

Meeting Title	Board of Directors		
Date	10 November 2022	Agenda item	Bo.11.22.42

FREEDOM TO SPEAK UP QUARTER 2 REPORT 2022/23

Presented by	Karen Dawber, Chief Nurse	
Author	Sue Franklin, Associate Chief Nurse, Freedom To Speak Up Guardian	
Lead Director	Karen Dawber, Chief Nurse, Executive Lead for FTSU	
Purpose of the paper	This paper provides assurance to the Board 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 being the top 20% of NHS Employers	
Action required	To note	
Previously discussed at/ informed by	Details of any consultation - None	
Previously approved at:	Academy/Group	Date
	People Academy – PA.10.22.16	26.10.22
Key Options, Issues and Risks		
This paper provides the Quarter 2 (Q2) 2022/23 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 2022/23 at BTHFT, the main themes from these concerns and the groups of staff who have reported a concern.		
This paper also provides an update on feedback received from staff in Q2.		
It includes any new updates from the National Guardian’s office (NGO) in Q2 and the national speaking up data for Q1 2022/23.		
It also provides an update on the current promotional work by the FTSU team; especially the plans for October’s speak up month.		
Recommendation		
For the Board/Academy to note the contents of the report and the FTSU concerns that have been raised at BTHFT in Q2 2022/23.		
For the Board/Academy to note the updates from the NGO and the national speaking up data for Q1.		
For the Board/Academy to note the work of the FTSU team and their plans for October’s speak up month.		
For the Board to encourage all grades of staff to complete the relevant FTSU eLearning modules - Speak Up, Listen Up and Follow Up.		
For the Board/Academy to note the feedback from staff who have spoken up.		
For the Board to complete the NGO’s Board reflection tool and assessment of its FTSU arrangements.		

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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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is there any other national benchmarking data relevant to the content of this paper?	<input checked="" type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>

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

Regulation, Legislation and Compliance relevance
NHS Improvement: (please tick those that are relevant) <input type="checkbox"/> Risk Assessment Framework <input checked="" 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: Safety
NHS Improvement Effective Use of Resources: Clinical Services
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 checked="" 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/Academy in relation to the conduct and outcome management of the FTSU arrangements in the Trust by:
- Providing an update, using the NGO's template, on FTSU and the progress in Q2 2022/23.
 - Reporting on the number of FTSU concerns that have been raised at BTHFT in 2021/22 Q2 (Appendix (App) 1).
 - Providing an update on the promotional work of the FTSU team, especially for October's speak up month plans.
 - Providing the national Speaking Up data from the first quarter of 2022/23. (App.2)
 - Providing feedback received from staff who have raised concerns in Q2 (App.3).

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.
- 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. The Care Quality Commission (CQC) assesses a Trust's speaking up culture during inspections as part of the well-led review.
- 2.4 The FTSU Guardian is Sue Franklin, Associate Chief Nurse for Quality Improvement. The deputy FTSU Guardian is LeeAnne Elliott, Deputy Chief Medical Officer - Quality. Karen Dawber, Chief Nurse, is the Executive Lead for FTSU and the Non-Executive Director Lead is Karen Walker.
- 2.5 There are now 15 FTSU Ambassadors who have all completed FTSU training. These are:
- Sarah Freeman – Associate Director of Nursing.
 - Amandeep Singh – Partnership Lead.
 - Rupert Allen –Principal Dietitian.
 - Anthony Doggett – Business Support Lead.
 - Simon Kirk – General Manager.

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- Faye Alexander – Education Manager.
- June Thomas – Midwife.
- John Woodman – General Manager.
- Nazia Amir – Personal Assistant.
- Rukaya Miah - Deputy Assistant Director of Nursing.
- Angela McIntyre – Midwife.
- Michele Wright – Deputy General Manager.
- Helen Fearnley – Lead Tissue Viability Advanced Practitioner.
- Umar Majeed – Systems and Access Trainer.
- Rebecca Carter – Education Lead (currently on Maternity leave).

