

Board Meeting in Public

Tuesday, 28 March 2023

Title of Report	People and Culture Programme – Status Update	Agenda No.	3.6
Nature of Report	<input checked="" type="checkbox"/> Official	<input type="checkbox"/> Official Sensitive	
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Non-Executive Director Sponsor	(Insert name)		
Presented for (tick all that applies)	<input type="checkbox"/> Approval	<input type="checkbox"/> Information	<input checked="" type="checkbox"/> Update
<input type="checkbox"/> Assurance			
Purpose of the report and key issues			
<p>This paper outlines the context for NHSBT's new People & Culture Programme, the approach being taken, an update of progress and key learnings to date, and next steps. The programme represents NHSBT's significant investment in achieving our vision of becoming a purposefully inclusive and anti-racist organisation.</p> <p>A programme mandate for further action is currently being drafted to set out the resource requirements to deliver the next tranche of activities under the programme. In parallel, a business case is being developed to identify the totality of investments for 2023/24.</p>			
Previously Considered by			
Executive Team: a 5 th October 2022 discussion outlined our initial response and plan to address racism, bullying, discrimination and harassment. This plan, and the proposed governance structure, were discussed and approved.			
Recommendation	The Board is asked to note the approach being taken and progress to date.		
Risk(s) identified (Link to Board Assurance Framework Risks)			
Strategic Risks: BAF-04, BAF-07, BAF-08 (Our ability to recruit, retain and support a diverse workforce risks impacting our ability to deliver our strategic priorities / core functions, i.e., recruiting and retaining the right volume and mix of donors. Racism, bullying, discrimination and harassment risk staff and public trust in NHSBT. Our leaders and managers lack the skills and capabilities required in today's NHS to create a high-performing, fully inclusive environment).			
Strategic Objective(s) this paper relates to:			
<input type="checkbox"/> Collaborate with partners <input checked="" type="checkbox"/> Invest in people and culture <input type="checkbox"/> Drive innovation <input type="checkbox"/> Modernise our operations <input type="checkbox"/> Grow and diversify our donor base			
Appendices:	Phase 1 Response Plan Overview		

1. Background

1.1. Context

- We remain committed to becoming an inclusive and high performing organisation, as set out in the People Priority of NHSBT's Strategy. We are starting by focusing on anti-racism.
- Our evidence shows that some of our people have been and continue to be hurt by racism, discrimination, bullying and harassment. This shows up in our Workforce Race Equality Standard report (WRES), Workforce Disability Equality Standard (WDES) report, Gender Pay Gap data, our CQC Well Led report, our staff network and employee engagement surveys, and our workforce data.
- To deliver on our corporate priority to *grow and diversify our donor base to meet clinical demand and reduce health inequalities*, we need to have a workforce that reflects the communities we serve. This is because there are patients today who are not receiving the products and donations they need, and they are significantly more likely to be Black, or Asian, or from a minority ethnic community. We will not be able to address the racism that underpins healthcare inequity if we are not diverse and truly inclusive ourselves.
- We are proud of our amazing colleagues who work incredibly hard to make NHSBT a great place to work for everyone. This includes our D&I team, our staff Networks and Chairs, our Trade Unions, our People directorate and those in the culture programme, our directorate D&I leads, and all those who have been working tirelessly to bring about change.
- Whilst we have made progress over the past year, there is much still to do. We have taken our first steps to tackle racism, discrimination, bullying and harassment, and we recognise a fundamental rethink of our practices is required to ensure we address systemic racism and bias.
- To ensure success, we are adopting a strategic, collaborative approach with increased investment dedicated to this, and will work in partnership with people across NHSBT. We will co-develop and embed initiatives with defined outcomes, performance metrics and leadership accountability, to ensure lasting change. We understand that organisational cultural change is a complex and necessary journey – one that takes time, expertise, shared ownership, introspection, and setbacks that we will need to learn from.

1.2. Our Approach

- In September 2022 a *Response Team* consisting of leaders from our People Directorate including D&I, our Strategy team, and Communications team, was assembled and commissioned to coordinate and prioritise activity to prevent racism, discrimination, bullying and harassment, whilst delivering on our NHSBT Strategic Priority *to invest in our people and culture to ensure we are an inclusive, high-performing organisation*. The Response Team's work is being delivered in two phases.
- For phase 1, in October 2022, the team defined a 3-month Response Plan (See *Appendix*), setting out 22 actions across 6 themed workstreams, each with an accountable owner and defined outcomes, to take the first steps towards our vision of becoming an intentionally inclusive and anti-racist organisation.

- The *Response Plan* brought together activity that had previously been committed to, with additional actions in response to the publication of the CQC's Well Led Inspection Report. These 22 actions were committed to by the Interim Chief Executive in a communication to the organisation on 19th October 2022.
- A Steering Group was established to provide Executive scrutiny and accountability, to develop and oversee the implementation of the objectives of the team, to respond to issues escalated for resolution, to identify and assign resources necessary for successful delivery, and to be Executive champions of this critical work.
- A Project Mandate was approved in late October 2022 to spend up to £299k on resources to complete the work committed to in phase 1, and to build a plan for phase 2 by the end of 2022. This timescale was extended to the end of the financial year as the estimates around the work required to develop a plan of this scale and the resources required became clearer. This Project Mandate requested:
 - Business Analyst (Start date: December 2022)
 - Backfill for Strategy Manager (Start date: January 2023)
 - Backfill for D&I Manager (Start date: February 2023)
 - D&I Comms & Project Co-ordinator (Start date: March 2023)
 - D&I Co-ordinator (Anticipated start: end of March 2023)
 - Data Analyst (Unsuccessful recruitment campaign in January 2023. To be re-assessed)

