

## Board Meeting in Public Tuesday, 25 July 2023

<b>Title of Report</b>	Our Voice Results & Action Planning	<b>Agenda No.</b>	3.7
<b>Nature of Report</b> (tick one)	<input type="checkbox"/> Official	<input checked="" type="checkbox"/> Official Sensitive	
<b>Author(s)</b>	Graham Bowditch, Engagement Lead, Jamie Parker Head of OD and Engagement		
<b>Lead Executive</b>	Deborah McKenzie, Chief People Officer		
<b>Non-Executive Director Sponsor</b> (if applicable)			
<b>Presented for</b> (tick all that applies)	<input type="checkbox"/> Approval	<input checked="" type="checkbox"/> Information	
	<input type="checkbox"/> Assurance	<input checked="" type="checkbox"/> Update	
<b>Purpose of the report and key issues</b>			
To share the latest Our Voice results, and progress against last year's priorities for the Board so they have visibility on the key elements, including progress made and areas in need of attention.			
<b>Previously Considered by</b>			
Executive Team and SLT Conference, People Committee & EDI Council			
<b>Recommendation</b>	The Board is asked to recognise the progress made to date and the areas in need of attention and support our approach moving forward.		
<b>Risk(s) identified (Link to Board Assurance Framework Risks)</b>			
<b>Strategic Objective(s) this paper relates to:</b> [Click on all that applies]			
<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		
<b>Appendices:</b>	Appendix 1: 2022 National Action Plan progress Appendix 2: Accountable SLT Members for Directorate Actions		

**NHSBT Board Meeting  
25<sup>th</sup> July 2023  
Title: Our Voice Survey- Results**

## **Background:**

This paper provides an overview of the Our Voice survey, which concluded 17<sup>th</sup> May 2023 using our Employee Engagement tool, Peakon. In April 2023, we collected a full bench line of data from the Peakon Engagement question set, including the WRES and WDES questions.

The survey was live for four weeks, taking approximately 20 minutes to complete. Support to enable colleagues to fill the survey in was provided across all areas of the business, including adjustment to rotas to allow protected time for completion. Additionally, Line Managers were given time to attend a one-hour refresher training course and time to review results with their teams. 62% of eligible Line Managers attended a training session.

Progress has been monitored against our 200+ actions within directorates, our 30+ actions within our three Corporate Priorities (See Appendix 1), as well as other actions plans across the organisation (CQC, Forward Together Programme & our D&I programme of activity).

Furthermore, our results were published on our intranet on 11<sup>th</sup> July.

## **1. Key Progress:**

- We noted improvements in 13 of the 14 drivers of engagement and a slight decrease in 1.
- Participation increased from 56% to 63%.
- We've seen progress in at least 8 of the 14 drivers for colleagues with protected characteristics.

3 main questions drive our overall Engagement score:

1. *How likely is it you would recommend NHSBT as a place to work?*
2. *How likely is it that you would stay with NHSBT if you were offered the same job at another organisation?*
3. *Overall, how satisfied are you working at NHSBT?*

Following feedback we dropped one driver question from last year –

*How likely is it that you'd recommend NHSBT's products or services to friends and family?*

Our overall engagement score was **7.5** in 2022, however adjusting it to remove the above question, means that it would have been **7.3** in 2022. Our Engagement score for 2023 is **7.1**. This slight dip (of 0.2) is to be expected given the significant events we experienced last year.

## **2. Against Priorities Since Last Year - Drivers:**

We have seen improvements in all our priority areas, except for the engagement score for colleagues with disabilities. This progress is due in part to the significant efforts of our national action plan, with nearly 30 actions embedded within 7 months (See Appendix 1). We have also seen a significant increase (over 50%) in colleagues with disabilities declaring their status, from 231 to 348 people.

### **2.1 Harassment, Bullying and Abuse**

The Harassment and Bullying scores related to Managers and Colleagues have increased slightly by 0.2% to 13.2% - which demonstrates we need to retain our focus and we have more to do. Harassment and Bullying from Patients and Donors has reduced by a significant 5%.

## Blood and Transplant

It is concerning that Discrimination from Managers and Colleagues increased, by 1.5% to 9.5%.

For BAME and LGBT+ colleagues Bullying and Harassment scores reduced, however they increased for disabled colleagues by over 6% points to 21.27%. This may be due, in part, to the increase in colleagues declaring a disability.

Discrimination scores has increased slightly by 1.2% for BAME colleagues (15-16.2%) and for LGBT colleagues has increased by 4.2% (8% to 12.2%). Whilst for disabled colleagues it decreased.

### 2.2 Reward and Recognition

These were areas of focus from our 2022 survey, and we have seen an increased overall driver score of 0.1 for Reward, and 0.3 for Recognition, respectively. This was seen in most directorates, notably Blood Donation which increased by 0.4 for Recognition and 0.1 for Reward.

### 2.3 Supporting Colleagues with Disabilities

We have seen improvements for 11 of drivers of engagement, unchanged in one area (Goal setting) and small decreases in Freedom of Opinions and Workload, which we will be reviewing with the Executive Team when deciding our 2023-2024 national priorities. The net result is the gap with other protected characteristic groups has either been closed or become significantly smaller.