2.6 In June 2022, together with NHSE, the NGO has published new and updated FTSU guidance and a planning tool (Appendices in the previous two FTSU Board reports). The National Guardian said that “the publication of the updated universal FTSU Policy for the sector is an opportunity for organisations to refresh their FTSU arrangements. The new guidance we have developed in collaboration with NHS England will help leaders throughout the sector turn that policy into a healthy and supportive Speak Up, Listen Up, Follow Up culture.”

NHSE is asking all trust boards to be able to evidence by the end of January 2024:

- An update to their local Freedom to Speak Up policy to reflect the new national policy template;
- Results of their organisation’s assessment of its FTSU arrangements against the revised guidance; and
- Assurance that it is on track implementing its latest FTSU improvement plan.

This is being planned for a Board development day, led by the Executive lead for FTSU, Karen Dawber and the FTSU Guardian.

- 2.7 The FTSU group meets every six weeks. 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. The NGO directs how we listen to concerns and document those concerns. 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 any concerns that need HR support or guidance.
- 2.9 Following any case review published by the NGO, the FTSU group discuss the review and use the NGO’s Gap Analysis tool to review each recommendation to ascertain which ones are relevant to BTHFT. These recommendations are actioned to ensure we meet the expected standards. There has not been a published case review in Q2.
- 2.10 The FTSU Guardian attends the FTSU regional network; Yorkshire and Humber monthly meeting, where there is attendance from the NGO.

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- 2.11 The FTSU Guardian has recently undergone training from the NGO to become a national FTSU mentor, to mentor new FTSU Guardians.
- 2.12 We know that some people face particular barriers to speaking up and being heard. The NHS People promise committed to provide training for FTSU Guardians to help improve the Speaking Up Culture for black and minority ethnic colleagues. This training has now been developed to provide Guardians with a deep understanding of race, racism and racial discrimination in order to be confident in supporting everyone within the organisation. The Guardian is booked on this training in December 2022.
- 2.13 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 this submission.
- 2.14 The NGO, in collaboration with Health Education England, has launched 'Follow Up', the final module in the FTSU eLearning package. Developed for senior leaders throughout healthcare – including executive and non- executive directors, lay members and governors – its aim is to provide an opportunity for them to pause and reflect on the influence they and their fellow leaders have in shaping the speaking up culture in our organisation. The first module, 'Speak Up' is for all workers and covers what speaking up is and why it matters. The second module, 'Listen Up', for managers, focuses on listening and understanding the barriers to speaking up. Leaders are encouraged to complete the first two modules before engaging with the final Follow Up module. The National Guardian, Dr Jayne Chidgey-Clark has asked that all senior leaders commit to undertake this training and make a Speak Up Pledge to show how they will Speak Up, Listen Up and Follow Up and role model these behaviours in our organisation.
- 2.15 The Equality monitoring form is ongoing and 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 numbers for those staff who raise a concern anonymously. This data will be on each annual report.
- 2.16 The FTSU team have been promoting FTSU across the Trust. Maternity listening events, Trust and junior doctor induction as well as a number of other programmes. For example, the new Consultant programme, student dietitian programme, student midwifery training and new Doctors' teaching too.
- 2.17 In line with Ockenden recommendations, and to compliment the Executive safety meetings, we have proactively recruited Midwives as FTSU Ambassadors and held a number of listening events in Maternity.
- 2.18 The Head of Midwifery is supporting a student midwife to become a FTSU ambassador and talks have already started with the University of Bradford in regards to this pilot.

