHSBT doesn't get OD [organisation development]. *'OWD is a tiny department, our interventions are piecemeal, this is a long-term project, we need to do things differently to build capacity, not sure the organisation understands the value of OD'*.

Threats

- 7.42 None identified.

Recommendation Three. Verify and clearly communicate plans on whether Colindale will remain as a going concern. *This topic is causing concern to staff and the sooner this is addressed, the better.*

Strengths

- 7.43 None identified.

Weaknesses

- 7.44 The participants were unanimous in their view that they have seen little progress with this recommendation. If there has been any communication regarding Colindale as a site, it simply has not been effective, *'Colindale is 'going nowhere' people aren't hearing that the site is viable, no plans to get rid of Colindale'*.
- 7.45 The concerns identified in the Globis Report remain a significant priority for all the individuals who attended the focus groups. There is a view that NHSBT has failed to invest sufficiently in Colindale and this is fuelling concerns that the site is not viable in the long term *'Are they not investing now because they intend to close the site in the future?'* was a common perception of the problem coupled with no updates or communication about Colindale's future. The development of new, modern residential housing in the area also fuels beliefs that the site is a potentially lucrative one to NHSBT and therefore the organisation will be looking to sell the site, *'people are fearful that the long-term strategic plan does not involve Colindale, this is not conducive to developing a positive work environment, there is no pride in our workplace'*.
- 7.46 The participants are *'fearful that the long-term strategic plan of NSHBT does not involve Colindale'*. Many participants perceive other NHSBT sites as priority areas for investment.

Opportunities

7.47 None identified.

Threats

- 7.48 One of the focus groups stated that although there has been communication about keeping Colindale as a going concern, this is not backed up by action. The group reported that all investment has been postponed and there is still not enough reassurance being given that Colindale is here to stay.
- 7.49 This focus group also reported that a newsletter was created to provide a forum for people to give feedback. Emails have been sent out however it has not been considered effective *'Nothing has happened so far about the site'*.
- 7.50 A significant number of participants continually compared Colindale to other NHSBT sites *'It is disheartening to see the investment in other sites'*. There is a deeply entrenched view that the organisation is unwilling to invest in the Colindale site. The participants feel that they have outgrown the site and there is simply no opportunity on the ground to expand *'It is unfit for purpose'. 'The site is not big enough', 'they don't invest in the place compared to the other super centres'*.

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

Strengths

- 7.51 The recent launch of civility training and the 'teams charter' has gone down very well. The participants acknowledge it is still early days, however, they see great utility in the training being rolled out across the organisation.
- 7.52 The equality training component of the Inclusive Leadership training course has also been described as very good. The participants described the course as a 'pilot' and they would like to see the training made compulsory for leaders and managers.
- 7.53 Organisational Workforce Development [OWD] stated that *'From the manufacturing point of view, they have created a charter, rules we should be abiding to, reaffirming our values, work towards those behaviours, this can bring about a positive change'*.

Weaknesses

- 7.54 Organisational Workforce Development [OWD] raised a concern about the capacity for the team to roll out the training more widely, *'it is not something we can roll out across NHSBT, it brought out some more fundamental issues, it is an overarching framework, we are now doing a more bespoke approach, given the diversity of the organisation, a lot of issues in different teams, lots of issues about basic civility, we are looking at how we can do this more widely'*.

Opportunities

- 7.55 The participants felt that the ‘*team charter*’ which comes from the training on civility is a great opportunity to build upon. There is a unanimous view that the team charter is a great way for people to discuss and agree how they are going to work together and can be used to challenge other people’s inappropriate behaviour and promote better communication.
- 7.56 The participants felt the civility training should be universal, all staff should complete the training.

Threats

- 7.57 None identified.

