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Date	20.01.22	Agenda item	Bo.1.22.24

FREEDOM TO SPEAK UP (FTSU) QUARTER 2 (Q2) REPORT 2021/22

Presented by	Karen Dawber, Chief Nurse		
Author	Sue Franklin, Associate Chief Nurse, FTSU Guardian		
Lead Director	Karen Dawber, Executive Lead for FTSU		
Purpose of the paper	This paper provides assurance to the Board of Directors in relation to the conduct and outcome management of the Freedom to Speak Up arrangements in the Trust		
Key control	This paper is a key control for the strategic objectives to provide outstanding care for patients and to be in the top 20% of NHS Employers		
Action required	To note		
Previously discussed at/informed by	Details of any consultation - None		
Previously approved at:	Committee/Group	Date	
	People Academy	24.11.21	
Key Options, Issues and Risks			
This paper provides the 2021/22 Q2 update for the Board of Directors on Freedom to Speak Up (FTSU) at Bradford Teaching Hospitals (BTHFT).			
Analysis			
This paper describes the number of FTSU concerns that have been raised during Q2 2021/22 at BTHFT, the main themes from these concerns and the groups of staff who have reported a concern. (Appendix 1).			
It also includes the FTSU App data for Q2 2021-22. (Appendix 2).			
In addition the report includes the Equality monitoring data for Q2 2021-22. (Appendix 3).			
The report also includes Audit Yorkshire’s final audit report (Appendix 4).			
Recommendation			
For the Board/Academy to note the contents of the report and the FTSU concerns that have been raised at BTHFT during Q2 2021/22.			
For the Board/Academy to note the work of the FTSU Guardian and Associate Guardians at BTHFT.			

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Risk assessment						
Strategic Objective	Appetite (G)					
	Avoid	Minimal	Cautious	Open	Seek	Mature
To provide outstanding care for patients			g			
To deliver our financial plan and key performance targets			g			
To be in the top 20% of NHS employers					g	
To be a continually learning organisation				g		
To collaborate effectively with local and regional partners					g	
The level of risk against each objective should be indicated. Where more than one option is available the level of risk of each option against each element should be indicated by numbering each option and showing numbers in the boxes.	Low		Moderate	High	Significant	
	Risk (*)					
Explanation of variance from Board of Directors Agreed General risk appetite (G)						

Benchmarking implications (see section 4 for details)	Yes	No	N/A
Is there Model Hospital data relevant to the content of this paper?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Is there any other national benchmarking data relevant to the content of this paper?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Is the Trust an outlier (positive or negative) for any benchmarking data relevant to the content of this paper?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Risk Implications (see section 5 for details)	Yes	No
Corporate Risk register and/or Board Assurance Framework Amendments	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Quality implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Resource implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal/regulatory implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diversity and Inclusion implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Performance implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>

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Regulation, Legislation and Compliance relevance
NHS Improvement: (please tick those that are relevant) <input type="checkbox"/> Risk Assessment Framework <input type="checkbox"/> Quality Governance Framework <input type="checkbox"/> Code of Governance <input type="checkbox"/> Annual Reporting Manual
Care Quality Commission Domain: Well Led
Care Quality Commission Fundamental Standard: Good Governance
NHS Improvement Effective Use of Resources: People
Other (please state):

Relevance to other Board of Director's academies: (please select all that apply)			
People	Quality	Finance & Performance	Other (please state)
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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1	PURPOSE/ AIM
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- 1.1 This paper provides assurance to the Board of Directors in relation to the conduct and outcome management of the FTSU arrangements in the Trust by:
- Providing an update, using the National Guardian's Office (NGO) template, on FTSU and the number of FTSU concerns that have been raised at BTHFT in Q2 2021/22 (Appendix 1).
 - Providing an update on the FTSU App data (Appendix 2).
 - Providing the Equality monitoring data for 2020/21 (Appendix 3).
 - Audit Yorkshire's Audit report on the FTSU arrangements in the Trust (Appendix 4).
 - There was no feedback received from staff in Q2 as there are still a few cases ongoing.

