Executive Summary

Delivery Highlights

- Progress is being made in the development of key people policies: the Agile and Flexible Working policies launched in October; the Resolution policy received stakeholder approval from Staff Partnership Committee in September and is on track for an early January launch.

- Following Board approval of the Anti-Racism Framework in September, actions and metrics are to be embedded in directorate, centre and function level plans. We have also completed the annual benchmarking exercise to collect and report on our Workforce Race Equality Standard (WRES), Workforce Disability Equality Standard (WDES) and Gender Pay Gap (GPG) data, and for the first time have also produced Ethnicity Pay Gap (EPG), Workforce LGBT+ Equality Standard (WLES), and Workforce Sex Equality Standard (WSES) reports.

- Delivery of our 5-year Health, Safety & Wellbeing Plan showing benefit in terms of how we are benchmarking in HSW score improvements, with all wellbeing scores in the Our Voice survey increasing for the second year running.

- Under our Join pillar, the launch of our new Careers Site will act as a key foundation for our talent acquisition strategy and a building block for our Employee Value proposition work. Positive progress is also being made in the Inclusive recruitment review, which is on track.

- The recently launched Manager's Digest is a weekly live document updated with news, reminders, deadlines and development opportunities specific to managers and supervisors. The Digest is now established as a key channel with ~300 views each week.

Potential areas of risk

- A Strategic Outline Case is in development for a new Automate Candidate Sifting solution. Procurement of a solution has been delayed from December 2024 to April 2025 due to an error on the commercial pipeline, however this is now expected to be resolved.

Areas where further work is required

- There is further work to do to mature the work programme plans for Years 2 and 3, and finalise a set of People KPIs against the People Plan pillars, with phased annual targets linked to delivery of actions.

- Following the 2024 Our Voice survey in April/May and Board approval of our two national priorities in June, more detailed work is needed to set out the actions we are taking across NHSBT and in directorates to address staff feedback. Further feedback raised at our first Annual Staff Conference underscores the need to focus on our career and growth offer.

- More detailed work is also required on Performance Management: we have launched an interim solution for this year and will undertake a fuller user centred review for 25-26.

- Although open to all new starters, current uptake of the new corporate induction is increasing but remains below target (61% in Q2 vs 38% in Q1, against a target of 80% attendance).

- The Executive Team has commissioned an accessible quarterly all staff comms update on People Plan progress. A comms plan is being developed to ensure all colleagues have ongoing visibility of what is being done to improve their experiences of working at NHSBT

Amber / Red activities, back-to-green actions

- *Scope and kick off Estates Strategy, partner procurement* [FOUNDATIONS] – procurement expected by end of current financial year, engagement to begin April '25. No mitigating actions required at present.

- *Harassment, Bullying & Abuse actions in local Directorate action plans* [STAY] – Engagement planned with select staff networks to develop recommendations for actions. Exec Sponsors for LGBT+/Neurodiversity and DAWN to report back to the wider Executive Team.

- *Finalise the Freedom To Speak Up (FTSU) Strategy and Service Design* [STAY] – Delay due to leadership absence. DDTS to complete the User Requirements and determine if resource can be provided to review, so we can progress to procurement.

