

Board of Directors - Public

14 July 2022

Paper title:	Freedom to Speak Up Guardian Thematic Annual Report (2021/22)	Agenda item 27
Presented by:	Phillipa Hubbard, Director of Nursing, Professions and Care Standards, DIPC, Deputy CE	
Prepared by:	Rebecca Wixey, Freedom to Speak Up Guardian & Emma Greenwood, Freedom to Speak Up Deputy Guardian	

Purpose of the report		
This paper provides information about Freedom to Speak Up activity during 2021/22. It is presented in a format to comply with the Guidance for Boards on Freedom to Speak Up in NHS trusts and NHS foundation trusts, published by the National Guardian's Office and NHSE/I in July 2019.	For approval	
	For discussion	X
	For information	X

Executive summary
<p>The key issues to note are:</p> <ol style="list-style-type: none"> 1. A total of 71 cases were reported to the BDCT Guardian team in 2021/22. This is an increase of 14 (25%) from the previous financial year. 2. Registered nurses are our highest reporting staff group. 3. We continue to see a small number of cases with perceived disadvantageous and/or demeaning treatment as a result of speaking up. 4. A new category of 'worker safety' was added by the NGO this year. 5. In line with a national trend, we have a higher number of bullying and harassment cases than patient safety/quality of care or worker safety. 6. The number of colleagues raising cases anonymously is low, which may reflect trust in the Guardian process and culture more widely. 7. Responses to the FTSU satisfaction survey are generally positive with 68% this year saying they would speak up again (compared to 40% for 2020/21). 8. The 2021 staff survey results indicate improvements in staff feeling secure to raise concerns about unsafe clinical practice. However, they also show that staff do not feel as confident raising concerns about anything else that may be concerning them. They also suggest we need to work on fostering confidence in the workforce that action will be taken to address any concerns raised.

9. Speaking up cases have resulted in local learning and improvement.

10. A large amount of proactive work is ongoing to improve access to the FTSU Guardian route and the speak up/listen up culture.

Do the recommendations in this paper have any impact upon the requirements of the protected groups identified by the Equality Act?	State below 'Yes' or 'No'	If yes please set out what action has been taken to address this in your paper
	No	

Recommendation

The Board is asked to:

- Note the contents of the report.

Strategic vision

Please mark those that apply with an X

Providing excellent quality services and seamless access	Creating the best place to work	Supporting people to live to their fullest potential	Financial sustainability growth and innovation	Governance and well-led
X	X	X		X

Care Quality Commission domains

Please mark those that apply with an X

Safe	Effective	Responsive	Caring	Well Led
X	X	X	X	X

Relationship to the Board Assurance Framework (BAF)	The work contained with this report links to the following strategic risk(s) as identified in the BAF: <ul style="list-style-type: none"> N/A
Links to the Strategic Organisational Risk Register (SORR)	The work contained with this report links to the following corporate risk(s) as identified in the SORR: <ul style="list-style-type: none"> N/A
Compliance and regulatory implications	It is a requirement of the NHS standard contract that providers appoint one or more Freedom to Speak Up Guardians to fulfil the role set out in and otherwise comply with the requirements of National Guardian's Office Guidance – this report seeks to demonstrate how the Trust is complying with this guidance.

Board of Directors - Public

13 July 2022

Freedom to Speak Up Annual Report (2021/22)

Introduction

This paper provides information about FTSU activity for the period April 2021 to March 2022. The format complies with the 2018 and 2019 publications by the National Guardian's Office (NGO) and NHS Improvement published guidance concerning FTSU Guardians Board Reporting.

Section 1 - Assessment of FTSU cases 2021/22

Section 2 - Patient safety/quality of care and worker experience issues

Section 3 - Learning and improvement from Q3 & Q4

Section 4 - Actions taken to improve access to the FTSU Guardian route

Section 5 - Speak up, listen up, follow up culture and actions taken to improve culture

Section 6 - National/regional activities and information

Section 7 - Future actions

Section 1 - Assessment of FTSU cases 2021/22

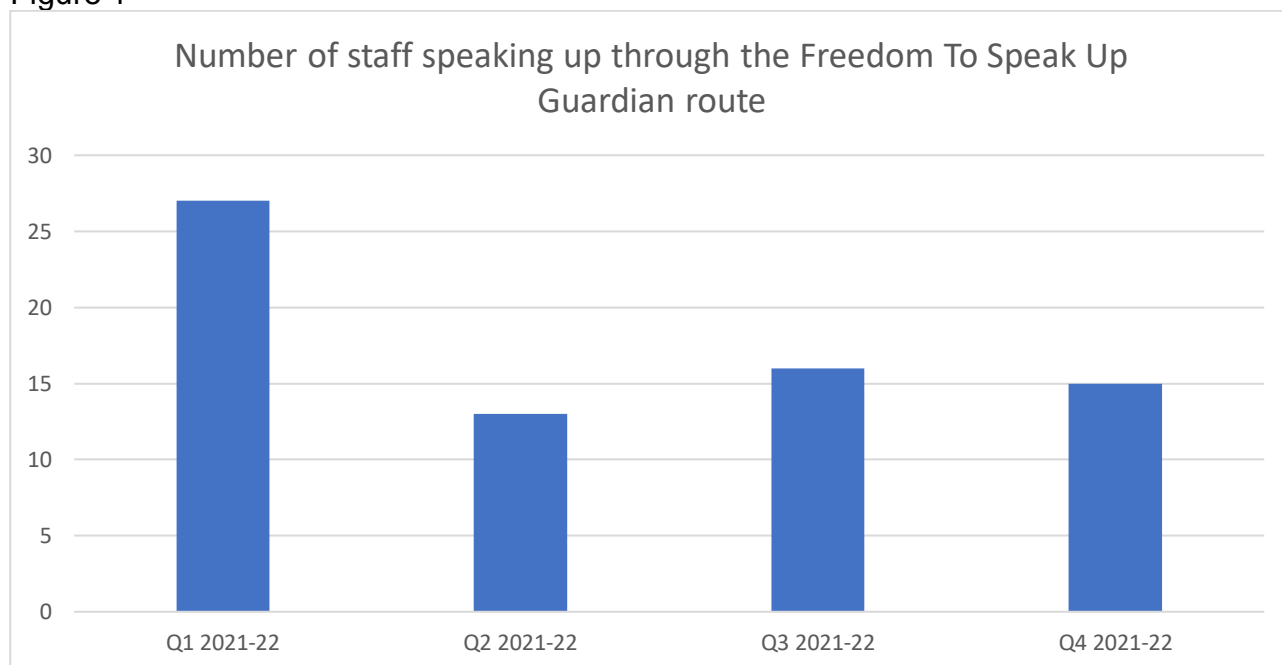
Table 1 shows the total number of cases from April 2021 to March 2022, the number of cases which had an element of patient safety or bullying and harassment, the numbers of colleagues who wanted to remain anonymous to the Guardian and the numbers who considered they had experienced disadvantageous and/or demeaning treatment because of speaking up. Some cases involve a number of different matters and this is reflected in the table.