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- 2.19 The FTSU Guardian has made links with the FTSU Guardian at Calderdale and Huddersfield and has regular buddy meetings across sites for mutual support.
- 2.20 There is currently an ongoing issue with the FTSU App in the Apple store as staff are unable to download it anymore. The company (Intec) is working on a web referral solution for this and a solution should be ready by mid October 2022.
- 2.21 The FTSU team are involved in October's Speak Up Month. This year's theme is 'Freedom To Speak Up for Everyone' with each week having a specific focus; Speak Up for safety, Speak Up for Civility, Speak up for Inclusion and FTSU for Everyone. Speaking up enhances all our working lives and improves the quality and safety of care. Listening and acting upon matters raised means that FTSU will help us to be the best place to work. The team have been working closely with the relevant teams to support this.
- 2.22 The FTSU team have been shortlisted for a Health Service Journal award for their work in supporting staff to speak up during the pandemic in conjunction with the PPE hub team. The announcement of the winner of the award is on 17th Nov 2022.

3 PROPOSAL

- 3.1 The new FTSU Ambassadors are now able to support staff that raise a concern with the support and guidance of the FTSU Guardian or deputy.
- 3.2 The three reports described in section 2.6 are to be developed and an action plan completed at a Board development session led by the Exec lead for FTSU, Karen Dawber, and the Guardian.
- 3.3 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.
- 3.4 The FTSU team are involved in October Speak Up Month; this is an opportunity to raise awareness of how much we value speaking up in our organisation. The NGO are encouraging everyone to take part in 'Wear Green Wednesdays' throughout October to show their visible support for FTSU.

4 BENCHMARKING IMPLICATIONS

- 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

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other medium sized Trusts. There are however some examples of ‘medium sized Trusts’ reporting a lot more concerns than BTHFT.

- 4.2 The FTSU team are working hard to ensure staff feel safe to speak up but need the support of leaders throughout the organisation to make speaking up just what we do here at BTHFT, The National Guardian states that FTSU Guardians do not work in isolation, all leaders are responsible for setting the tone when it comes to fostering a healthy speak up, listen up, follow up culture.
- 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.

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 Ambassadors currently have no protected time within their substantive roles.
- 5.2 It was highlighted in an internal audit report that if there was to be a sudden influx of concerns we would need to address the resource requirements; this could be a potential weakness in the system. However, it has been agreed that the current level of concerns can be managed adequately.

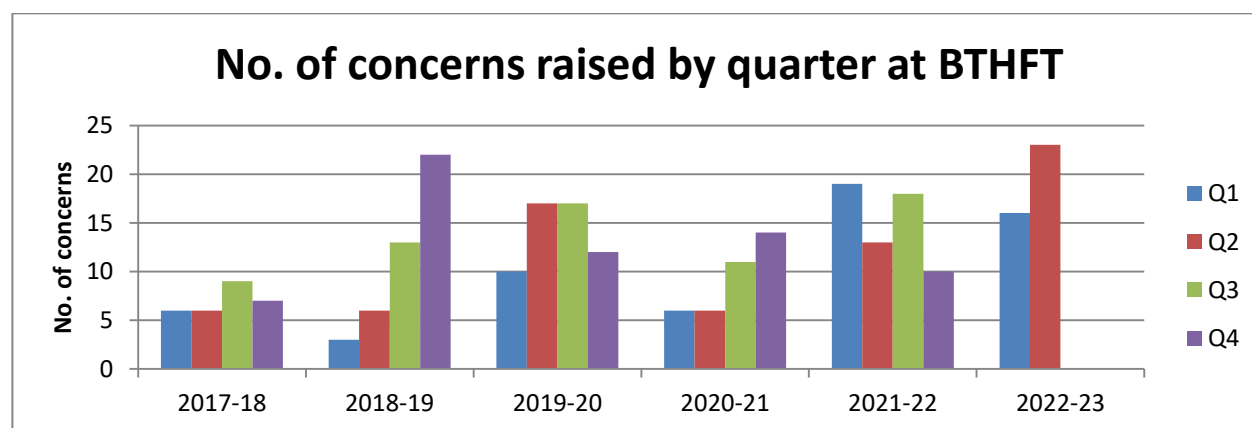
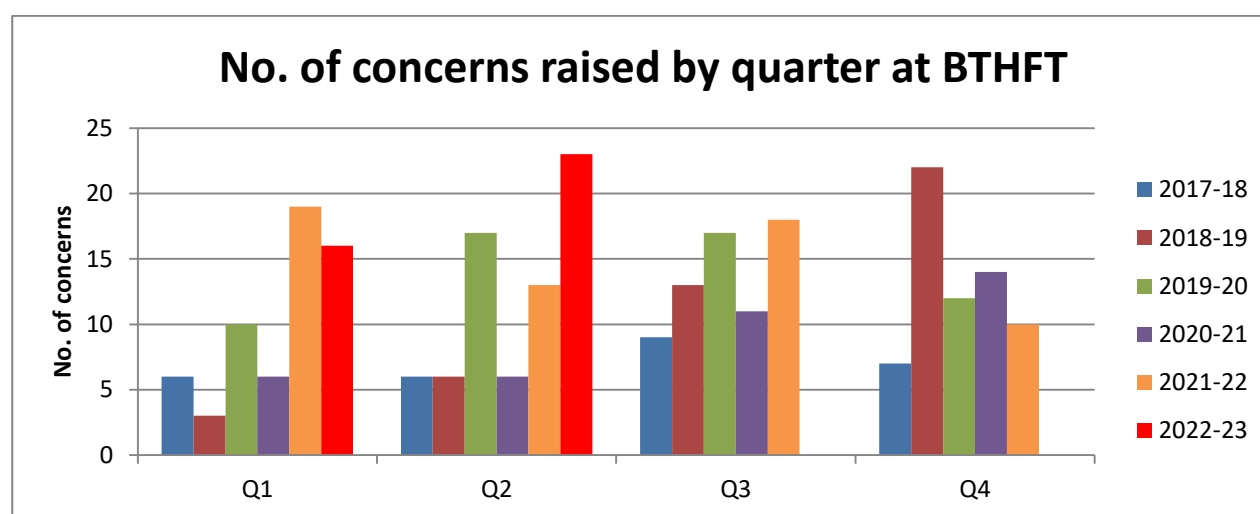
6 RECOMMENDATIONS