2	BACKGROUND/CONTEXT
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- 2.1 Freedom to Speak Up is vital in healthcare. When workers feel psychologically safe, they will speak up to avoid harm, bring great ideas and be able to express their concerns. The National Guardian's office (NGO) believes a good speaking up culture makes for a safer workplace, for workers, patients and service users. Here at BTHFT we are working to make speaking up business as usual across the Trust. Some of the work has included developing, promoting and supporting the Freedom to Speak up team to support workers to speak up and to effect culture change to make speaking up business as usual.
- 2.2 One of the recommendations from Sir Robert Francis' *Freedom to Speak Up* review of the NHS, published in April 2015, was that each NHS Trust should appoint a FTSU Guardian. The review sets out 20 principles and actions to ensure that NHS workers can speak up freely at work, without fear of detriment, to create a safer and more effective service for everyone.
- 2.3 Effective speaking up arrangements help to protect patients and improve the experience of NHS workers. Having a healthy speaking up culture is an indicator of a well-led Trust.
- 2.4 The FTSU Guardian has a key role in helping to raise the profile of raising concerns in their organisation and provide confidential advice and support to staff in relation to concerns they have about patients' safety and/or the way that the concern has been handled.
- 2.5 The Trust's FTSU Guardian is Sue Franklin, Associate Chief Nurse for Quality Improvement, and the Deputy FTSU Guardian is Laura Jones, Head of Clinical

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Information. Karen Dawber, Chief Nurse, is the Executive Lead for FTSU and there is an identified Non-Executive Director Lead, Karen Walker. There are also a number of Associate Guardians who have completed the National FTSU training. These are:

- LeeAnne Elliott – Deputy Chief Medical Officer Quality.
- Sarah Freeman – Associate Director of Nursing.
- Amandeep Singh – Partnership Lead.
- Rupert Allen – Principal Dietitian.
- Anthony Doggett – Business Support Lead.
- Simon Kirk – General Manager.

- 2.6 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 review.
- 2.7 The FTSU group meets monthly. This meeting is to update the FTSU group on any new updates from the National Guardian's Office (NGO) and also to discuss and monitor any ongoing FTSU concerns and issues. Any new data is also discussed.
- 2.8 The FTSU group have a Human Resources (HR) link who they liaise with as/when necessary to discuss certain concerns that need HR support.
- 2.9 Following any case review published by the NGO, the FTSU group discuss the review and check each recommendation to ascertain which ones are relevant to BTHFT. These recommendations are actioned to ensure we meet the expected standards.
- 2.10 The FTSU Guardian attends the FTSU regional network; Yorkshire and Humber monthly meeting, where there is attendance from the NGO.
- 2.11 The NGO requests regular updates and currently requests quarterly reports (in a standard template) on the concerns raised from each NHS Trust. We have complied with every submission.
- 2.12 There are two FTSU modules on the Trust's E-learning platform. The first module is for all workers and is called 'speak up'. The second module is for managers and is called 'Listen up'. All staff are encouraged to complete these modules. The National Guardian, Dr Henrietta Hughes, said that we need to encourage all staff to complete the relevant modules if we truly want to make speaking up business as usual, speaking up, listening up and following up are fundamental in saving lives.
- 2.13 The Equality monitoring form has been developed with the support of Kez Hayat, Head of Equality, Diversity and Inclusion. The form is sent out to any member of staff who raises a concern through FTSU. It is important to note that the form is not compulsory for staff to complete and secondly, there will always be a gap in return

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numbers for those staff who raise a concern anonymously. The current data for Q2 is shown in Appendix 3.

- 2.14 There is a FTSU App that staff can download onto their mobile devices and report concerns. This report includes some data from the App which shows how many staff have downloaded the App. There is also a table that shows how many times staff log into the App once downloaded. The third table shows which sections are most viewed by staff in the protection section. (Appendix 2).