People Plan Intent	Metric / [Proposed]	24/25 Actual / Target	25/26 target	SLT Lead (Project Lead)	Year 1 ('24/25) Activities	Year 2 ('25/26) Activities	Year 3 ('26/27) Activities
Our leaders and managers have the skills, capabilities and tools needed to ensure high-performing teams	Managers undertaking formal development	53% ▼ / 15%	15%	Lisa Johnson (Iain Hastings)	• Develop Middle Manager Transition and Senior Leader offer • Consolidate Leadership Skills Framework	• Launch "Empowering Leaders" program aimed at middle managers • Develop and launch a Senior Leadership Development Offering	
	Managers reporting increased confidence following formal development	60% ▼ / 60%	60%				
Make information and engagement opportunities accessible for all, easy to find and up to date	[Band 3/4 Engagement Score]	6.7 ▼ / ---	---	Kate Thomas (Naomi Saunderson)	• Launch Manager's Digest • Complete Intranet Discovery Project • Develop Business Case for accessible intranet	• Launch revised intranet with enhanced search engine capability	• Launch automated chatbot
				Brad Parker (Ian Brunton)	• Complete the People Data Project • Launch new Manager Assistant	• Increase data shared through Manager's Assistant	
Ensure our Estate Strategy improves the working environments for our teams	[Staff Survey Environment Score]	6.5 ▼ / ---	---	Martin Hunt / Lynda Rowan-Smith	• Colindale Refurbishment: Engagement; New restaurant open • Scope and kick off Estates Strategy, partner procurement	• Colindale Refurbishment: Engagement; Additional communal spaces • Kick off Estates Strategy engagement Q1 '25, deliver Estates Strategy	• Colindale Refurbishment: Further people-centred enhancements • Estates Strategy Implementation
Work in partnership with trade unions and staff networks to ensure our policies and their application meet colleagues' different needs, life experiences and circumstances	[Satisfaction with workplace adjustment experience]	--- / ---	---	Lisa Hazlett [Six to Fix] Chris Noakes [Policy]	• Launch Flexible Working Policy • Launch Agile Working Policy	• Review and update people policies based on legislative change (incl. Employment Rights Bill and Sexual Safety) • Launch refreshed Attendance and Disciplinary policies • Review of the policy schedule and ToR for the Policy Subgroup • Scope an end-to-end review of our policies and how they are developed and implemented	
	[Time to access adjustment]	--- / ---	---				
	[# colleagues with workplace adjustments – Monitor only]	--- / ---	---				
Identify actions to make NHSBT more inclusive	Delivery of GPG, WDES, WRES Actions	56% ▲ / 100%	100%	Pav Akhtar Razi Ahmed [Forward Together]	• Launch Anti-Racism Framework • Procurement of D&I Learning & Development partner • D&I Training Needs Analysis and recommendations	• Embed the Anti-Racism Framework across directorates • Roll out Career Kickstart & Reverse Mentoring initiatives • Implementation of learning & development recommendations from D&I Training Needs Analysis	
	Ethnic Minority representation at bands 8a-8c [Monitor Only]	15.5% ▲ / ---	16%				
	[Anti-Racism Framework Metrics to be determined]	--- / ---	---				

n.b. Highlighted metrics not captured in Business Plan draft for '25/'26, included for discussion / future development

METRICS STATUS

▲▼▶ Change vs previous period (arrow colour indicates trend vs previous period) | At or above target | 0-2% below target | >2% below target

ACTIVITY STATUS

Complete | Started / On Track | Not Started / Started & Behind Plan | Risk to Delivery

People Plan Intent	Metric / [Proposed]	24/25 Actual / Target	25/26 target	SLT Lead (Project Lead)	Year 1 ('24/25) Activities	Year 2 ('25/26) Activities	Year 3 ('26/27) Activities
Enhance how we use data and build new approaches to prepare for the workforce needs of the future	Time to offer	10.4 wks ▼ / 11 wks	11 wks	Ruth Saunders (Matt Anderson)	• Launch new Careers site • Automated candidate sifting solution - Discovery, business case, procurement	• Develop an approach to capacity and demand planning for recruitment activity • Implementation of automated candidate sifting solution • Create a Professions Network to identify current & future capabilities	
	Vacancy fill rate	92% ▲ / 88%	88%				
Complete an end-to-end review of our recruitment process from an inclusivity perspective and preparing to implement recommendations	Recruitment Disparity Likelihood	2.17 ▲ / 1	Monitoring only	Ruth Saunders (Matt Anderson)	• Undertake inclusive recruitment diagnostic	• Implement recommendations from inclusive recruitment diagnostic	• Implement recommendations from diagnostic
Launch a new NHSBT Induction for new starters	New starter corporate induction / onboarding completion within 12 weeks	61% ▲ / 80%	80%	Lisa Johnson (Richard Shortland)	• Launch the new NHSBT Corporate Induction Programme for new joiners	• Support development of local induction programmes to align with new Corporate & Manager Induction programme • Expand Corporate Induction to include a Senior Leadership offering	• Streamlined and enhanced onboarding process under Joiners / Leavers project
Collaborate with our people professionals and trade unions to improve job design and evaluation	[Time to design new roles]	--- / ---	---	Beth Cutting [Six to Fix]	• Implement JD/JE Task & Finish Group recommendations • Update JE documentation and guidance • Update JE refresher training and JE embedded in Manager Induction	• Discovery to scope future JD/JE requirements • Work with new professions network to identify pilot areas for the development and application of generic role profiles approach	
	[Time to evaluate new roles vs SLA]	--- / ---	---				
	[New role submissions – Monitor only]	145 ▲ / ---	---				
	[Re-works of new role submissions]	128 ▲ / ---	---				
Improve our Organisational Design (OD) Capability	[Success measures to be developed as part of future review work in Year 2]	--- / ---	---	Lisa Johnson (Hannah Johnson)	• Begin discovery work on spans of control [part of Performance discovery work]	• Complete Org. Design (OD) review and establish core OD principles	• Implement recommendations from OD review