- 6.1 To note the number of FTSU concerns that have been raised during Q2 2022/23 at BTHFT, the main themes from these concerns and the groups of staff who have reported a concern.
- 6.2 To support the work of the FTSU group to continue with raising awareness of FTSU for staff and to support Octobers Speak Up Month plans.
- 6.3 To continue with quarterly reports to the Board/Academy to update on progress with FTSU at BTHFT.
- 6.4 To note the ongoing work with the FTSU App and the Equality Monitoring data.
- 6.5 To note the work of the FTSU group in relation to the requirements from NHSE’s recently published FTSU policy for the NHS, the FTSU guide for leaders and the FTSU reflection and planning tool.
- 6.6 To support the staff across the organisation to complete FTSU training on the eLearning platform, including the Executive and Non-Executive team.
- 6.7 To continue supporting the FTSU team to deliver the two elements of their role. One part is the reactive – listening to workers, thanking them and supporting them so that their voices can be heard and actions taken. The other part is the proactive element – supporting the organisation to learn from the opportunities which speaking up brings.
- 6.8 To note the feedback received from staff during Q2.

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7 Appendices

Appendix 1 – FTSU Concerns raised at BTHFT in Q2 2022/23 by Quarter and by Year.



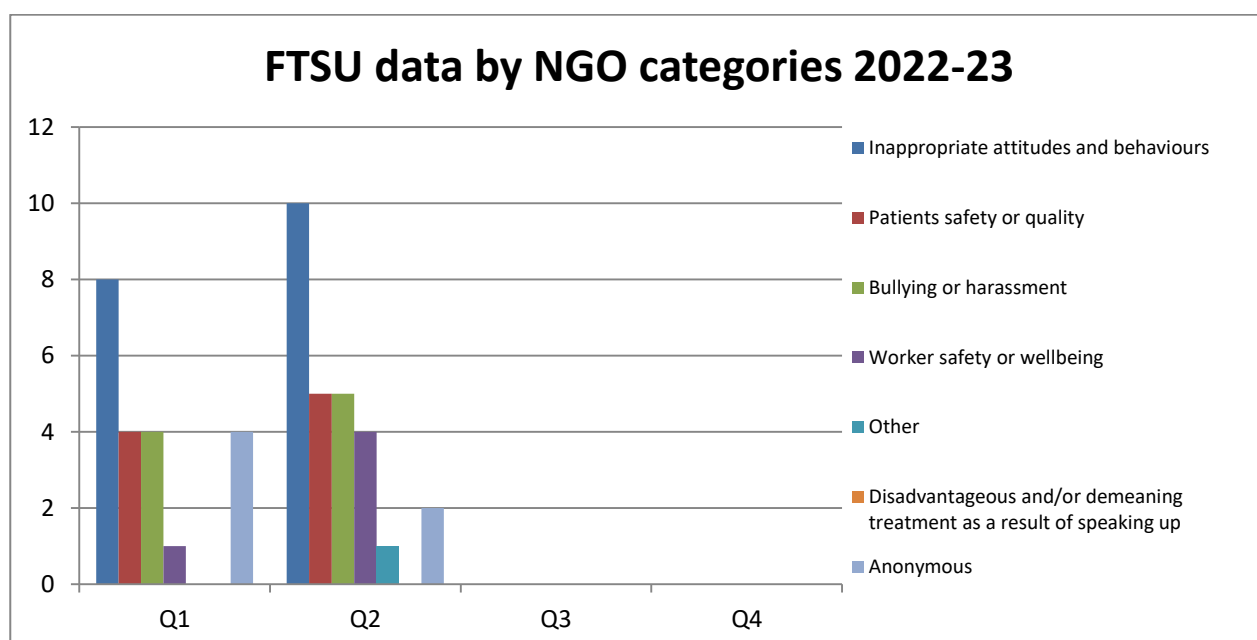
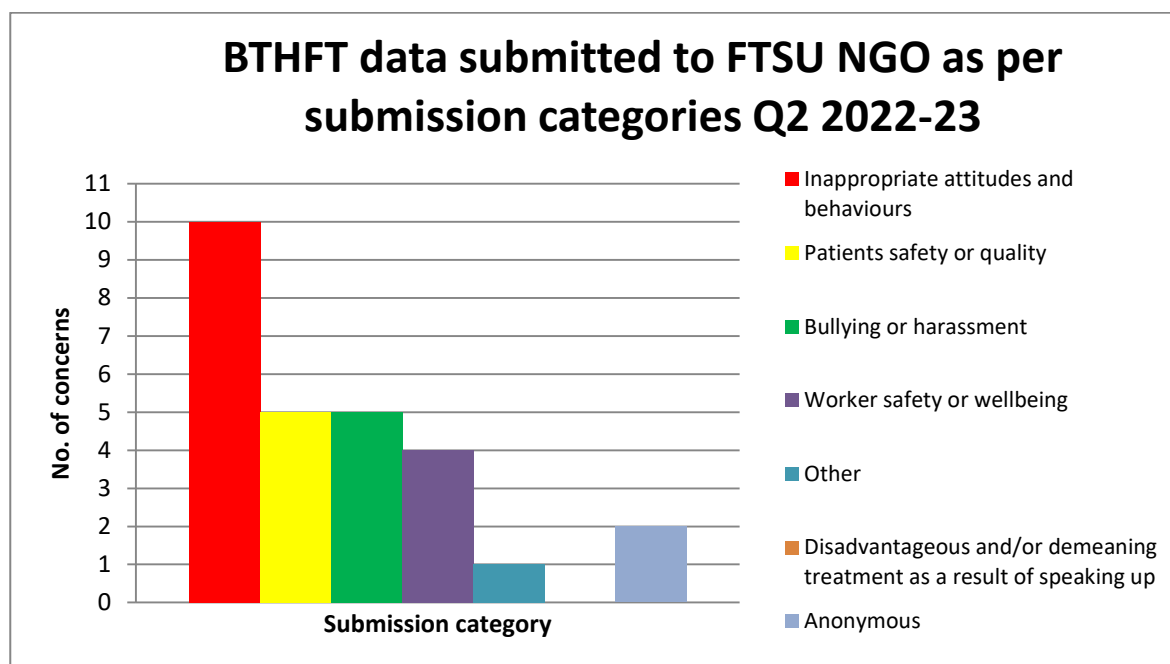
- 7.1 These graphs show the number of concerns raised at BTHFT in 2022/23 by Quarter and by full year. It is displayed alongside the previous year's data to facilitate comparison.
- 7.2 In Q2 there were 23 concerns raised to the FTSU team, which is the highest number of concerns raised in any quarter since the start of FTSU.
- 7.3 There were 2 concerns raised anonymously. An anonymous concern can be difficult in that you cannot support the staff member or give any feedback on progress. They are dealt with on an individual basis and followed through as much as possible. The NGO advocate that