Table 1 – Overview of Cases 2021/22

Item	2020/21	Q1 & 2 2021/22	Q3 & 4 2021/22	Total 2021/22
Total no of cases	57	40	31	71
Patient safety and quality of care concerns	9	10	6	16
Bullying and harassment concerns	21	23	10	33
Worker safety concerns	Not collected	9	4	13
Colleagues wishing to remain anonymous to Guardian	8	2	2	4
Colleagues perceiving an element of disadvantageous and/or demeaning treatment as a result of speaking up	2	8	2	10
Number of staff who say they would speak up again	8	14	3	17

Figure 1 shows the number of FTSU cases by quarter. Only cases that involve colleagues directly contacting the Guardian or the Deputy Guardian for advice or support in speaking up can be classified as FTSUG cases. There was a spike of cases in Q1, but this remained more stable throughout the rest of the financial year.

Figure 1



As can be seen in Figure 2, 2021/22 saw the highest number of concerns reported to the FTSUG since the role was implemented. This is despite a change in classification in December 2020 to clarify that only cases reported directly to the Guardian or deputy should be included (previously concerns reported to Champions and others were also included in the figures). It is felt this higher reporting is a sign of a positive shift in culture.

Figure 2

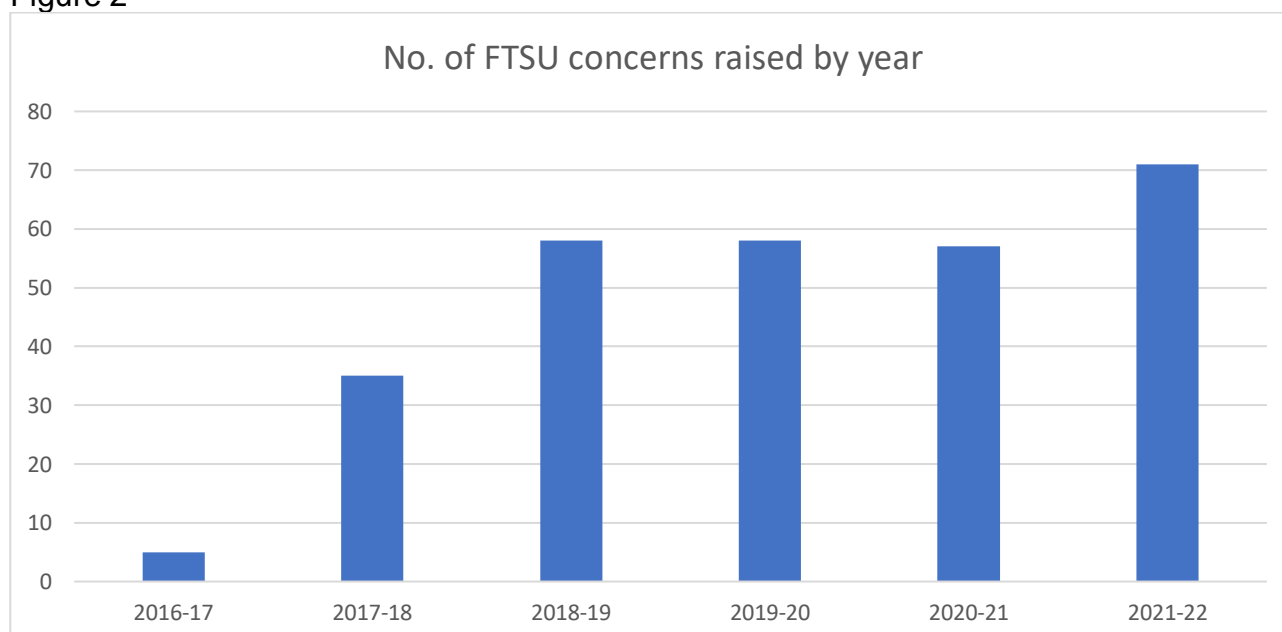


Table 2 - Number of colleagues speaking up by professional groups in 2021/22

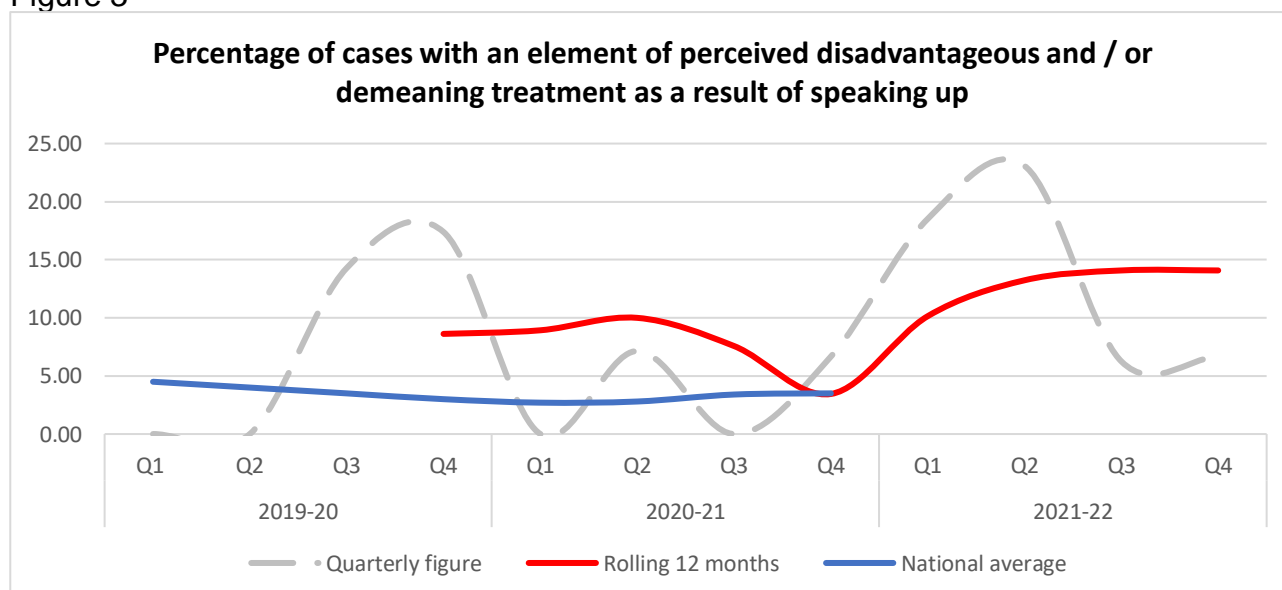
	Q1	Q2	Q3	Q4	Total
Administration, Clerical & Maintenance/Ancillary	4	1	5	0	10
Allied Health Professionals	2	1	2	7	12
Corporate Services	0	0	1	0	1
Medical and Dental	1	1	1	0	3
Nursing Assistants or Healthcare Assistants	6	2	1	1	10
Registered Nurses and Midwives	10	7	4	4	25
Other	0	0	1	2	3
Unknown	4	1	1	1	7
Total	27	13	16	15	71

