

TRUST BOARD

Thursday, 04 November 2021

Report Title:	Freedom to Speak Up Annual Report 2020/21
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Previously considered by:	N/A

Approval

Discussion

Information

Assurance

Executive summary

This annual report provides members of the Board with an overview of the activities progressed by the Freedom to Speak Up Guardian during the period April 2020 to September 2021. The report summarises the concerns that have been raised with the FTSU Guardian and outlines the other programmes of work that are underway. It includes an update on the recruitment of Freedom to Speak Up Assistants and is written in conjunction with the updated ESNEFT Board Self Review Tool and Action Plan which was approved by the Trust Board in early October 2021.

Amongst the concerns raised significant hotspots of concern were identified in Maternity Departments in both Colchester and Ipswich. These concerns have been highlighted appropriately to individual executives, divisional leads or managers.

The FTSU Guardian will continue to work with the appropriate leads to ensure all actions within the FTSU Action Plan are completed accordingly. Progress will be reported regularly at the monthly Wellbeing Steering Group and any concerns and themes reported through to the People & Organisational Development Committee.

Action Required of the Board

The Board is asked to:

- Note the findings within this report and support the Freedom to Speak up Guardians and Assistants in their role.
- Approve the FTSU Annual report.

Link to Strategic Objectives (SO)		Please tick
SO1	Keep people in control of their health	<input checked="" type="checkbox"/>
SO2	Lead the integration of care	<input type="checkbox"/>
SO3	Develop our centres of excellence	<input type="checkbox"/>
SO4	Support and develop our staff	<input checked="" type="checkbox"/>
SO5	Drive technology enabled care	<input type="checkbox"/>
Risk Implications for the Trust (including any clinical and financial consequences)		Patient Safety and Reputation

Trust Risk Appetite	The Board has a cautious risk appetite when it comes to compliance and regulatory issues. Where the laws, regulations and standards are about the delivery of safe, high quality care, it will make every effort to meet regulator expectations and comply with them and will only challenge them if there is strong evidence or argument to do so.
Legal and regulatory implications <i>(including links to CQC outcomes, Monitor, inspections, audits, etc.)</i>	CQC
Financial Implications	N/A
Equality and Diversity	Element of concern amongst EMG community which are being addressed through the outputs of the WRES/WDES/GPG action plans with support from our staff networks

FREEDOM TO SPEAK UP ANNUAL REPORT 2020/21

INTRODUCTION

1. The standard NHS contract requires that all trusts and foundation trusts employ a Lead Freedom to Speak up Guardian and the role continues to be employed in Primary Care and relevant Charities. The Guardian role is to ensure patient safety and staff wellbeing as well as providing support to staff raising concerns. The FTSU team in 2020/21 comprised of one Guardian and seven Assistant FTSU's. The Assistants support the Guardian in raising the profile of the team and encouraging staff in 'speaking up'.
2. Data is provided, in line with the reporting used by the National Guardian Office (NGO), and includes the number of staff contacting the FTSU Guardian and the reason for the contact. During the 18 month reporting period 140 ESNEFT staff contacted the FTSU team for advice and support. Depending on the concern and the individual's wishes, issues were escalated to the relevant manager, Human Resources Business Partner or member of Trust Board.
3. There has been a noticeable increase in the number of concerns that have been brought to the Freedom to Speak up Guardian (FTSU). In particular all Quarters of 2020/2021 showed a significant upturn, though this has started to level off through Q1 and Q2 2021/22. This is unsurprising and has been reflected across other Trusts in the East of England. Many concerns have been specific to the pandemic and personal protective equipment (PPE), work from home (WFH), redeployment and return to work (RTW) issues are still matters that concern staff. There has also been a continued theme of cases of poor management and bullying and harassment being raised with the FTSU. However support from senior management has continued to be excellent and concerns raised have been addressed and action has been taken.

OVERVIEW OF CONCERNS RAISED

4. In the reporting year 2020/2021, 104 concerns were raised to the FTSU Guardian with a further 36 in the first 2 Quarters of 2021/2022. Patient safety issues have been immediately flagged up to the most relevant executive and have been addressed.
5. The number of staff contacting the FTSU Guardians has continued to increase year on year since the role was introduced in ESNEFT. Comparison data from 2017/18 is provided in the following table:

Year	Contacts
17/18	37
18/19	40
19/20	46
20/21	104
21/22 Q1&2	36

6. Data on the themes for each quarter in 2020/21 and 2021/22 would suggest the main reason of staff contact to the ESNEFT Guardians relates to behaviours including 'bullying and harassment' and those that suffer detriment remains a significant concern.

