

Roots and wings: shaping our culture at BPDTS

Roots and wings

Growing up, I was really lucky to have parents who wholeheartedly believed in the principles of giving us 'roots' (= the knowledge we were loved, looked after and safe), and 'wings' (so we could fly, explore and be ourselves and, heck, even make a few mistakes along the way!).

I've always tried to adopt these principles with every team I've led. Giving the grounding necessary so colleagues feel safe to experiment and learn without fearing the predictable-unpredictableness of the workplace. And in return, this sense of learning, autonomy and purpose has resulted in people delivering way beyond expectations, and with a real sense of loyalty.

So, imagine everyone in your organisation feeling like this; like they belonged there, that they could be themselves, dream big, make their own decisions, gain lots of new skills...and were happy? That's an organisational culture I'm passionate about. I don't mean somewhere with ping pong tables and bean bags – I'm not saying they're bad, just that they won't fix your culture.

This is what we're committed to achieving at BPDTS.

The approach

In February, after a busy year of significant growth (BPDTS more than doubled in size, very quickly), Loveday and the Executive Team knew the focus needed to shift towards the health of the organisation and I was really pleased to be asked to carry out an initial piece of work to baseline where we were and identify actions to make things even better. We all agreed the following principles were crucial if we were going to be successful:

1. This had to represent the employee voice (not mine!). It's really important to me colleagues do not feel 'done to' and it's through our people we need to set the vision for the future. This needed to be driven bottom-up.
2. We needed to commit to being transformational. This wasn't about tinkering around the edges and if we were not feeling uncomfortable, then we were not being transformational enough.
3. We needed to make sure the entire organisational design, every policy and all our processes and practices supported the culture we wanted. This was not just for operations – but HR, Finance, Governance and all

our corporate service functions too.

4. An understanding from everyone that culture sits across everything. It's not a project on the side for just a few to care about; an optional extra, a tick in a box or something to pay lip service to – this was going to run through the DNA of the organisation or not at all.
5. We needed to be ready to listen to the feedback. It may be tough to hear but if we were really going to improve, we needed to rip the plaster off and see how bad the wounds might be.

What happened?

We ran workshops across all of our hubs to hear from as many of our colleagues as possible to draw out key challenges, what we can do as individuals to improve our own experiences at work and what actions we want to feed into the implementation going forward, as well as how people wanted to support delivery of that.

I was blown away by how generous people were with their time and just how open and honest everyone was about their experiences. People really cared about this stuff too!

The insight gained from over 200 people, shaped the outputs from the Discovery Work and we were able to develop a set of strategic outcomes, underpinned by our 10 cultural themes:

1. We support individual career progression and help people to imagine their own future and seek opportunities to fulfil it.
2. Our approach to recognition motivates all our people to do the right thing, in the right way.
3. We all focus on customer value in everything we do.
4. Our role designs inspire curiosity for all our people and help them to see the impact and value they are adding.
5. We focus on building a strong sense of community for everyone where people feel empowered to learn and share ideas.
6. Our career conversations harness a spirit of continuous improvement among all our people.

7. We do effective people planning to respond flexibly to the changing needs of our customers; focused on attracting and retaining the right people.
8. We encourage leadership behaviours; coaching all our people to deliver organisational outcomes.
9. We have a strong organisational identity where everyone understands our purpose and unique identity.
10. Our visible and adaptive governance process breaks down complexity in decision-making.

So how's it going

I've genuinely sensed a real shift across the organisation for the better. I often get asked how you 'measure' whether your culture is improving but really, it's about how it feels.

And it feels better.

We're blaming less, learning more, there's a sharper focus on outcomes and behaviours and we're coming together across the organisation more with a shared sense of purpose and direction.

We now know where we are, where we want to get to and (mostly) how we're going to get there. We'll share more in the future about how we're managing that, the lessons we've learned along the way and how we're measuring our success.

We've got a long way to go, in fact, culture transformation is never done. We know that lasting and meaningful change won't happen overnight, however, we can recognise the positive path we're on and the steps we've already taken.

I'm just really proud to be working with an organisation where the importance of roots and wings is so prevalent. It's here where the magic happens.

If you would like more information or would like to share your own experiences with us (we're always keen to learn), please [get in touch](#) and we'll get back to you.

Heads of UKIPO, EPO and USPTO discuss global patent system with users at patents showcase event in London



Director of the U.S. Patent and Trademark Office, Andrei Iancu, the UK Intellectual Property Office Chief Executive Tim Moss and EPO President António Campinos

The UK Intellectual Property Office (IPO) Chief Executive Tim Moss hosted Director of the U.S. Patent and Trademark Office, Andrei Iancu and European Patent Office President António Campinos at a patent showcase event in London on 13 September.

Topics discussed included their visions for the future of the global patent system, the transformation taking place within IP offices, and the cooperation between them. They also shared thoughts on how these developments will benefit users of the global patent system.

The Heads of Offices met a selection of the UK's top IP professionals, and groups representing the biggest users of the UK patent system.

President Campinos provided an update on the EPO's recently published Strategic Plan 2023, its five strategic goals and how it will ultimately form a new framework for cooperation among all stakeholders in the IP system.

"A key objective of our work is to build a prosperous future for innovation and a strong patent network," said the EPO President. "Our organisations need to be agile and adaptable to new conditions and the changing needs of our users. Businesses today often file multiple intellectual property rights in combination, and in different offices around the world. By aligning our tools, sharing results and promoting the creation of international standards we can help innovators secure the solid intellectual property rights which they need to rely on in a knowledge-based economy."