Our nursing colleagues have consistently been the highest reporters throughout the year, followed by AHPs.

Number of colleagues with an element of perceived disadvantageous and/or demeaning treatment as a result of speaking up

Figure 3 shows the percentage of cases with an element of perceived disadvantageous and/or demeaning treatment (detriment) as a result of speaking up. Our percentage has historically been higher than the national average, however please note the national average for 2021/22 has not yet been published by the NGO.

Figure 3



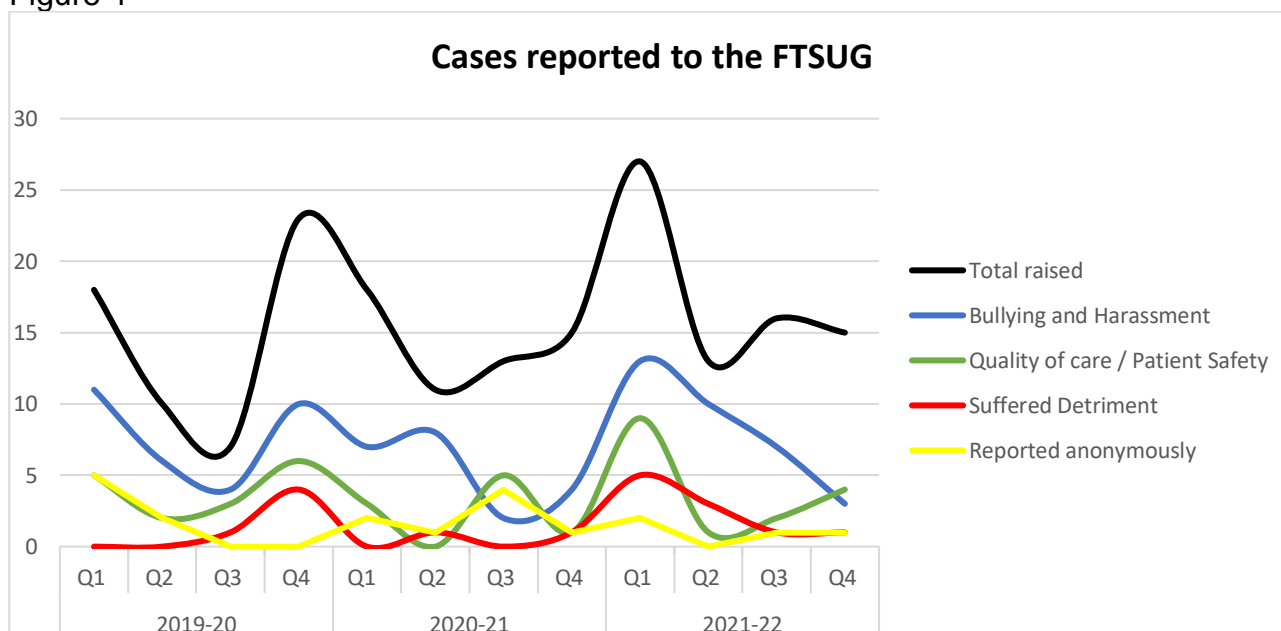
Section 2 - Patient safety/Quality of care and worker experience

Figure 4 provides a longitudinal view of FTSU cases and the frequency in which different themes have appeared for 2019/20, 2020/21 and 2021/22. Over the 3-year period, more colleagues have spoken up with concerns about bullying and harassment than direct patient safety/quality concerns. This is in line with a national trend.

Similar to the first half of 2021/22, the main themes spoken up about in Q3 & Q4 were:

- Bullying culture
- Poor management styles
- Unfair recruitment/nepotism

Figure 4



Section 3 - Learning and improvement

Managers/leaders are asked to identify the changes made, lessons learnt and any transferable learning that results from FTSU cases. They are responsible for ensuring the implementation of the learning relevant to their service area and for sharing transferable learning within appropriate forums/structures.

The Guardian shares themes and overall learning from cases at the Board of Directors, the Workforce and Equality subcommittee, the Patient Safety and Learning group and the monthly meeting with staff side chair, HR and the EDI leads.

Changes made following colleagues speaking up through the FTSU Guardian route in quarters 3 & 4:

- Reminders to staff around social media policy and conduct
- Trust has increased mileage payments and Health Visiting service is supporting staff with an additional WFH day
- A Christmas fuddle was cancelled which had been planned against IPC guidance
- Further review of recruitment & selection training planned
- Advice given to staff on inpatient ward that estates colleagues must be supported and expectation of professional conduct; importance of good communication reiterated to manager.

The following case study gives insight into the FTSU process, the changes made and identified learning:

Case Study

1. Two members of staff contacted the Guardian in November to raise concerns that they were being asked to return to the office despite rising COVID numbers and the threat of a new variant. They expressed that they felt they were being pressured into choosing between their job and their health by being told they had to undertake a return to the office trial after successfully working at home throughout the pandemic.
2. The Guardian contacted the Admin Service Manager who was sympathetic to their situation and discussed with the Operational Manager to better understand the service need.
3. It was agreed to postpone the return to site trial until the end of Feb 2022 when it was hoped COVID numbers would be lower. This was in line with the Trust IPC guidance that staff should be working from home wherever possible.
4. The Service Manager liaised with the Smarter Working team and agreed to undertake a paper-based assessment to obtain the information required in the meantime.
5. The 2 workers were happy for the case to be closed with the trial being postponed and thanked the Guardian for her support. The Guardian reiterated to the workers that they should get in touch again if there were still concerns at the review in February.