Themes 2020/2021	Q1	Q2	Q3	Q4
Element of patient	20	4	13	12

safety				
Behaviours including bullying & harassment	12	11	10	14
Suffered detriment	11	3	12	10
Themes 2021/22				
Element of patient safety	5	6		
Behaviour including bullying & harassment	9	11		
Suffered detriment	5	5		

7. A number of areas or departments continue to be of concern and have been highlighted appropriately to individual executives, divisional leads or managers. Of note are those cases brought by individual professional group:

	Q1 20/21	Q2 20/21	Q3 20/21	Q4 20/21	Q1 21/22	Q2 21/22
AHP	2	3	3	3	0	0
Medical and Dental	5	8	0	1	4	7
Nurses & Midwives	8	3	3	8	10	2
Nursing A & HCA	3	1	10	3	0	1
Social Care	0	0	0	0	0	0
Admin	12	0	8	10	5	5
Corporate Services	0	1	2	1	0	1
Not Known	1	0	2	1	1	0
Other	0	0	2	0	0	0

8. The visibility of the FTSU team continues to be a priority, but this has been challenging due to the COVID-19 pandemic. However the team presents via a pre-recorded video at Corporate and Medical Inductions. It has not been possible to visit all wards and departments this year due to infection prevention control measures.

PROCESS FOR RAISING CONCERNS

9. Raising awareness of staff speaking up continues to be a focus of the ESNEFT FTSU team. There are 7 Assistant Freedom to Speak up Guardians who have been trained and providing support to the Trust since the beginning of May 2021. There is a further Assistant awaiting training who will fill a previously identified gap within the BAME/EMG grouping. Training is conducted through the East of England Freedom to Speak up organisation.
10. All Assistants are included on the Raising Concerns Intranet page with contact details and are accessible through the Wellbeing Hub.

ACTIONS TAKEN TO RAISE THE PROFILE OF FTSU

11. As part of the National Speak Up Month initiative a revamped Raising Concerns/Freedom to Speak up poster is about to go to print and will be redistributed across all ESNEFT sites throughout October. There are Listening sessions planned for each week throughout the month which will be advertised through ESNEFT news. There will also be a number of articles submitted to ESNEFT News highlighting both

Raising Concerns and Freedom to Speak Up principles and support mechanisms that are there to support staff.

12. The FTSU Annual Self Review Tool allows the Board to assess its own contribution and knowledge of Speaking Up activities within the Trust. It has a number of functions including that of setting out expectations of boards in relation to Freedom to Speak up. The Trust Board undertook an annual FTSU self-review in September 2021 (Appendix 1) and whilst support to the FTSU Guardian from Board members is excellent and there is a clear line of responsibility within the Trust, there are areas that need to be further developed. This reemphasises the importance of embedding Speaking Up across all of ESNEFT but in particular amongst senior leadership and will now be included within the senior leadership training package. The strategy will be evaluated and updated on an annual basis through the reinvigorated Raising Concerns Steering group or as a direct sub-committee of the Wellbeing Group. Engagement will be improved through a new poster campaign and more regular messaging on the trust intranet. In particular the visibility and triangulation issue, including Datix and HR inputs will be a key theme through to end Q4. The triangulation of data from Speaking Up activities needs to be better coordinated across the Trust and is currently a matter under discussion within the Wellbeing Group. Similarly there is a requirement to update ESNEFT Speaking Up Policy which is currently on hold awaiting the publication of National Policy due in Q4 2021.
13. The areas of development have been included in an action plan (Appendix 2) which was approved by the Trust Board in October 2021 and will be monitored through the Wellbeing Steering Group. The action plan sets out a way forward and includes timelines as the service develops.

GOVERNANCE & POLICY

14. The FTSU Lead Guardian forms part of the Wellbeing Hub service and is a key member of the Wellbeing Steering Group which reports any concerns and themes through to the People & Organisational Development Committee. The Guardian has individual monthly meetings with the Director of People & OD and the Non-Executive lead for Wellbeing to ensure concerns are raised, themes are discussed and relevant actions are taken. The Guardian also meets with members of the Executive team and senior leaders as necessary to escalate serious concerns raised. This close relationship will allow far closer triangulation of information and significantly improve the ability to coordinate response to those with concerns.
15. The establishment of a monthly MDT including representation from Employee Relations, Trade Union colleagues and Chaplaincy is a first step in developing this triangulation. The aspiration for an IT data capture programme to assist in the identification of trends and hotspots which is being explored via reporting on Datix going forward.
16. The current Raising Concerns/Freedom to Speak Up/Whistleblowing policy is 5 years old and requires updating. The National Guardians office have undertaken to produce new policy guidelines by Jan/Mar 2022. This policy, which had been paused by the pandemic, will reflect excellent practice across the NHS and will be applicable across Primary, Secondary and Care providers and should establish a sound set of principles to develop the service.