Recommendation Five. 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 action 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.*

Strengths

- 7.58 There were two main recurring themes across the focus group sessions. First of all, the majority of BAME participants and half of white participants were unanimous in their view that the Globis report has raised awareness of long-standing problems at Colindale. The participants felt that discussions about diversity and inclusion are now part of day-to-day work, it is raised at team meetings and leaders like the Chief Executive are making it a priority for the organisation.
- 7.59 Secondly, some white participants often described how the team they work in tends to work in a silo and therefore they were not aware of, or shocked by, the problems faced by BAME colleagues, ‘*The report opened people’s eyes to the problem, the report was brutal for some of us, we were blind to some of the issues raised, it made us sit and think, the experience of coming to work for some of our colleagues was not as wonderful as we thought it was, we are disheartened by the report and didn’t realise things were as bad in the centre as the report suggested.*’
- 7.60 Overall, the majority of the participants felt positive about the openness about the report. They feel they can have an open discussion about problems in Colindale. There is a general feeling of goodwill towards NHSBT for acknowledging there is an issue, ‘*I don’t feel so stressed out, there is now accountability as to what is happening in the department.*’

- 7.61 Many felt that the issues should have been addressed earlier, *'I wasn't aware of the depth of feeling until the report came out, what people felt, what they were experiencing', 'There has always been a tension between staff and management'*. The participants still have strong emotions about the past. They often talked about feeling unrepresented, unloved, and unnoticed and that there was a real issue about staff talking to management. The Globis report has opened up the floor for people to talk about their experiences and to ask for changes they would like to see in the workplace.
- 7.62 Generally, the participants felt they have a mandate to speak up. *'I feel more confident to raise a concern. It will be taken seriously before it was never taken seriously', 'A little bit of improvement in respecting us saying hello to us in the morning. Some managers used to ignore us. They are now making an effort to say hello'. 'I don't feel so stressed out'*. The participants felt they have a 'voice' and that leaders and managers are listening.
- 7.63 The participants can see the organisation is now actively pursuing change and attempting to resolve the problems and has opened up communication between managers and staff. The changes are having a positive impact, *'One person in the department used to be rude, stand-offish at times. The report enabled this person to feel better about working here. They are now helpful, they interact better. They have transformed', 'One of the new directors came into the lab, they spent over an hour talking to people. First time I've seen someone at that level take the time to talk to people'*.
- 7.64 The taskforce meetings were highlighted as a way to maintain momentum and keeps people engaged and they would like more platforms to have conversations e.g., meetings and forums.

Weaknesses

- 7.65 The participants generally felt that there is a need to build the organisation's capacity to implement the recommendations. There was an acknowledgement that the last 12 months has been busy due to the pandemic and therefore it is challenging to introduce cultural change during this time.
- 7.66 Some of the focus groups spoke about a need for some kind of performance measurement in relation to the recommendations *'We don't have any metrics on status and movement', 'Most departments have KPIs', 'If people have such concerns about barriers to career progression, and we are determined to address it, then we need some metrics to track our progress', 'It has been a year since the report was published. We should have moved faster. What are the metrics to track progress?' 'How do we measure progress? I don't know how we do that'*.

- 7.67 The participants felt that tracking KPIs is a way to reassure people that the organisation is addressing the priority recommendations. It sees this approach as a way to manage change professionally and culturally.
- 7.68 Communication was generally considered to be ineffective. The participants were particularly concerned about use of Yammer to air grievances. Many felt that behaviours on Yammer are inappropriate and that leadership should do more to address the problem. Some felt that leaders are responding to discussions on Yammer which is being perceived by staff as the official means of communication within NHSBT.

Opportunities

- 7.69 Some of the participants felt that NHSBT is not grasping the opportunity to define the future strategy for the site as an urgent action to address the priority recommendations.
- 7.70 Some of the participants have enjoyed working from home from the perspective of their health and wellbeing, *'I have been the happiest I've ever been working from home. It has been good for me. Better work life balance'. 'I'm happy to work from home. Not having to deal with toxic stuff at work'*. There was some feedback from the participants that working from home during the pandemic has enabled them to better focus on their job and avoid the *'toxic'* working environment at Colindale. Remote working has for some participants alleviated the day-to-day pressures of working on the site.