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staff should be able to raise concerns anonymously if necessary. Some staff feel that they need to report a concern anonymously usually for fear of suffering detriment for speaking up.

Concerns raised by category (Using the NGO's submission categories)

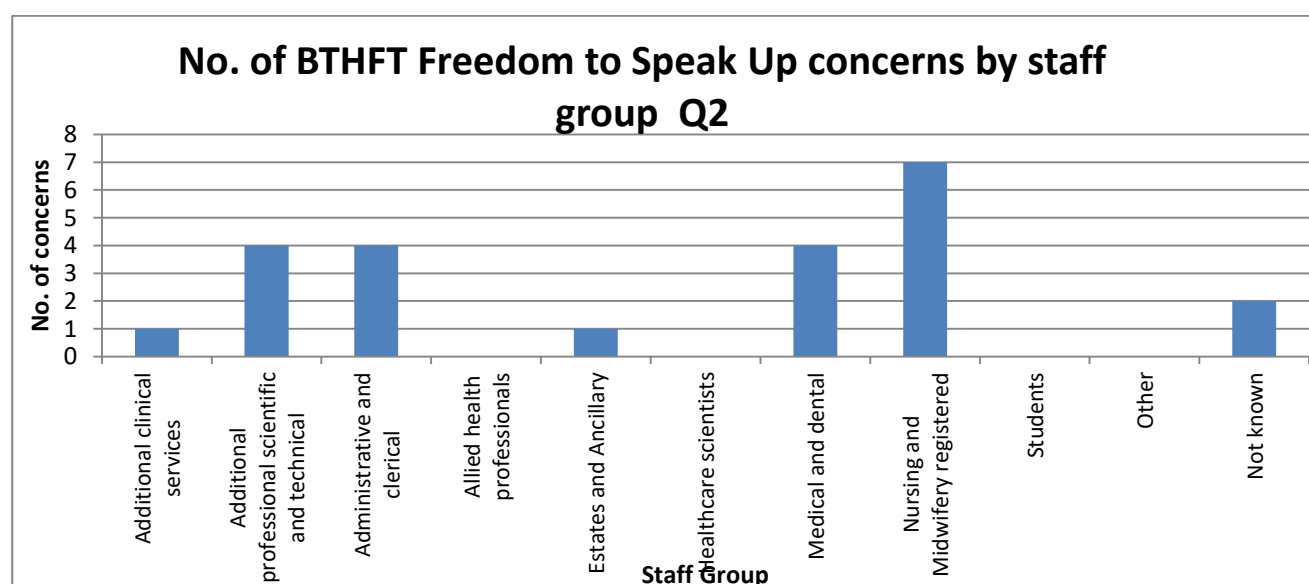
The graph below shows the concern categories for Q2 2022/23. These categories are aligned with the NGO's recording cases and reporting data guidance published in February 2022. (These are slightly different to previous years' data)



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- 7.4 In Q2, of the 23 concerns raised, 10 were raised due to inappropriate attitudes and behaviours and 5 were raised about patient safety or quality concerns. 5 concerns raised were because the person felt that they were being bullied or harassed. Some of these concerns are ongoing and being supported by the Organisational development team. There were 4 concerns raised about worker safety or wellbeing – this category is for any case that includes an element that may indicate a risk or adverse impact on worker safety or wellbeing, for example low staffing levels on a particular shift.
- 7.5 No-one this quarter has reported that they have suffered any disadvantageous and/or demeaning treatment as a result of speaking up.