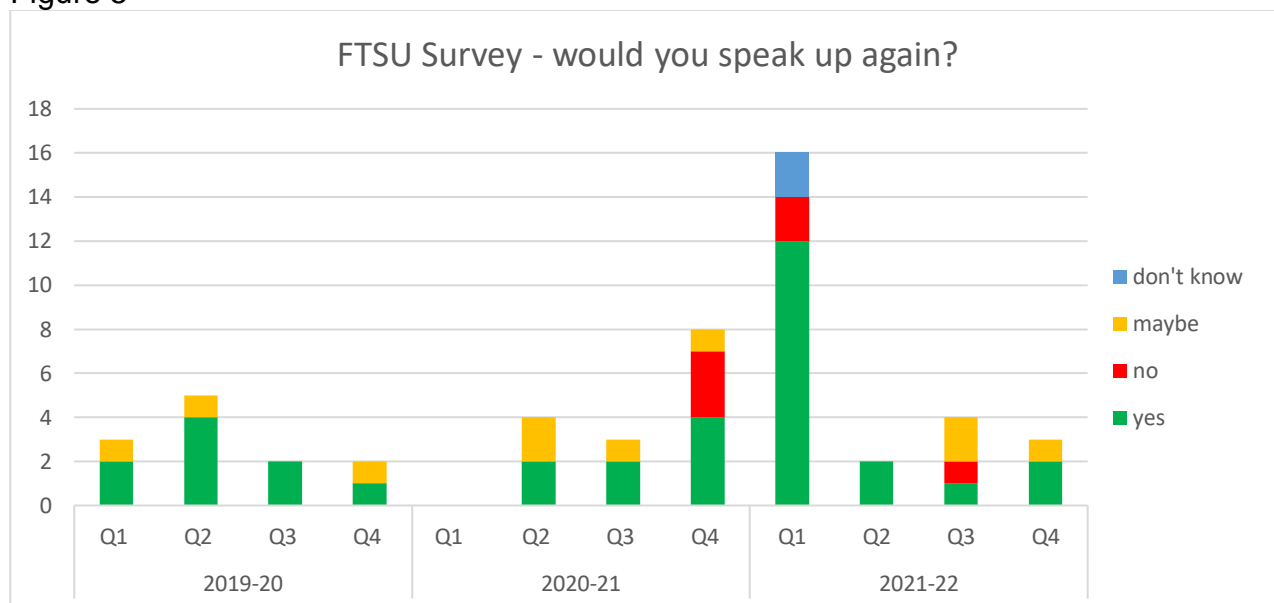
In Q4, the Guardian received 3 cases which related to other NHS organisations (2 relating to the Healthy Start Scheme run by NHS Business Services Authority on behalf of the Department of Health & Social Care, and one relating to podiatry clinics at Airedale NHS Foundation Trust). The Guardian liaised with her counterpart at these organisations to alert them to the concern and facilitate obtaining a response. The 2 concerns around the Healthy Start vouchers have been closed following feedback to colleagues in the Family Nurse Partnership from NHSBSA. The concern relating to Airedale remains ongoing.

Feedback about FTSU process

Once a case is closed a survey is sent to the person who spoke up asking questions about their experience of the FTSU process and if they would speak up again. Figure 5 overleaf shows the number of people completing the survey and the response to the question “would you speak up again?” People who said they would not speak up again commented that while they were satisfied that their concerns had been escalated appropriately and in a timely way they were not satisfied with the response from manager/leaders. One cited the

grievance process as being inadequate. Please note cases may be closed in a different quarter to when they were raised, so numbers saying they would speak up do not necessarily relate to cases raised in that quarter.

Figure 5



Qualitative feedback provided on the survey is generally positive, some examples from the year are provided below.

Emma and Phil were great. They listened, showed compassion and made me feel comfortable.

Speaking Up

Listening Up

Following Up

Easy to get in touch with advocate, felt listened to.

It was very fast and efficient.

It was quick and easy, and I was kept updated through the process.

Speedy service, reassuring, compassionate and professional.

FTSU process was great, everything was above and beyond my expectations.

Emma G was an absolute star! Very supportive and on the ball.

better lives, together

Page 8 of 23

However unfortunately not everyone has a good experience and we did receive some comments indicating areas for improvement:

- “Information that if I spoke up then I would not be listened to by the people it was concerned about and nothing would change”
- “The response took quite a while”
- “Sadly, as soon as it left the FTSU team, it wasn’t a compassionate, detailed or interactive experience”.

We will attempt to address this feedback within our staff engagement and comms plan, specifically sharing learning with managers to ensure they are aware of good practice in relation to responding to concerns.

Section 4: Actions taken to improve access to the FTSU Guardian route

➤ Guardian Hours

As the Board is aware, the previous FTSU Guardian left the Trust in July 2021 and a new Guardian commenced in October 2021. From January 2022 the decision was taken to increase the Guardian’s hours to 0.8WTE and the Deputy’s hours have also now increased to 0.4WTE. This reflects the number of cases being managed by the Guardian team and the ambitious programme of proactive work which is also being implemented.

➤ Ambassadors & colleagues facing additional barriers to speaking up

Our first cohort of 9 FTSU Ambassadors was recruited and inducted in March 2022. The Ambassador role supports the Guardian and deputy in promoting the speak up/listen up message, and signposting staff to different routes to speaking up, including the Guardian route. They also have a particular role in supporting us to connect with hard-to-reach groups of staff who may be less likely to speak up. Ambassador contact details are listed on Connect and have also been advertised in e-Update.

➤ FTSU Portal

The FTSU Connect pages on the Trust intranet have been reviewed and updated to ensure they contain all the relevant information somebody may need if they are thinking about contacting the Guardian. A new bookings system has also been introduced allowing colleagues to check availability and schedule an MS Teams meeting with the Guardian at a time to suit them.