2. Progress to date

2.1. Phase 1: Delivery of the 3-month Response Plan

- The original target of delivering all 22 actions by December 2022 was revised in agreement with the Steering Group to 31st March 2023, in acknowledgement of the delay in resourcing the team and the secondment of the Chief Diversity and Inclusion Officer.
- 20 of the 22 Actions set out in the phase 1 Response Plan have been completed or are on track for delivery. Key successes to date include:
 - Delivering individual anti-racism coaching to all current NHSBT Board members
 - Publication of our Equality Objectives, in line with the Public Sector Equality Duty, by 31st March 2023
 - Expanding the Freedom to Speak Up Service
 - Designing a new Middle Management Development offer
 - Commissioning and delivery of psychological safety training to all SLT and ET members
- The remaining two actions are partially complete and include some elements that will be delayed into 2023/24. These are:
 - *Provide 1-to-1 anti-racism training to NHSBT Board members:*

- All current NHSBT Board members have now received individual anti-racism coaching sessions, funded through the project mandate.
- Externally facilitated anti-racism training will take place once our new Chief Executive and Non-Executive Directors (NEDs) are in place, subject to approval of new NED appointments by the Department for Health and Social Care.
- *Address key gaps in our legal and regulatory compliance:*
 - As well as publishing our Equality Objectives, the WRES and WDES reports are on track to be published in line with agreed deadlines.
 - To complete this action, we are consulting with NHS equality experts to provide assurance on our current legal and regulatory compliance.

2.2. Phase 2: Establishing the mandate and governance structure for a People & Culture Programme

- In phase 2, the Response Team was commissioned to set out an evidence-based strategic plan with the requirements, mandate and governance structure for a People & Culture Programme, to address remaining gaps in our plans and activities and deliver on our vision.
- In January 2023, NHSBT's new Head of Portfolio for group services joined the Response Team as Programme Lead, facilitating a transition from delivering phase 1 actions to establishing a full Programme Team.
- A review of Equality, Diversity & Inclusion governance at a system level is underway, including our D&I Programme Board, EDI Council and Consultative Committee.
- Draft programme benefits and outcomes have been developed aligned to our vision. Validation of these with our key stakeholders is required and will take place in early 2023/24, to support the mobilisation and ongoing direction of the programme.
- Our Business Analyst has conducted a review to bring together our reports, surveys, reviews and workforce data to ensure that we are evidence-based in all plans and activities.
- Based on this evidence base, four workstreams with dedicated leads have been defined to shape future activity against the programme vision:
 - *Workstream 1: Co-create and launch an Anti-Racism Framework to provide NHSBT directorates, regional centres, leaders, and teams across the organisation the means to embrace the spirit of our anti-racism commitment, and the recommended actions to put these ideas into practice*
 - *Workstream 2: Review and redesign our structures, systems, policies and processes to identify and eliminate systemic discrimination, racism and bias at NHSBT*
 - *Workstream 3: Improve our education and training offer to equip all of our people with the capability, opportunity and motivation to be intentionally inclusive and anti-racist in attitudes and practices*

Blood and Transplant

- Workstream 4: *Launch and embed our new Behavioural Framework to ensure all of our people understand and meet an expected model of behaviours at NHSBT*
- The programme vision, draft outcomes, metrics, targets and priority actions under the four workstreams have been integrated into the draft Business Plan for 2023/24, reflecting the shared ambition and objectives of the People & Culture Programme with directorate EDI plans, and People directorate operational teams for the coming year.

3. Next steps

3.1. Communications and engagement

- Since inception, we have understood that success will rely on open, transparent and genuine collaboration with our people. Communications and engagement activities are programme priorities, to ensure our people are aware of the action taking place, and to understand how they can be involved.
- Validation of programme- and workstream-level outcomes and measures of success, and co-creation of content within each of the 4 workstreams, are a priority for early 2023/24. A stakeholder mapping exercise and communications plan have been developed to support this.

3.2. Developing a programme mandate and business case

- A programme mandate for further action is currently being drafted to set out the resource requirements to deliver the next tranche of activities under the 4 workstreams. Where discovery work needs to take place, or immediate interventions have been identified, pre-business case funding will be requested in order to begin affecting change.
- In parallel, a business case is being developed to identify the totality of investments for 2023/24 across all 4 workstreams.

4. Reflections and Key Learnings

- We need to ensure that we protect our people and their psychological safety, particularly in work and teams with a heavy emotional burden. Adequate support must be provided and invested in to safeguard the health and wellbeing of all individuals. Timelines must also account for the time and space required for this support, for team building and personal reflection, on similar projects and programmes.
- It has been acknowledged that the Programme Team and Steering Group require greater diversity. As part of a review of our governance, we will ensure that this is addressed at both system and programme levels.
- The programme team has consistently received the feedback that our people want action and not more words. Greater engagement with and representation of our key stakeholders, including our staff networks, will provide colleagues with greater assurance that we are taking action, and will help us understand where more needs to be done. As well as through our review of governance, new communications and engagement roles on the programme team will ensure that we address this important feedback.