3	PROPOSAL
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- 3.1 The FTSU Guardian is currently updating all the induction material for FTSU with the support of the Education department. This should be completed in Q3.
- 3.2 The FTSU team at BTHFT are working hard to truly make speaking up business as usual but the National Guardian states that the system as a whole now needs to go beyond rhetoric and firmly commit to living up to the values of supporting and listening to workers. FTSU is an additional route for workers to speak up to, but they cannot improve the speaking up culture on their own.
- 3.3 This report includes Audit Yorkshire's final audit report following the recent review of FTSU. Audit Yorkshire said that 'the report carries a 'Significant Assurance' opinion which is reflective of the robust systems and processes in place within the Foundation Trust.' (Appendix 4)

4	BENCHMARKING IMPLICATIONS
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- 4.1 Alongside the data headlines for each quarter, the NGO publish on their webpages the data submitted by all the Trusts in England. This enables each organisation to benchmark against similar types and sizes of organisations. This data is varied, but on average at BTHFT (classified as a medium sized Trust in the NGO data set) the data is consistent with other medium sized Trusts. There are however some examples of 'medium sized Trusts' reporting a lot more concerns than BTHFT.
- 4.2 In addition the annual NHS staff survey on safety culture about raising concerns provides an opportunity to monitor how BTHFT is performing in relation to other organisations classified as the best, average and worst performing.
- 4.3 At the FTSU meetings there is a standard item on the agenda where the group discuss current NGO data, BTHFT data, board reporting and the annual staff survey results when published.
- 4.4 Audit Yorkshire completed an audit into the speaking up arrangements within the Trust. The final report carries a 'significant assurance' opinion.

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- 4.5 The model hospital in November 2020 introduced a new Culture and Engagement compartment which enables us to compare metrics and identify areas of opportunity and improvement.

5 RISK ASSESSMENT

- 5.1 The FTSU Guardian has 12 hours protected time within their substantive role to perform their FTSU duties. The deputy and Associate Guardians currently have no protected time within their substantive roles; this could be a potential weakness in the system. Currently the level of concerns can be managed adequately.

6 RECOMMENDATIONS

- 6.1 To note the main themes and the important issues raised through FTSU during Q2.
- 6.2 To support the work of the FTSU group to continue with the FTSU campaign including raising awareness sessions for staff and education for Guardians.
- 6.3 To continue with quarterly reports to the Board of directors and the People academy to update on progress with FTSU.
- 6.4 To note the Equality monitoring data.
- 6.5 To note the FTSU App data and the recent feedback.
- 6.6 To acknowledge the Audit Yorkshire report into the speak arrangements at the Trust.
- 6.7 To support staff across the organisation to complete the FTSU training.

7 Appendices

Appendix 1 - Analysis of FTSU concerns raised at BTHFT in 2021-22 Q2.