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Improve the experiences of colleagues with below-benchmark scores *[Our Voice Harassment Bullying & Abuse National Priority]*	[HBA (LGBT+)] [HBA (Disabled)] [Discrimination (LGBT+)] [Discrimination (Disabled)]	14.7% ▼ / --- 21.4% ▼ / --- 14.1% ▼ / --- 19.4% ▼ / ---	---	Pav Akhtar	• Engagement with DAWN and LGBT networks to better understand challenges and agree actions to support these groups • Develop actions in local Directorate action plans	• Launch Bullying & Harassment E-Learning Module	
	Metrics and KPIs as defined in Futureproofing Blood Programme Plan	--- / ---	---	Debbie Rahman (Gayle Franklin)	• Complete test and learn of staffing changes across 12 Blood Donation teams and donor centres	• Review recommendations and implement changes following the completion of the test and learn	• Implementation of changes
Deliver the Health, Safety & Wellbeing "Prevent, Protect, Promote" Plan	Harm incident rate (NHSBT)	7.4 ▲ / 7.6	7.1	Phil Tanner	• Delivery safety programme actions	• Trial of stress reporting tool to enable earlier reporting and interventions • Develop metrics and KPI for the new Workplace Adjustments reporting tool • Neurodiversity workplace needs assessment: Trial of new approach	
	Sickness absence (NHSBT)	4.6% ▼ / 4%	4%				
	Near miss rate (NHSBT)	13.5 / ---	14.7				
Improve our data and insights around people leaving teams to help retain talent	Staff attrition	12% ▶ / 14%	14%	Brad Parker [Data] Lisa Johnson [Engagement] Chris Noakes [Leaver's Questionnaire]	• Improve visibility of leavers information through the new Manager's Assistant	• Procure and launch new staff survey tool	
	[1-year Turnover]	24.3% / ---	---				
	[Leaver's Questionnaire Feedback]	--- / ---	---				
Build a culture where issues are resolved earlier and where appropriate, without the need for a formal process	% appropriate cases resolved informally	--- / ---	---	Lisa Hazlett [Resolution]	• New Resolution Policy launch	• Deliver process map, supporting materials, comms and training campaign to increase use of the new Resolution policy	
				Rachel May [FTSU]	• Finalise the Freedom To Speak Up (FTSU) Strategy and Service Design	• FTSU Service update and launch of digital tool to support fully anonymised reporting	

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Set out formal and informal development opportunities across NHSBT through courses, apprenticeships, coaching, placements and secondments to build capabilities, transferable skills and job mobility **[Our Voice Growth / Career National Priority]**	[% vacancies filled internally]	--- / ---	---	Lisa Johnson (Hannah Johnson)	• Providing better information on existing career pathways • Communications and stakeholder engagement to raise awareness of career and developmental opportunities	• Work with Blood Supply, Clinical Services and DDTS to share learnings re career pathways work to date	
	% of staff as new apprentices	0.75% / 2.3%	2.3%	Lisa Johnson (Mel Harper)	• Widen Apprenticeship offer • Consolidate placement offer and processes	• Analysis of new Gov't Growth and Skills Levy to define implications for the NHSBT development offer	
Improve how we set and meet objectives and build accountability through performance management	PDPR Completion rate	89.2% ▲ / 95%	95%	Lisa Johnson (Hannah Johnson)	• Improvements to PDPR data reporting, form and learning materials • PDPR Review and pilot improved approach	• Launch pilot of refreshed performance management framework and embed a Thriving Conversations toolkit	• Implement new performance approach as a standard across NHSBT • New Performance Platform / Talent Management System
	Mandatory training compliance rate	96.7% ▲ / 95%	95%				
Build a joined-up succession planning capability to develop internal talent into critical roles	Successors Identified for Executive Team Members	10 / 12	---	Lisa Johnson (Bex Robinson)	• Identification of critical roles that require succession plans, starting with ET & SLT	• Launch a Talent Management process for managing succession for Executive and business critical roles	• New Performance Platform / Talent Management System

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