17. The FTSU Guardians continues to work with peers across the region and is an original member and was party to the establishment of the East of England Group. This meets on a quarterly basis and includes input from the National Guardians Office. The FTSU Guardian regularly joins seminars and webinars and has contributed to the ongoing National rewrite of Raising Concerns / Speaking Up policy.

Recommendation

18. The Board is asked to:

- Note this report and support the Freedom to Speak up Guardians and Assistants in their role.
- Approve this annual report.

National Guardian
Freedom to Speak Up


Improvement

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

East Suffolk and North Essex NHS Foundation Trust - ESNEFT – Sept 2021

How to use this tool

Effective speaking up arrangements help to protect patients and improve the experience of NHS workers. Having a healthy speaking up culture is evidence of a well-led trust.

NHS Improvement and the National Guardian's Office have published a [guide](#) setting out expectations of boards in relation to Freedom to Speak Up (FTSU) to help boards create a culture that is responsive to feedback and focused on learning and continual improvement.

This self-review tool accompanying the guide will enable boards to carry out in-depth reviews of leadership and governance arrangements in relation to FTSU and identify areas to develop and improve.

The Care Quality Commission (CQC) assesses a trust's speaking up culture during inspections under key line of enquiry (KLOE) 3 as part of the well-led question. This guide is aligned with the good practice set out in the well-led framework, which contains references to speaking up in KLOE 3 and will be shared with Inspectors as part of the CQC's assessment framework for well-led.

Completing the self-review tool and developing an improvement action plan will help trusts to evidence their commitment to embedding speaking up and help oversight bodies to evaluate how healthy a trust's speaking up culture is.

Self review indicator (Aligned to well-led KLOEs)	To what extent is this expectation being met?	What are the principal actions required for development?	How is the board assured it is meeting the expectation? Evidence
Our expectations			
Leaders are knowledgeable about FTSU			
Senior leaders are knowledgeable and up to date about FTSU and the executive and non-executive leads are aware of guidance from the National Guardian's Office.	Both Chair and CEO have regular one to ones with the FTSU Guardian Current issues are discussed with FTSU Guardian who is confident that he can gain access whenever necessary National Guardian direction is discussed	National bulletins are circulated Case study recommendations are evaluated	FTSU Guardian meets formally on a monthly basis with both senior executive lead (Dir HR) and Wellbeing Guardian (NED) to discuss individual FTSU cases FTSU Guardian meets regularly with key ET, specifically CMO and DoN and has ready access across the Trust POD (quarterly) and main Board (annually). Now through Wellbeing and OD Group
Senior leaders can readily articulate the Trust's FTSU vision and key learning from issues that workers have spoken up about and regularly communicate the value of speaking up.	"We encourage our staff to raise concerns openly, or anonymously if they prefer, safe in the knowledge they will be supported if they	Endorsed 24/01/2019	FTSU has a slot on induction which includes a short presentation and film (currently on-line). Executive Team are expected to communicate executive

	do, to make our trust a positive and trustworthy place to work and receive care.”		support for those who might speak up
They can provide evidence that they have a leadership strategy and development programme that emphasises the importance of learning from issues raised by people who speak up.	The Trust has a range of measures developed jointly with staff side colleagues to encourage staff to speak up about their concerns at work	The Trust management programme for middle management includes a targeted Raising Concerns brief This will also be included as part of the bid process for the Senior Leadership Programme	FTSU is included within leadership seminars, focus groups and other key committees that support the development programme
Senior leaders can describe the part they played in creating and launching the trust’s FTSU vision and strategy.	Reflected within the introduction for the Trust Strategy	Implementation of the vision will further develop as Assistant FTSU Guardians bed in and the Wellbeing Hub grows	The Trust vision remains extant
Leaders have a structured approach to FTSU			
There is a clear FTSU vision, translated into a robust and realistic strategy that links speaking up with patient safety, staff experience and continuous improvement.	With two clicks on the Trust’s Intranet homepage, a staff member is taken directly to the FTSU site	Further development of the messaging of ‘Raising Concerns’ is key and will be best developed through the Wellbeing Hub	Through the main Trust Board meetings, POD assurance committee and briefings