➤ Communication Plan

The FTSU communication plan was reviewed and revised to accommodate the ongoing challenges of COVID-19 and further improve the way we ensure that the FTSU message is communicated widely to all staff groups. This includes methods such as e-Updates, monthly rotating screensavers, vlogs, new promotional materials (posters, leaflets and business cards), virtual presentations at team meetings/other forums, use of social media and messages in payslips, as well as starting to re-introduce face-to-face contact, where appropriate.

Section 5 – ‘Speak up, listen up, follow up’ culture

The recently published NHS Staff Survey 2021 results provide a good indication of the speaking up culture within the Trust.

People Promise theme – We each have a voice that counts – raising concerns

There were 4 questions in the 2021 survey directly related to raising concerns. Compared to our 2020 results, we scored significantly better on Q17a: “I would feel secure raising concerns about unsafe clinical practice” and Q17b: “I am confident that my organisation would address my concern” which are both really positive developments. However, there is still room for improvement, particularly in relation to staff being confident that their concerns will be addressed.

Question	2020	2021	Difference
17a I would feel secure raising concerns about unsafe clinical practice.	74%	80%	+5.84%
17b I am confident that my organisation would address my concern.	64%	68%	+3.89%

Figure 6 provides further detail of our performance on these questions for the last 5 years, benchmarked against the average, best and worst performing trusts.

Figure 6

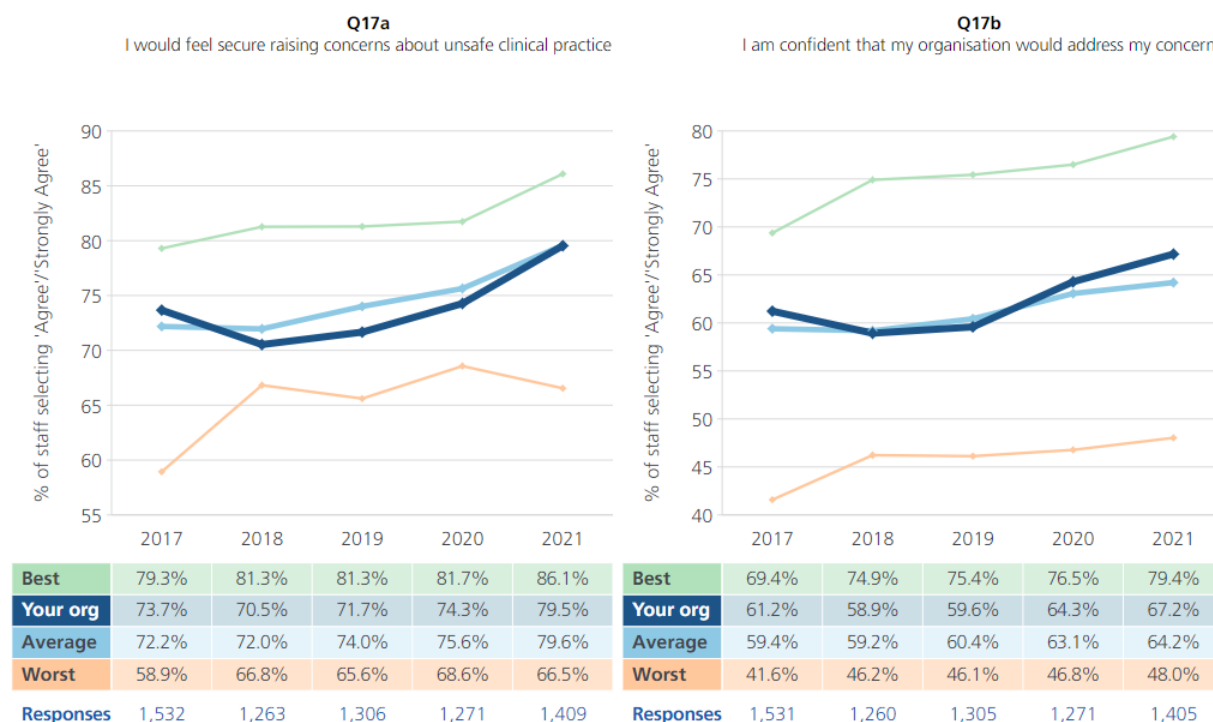
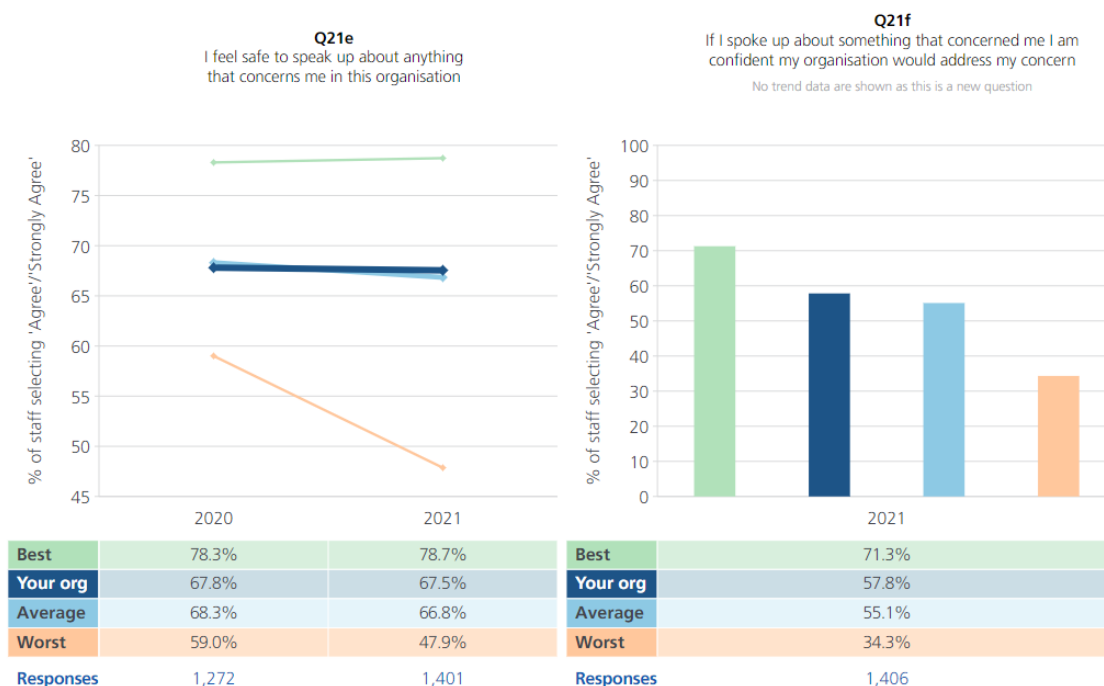