Threats

- 7.71 The staff representatives felt that this particular recommendation does not have a plan. *'What is the plan for recommendation 5?', 'we don't know what that means unless management tell us what this means'*. For the staff representatives, overall progress is still very slow.
- 7.72 Other participants also reported that change is not happening fast enough, especially in areas such as leadership and recruitment. There were some discussions about the lack of capacity to address the issues *'We have desperately challenging resources issues. As a Team Leader, I would love to do more mentoring and training. It is part of the job that I love doing, it is rewarding because a lot of our work is task focused. I just don't have the time. I have to fire fight all the time, our capacity is squeezed'*.
- 7.73 Some of the participants felt that managers continue to pile more work on to existing workloads, *'There is no level playing field with resources. Some other departments and teams are better resourced'*. While the participants acknowledged the importance of actioning the recommendations, there was a distinct resentment about the lack of resources and capacity in manufacturing.

- 7.74 One of the focus groups reported that staff turnover is very high, *'They see what it's like to work here and then they are out', 'We have pushed individuals so hard losing their goodwill. They are shattered, exhausted'*. A general feeling across the focus groups was that NHSBT needs to assign dedicated resource to fix the problems in the organisation.
- 7.75 For the above reason, some participants felt that momentum has been lost by the fact that there has been such a large gap in time since the report was published mostly due to a lack of resource to implement the changes. The participants were keen to emphasize that the changes necessary cannot be done within the day job, *'My capacity is stretched on top of my daily tasks. I have to assist team members with their day-to-day issues'*. A clear recommendation from the focus groups is to provide dedicated resources to address the priority recommendations.
- 7.76 There was some feedback from a focus group that *'training, on its own, will not address cultural issues', that the pace of cultural change and expectation that this is a simple task and easy to fix', 'a simplistic understanding of culture and what cultural change requires'*.
- 7.77 For some participants, the slow progress will lead staff to believe that nothing is happening *'things never change, there is a general apathy'*. For others, there is a denial of the need to change or why it is needed, while others felt the changes made so far are doing a lot at the bottom of the organisation, but no change is happening at the top, especially in terms of diversity.

Recommendation Six. 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 organisation.*

Strengths

- 7.78 A few participants, particularly those who work closely with HR, are aware that the recruitment policy is under review. A couple of participants cited 'Reimagining Recruitment' and reported that there are meetings taking place to address this recommendation.
- 7.79 The majority of participants are not aware of the above changes. They reiterated meetings are taking place to discuss it. It is a national conversation about how to do this. *'It has gone to the EDI Council, they are looking at the whole end to end recruitment process, panel scoring consistency. Amazed at variations of practices but we are working to improve things'*.

Weaknesses

- 7.80 Whilst there is some awareness of a review of recruitment taking place and stakeholder interviews, the vast majority of participants have not seen or heard of changes in recruitment policy. There is a lot of concern about the recruitment policy and procedure, particularly, from staff working on the night shift in hospital services, *'there are still blocks to progressing'*.
- 7.81 There is a general sense that the organisation brings people from outside, 'it's not fair' stated many participants. Some feedback was given about the actual process *'selections are based on interview only. Some don't do well at interview, they get overlooked for the position, even though they do well in the job, need to be given a fair chance to get a job'*.
- 7.82 Many participants also cited the feedback they have received from interviews, *'Not this time, other people ahead of you, you just have to wait', 'it puts me off from applying, they are scaring me, because of the disappointment, I applied 4 times', 'I was told I was on 'standby''*.

Opportunities

- 7.83 Given the general popularity of the stakeholder panels, the participants cited this particular initiative as a positive step towards addressing the recruitment issues in the organisation. Some participants stated that during the interview, they are now required to ask a question to test the candidates' commitment to equalities. Some felt that it is not just a BAME issue, *'all of us must call out bad behaviour'*.

Threats

- 7.84 Given there is very limited awareness of progress, the participants raised the same issues as identified in the Globis report, specifically, that recruitment processes are not being followed, people are still being slotted in, the departmental structures do not reflect the desires and expectations of younger people, graduates, millennials, and generation X individuals. For some, there is no recruitment process applied to the organisation's projects which are typically run by consultants who in turn do not apply the organisation's recruitment processes whenever they need project resources.
- 7.85 Some participants reported that there has been no change to the organisation's secondment policy and procedure, *'a lot of people are worrying about what happens when their secondment comes to an end'*.