<p>There is an up-to-date speaking up policy that reflects the minimum standards set out by NHS Improvement.</p>	<p>Policy (Dec 2017) reflects National Guidance</p> <p>The National Guardian remains late in delivery of a revised policy</p> <p>FTSU joining National Guardian Strategy Review 07/09/2021</p>	<p>Both IHT (04 July 2017) and CHUFT (23 Sept 20) reflect National Policy with slight difference in introductory paragraph</p>	<p>Current policy for both Colchester and Ipswich remains extant, however ESNEFT Speaking Up policy will not be updated further until new national policy has been received</p>
<p>The FTSU strategy has been developed using a structured approach in collaboration with a range of stakeholders (including the FTSU Guardian) and it aligns with existing guidance from the National Guardian.</p>	<p>The FTSU role and strategy has been developed with ET, Governors, NEDs, the Equality, Diversity & Inclusion Steering Group, Staff Side colleagues and has included input from Health and Wellbeing</p>	<p>This will be further developed through the Wellbeing MDT Meetings and the ongoing development of the Assistant FTSU Guardian roles</p>	<p>Reviewed annually by Board.</p> <p>Raising Concerns Steering Group previously the principle focus for alignment with National Strategy (to be replaced through Wellbeing Hub)</p>
<p>Progress against the strategy and compliance with the policy are regularly reviewed using a range of qualitative and quantitative measures.</p>	<p>Through relevant committees</p>	<p>Quarterly assurance through POD and Wellbeing Hub</p>	<p>Reviewed quarterly by POD</p> <p>Reviewed yearly by Trust Board</p>
<p>Leaders actively shape the speaking up culture</p>			

All senior leaders take an interest in the trust's speaking up culture and are proactive in developing ideas and initiatives to support speaking up.	Senior leaders are active in questioning the FTSU and welcoming any approaches made by the FTSU to them	Evidenced by the support from the Board for the appointment of 7 Assistant FTSU Guardians	FTSU has been encouraged by the exceedingly positive support given by executive members with regard to all aspect of Speaking Up.
They can evidence that they robustly challenge themselves to improve patient safety, and develop a culture of continuous improvement, openness and honesty.	Senior leaders challenge FTSU and are receptive to comment	Regular and frequent meetings	Wellbeing Guardian report regularly to Board. FTSU Steering Group and Well Being Steering Group reports to POD (Board sub-committee)
Senior leaders are visible, approachable and use a variety of methods to seek and act on feedback from workers.	Access is excellent, discussion is thorough	Further development in association with the Comms and Engagement team is required	Wellbeing Guardian report regularly to Board. FTSU Steering Group and Well Being Steering Group reports to POD (Board sub-committee)
Senior leaders prioritise speaking up and work in partnership with their FTSU Guardian.	Relationships are good and supportive	CEO is clear in need for active and supportive partnership	Wellbeing Guardian report regularly to Board. FTSU Steering Group and Well Being Steering Group reports to POD (Board sub-committee)
The board can state with confidence that workers know how to speak up; do so with confidence and are treated fairly.	The Trust Intranet homepage provides all the information that any member of staff	Not all workers are confident in speaking up, and there is some evidence that they fear the	This is an ongoing issue across the NHS and is a

	should require however the issue of 'confidence' remains	consequences should they do so.	recurring theme across the National NHS Staff Survey
Leaders are clear about their role and responsibilities			
The trust has a named executive and a named non-executive director responsible for speaking up and both are clear about their role and responsibility.	The Director HR and OD and the Wellbeing Guardian - both are aware of their responsibilities	The FTSU Guardian has regular contact with both the Director of HR and OD and the Wellbeing Guardian	The FTSU Guardian, is ready and available to meet with any ET or NED as required
They, along with the Chief Executive and Chair, meet regularly with the FTSU Guardian and provide appropriate advice and support.	The Director of HR and OD and the Wellbeing Guardian - both are aware of their responsibilities	The FTSU Guardian has regular contact with both the Director of HR and OD and the Wellbeing Guardian	The FTSU Guardian, is ready and available to meet with any ET or NED as required
Other senior leaders support the FTSU Guardian as required.	Evidenced through regular meetings with relevant senior managers as requirement	Senior leaders make themselves available to meet with the FTSU Guardian as and when required	Reports provided to POD demonstrating themes and access to relevant support
Leaders are confident that wider concerns are identified and managed			
Senior leaders have ensured that the FTSU Guardian has ready access to applicable sources of data to enable them to	Whenever the FTSU Guardian has requested clarification on supporting	Triangulation with all HRIS databases needs to be improved, but the Wellbeing MDT has	Sharing of information on sensitive issues is an ongoing issue