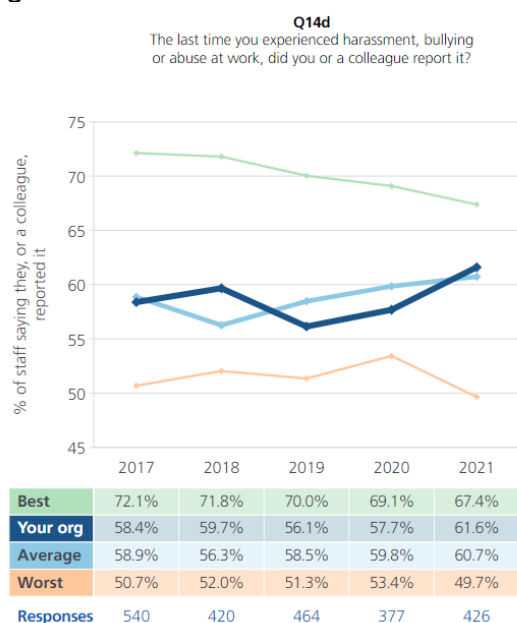
Figure 7 below shows our scores for Q21e: “I feel safe to speak up about anything that concerns me in this organisation” and Q21f: “If I spoke up about something that concerned me I am confident my organisation would address my concern”. Number of staff responding positively to these questions is notably lower, suggesting that colleagues are more confident in raising concerns about unsafe clinical practice than about other issues. This is in line with a national trend.

Figure 7



People Promise theme – We are safe and healthy – health & safety climate

Figure 8



It is also worth noting our performance in relation to Q14d regarding whether staff reported instances of bullying and harassment, given that this is a common theme in FTSU concerns. 2021 saw an increase in people responding positively to this question. It is hoped that the work with *A Kind Life* around respectful resolution will help improve this further and assist with ‘nipping issues in the bud’ by supporting staff to speak up earlier and at a local level.



Action taken to improve the ‘speak up, listen up, follow up’ culture

A number of actions have been taken over the course of the year to improve the culture:

➤ Training

The Trust took the decision to mandate the National Guardian’s Office “Speak Up” eLearning in 2021, and 2926/3356 staff members required have completed it (87%). The “Listen Up” eLearning package for managers is also available via ESR. The Guardian has been working with the Leadership and Organisational Development team to incorporate the speak up/listen up message within the Bradford Manager training and consider where else we may be able to promote this learning. A new guidance document for leaders on responding to concerns has also been developed and shared to help support colleagues in difficult conversations and promote best practice approaches.

➤ Executive Engagement

In December 2021 the FTSU Guardian ran a Board development session which focused on key elements from the NHS Improvement self-review tool for Boards, and on developing a vision for a new FTSU Strategy. Please see Appendix 1 for the completed review tool.

➤ NGO gap analysis

The gap analysis against recommendations from National Guardian’s Office case studies is nearing completion and is being used to inform the FTSU action plan along with any gaps identified from the Board self-assessment.

➤ Crowdsourcing

Over the 2-week period 15 – 29th March we undertook a crowdsourcing exercise supported by our colleagues in Business & Service Development and Clever Together, to gain feedback on the draft FTSU Strategy. We had excellent engagement with 278 participants, 886 contributions in total, 751 votes cast and 106 comments made. All pay bands and all age groups were represented. The 3 main themes identified were **culture, communication, and FTSU approach**. The feedback is currently being converted into actions which will support cultural improvement and will be used to update the strategy. A final strategy, co-produced with staff, will be presented to Board for approval in July and feedback given to the crowd to further engage colleagues.

➤ A Kind Life OD programme

Based on results from the staff survey and thematic analysis of FTSU cases, we have recently commissioned *A Kind Life Ltd* to deliver an organisational development programme which focuses on respectful resolution of bullying & harassment, creating kinder cultures in the workplace and includes supporting people to speak up as a key element of this. The work also supports outcome 3 from the Trust’s Belonging & Inclusion Plan around workforce representation and support – ‘bringing our whole selves to work’ and striving to provide a working environment and culture in which bullying, and harassment is unacceptable.

➤ Triangulation

Re-establishment of monthly meetings with Staff side, EDI team and HR from November 2021 to triangulate issues and consider themes for wider learning.

➤ Case monitoring

We aim to continually improve and have revised our Standard Operating Procedure and documentation to facilitate rapid responses from managers whilst at the same time supporting them in their role. We have also revised our case tracker in line with NGO guidance to improve the data we collect and therefore the information presented to inform decision making.

Section 6 - National/Regional activities and information

As noted in the Q1/Q2 report, the NGO published updated guidance on Recording Cases and Reporting Data which came into effect on 1 April 2021. The main changes are that the term ‘detriment’ has been replaced with ‘disadvantageous and/or demeaning treatment’, and a new category of ‘Worker safety’ has been added (in addition to the existing ‘patient safety/quality’ and ‘bullying and harassment’ categories). Further new guidance has now been published which came into effect on 1 April 2022 and this will be reflected in the information provided in subsequent Board reports.

The NGO “Follow Up” training for senior leaders was released in April 2022. NHS England/NHS Improvement are also in the process of refreshing the policy review framework and self-review tool for Trusts, which are expected to be published imminently.

The NGO did not publish any new case reviews during Q3 or Q4. The Blackpool Teaching Hospitals Review published in October 2021 has been included in the gap analysis.

Section 7 – Future actions

Board

- Approval of strategy and implementation plan
- Implementation of NGO “Follow Up” training – this session is designed for all and aspiring senior leaders including executive board members (and equivalents), Non-Executive Directors, and Governors.

Data

- Continued work to improve data collection in line with NGO guidance, and in order to be able to consider the relative experience of colleagues with protected characteristics.
- Inclusion of FTSU learning in the bi-annual learning report to Quality & Safety Committee.

Staff Engagement/Publicity

- Ongoing work in line with the detailed communications plan including further attendances at staff network and team meetings/professional forums, open door/drop in sessions, and production of a FTSU video.
- Recruitment and induction of a second cohort of Ambassadors – planned for September 2022.
- Implementation of specific additional short, medium and long-term actions following the FTSU strategy crowdsourcing exercise and communication back to the crowd.