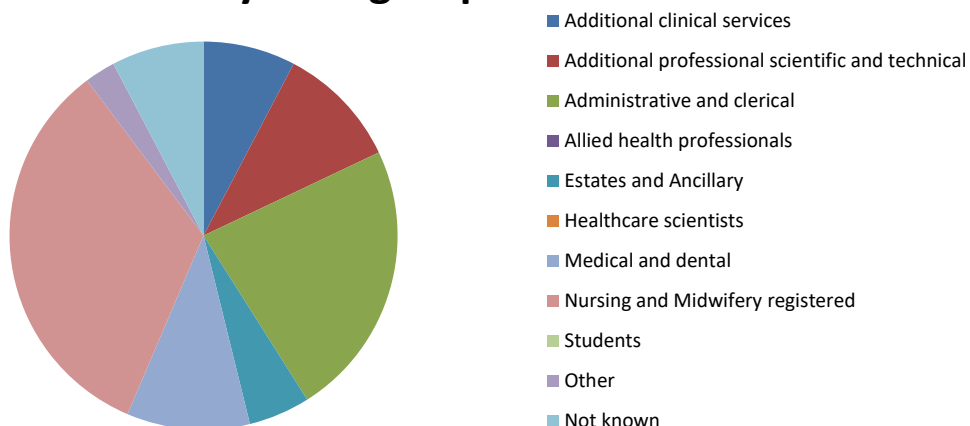
Number of Concerns by staff group for Q2



- 7.6 These professional/worker group categories are informed by feedback from the FTSU Guardians and based on NHS Digital's National Workforce Data Set
- 7.7 The staff group table show that the highest number of concerns raised in Q2 was from registered nurses or midwives. There were 4 concerns raised in the following staff groups, Medical and dental staff, Administrative and clerical staff and Additional professional scientific and technical staff, which includes scientific staff, including registered pharmacists, social workers and other roles such as technicians and psychological therapists.

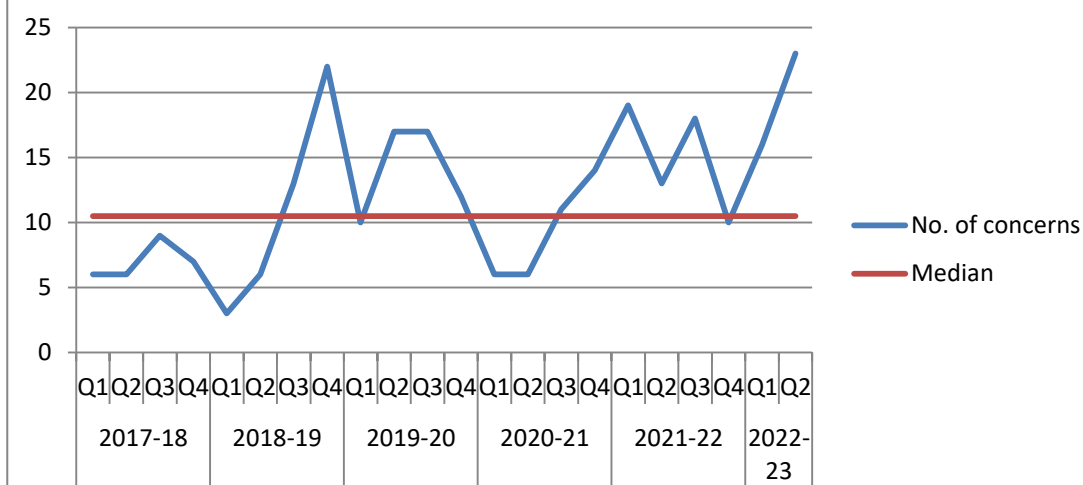
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Concerns by staff group 2022-23 Total