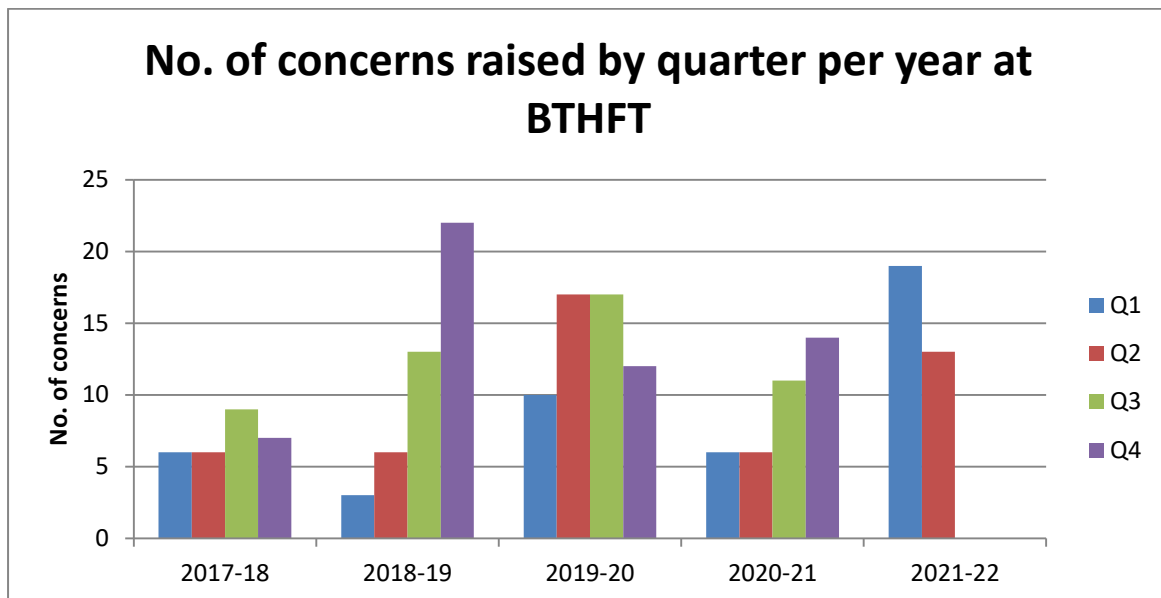
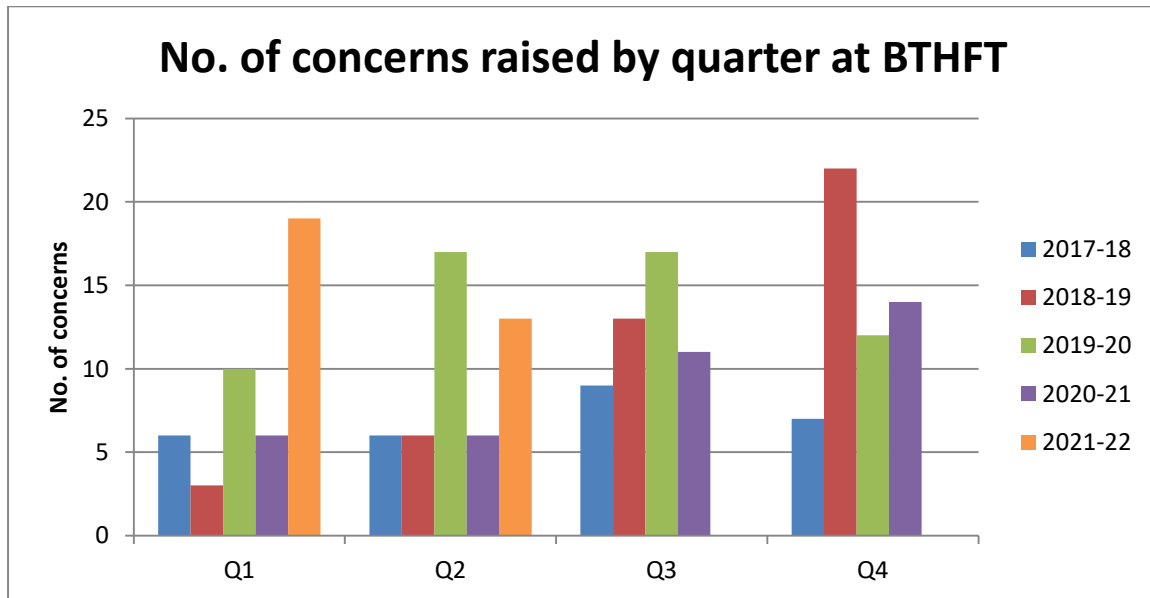
Appendix 2 – FTSU App data Q2.

Appendix 3 – Equality monitoring feedback table Q2.

Appendix 4 – Audit Yorkshire FTSU report September 2021.