<p>triangulate speaking up issues to proactively identify potential concerns.</p>	<p>evidence, this has been provided and support offered</p>	<p>provided some triangulation.</p> <p>Triangulation with Datix and Greatix will ensure that wider issues and concerns are proactively addressed.</p>	
<p>The FTSU Guardian has ready access to senior leaders and others to enable them to escalate patient safety issues rapidly, preserving confidence as appropriate.</p>	<p>In every respect – and on each occasion that the FTSU Guardian has had to escalate, this has been acted upon immediately</p>	<p>At the Trust executive level this is not an issue, however occasionally at middle management this can stall – introduce a FTSU is everybody’s business campaign focusing on middle managers through peer circles.</p>	<p>Through reports to POD and Trust Board demonstrating themes and access to relevant support as well as clear rapid escalation routes outside of this.</p>
<p>Leaders receive assurance in a variety of forms</p>			
<p>Workers in all areas know, understand and support the FTSU vision, are aware of the policy and have confidence in the speaking up process.</p>	<p>The FTSU vision is displayed on numerous posters, on the intranet and is reinforced through regular communication</p>	<p>Regular quarterly communications, workshops and regular updates on issues raised and actions as a result. (“you said, we did”)</p> <p>Assistant FTSU Guardians to promote in their own</p>	<p>This could be improved through Executive, NED and Governor support.</p>

		areas and beyond as advocates for speaking up	
Steps are taken to identify and remove barriers to speaking up for those in more vulnerable groups, such as Black, Asian or minority ethnic (BAME), workers and agency workers	The FTSU Guardian is a member of both the EDI Steering Group and the LGBTQ+ Network	Whilst there is always more that could be done, there is a system in place that identifies areas of concern. A further Assistant FTSU from EMG background is soon to be appointed	Through the Director of HR & OD, the EDI Steering group, Staff Governors and the Chair of the LGBTQ+ Network - this has been a key element of work over the past 12 months.
Speak up issues that raise immediate patient safety concerns are quickly escalated	On each occasion that a patient safety concern has been raised, it has been immediately escalated to the appropriate level	Current practice is sound	The CMO and the Director of Nursing are the two principle individuals with whom patient safety concerns are raised - both have immediately actioned any concerns raised
Action is taken to address evidence that workers have been victimised as a result of speaking up, regardless of seniority	If an allegation is made then it is investigated - this is often difficult to pursue but is a recurring issue	Ongoing management training and communications about the safety in speaking up offering anonymous routes also – to be explored using a customised form within the safeguarding part of Datix	The staff survey gives a fair indication of how the Trust handles these matters and coupled with the FFT provides an indication of progress

Lessons learnt are shared widely both within relevant service areas and across the trust	This is an area for improvement. Whilst assurance committees are briefed, more could be done to share more widely.	Regular quarterly communications, workshops and regular updates on issues raised and actions as a result. ("you said, we did") Introduce quarterly reporting to the Quality and Safety Committee.	Through POD committee reviews and communications/engagement plan as well as introducing a FTSU item on the Quality and Safety Committee.
The handling of speaking up issues is routinely audited to ensure that the FTSU policy is being implemented	Through the principle assurance committee POD meeting on a quarterly basis.	Recommendation for an Internal Audit on 2022/23 Audit Plan.	Through relevant assurance committees (People and OD Committee/Quality and Safety Committee)
FTSU policies and procedures are reviewed and improved using feedback from workers	Feedback is welcomed and used. Staff Governors regularly contribute and the introduction of Assistants will improve feedback.	Reviews will be scheduled as part of the annual planning of all policies and procedures	Through relevant assurance committees (People and OD Committee/Quality and Safety Committee)
Leaders engage with all relevant stakeholders			
A diverse range of workers' views are sought, heard and acted upon to shape the culture of the organisation in relation to speaking up; these are reflected in the FTSU vision and plan.	EDI Steering Group, LGBT+ Network, Staff Governors and others contribute	Through the Staff Networks, Staff Survey and FFT7 Introduce Listening events	Through Executive, NED and Governor walkabouts as well as the introduction of Listening events.

<p>Issues raised via speaking up are part of the performance data discussed openly with commissioners, CQC and NHS Improvement.</p>	<p>On the most recent CQC inspection visits these matters were discussed in depth</p>	<p>FTSU is available to speak with CQC as and when required</p> <p>FTSU data/reporting will be developed and added to monthly reporting mechanisms</p>	<p>CQC and NHS Improvement feedback</p>
<p>Discussion of FTSU matters regularly takes place in the public section of the board meetings (while respecting the confidentiality of individuals).</p>	<p>FTSU has presented to Trust Public Board meetings</p>	<p>This is already in place and current practice</p>	<p>FTSU will be discussed at all public sections of Trust Board</p>
<p>The trust's Annual Report contains high level, anonymised data relating to speaking up as well as information on actions the trust is taking to support a positive speaking up culture.</p>	<p>Incorporated within Annual report</p>	<p>Potential for more anonymised data to be included</p> <p>Working on data capture and triangulation of information to deliver more in-depth analysis for future Annual Reports.</p>	<p>Through delivery of a wider dataset available alongside triangulated data for inclusion in future Annual reports.</p>
<p>Reviews and audits are shared externally to support improvement elsewhere.</p>	<p>FTSU attends Regional meetings to share information</p>	<p>Extensive East of England FTSU group meets monthly to share initiatives and training</p> <p>Future audit and development plans will be shared regionally/nationally.</p>	<p>Through East of England FTSU group and National Office.</p>