Learning and Development

- Creation of a guidance document for all staff in conjunction with HR, EDI and staff side signposting colleagues to the best routes for different types of concerns.
- Continued roll out of the organisational development programme with *A Kind Life Ltd* including eLearning, kindness masterclasses, Respectful Resolution pathway, and train the trainer.
- Delivery of FTSU study sessions for managers.



Appendices

Appendix 1 – Completed Board self-review tool

Name of author/s: Rebecca Wixey/Emma Greenwood

Title/s: Freedom to Speak Up Guardian/Freedom to Speak Up Deputy Guardian

Date paper written: 31/05/2022

Freedom to Speak Up review tool for NHS trusts and foundation trusts

July 2019

NHS England and NHS Improvement



How to use this tool

This is a tool for the boards of NHS trusts and foundation trusts to accompany the [*Guidance for boards on Freedom to Speak Up in NHS trusts and NHS foundation trusts*](#) (cross referred with page numbers in the tool) and the [*Supplementary information on Freedom to Speak Up in NHS trusts and NHS foundation trusts*](#) (cross referred with section numbers).

We expect the executive lead for Freedom to Speak Up (FTSU) to use the guidance and this tool to help the board reflect on its current position and the improvement needed to meet the expectations of NHS England and NHS Improvement and the National Guardian's Office.

We hope boards will use this tool thoughtfully and not just as a tick box exercise. We also hope that it is done collaboratively among the board and also with key staff groups – why not ask people you know have spoken up in your organisation to share their thoughts on your assessment? Or your support staff who move around the trust most but can often be overlooked?

Ideally, the board should repeat this self-reflection exercise at regular intervals and in the spirit of transparency the review and any accompanying action plan should be discussed in the public part of the board meeting. The executive lead should take updates to the board at least every six months.

It is not appropriate for the FTSU Guardian to lead this work as the focus is on the behaviour of executives and the board as a whole. But getting the FTSU Guardian's views would be a useful way of testing the board's perception of itself. The board may also want to share the review and its accompanying action plan with wider interested stakeholders like its FTSU focus group (if it has one) or its various staff network groups.

Summary of the expectation	Reference for complete detail Pages refer to the guidance and sections to supplementary information	How fully do we meet this now?		Evidence to support a 'full' rating	Principal actions needed in relation to a 'not' or 'partial' rating
		Insert review date	Insert review date		
Behave in a way that encourages workers to speak up					
Individual executive and non-executive directors can evidence that they behave in a way that encourages workers to speak up. Evidence should demonstrate that they: <ul style="list-style-type: none"> • understand the impact their behaviour can have on a trust's culture • know what behaviours encourage and inhibit workers from speaking up • test their beliefs about their behaviours using a wide range of feedback • reflect on the feedback and make changes as necessary • constructively and compassionately challenge each other when appropriate behaviour is not displayed 	Section 1 p5	Fully Dec 2021		09/12/2021 Discussion at Board Development Session. <ul style="list-style-type: none"> ➤ Key meetings and networks - FTSU discussed in varying degrees. ➤ Temperature check - free to speak up/free from reprisals. ➤ Visibility of Guardian. ➤ Team leaders sharing the ethos/healthy culture. ➤ Culture of encouraging people to speak up. ➤ How to reach colleagues not in networks other than digitally. 	
Demonstrate commitment to FTSU					
The board can evidence their commitment to creating an open and honest culture by demonstrating: <ul style="list-style-type: none"> • there are a named executive and non-executive leads responsible for speaking up 	p6 Section 1 Section 2 Section 3	Partially Dec 2021		09/12/2021 Discussion at Board Development Session. <ul style="list-style-type: none"> ➤ Board Development session Dec 2021 ➤ Strong advocate in senior leadership at board level. ➤ Actions speak louder than words, not just a paper exercise. 	<ul style="list-style-type: none"> ➤ Triangulation is important - how do we best achieve this? ➤ Listening Up – suggestion that people who have spoken up attend or share story anonymously at Workforce Equality Committee. Doesn't have to just be positive stories. ➤ Video clip as a board for FTSU.

re
ust

Summary of the expectation	Reference for complete detail <small>Pages refer to the guidance and sections to supplementary information</small>	How fully do we meet this now?		Evidence to support a 'full' rating	Principal actions needed in relation to a 'not' or 'partial' rating
		Insert review date	Insert review date		
<ul style="list-style-type: none"> speaking up and other cultural issues are included in the board development programme they welcome workers to speak about their experiences in person at board meetings the trust has a sustained and ongoing focus on the reduction of bullying, harassment and incivility there is a plan to monitor possible detriment to those who have spoken up and a robust process to review claims of detriment if they are made the trust continually invests in leadership development the trust regularly evaluates how effective its FTSU Guardian and champion model is the trust invests in a sustained, creative and engaging communication strategy to tell positive stories about speaking up. 				<ul style="list-style-type: none"> Key value is that we are a learning organisation. 	<ul style="list-style-type: none"> Ambassador training - NEDs/Execs to dip in with a cohort to introduce NED perspective and demonstrate support/role modelling. Demonstrating commitment externally as well, e.g. at national level - share stories. Ambassadors across the organisation – still recruiting and need to re-launch. <p>Partially met as many good examples but still some work to embed e.g. Ambassadors</p>
Have a strategy to improve your FTSU culture					
The board can evidence it has a comprehensive and up-to-date strategy to improve its FTSU culture. Evidence should demonstrate:	P7 Section 4	Partially Dec 2021			Strategy drafted and updated following Board Development session. Crowdsourcing engagement undertaken March 2022, awaiting update and ratification.