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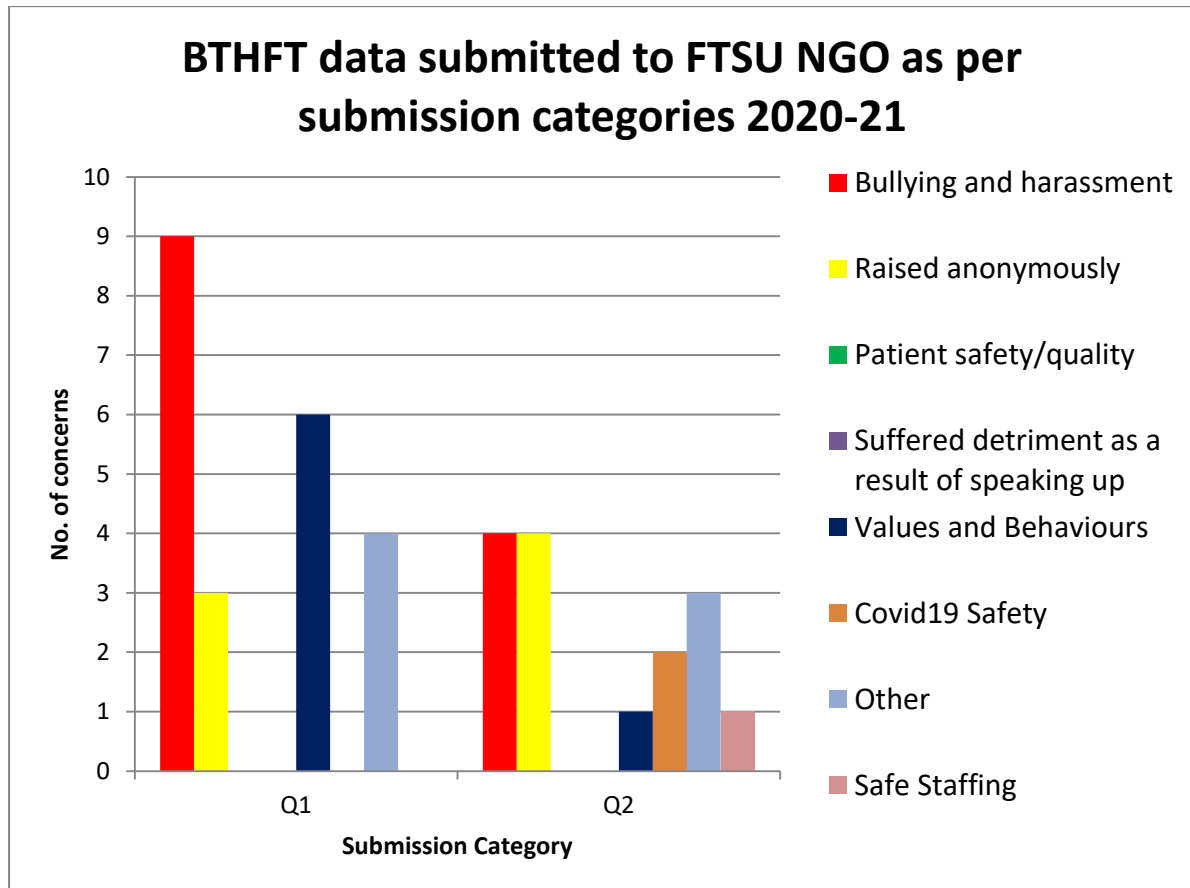
Appendix 1 – FTSU concerns raised at BTHFT in Q2 2021-22



- 1.1 The graphs above indicates the number of concerns raised in Q2 at BTHFT in 2021-22. It is displayed alongside previous years' data to facilitate comparison.
- 1.2 There were thirteen concerns raised in Q2.
- 1.3 Four of these were reported anonymously via the FTSU App. An anonymous concern can be difficult in that you cannot support the staff member or give any feedback on