Recommendation Seven. 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.*

Strengths

7.86 None identified.

Weaknesses

- 7.87 None of the focus groups were able to report back on any progress with this recommendation. However, there was significant feedback given about the Colindale site; the infrastructure, ongoing car parking issues, poor state of the canteen, and even the fact that the coffee machine was not working up until a few days ago.
- 7.88 Whilst these issues are out of scope in terms of the priority recommendations, the issues raised by the participants are significant in terms of their scale and emotional intensity. The issues tend to overshadow any gains in relation to the priority recommendations, *'How do we move forward as a site when we don't have the infrastructure?'*
- 7.89 The participants are unanimous that the entire site, the internal and external infrastructure at Colindale needs urgent improvement or refurbishment. Many participants often stated that they have been working for NHSBT for 10-20+ years and in that time, they describe how the site has deteriorated.
- 7.90 There was a lot of feedback about three large freezers taking up a lot of parking space. There were also reports of continued water leakage from the roof. This was particularly topical given the weather was rainy during some of the focus group sessions. The leakage and water flooding became immediate points of feedback during discussions about what was not working well.
- 7.91 Other issues raised included the need for meeting room and break out areas.
- 7.92 The participants recognise the car parking issue has been a sensitive and difficult topic for many years now, however, there has been no solution to the problem. There is also a recognition that some staff are simply not accepting the option to travel into work by other means, *'there is a mentality, I must drive'*.
- 7.93 The participants feel that the refurbishment of the Colindale site is one of the things that people would like to see in order to have confidence in the organisation's willingness to address the Globis report's priority recommendations.
- 7.94 One focus group reported that there are plans for refurbishment which are badly in need of, but those plans have been put on hold, *'It is not clear when it will happen'*.

Opportunities

7.95 None identified.

Threats

- 7.96 The participants disgruntlement with the lack of progress with this recommendation coupled with the wider site infrastructure issues is a real threat to the organisation's ability to successfully implement the priority recommendations. The depth of feeling about the site's issues run the risk of overshadowing any positive progress made so far.
- 7.97 Participants stated that there is a project to address the refurbishment issue but went on to say that the project has stalled, *'There has been no communication, no meetings', 'Management are not saying what is happening with this recommendation'*.
- 7.98 The vast majority of the participants describe Colindale as the most important centre in NHSBT, but that importance is not matched by the investment required to the site. They feel that Colindale struggles on, *'We just carry on regardless of the situation. At the end of the day, it is the patients in the hospital that need us. We are devoted to our jobs if only management would recognise this, we just want to do the best job we can'*.

Recommendation Eight. Carry out further pieces of organisation diagnostics 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.

Strengths

7.99 None identified.

Weaknesses

- 7.100 The participants voiced many concerns that the Globis Report is generally seen as a Colindale issue rather than an NHSBT issue. There are some residual concerns that the report was not fully representative of manufacturing, however, most participants felt that the issues are being compartmentalised within manufacturing. There was a widespread view that the issues are also present at other sites.

Opportunities

7.101 None identified.

Threats

7.102 The participants felt that any reluctance to deal with some of the fundamental issues contained in the report is attributed to the fact that the review was carried out at Colindale only. There is a concern that other parts of NHSBT think the issues do not apply to them, *'We need to work in a collaborative manner'*. Some participants felt that the organisation is not learning lessons from other centres or leaving other sites out who may have unique issues, leaving staff demoralised, *'Management think it is only a Colindale issue, but it is a company-wide issue'*.

Recommendation Nine. HR has a critical role to play in future interventions. There are areas that need urgent review and improvement. The current process for secondments needs to be clarified and communicated. The personal development and performance review process needs to be implemented. The relationship with trade unions needs to be reviewed and managed, as does the process for recruitment.

Strengths

7.103 Some participants recognised that an extra HR person was recruited specifically for Colindale. The new recruit is still trying to find their feet so there was no specific feedback given about the impact the individual has made so far. Some participants stated, *'We speak to national HR rather than local HR. Site HR no longer exists'*.

Some participants thought it was positive that the diversity and inclusion team has expanded from one person to three or four including a new Chief Diversity and Inclusion Officer role. The appointment of a new Chief People Officer was also highlighted as a positive move, *'There is a new HR leader who is willing to change things'*.