Senior leaders work openly and positively with regional FTSU Guardians and the National Guardian to continually improve the trust's speaking up culture	CEO has given unswerving support to FTSU regionally and nationally.	The FTSU is part of the Regional and National Guardians networks	07/09/2021 National Guardian Policy and Strategy Review due to be released and ours will be aligned on publication.
Senior leaders encourage their FTSU Guardians to develop bilateral relationships with regulators, inspectors and other local FTSU Guardians	There is commitment that FTSU develops these relationships	More work to be done with Regulators and Inspectors. Good relationship with other regional FTSU Guardians	Through East of England FTSU group and National Office.
Leaders are focused on learning and continual improvement			
Senior leaders use speaking up as an opportunity for learning that can be embedded in future practice to deliver better quality care and improve workers' experience.	Through better triangulation of data it will enable us to create plans and solutions to utilise as part of SI or Just and Learning Culture interventions.	Will form part of the implementation of a Just and Learning Culture and the follow up that requires as part of the process.	Through Strategic Workforce Group, POD and Quality and Safety Committees.
Senior leaders and the FTSU Guardian engage with other trusts to identify best practice.	FTSU guardian meets with other Trusts through E of E Regional Meetings.	Identified best practice guides and ideas to be implemented as and when recommended through feedback mechanisms Senior Leaders engage with their networks to identify areas of	Director of HR and OD

		improvement and solutions.	
Executive and Non-Executive leads, and the FTSU Guardian, review all guidance and case review reports from the National Guardian to identify improvement possibilities.	<p>Whilst the FTSU has met regularly with the Director of HR and OD and Senior HR staff this has not been more widely distributed</p> <p>Through better triangulation of information/data it will enable us to create plans and solutions to utilise as part of SI or Just and Learning Culture interventions.</p>	<p>Case reviews have previously been widely circulated</p> <p>National Guardian comms, guidance and case reviews will be shared to Exec and Non-Exec Leads for onward distribution as necessary</p> <p>Specific items the FTSU Guardian deems particularly pertinent will be distributed as required to progress.</p>	<p>Wellbeing Guardian</p> <p>Director of HR and OD</p>
The FTSU policy and process is reviewed annually to check they are fit for purpose and realistic; up to date; and takes account of feedback from workers who have used them.	Awaiting National Guardian Policy and Strategy update	Reviews will be scheduled as part of the annual planning of all policies and procedures to include feedback from those using the FTSU service.	The FTSU reports via POD and Trust Board which will include all changes to Policies and associated Strategy.
A sample of cases is quality assured to ensure:	More cases could be quality assured	There is more work that needs to be done within the investigative process	Director of HR & OD and forthcoming QA Review.

<ul style="list-style-type: none"> the investigation process is of high quality; that outcomes and recommendations are reasonable and that the impact of change is being measured workers are thanked for speaking up, are kept up to date though out the investigation and are told of the outcome Investigations are independent, fair and objective; recommendations are designed to promote patient safety and learning; and change will be monitored 	<p>This happens in accordance with Policy guidelines</p> <p>This is an area that requires improvement</p>	<p>and planned Internal Audit 2022//23. A QA Review to be explored with the Quality team.</p> <p>Some of this will also fall under the Just and Learning Culture.</p>	
Individual responsibilities			
Chief Executive and Chair			
The Chief Executive is responsible for appointing the FTSU Guardian.	Complete	Complete	NFTR
The Chief Executive is accountable for ensuring that FTSU arrangements meet the needs of the workers in their trust.	Actioned through Director of HR & OD and the wider POD committee.	Regular communication and engagement events are planned in and delivered.	The Board and NEDs review the actions and FTSU service providing support and commentary as needed.
The Chief Executive and Chair are responsible for ensuring the annual report contains information about FTSU.	Complete	Working on data capture and triangulation of information to deliver more	Through delivery of a wider dataset available alongside

		in-depth analysis for future Annual Reports	triangulated data for inclusion in future Annual Reports.
The Chief Executive and Chair are responsible for ensuring the trust is engaged with both the Regional Guardian Network and the National Guardian's Office.	Ongoing support is provided to engage in Regional and National events.	The CEO and Chair encourage the FTSU to attend and participate in both Regional and National meetings	THE FTSU Guardian reports to POD Committee and Trust Board on the wider Regional and National initiatives and actions from the associated groups.
Both the Chief Executive and Chair are key sources of advice and support for their FTSU Guardian and meet with them regularly.	Both CEO and Chair provide their ongoing commitment to FTSU and the necessary support required.	FTSU Guardian is able to access diaries of either the CEO or Chair to raise issues as and when required.	Through ongoing involvement in FTSU matters by CEO and Chair.
Executive lead for FTSU			