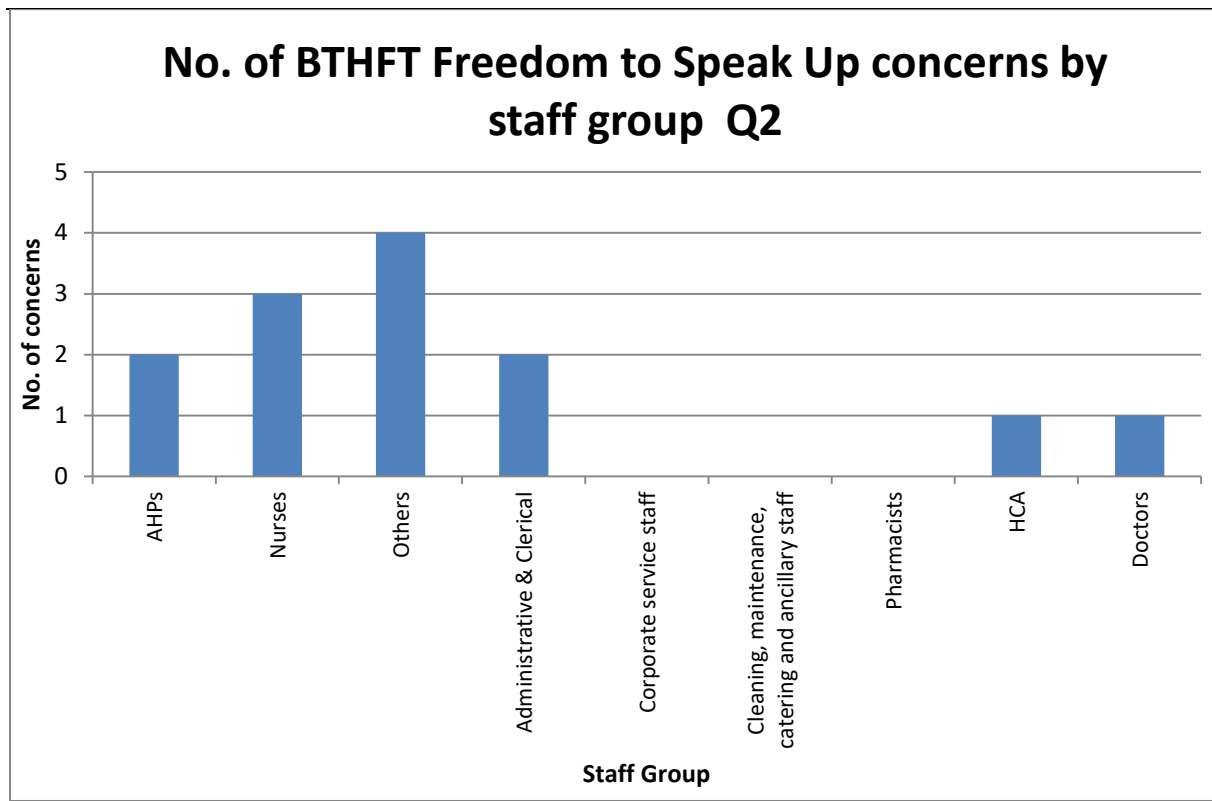
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progress. They are dealt with on an individual basis and followed through as much as possible. The NGO advocate that staff should be able to raise concerns anonymously if necessary.



- 1.4 The graph above demonstrates the categories of concerns raised at BTHFT in Q2, using the NGO data set 2021-22.
- 1.5 In Q2 there were 4 concerns raised that were due to the staff member feeling bullied or harrassed. Of these one staff member is receiving ongoing support, the second one led to a grievance that is being dealt with by HR. The third one has also spoken to HR about their concerns and made it formal with support of the staff advocacy service. The fourth one is a new concern which is ongoing.
- 1.6 No person raising a concern has reported suffering detriment for doing so in Q2.
- 1.7 There were two concerns raised in Q2 in regards to Covid19 issues. For both of these concerns advice was sought with the Director of infection prevention and control. Both these concerns are now closed.

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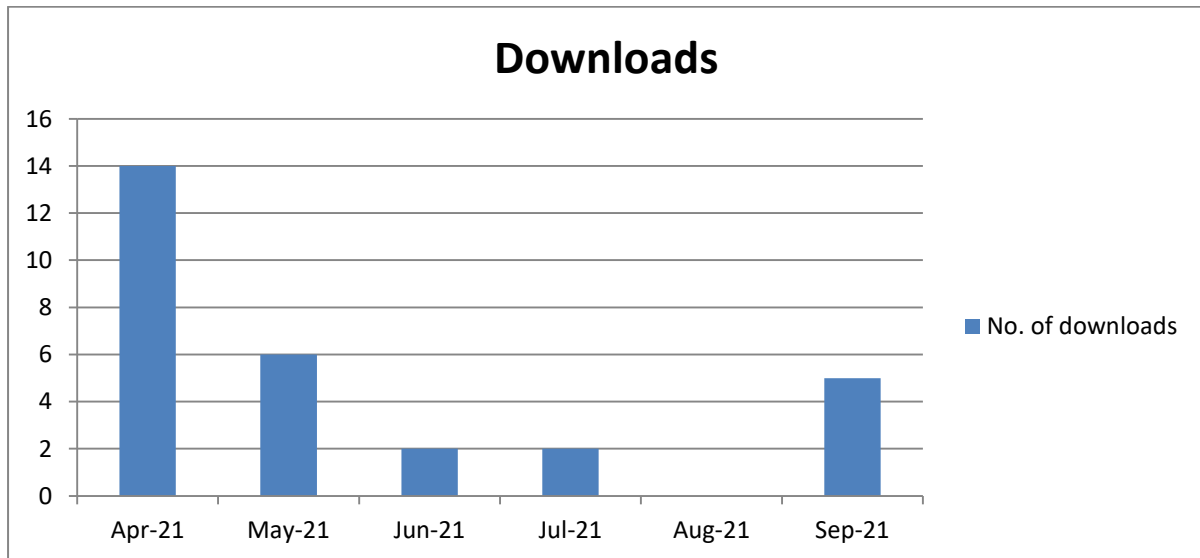