Weaknesses

7.104 A significant number of issues were raised whenever HR was brought into the discussion. All the focus groups cited several concerns; that HR does not provide consistent advice, and the way HR is handled does not always inspire confidence. OWD was singled out for working productively with manufacturing but in general HR support was described as needing attention, *'the interpretation of HR processes remains inconsistent'*, *'As soon as things get difficult, HR fades away'*, *'HR tends to mediate process rather than support delivery'*, *'HR does not realise that people lie'*, a reference to HR being overly lenient on misconduct in the workplace. The feedback cross cuts all the focus groups, *'HR needs to be more supportive'*, *'HR still weak in supporting departments to make real change'*, *'HR must provide real solutions to problems'*, *'HR don't want to address inappropriate behaviour'*, *'Some individuals fail to engage with HR processes, and there's no support for managers in this respect'*.

- 7.105 One particular individual in a focus group stated that from recent experience mentoring a fellow colleague, HR haven't done well in supporting the mentee. The individual described HR as *'failing this person massively, they're not providing support to the individual in terms of some allegations made against them'*. Another individual went on to say, *'From my own personal experience with HR, it has not been positive'*. Another stated that, *'HR gives up and advises you to join the union'*.
- 7.106 There was some recognition that some individuals in HR are trying to make an effort to resolve the issues, but the wider function is not being effective, *'Experience of HR; not satisfied, HR did not do much, want to avoid formal route because that can lead to people being off sick, I felt let down by HR'*.
- 7.107 The vast majority of participants felt that HR policies remain challenging. They described the policies as a problem and a varied understanding of how to apply them.

Opportunities

- 7.108 The appointment of a new chief people officer and the creation of the task force have been highlighted as opportunities to build on.
- 7.109 One focus group mentioned that HR is undergoing a restructure. Some participants were a little bit more upbeat stating, *'A lot of work coming around disciplinaries and grievances focused on inclusivity'*, *'A big review of HR policy is coming soon'*.

Threats

- 7.110 Most of the participants stated that they haven't seen much change in HR policies e.g., grievances, disciplinaries and secondments.
- 7.111 There was also some negative feedback about the trade unions and the need for both HR and the trade unions to work collaboratively to solve problems.

8 Issues arising

- 8.1 A number of participants raised personal issues or grievances during the sessions and/or with the TCM Investigator. The TCM Investigator advised the individuals to contact Patricia Grealish (Interim Chief People Officer) and Rosna Mortuza (Chief Diversity and Inclusion Officer) for further discussions.
- 8.2 Some focus group sessions were cancelled due to non-attendance or lack of participants. Some sessions were attended by one participant, these sessions went ahead and discussions were noted by the TCM Investigator.
- 8.3 Some focus groups experienced significant technical difficulties accessing IT equipment to log on to the online conferencing tool, problems with the camera and volume. This was particularly problematic with the focus group held with the night shift team.

8.4 There was significant feedback about NHSBT’s Yammer forum where several participants felt that personal grievances are publicly aired and that leaders are doing nothing to stop inappropriate behaviour and conduct on Yammer. Majority of participants stated that they ‘switch off’ from or even avoid Yammer because of the comments published on the forum.

9 Recommendations

9.1 The following recommendations by the TCM Group are provided given the feedback from the focus groups and a review of the background information and NHSBT’s progress towards the priority recommendations set out in the Globis report. The recommendations are the result of an independent review. The TCM Group recommendations should be considered and actioned by NHSBT within the context of NHSBT’s existing strategies and plans and tailored accordingly.

Globis Priority Recommendations - Stop Start Continue

9.2 NHSBT has made good progress towards achieving most of the nine priority recommendations.

9.3 Below is a Stop Start Continue assessment of the priority recommendations set out in the Globis Report. The assessment is showing Green (indicating ‘Continue’) in relation to priority recommendation numbers 1, 2, 4 and 6. It is showing Amber (indicating ‘Start’) in relation to priority recommendation numbers 3, 5, 8 and 9 and it is showing Red (indicating ‘Stop’) in relation to priority recommendation number 7.