1.1 Ensuring they are aware of latest guidance from National Guardian's Office.	Executive leads are provided with all National Bulletins and briefed on events at Regional and National Meetings	Monthly meetings held with Director of HR and OD to cover all necessary points.	Director of HR & OD reports into Trust Board as necessary alongside the FTSU Guardian reports to POD Committee and Trust Board.
1.2 Overseeing the creation of the FTSU vision and strategy.	Awaiting new National Strategy which will be aligned to a refreshed Trust strategy.	Will be reviewed as part of the Strategy refresh and communications and engagement plan.	Director of HR and OD and the Wellbeing Guardian reports into Trust Board as necessary alongside the FTSU Guardian reports to POD Committee and Trust Board.
Ensuring the FTSU Guardian role has been implemented, using a fair recruitment process in accordance with the example job description and other guidance published by the National Guardian.	Complete in accordance with National Guardian guidance	Complete	Board assured through overview of Recruitment process aligned to the National Guardian guidance.
Ensuring that the FTSU Guardian has a suitable amount of ring fenced time and other resources and there is cover for planned and unplanned absence.	FTSU Guardian is a substantive 0.6 WTE role	7 Assistant FTSU Guardians have been recruited to provide wider access and cover requirements.	FTSU Guardian reports to POD and Quality and Safety Committee as well as Trust Board

<p>1.3 Ensuring that a sample of speaking up cases have been quality assured.</p>	<p>Cases regularly reviewed with Director of HR & OD</p>	<p>A QA Review to be explored with the Quality team. A FTSU Internal Audit is planned for 2022/23</p>	<p>Through the Quality and Safety Committee and future Internal Audit outcomes and recommendations.</p>
<p>Ensuring allegations of detriment are promptly and fairly investigated and acted on.</p>	<p>Director of HR and OD have responded to any allegations of detriment.</p>	<p>Formal process to be designed and adopted for future allegations to ensure prompt and fair investigations and associated actions required.</p>	<p>New process is designed and introduced to meet requirements. Similarly, the Staff Survey gives a fair indication of how the Trust handles these matters, coupled with the Friends and Family Test which provides an indication of progress</p>
<p>Non-Executive Lead for FTSU</p>			
<p>1.4 Ensuring they are aware of latest guidance from National Guardian's Office.</p>	<p>Copied in to all National Bulletins and briefed on events at Regional and National meetings</p>	<p>Monthly meetings held with Non-Exec Wellbeing Guardian to cover all necessary points.</p>	<p>Wellbeing Guardian reports into Trust Board as necessary alongside Chairing the POD Committee with support as necessary from FTSU Guardian.</p>
<p>Role-modelling high standards of conduct around FTSU.</p>	<p>The Non-Exec Wellbeing Guardian is a strong advocate for</p>	<p>Utilising our Trust Philosophy of Time Matters alongside our</p>	<p>Wellbeing Guardian reports into Trust Board as necessary alongside Chairing the POD</p>

	FTSU and as Chair of the POD Committee sees its work as high on the People agenda.	Values and Behaviours this continues to be a high priority within the organisation.	Committee with support as necessary from FTSU Guardian.
Acting as an alternative source of advice and support for the FTSU Guardian.	The Non-Exec Wellbeing Guardian can be an escalation point as well as provide support and advice for the FTSU Guardian.	In place as part of a monthly meeting schedule but with access outside of those meetings as necessary.	Wellbeing Guardian reports into Trust Board as necessary alongside Chairing the POD Committee with support as necessary from FTSU Guardian
Overseeing speaking up concerns regarding board members.	The Chair oversees any concerns regarding Board members.	Ongoing as necessary	The Chair and FTSU Guardian as necessary.
Human Resource and Organisational Development Directors			
Ensuring that the FTSU Guardian has the support of HR staff and appropriate access to information to enable them to triangulate intelligence from speaking up issues with other information that may be used as measures of FTSU culture or indicators of barriers to speaking up.	FTSU has the full support of HR staff and works on a day to day basis with Divisional directors	Through Wellbeing Multi-Disciplinary Team Meeting (to include Head of ER, Staffside, Wellbeing leads) Use of HRIS data Use of Datix/Greatix	Director of HR & OD reports to Board and POD Committee.