- 1.8 The chart above demonstrates the staff groups at BTHFT that have raised concerns in Q2, (using the NGO data sets for staff).
- 1.9 This data is utilised to identify areas where promotion/education around FTSU may be required.
- 1.10 The four 'others' were the anonymous ones where it could not be determined which staff group they were.

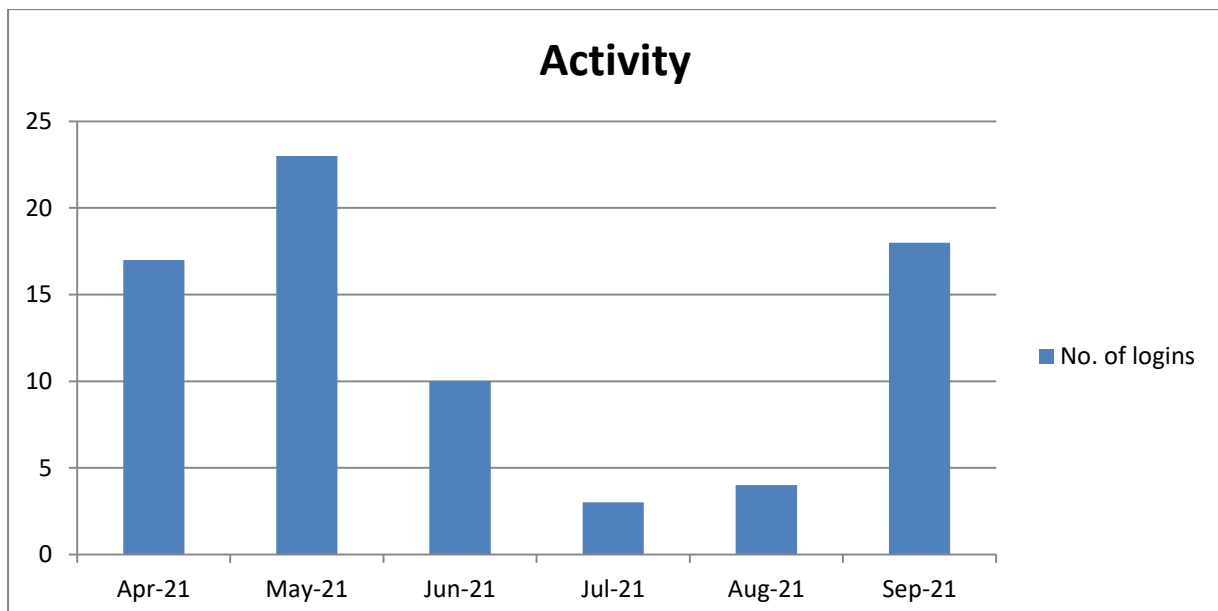
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Appendix 2 – FTSU App data