Priority Recommendations Organisation Diagnostics Report

1. The leadership currently in place for the manufacturing processing 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. ●
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. ●
3. Verify and clearly communicate plans on whether Colindale will remain as a going concern. This topic is causing concern to staff and the sooner this is addressed the better. ●
4. Invest in equality and civility training for all employees at Colindale. Training in these subjects would greatly enhance understand and respect within the team, ultimately increasing morale and productivity. ●
5. 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. ●

Legend: ● Stop ● Start ● Continue

Priority Recommendations Organisation Diagnostics Report

6. 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 organisation. ●
7. 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. ●
8. Carry out further pieces of organisation diagnostics 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. ●
9. HR has a critical role to play in future interventions. There are areas that need urgent review and improvement. The current process for secondments needs to be clarified and communicated. The Personal Development and Performance Review Process needs to be implemented. The relationship with trade unions needs to be reviewed and managed as does the process for recruitment. ●

Legend: ● Stop ● Start ● Continue

- 9.4 Green indicates the focus groups see some changes and progress towards the priority recommendations.
- 9.5 Amber indicates the focus groups see no change and NHSBT needs to action the priority recommendations.
- 9.6 Red indicates 'stop' which means NHSBT should reflect on whether the recommendation is still relevant given the feedback from the focus groups.
- 9.7 Overall, mostly Greens and Ambers, which in 12 months during a global pandemic is good progress. It is recommended that those priority recommendations indicating Green and Amber should continue to be delivered.
- 9.8 The priority recommendation indicating Red should be stopped. Priority recommendation no 8 does not address the wider issue about the concerns the focus group participants have about the future viability of, and the perceived lack of investment in, the Colindale site.

Communiqué

- 9.9 The focus groups reported some concerns about the way the Globis Report was published. It is recommended that as a lessons learned, a communiqué is drafted to inform staff of the outcome of the focus groups, the recommendations and next steps which could include agreed actions to further implement the priority recommendations. The communiqué should form part of NHSBT's wider communications strategy and directly linked to the desired goals of the organisation and communicated both in writing and face to face.

Steering Group

- 9.10 It is recommended that the steering group set up to monitor progress of the focus groups should consider how it communicates the outcome of the focus groups which are directly related to some management groups and HR. There is significant feedback about these groups of staff which requires sensitive handling and persuasion of the need to change their behaviours and service delivery.

Harmonisation

9.11 Whilst the Globis Report indicated some serious issues relating to race at Colindale, the report has polarised the views of BAME and some non-BAME staff. There is a greater awareness of the issues and need to change, however, there are some significant concerns about the findings of the Globis Report which has led to a divisive workforce. It is recommended that NHSBT continues to emphasise the need to change whilst acknowledging concerns. There needs to be a greater ‘understanding’ of the need to change and to ‘harmonise’ views for the benefit of NHSBT and service users. It is also recommended that future equality, diversity and inclusion messaging incorporates all nine ‘protected characteristics’ in the Equality Act; race, religion or belief, disability, sexual orientation, sex, age, gender reassignment, marriage and civil partnership, pregnancy and maternity, as a specific means to harmonise views of all staff.

Project Management

9.12 The progress made by NHSBT over the last 12 months has been positive but piecemeal. This is not a sustainable approach given the scale and nature of change required. It is recommended that NHSBT considers creating a programme office whose main objective is to deliver each priority recommendation using sound programme and project management techniques. A programme or project of this nature will require some investment, however, if it is set up with the appropriate resources and relevant experience, it will go some way to implement and communicate the necessary change under close scrutiny by a programme board comprising of representatives from NHSBT leadership. It will be a visible and reassuring sign to staff that NHSBT is committed to addressing the issues and bring change to the workplace. It is also an opportunity to align the change strategy with NHSBT’s wider vision and strategy for the whole service.

Project Owner and Workstream Leads

9.13 It is recommended that NHSBT assigns an owner and workstream lead to each priority recommendation who will be responsible for delivering the required outcomes from each priority recommendation and accountable to a programme board.