		Implementation of Datix Anonymous Reporting tool using Safeguarding forms	
Ensuring that HR culture and practice encourage and support speaking up and that learning in relation to workers' experience is disseminated across the trust.	HR staff are supportive in every way to FTSU.	Will be implemented as part of Just and Learning Culture and the associated processes that will come out of that using not only our FTSU Guardians but also our Culture Ambassadors.	Director of HR & OD reports to Board and POD Committee
Ensuring that workers have the right knowledge, skills and capability to speak up and that managers listen well and respond to issues raised effectively.	This is an ongoing process of communication and engagement but is also referred to within the new PDR Appraisal Process.	Regular quarterly communications, workshops and regular updates on issues raised and actions as a result. ("you said, we did")	Director of HR & OD reports to Board and POD Committee
Medical Director and Director of Nursing			
Ensuring that the FTSU Guardian has appropriate support and advice on patient safety and safeguarding issues.	Chief Medical Officer and Director of Nursing have been particularly supportive, offer advice and are always	Introduction of regular reporting to the Quality and Safety Committee.	CMO and Director of Nursing report to Trust Board. New report to the Quality and Safety Committee.

	prepared to listen to the FTSU		
Ensuring that effective and, as appropriate, immediate action is taken when potential patient safety issues are highlighted by speaking up.	Both CMO and Director of Nursing have acted immediately that a Patient Safety concern has been brought to their attention	Introduction of regular reporting to the Quality and Safety Committee.	CMO and Director of Nursing report to Trust Board. New report to the Quality and Safety Committee.
Ensuring learning is operationalised within the teams and departments that they oversee.	A Just and Learning Culture Task and Finish Group is being assembled that will ensure that learning is operationalised with support from learning and OD teams.	Will be implemented as part of Just and Learning Culture starting with the Task and Finish Group and the operationalisation of the implementation plan.	CMO and Director of Nursing report to Trust Board.

Appendix 2

FREEDOM TO SPEAK UP ACTION PLAN – Q2 - 2021/22

Workstream(s)	Topic	Action	Impact Measure 2021 – 22	Timeline	Lead
Training and Development	Learning from issues raised to FTSU	Speaking up and Just and Learning Culture will be included within the new Senior Leadership Programme	FTSU is seen as another element as the staff voice and that the issues raised are a tool to learn and develop from. This practice is embedded across all forms of feedback.	January 2022 ongoing	FTSU Guardian/Associate Director OD and Culture/Head of OD
Training and Development	Learning from issues raised to FTSU	A QA Review to be explored with the Quality team to ensure investigations are independent, fair and objective; recommendations are designed to promote patient safety and learning; and change will be monitored	Internal Audit of FTSU investigative process to be planned 2022//23.	TBA - 2022/23	FTSU Guardian/Associate Director OD and Culture
Strategy	Visibility of FTSU	FTSU Steering Group to be re-established and held once a quarter	To ensure that there is full and frank discussion of all matters relating to FTSU to inform the Trust Board. The group is developed, supported with some basic supervision and anecdotal themes and concerns are raised in a forum which then takes action as necessary	November 2021	FTSU Guardian/Assistant FTSU Guardians/OD
Strategy	The FTSU Strategy is regularly reviewed and updated	As well as the annual review by the Board the Strategy will be reviewed by the FTSU Steering Group and further developed through the Wellbeing MDT Meetings and the ongoing development of the Assistant FTSU Guardians	The strategy is regularly reviewed to ensure it remains current and supports the work of the guardians and the Wellbeing Hub	December 2021 ongoing	FTSU Guardian/Assistant FTSU Guardians

Workstream(s)	Topic	Action	Impact Measure 2021 – 22	Timeline	Lead
Engagement	Wider implementation of the FTSU vision	As part of a wider Comms and Engagement plan and development of the Assistant FTSU Guardians and Wellbeing Hub to promote the service and its vision across the Trust.	Colleagues can describe the part they play in delivering the FTSU vision. Annual support to National Speak Up month with co-ordinated listening events and refresh of posters and other contact details. Recruitment and training of additional cohort of Assistant Freedom to Speak Up Guardians to both increase reach and spread the message.	November 2021 Oct 2021 Q1 2022	FTSU Guardian/Associate Director of Comms and Engagement FTSU Guardian/ OD
Policy	Alignment to one FTSU Policy for all ESNEFT sites	On receipt of new National FTSU Policy create one policy for FTSU for all ESNEFT	There is one clear policy and associated processes for all ESNEFT colleagues. Currently the National Guardian is planning to release revised National Policy Jan/Mar 2022	On receipt of National Policy end Q4	FTSU Guardian
Continuous Improvement	Visibility of FTSU data	Structured data capture and recording across all guardians is designed and rolled out. Explore HRIS reporting to assist with triangulation and anonymous reporting form developed for raising concerns via Datix.	Triangulation with all HRIS databases and Datix ensures that wider issues, concerns and themes are proactively addressed.	March 2022	Datix Team/FTSU Guardian/Assistant FTSU Guardians