Summary of the expectation	Reference for complete detail <small>Pages refer to the guidance and sections to supplementary information</small>	How fully do we meet this now?		Evidence to support a 'full' rating	Principal actions needed in relation to a 'not' or 'partial' rating
		Insert review date	Insert review date		
<ul style="list-style-type: none"> as a minimum – the draft strategy was shared with key stakeholders the strategy has been discussed and agreed by the board the strategy is linked to or embedded within other relevant strategies the board is regularly updated by the executive lead on the progress against the strategy as a whole the executive lead oversees the regular evaluation of what the strategy has achieved using a range of qualitative and quantitative measures. 					
Support your FTSU Guardian					
<p>The executive team can evidence they actively support their FTSU Guardian. Evidence should demonstrate:</p> <ul style="list-style-type: none"> they have carefully evaluated whether their Guardian/champions have enough ringfenced time to carry out all aspects of their role effectively the Guardian has been given time and resource to complete training and development 	<p>p7 Section 1 Section 2 Section 5</p>	<p>Fully Dec 2021</p>		<p>09/12/2021 Discussion at Board Development Session.</p> <ul style="list-style-type: none"> ➤ Ringfenced time - addressed to a significant degree. ➤ Ambassadors - recognised champion role wasn't realistic, now about awareness and signposting for support. ➤ Emotional aspect of role - uncertain if support is in place - thinking about supervision, more discussion required. 	

re
ust

Summary of the expectation	Reference for complete detail <small>Pages refer to the guidance and sections to supplementary information</small>	How fully do we meet this now?		Evidence to support a 'full' rating	Principal actions needed in relation to a 'not' or 'partial' rating
		Insert review date	Insert review date		
<ul style="list-style-type: none"> • there is support available to enable the Guardian to reflect on the emotional aspects of their role • there are regular meetings between the Guardian and key executives as well as the non executive lead. • individual executives have enabled the Guardian to escalate patient safety matters and to ensure that speaking up cases are progressed in a timely manner • they have enabled the Guardian to have access to anonymised patient safety and employee relations data for triangulation purposes • the Guardian is enabled to develop external relationships and attend National Guardian related events 				<ul style="list-style-type: none"> ➤ Access to all execs and regular meetings with chair, chief exec and lead NED for FTSU. ➤ Triangulation of data - monthly meeting with EDI/HR/Staff side 	
Be assured your FTSU culture is healthy and effective					
Evidence that you have a speaking up policy that reflects the minimum standards set out by NHS Improvement. Evidence should demonstrate: <ul style="list-style-type: none"> • that the policy is up to date and has been reviewed at least every two years 	P8 Section 8 National policy	Fully Dec 2021			

Summary of the expectation	Reference for complete detail <small>Pages refer to the guidance and sections to supplementary information</small>	How fully do we meet this now?		Evidence to support a 'full' rating	Principal actions needed in relation to a 'not' or 'partial' rating
		Insert review date	Insert review date		
<ul style="list-style-type: none"> reviews have been informed by feedback from workers who have spoken up, audits, quality assurance findings and gap analysis against recommendations from the National Guardian. 					
<p>Evidence that you receive assurance to demonstrate that the speaking up culture is healthy and effective. Evidence should demonstrate:</p> <ul style="list-style-type: none"> you receive a variety of assurance assurance in relation to FTSU is appropriately triangulated with assurance in relation to patient experience/safety and worker experience. you map and assess your assurance to ensure there are no gaps and you flex the amount of assurance you require to suit your current circumstances you have gathered further assurance during times of change or when there has been a negative outcome of an investigation or inspection you evaluate gaps in assurance and manage any risks identified, adding them to the trust's risk register where appropriate. 	<p>P8 Section 6</p>	<p>Fully Dec 2021</p>		<p>09/12/2021 Discussion at Board Development Session.</p> <ul style="list-style-type: none"> ➤ Independent role with ringfenced time (?enough time – under review) ➤ Board time dedicated to FTSU issues - e.g. trends, detriment. ➤ Staff survey data. ➤ Regular meetings with CE, Chair, NED and FTSU. ➤ WEC and other committees. ➤ Are we doing enough about all 3 elements - speaking, listening and following up? – Focus has previously been on speaking up but we may need to devote more attention to listening and following up. ➤ Are we doing enough to assess culture? ➤ Engagement work done across inpatient services. Similar work in 0-19 and community nursing. 	

Summary of the expectation	Reference for complete detail <small>Pages refer to the guidance and sections to supplementary information</small>	How fully do we meet this now?		Evidence to support a 'full' rating	Principal actions needed in relation to a 'not' or 'partial' rating
		Insert review date	Insert review date		
				<ul style="list-style-type: none"> ➤ Daily lean management - cells work and more opportunities for staff to speak up. ➤ Doing a lot quite well but always more to do. 	
The board can evidence the Guardian attends board meetings, at least every six months, and presents a comprehensive report.	P8 Section 7	Partially Dec 2021		16/12/2021 Reports to Board have initially been annual with 6 monthly reporting via the Quality & Safety Committee.	16/12/2021 A plan is now in place to ensure reports are provided to Board every 6 months by the new Guardian and this is reflected in the Trust's updated policy.
The board can evidence the FTSU Guardian role has been implemented using a fair recruitment process in accordance with the example job description (JD) and other guidance published by the National Guardian.	Section 1 NGO JD	Fully Dec 2021		16/12/2021 External advert via NHS Jobs - current Guardian was interviewed in July 2021 and commenced in post October 2021. BDCFT job description based on universal JD from National Guardian's Office.	21/02/2022 Two minor points from universal JD were missing – this has now been reviewed and updated
The board can evidence they receive gap analysis in relation to guidance and reports from the National Guardian.	Section 7	Not Dec 2021		16/12/2021 Unable to find evidence of previous gap analysis or presentation of such to Board.	16/12/2021 FTSUG currently undertaking gap analysis and this will be presented in due course.
Be open and transparent					
The trust can evidence how it has been open and transparent in relation to concerns raised by its workers. Evidence should demonstrate: <ul style="list-style-type: none"> • discussion with relevant oversight organisation 	P9	Partially Dec 2021		Content in annual report. FTSU Guardian regularly attends regional network and NGO webinars.	Further work planned around communication with staff such as 'you said, we did', sharing stories etc. Publication of information on Connect site.

Summary of the expectation	Reference for complete detail <small>Pages refer to the guidance and sections to supplementary information</small>	How fully do we meet this now?		Evidence to support a 'full' rating	Principal actions needed in relation to a 'not' or 'partial' rating
		Insert review date	Insert review date		
<ul style="list-style-type: none"> discussion within relevant peer networks content in the trust's annual report content on the trust's website discussion at the public board welcoming engagement with the National Guardian and her staff 					
Individual responsibilities					
The chair, chief executive, executive lead for FTSU, Non-executive lead for FTSU, HR/OD director, medical director and director of nursing should evidence that they have considered how they meet the various responsibilities associated with their role as part of their appraisal.	Section 1	Fully Jan 2022		Assurance received from Chief Exec, Chair, Medical Director, NED and Exec lead/Director of Nursing	06/01/2022: Director of Nursing to raise with Chief Exec re ensuring this is included in Board appraisals