Globis Priority Recommendation 8

9.14 All the priority recommendations should continue to be delivered or started with the exception of ‘*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]*’. It is recommended that this priority is reviewed for its continued relevance given the context of the feedback from the focus groups. The future viability of the site should be closely linked to the important contribution the site’s services make in saving and improving lives.

Globis Priority Recommendation 9

- 9.15 The highest priority recommendation from the perspective of the participants is *‘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 organisation’*. It is recommended that NHSBT develops a talent management strategy which meets the needs of a multi-diverse workforce.

Talent Management

- 9.16 Talent management seeks to attract, identify, develop, engage, retain and deploy individuals who are considered particularly valuable to an organisation. It should align with business goals and strategic objectives. By managing talent strategically, organisations can build a high-performance workplace, encourage a ‘learning’ organisation, add value to their employer brand, and improve diversity management. For these reasons, HR should consider talent management to be among their key priorities.

HR Policies and Service Delivery

- 9.17 It is recommended that HR reviews its planned programme of work and prioritises service delivery to address the concerns raised by the Focus Groups, specifically, policies, processes and working practices, and positions itself to become an ‘employee champion’, actively engages staff to consider the type of HR service necessary for a multi-diverse workforce promotes greater understanding between staff and line managers focusing on resolution, and collaborate with the trade unions to make Colindale a ‘great place to work’ where the wellbeing of staff is a core working principle between both partners.

Communications

- 9.18 Finally, it is recommended that NHSBT develops a communication strategy and action plan which keeps staff informed of its progress towards achieving the priority recommendations. The approach must include leaders and managers delivering key messages through face-to-face briefings with their teams.

10 Conclusion

10.1 The focus groups were a great opportunity for staff to share their views and concerns regarding the priority recommendations. The participants were engaged and provided constructive feedback. There is an overwhelming commitment to the goals of NHSBT and unwavering motivation to do a good job. However, there are issues in the workplace, mostly around lack of equality and opportunity which is exacerbated by issues with line management style and behaviour, and HR policies and procedures which are inconsistently applied or interpreted by managers. The majority of participants want to see a change in their working environment. Whilst there is an acknowledgement that NHSBT has made some changes, there is still some way to go before all issues are fully resolved.

11 Appendix 1 - Participants identified for the review process

11.1 Initially a desktop research on the progress made on the 9 recommendations of the Globis report was prepared and this identified key players who were working on recommendations and making progress. Quite a few of them were included in the review process. The Desktop research findings were provided to Nicholas Toko as part of evidence for the review process from the management side.

11.2 Key workers from Colindale from all sections were identified who would provide their input in this review. All Managers were contacted by emails and telephones to inform them of this review process and also to seek their help in encouraging colleagues from their section to partake in this review.

11.3 Managers and staff were invited to attend taking in the complexities of shift work and also those who didn't have access to computers and emails. Managers used tannoy announcements and encouraged staff to attend and provide feedback. We even had night shift for workers who attended to provide their feedback during their shift work from 1am to 3:30am. Some staff were walking floors and approaching colleagues on site and encouraged them to participate.

11.4 We made sure that every section and at all levels from all sections within Colindale had an opportunity to participate and provide their valuable feedback which gave Nicholas Toko from TCM a wide range of perspective on the issues on the 9 recommendations. There were in total 89 colleagues from all various diverse backgrounds from all the sections below:

Manufacturing & Logistics
Processing and Testing (Manufacturing and Logistics)
Manufacturing (evenings)
Manufacturing (nights)
Head of Centre
Regional Manufacturing Manager
Head of Histocompatibility & Immunogenetics
Customer Services
Organisational Development Manager
Digital, Data and Technology Service (IT)
Estates & Facilities
Assistant Director Technical and Scientific development
Clinical Consultant
Blood Donation
Clinical,
Finance
Hospital Services
Transport
Continuous Improvement Facilitator Manufacturing
Union Rep (Colindale)/ Taskforce
Histocompatibility & Immunogenetics
Red Cell Immunohematology
Members of Colindale Taskforce
Microbiology
Tissue & Eye Services / Diagnostics Therapeutics Services
PHE Team - Scientist (Epidemiology)
Communications
Members of BAME Network
Human Resources
Freedom to Speak up Guardian