2.1 – The graph below shows the number of downloads of the App per month

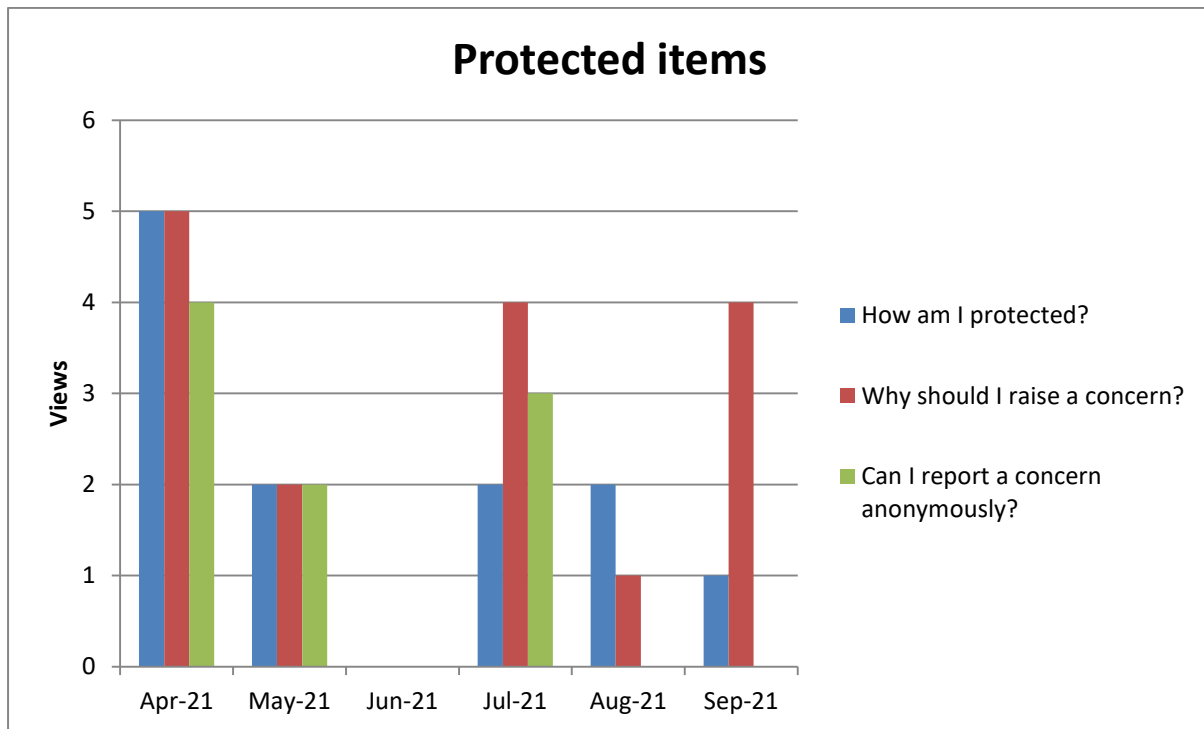


2.2 The graph below shows the number of times, once downloaded, that staff have logged in and accessed the FTSU App.



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2.3 This graph from the App data shows the 'protected items' category viewed by staff through the App in Q2 2021-22.



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Appendix 3 – Equality monitoring data 2020/21/22 (started in Dec 2020)

Ethnic Origin	Age	Gender	Religion or belief	Sexual orientation	Do you consider yourself as having disability?	Do you have a physical, mental or sensory impairment that seriously affects your day to day activities?
White British	57	Female	Christian	Heterosexual	Yes	Yes
White British	63	Female	Christian	Heterosexual	No	No
Pakistani	31	Male	Muslim	Heterosexual	No	No
Bangladeshi		Male	Muslim	Heterosexual	No	No
White Other	45	Female	Muslim	Heterosexual	No	No
White British	24	Female	No religion	Heterosexual	Yes	No
Pakistani		Female	Muslim	Heterosexual	Yes	No
White British	59	Male	Christian	Heterosexual	No	No
Quarter 1 2021-22						
British	32	Female	No religion	Heterosexual	No	No
White & Asian but classify myself as British		Female	Christian	Heterosexual	No	No
British	42	Female	No religion	Heterosexual	No	No
Quarter 2 2021-22						
Pakistani		Male	Muslim	Heterosexual	No	No
White British	49	Female	None	Heterosexual	No	No
White British	59	Female	Christian	Heterosexual	No	No
White British	35	Female	Christian	Heterosexual	Yes	Yes
Pakistani		Female	Muslim	Heterosexual	No	No
White British	40	Female	Christian	Heterosexual	No	No

The above table gives an insight into the Equality monitoring data that the FTSU team has collected. The team started to collect this data in December 2020, it is planned to be used more consistently going forward as more data is gathered. The forms are being sent out for to everyone that raises a concern (the exception is the anonymous concerns).

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Appendix 4 – Audit Yorkshire report September 2021

Please see the attached.