#### Next Steps:

- 3.1. The results have already been shared with the ET and SLT which has enabled them to be reviewed and ratified.
- 3.2. We have also shared our results with the People Committee and the ED&I Council, as well as with each of our networks.
- 3.3. The ET will agree on our national priorities in early August. We will develop a corporate action plan to address these, in line with the Forward Together programme and organisational strategy.
- 3.4. A key learning point from last year was that we created too many priorities and actions. So we are encouraging the selection of 2 national priorities, in order to concentrate our energies. Action plans are underway from a Local, Directorate and National Level. Training, support, and communications have been delivered to support line managers with this process. SMT meetings are being held to assess progress in each directorate (or major function) since last year on action plans and agree new priorities by 1<sup>st</sup> September. Each directorate has been asked to provide a named SMT member to be accountable for their priorities. (See Appendix 2).
- 3.5. We are working on a proposal to improve the visibility of progress on action plans, to support transparency and accountability.

## APPENDIX 1:

NATIONAL ACTION PLAN- UPDATED JULY 2023:

Priority	Action	Status
Harassment, Bullying and Abuse	Open House & Sprint Sessions for Line Managers (Psychological Safety) *	COMPLETED
Harassment, Bullying and Abuse	Launch of new Resolution Framework	Delayed and how with an Amended Deadline
Harassment, Bullying and Abuse	Introducing NHSBT's Code of Conduct into new starter mandatory training	COMPLETED
Harassment, Bullying and Abuse	Let's Talk about Racism action learning sets	COMPLETED
Harassment, Bullying and Abuse	Freedom to Speak Up Month	COMPLETED
Harassment, Bullying and Abuse	Establishment of Senior Level Response Team to guide response to Harassment, Bullying, Abuse & Racism.	COMPLETED
Harassment, Bullying and Abuse	Associated interventions for LGBT+ History Month	COMPLETED
Harassment, Bullying and Abuse	Psychological Safety Workshops for SLT Members	COMPLETED
Harassment, Bullying and Abuse	Associated Interventions for Black History Month (October, 2022)	COMPLETED
Harassment, Bullying and Abuse	Harassment, Bullying & Abuse Zero Tolerance Webinar	COMPLETED
Harassment, Bullying and Abuse	Establishment of NHSBT Anti-Racist Organisation Framework*- will be measured over time.	COMPLETED
Harassment, Bullying and Abuse	Harassment, Bullying and Abuse Master Class (Psychological Safety)*	COMPLETED
Harassment, Bullying and Abuse	Introduce Freedom to Speak Up Champions	COMPLETED
Harassment, Bullying and Abuse	Promotion of Disability History Month, Trans Awareness Week & Anti Bullying Week	COMPLETED
Harassment, Bullying and Abuse	Challenging Racism Survey	COMPLETED
Harassment, Bullying and Abuse	Harassment, Bullying & Abuse learning Toolkit	COMPLETED
Reward	2023 NHSBT Together Awards	Amended deadline- Autumn 2023

## Blood and Transplant

Reward	Launch reward and recognition virtual sessions for Line Managers including toolkits	COMPLETED
Reward	Establishment of Reward and Recognition Task Force for Blood Supply	COMPLETED
Reward	Ongoing Promotion of Employee Value Proposition	COMPLETED
Supporting Colleagues with Disabilities	Progress on our Workforce Disability Equality Standard	COMPLETED
Supporting Colleagues with Disabilities	DAWN Network Action Planning Priorities / WDES Priorities for 2023.	COMPLETED
Supporting Colleagues with Disabilities	Establish SEARCH Programme- internships for colleagues with disabilities	COMPLETED
Supporting Colleagues with Disabilities	Launch New Applicant Tracking System to help with tracking diverse applications.	COMPLETED
Supporting Colleagues with Disabilities	Promote and deliver associated interventions with Disability History Month*	COMPLETED
Supporting Colleagues with Disabilities	COUNT ME IN Declaration Campaign	COMPLETED
Supporting Colleagues with Disabilities	Creation of a Workplace Adjustments Policy	COMPLETED
Supporting Colleagues with Disabilities	Tailored Adjustments Recording Tool	Off Track – Still in designing stages
Supporting Colleagues with Disabilities	Review of Attendance Policy	On track
	Reverse Mentoring Scheme	Final approach, post pilot, approved by ET in May 23

### Number of Actions

25 (83.5%)
1 (3.5%)
2 (7%)
0
2 (7%)

### 3. Appendix 2: Directorate Plans (Including Major Functions)

Priorities to be agreed by 1<sup>st</sup> September

<b>Directorate/Function</b>	<b>Accountable Officer</b>
<b><i>Clinical Services Overall</i></b>	<b><i>Gail Mifflin</i></b>
Transfusion	Farrukh Shah
CAGT	Lillian Hook
Stats and Clinical Research	Rachel Johnson
<b><i>Blood Supply - Overall</i></b>	<b><i>Paul O'Brien</i></b>
North- Blood	Peter Baughan
East- Blood	Steve Mills
West - Blood	Jo Curtis
Central - Blood	Kat Davies
London & SE- Blood	Michael Thake
Manufacturing, Hospital Services and Testing	Guy Parkes
Logistics	Paul Taylor
<b><i>OTDT Overall</i></b>	<b><i>Anthony Clarkson</i></b>
TES	Kyle Bennett
Donor Family Care Services	Kyle Bennett
<b><i>People Overall</i></b>	<b><i>Deb McKenzie</i></b>
<b><i>Strategy and Transformation Overall</i></b>	<b><i>Julie Alexander</i></b>
<b><i>DDTS Overall</i></b>	<b><i>Rebecca Tinker</i></b>
<b><i>Quality Overall</i></b>	<b><i>Dapo Odumeru</i></b>
<b><i>Plasma Overall</i></b>	<b><i>Gerry Gogarty</i></b>
<b><i>Donor Experience Overall</i></b>	<b><i>Mark Chambers</i></b>
<b><i>Finance</i></b>	<b><i>Carl Vincent</i></b>