Director Iancu spoke about the USPTO's work on Artificial Intelligence and how they are approaching the issues it presents for them.

He said: "Today, AI is driving more powerful technologies than ever before. In recognition of these fast-paced developments, the United States is working with agencies such as the EPO and UK IPO, stakeholders, and innovators around the world to identify long-term, comprehensive strategies that promote and provide leadership for the technological advances of the future."

Tim Moss spoke about the importance of the collective influence of big IP offices and how they drive reforms, ensure digitised and customer-led

services and the wider importance of having a general understanding of IP.

He said: “We are seeing a global increase in patent applications. This reflects their importance to business, and the importance of innovation to the global economy. By working together with the EPO and the USPTO, we want to maximise our combined influence to reform the international IP system to ultimately provide world class digital services for all our customers.

“We believe that everyone should have an understanding of IP. Young people leaving education should know about the exciting career opportunities in IP. Researchers and universities should understand how to secure the greatest benefits from their research. All businesses need to be confident to make informed decisions about using their IP as asset.”

The patent showcase event followed a meeting earlier in the day between EPO President António Campinos and UK IPO Chief Executive Tim Moss in which they discussed matters related to bilateral co-operation. In his visit to the UK, the EPO President also met with representatives of the Chartered Institute of Patent Attorneys (CIPA) and the IP Federation Council, besides addressing a meeting of the UK Group of the Union of European Practitioners in IP (Union IP).

Further information

- [UK Intellectual Property Office](#)
- [U.S. Patent and Trademark Office](#)
- [Strategic Plan 2023](#)

Detailed guide: Controls of fish and shellfish diseases in England and Wales

Reduce the risk of disease, find out where notifiable diseases have been confirmed in England and Wales.

UK Minister for Europe to make Ukraine his first foreign trip



He will use a speech at the annual Yalta European Strategy (YES) forum on Saturday (14 September) to reflect on Ukraine's European future, and Ukrainian efforts to restrict the impact of Russian aggression, and make the reforms necessary for stability and prosperity.

The Minister is expected to say:

The first commitment I make on foreign soil is this: for as long as it takes our Ukrainian friends to achieve the security, liberty, and prosperity they so rightly demand: the United Kingdom will remain by your side.

Highlighting the UK as one of the first nations out of the blocks to show support for Ukraine following the attack on Ukrainian vessels in the Black Sea, the Minister will remind Russia that their aggression towards Ukraine will never be forgotten:

Russia's continued restrictions on shipping through the Kerch Strait should end immediately and serve no purpose other than to de-stabilise Ukraine and its economy.

However he will urge Ukraine to recognise that defending against Russia's malign activity begins by building a resilient, prosperous and responsive state, and will praise the commitment President Zelenskyy has made to addressing this through reform in Ukraine:

That is why strong and trusted institutions are so important. It is also why Ukraine's reform process is such an essential part – not only of your defences against Russia – but also of your path to stability and prosperity.

Further information

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Whirlpool tumble dryer recall update



Whirlpool's recalls remain active and so consumers should still register their affected product for a resolution. This is the final update to the published recall data received by OPSS from the company.

Any enquiries should be sent to opss.enquiries@beis.gov.uk.

Whirlpool has been regularly updating the Office for Product Safety and Standards (OPSS) on the progress of its tumble dryer recall programme following an intervention by OPSS in June 2019. The latest data, as of the end of 5 October 2021, is published below. This is based on Whirlpool's management information and has not been independently verified by OPSS.

Under the recall, consumers with an unmodified, affected tumble dryer are entitled to a new replacement machine. This will be delivered and installed, with the old one removed, all at no cost to the consumer.

Whirlpool agreed to undertake a number of actions including:

- delivering a significant new consumer outreach campaign with wide ranging publicity of the product recall aimed at reaching affected consumers and driving up awareness
- guaranteeing no charges for delivery, installation or removal of machines
- improving identification of, and outreach to, vulnerable consumers
- providing OPSS with timely reporting of progress made in the product recall

The reported status of the tumble dryer recall programme is as follows:

1) 140,151 new customers have come forward since 12 June 2019 following the Consumer Minister announcing the intention to serve a recall notice in the House of Commons on 11 June 2019.

2) 1,419,904 visits have been made to Whirlpool's new designated website.

3) The average time taken from a customer making a decision to each resolution type is as follows:

- 16.0 days for a product exchange
- 14.0 days for a refund
- 6.7 days for a modification

4) 126,975 cases have been fully resolved, of which:

- 84,537 machines have been replaced (free of charge)
- 21,864 machines have been part exchanged (upgraded)
- 6,394 machines have been collected and refunded
- 14,180 machines have been modified

Approximately 2,132 machines have been identified as needing no further action, due to the customer no longer owning the machine or it being previously modified.

5) The average time taken from a customer registration to resolution is 42 days.

All figures are those reported for 11 July 2019 to 5 October 2021 unless stated otherwise.

[Further information on the recall campaign](#)

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Last updated 17 November 2021 [+ show all updates](#)

1. 17 November 2021

Updated figures provided.

2. 20 October 2020

Updated figures provided.

3. 9 July 2020

Updated figures provided.

4. 16 March 2020

Updated figures provided.

5. 19 December 2019

Updated figures provided.

6. 22 October 2019

Updated figures provided.

7. 13 September 2019

First published.