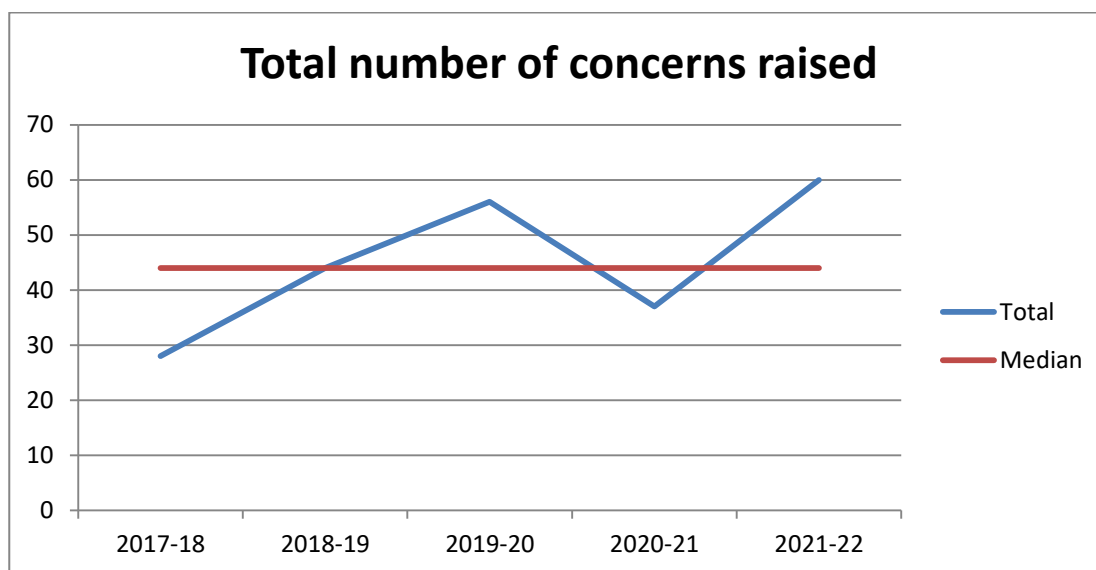


Appendix 3 – Run charts of the Total number of FTSU concerns raised by quarter and year

Total number of concerns raised



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These two charts show the number of concerns raised over time. In Q2, 2022/23 there is an increase in concerns being raised on the previous quarters.

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Appendix 3 - National Speaking up data from Quarter 1 2022/23

The headlines for this first quarter include:

- 5,312 speak up cases were raised with guardians in Q1 2022/23 according to the figures reported to the NGO; a 1.7% increase in the number of cases reported compared to the previous quarter and a 8.9% increase compared to the same quarter last year.
- Approximately a third of cases (31.0%) included an element of inappropriate behaviours and attitudes (other than bullying and harassment), the new category added for 2022/23. There was a 7-percentage point decrease in cases that included an element of bullying or harassment (23.1% in Q1 2022/23).
- Over a quarter of cases (25.6%) submitted included an element of worker safety or wellbeing. This is an 11-percentage point increase in cases with an element of worker safety compared to the previous quarter.

There are several factors that may be influencing this rise in cases such as the addition of 'wellbeing' to the wording of the category and the national issue of increasing staff pressures.

The NGO will be sharing trends and themes in speaking up cases with partners (NHSEI, DHSC and CQC) on a regular basis.

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Appendix 4 – Feedback from staff for Q2 *

Person who raised the concern **	Given your experience would you speak up again?	Feedback from the person raising the concern
1	Yes	<p>Before speaking to FTSU, I was feeling very deflated in my work. I felt not listened to and was feeling anxious about coming to work. I feared it was going to affect my work and my relationship with my colleagues.</p> <p>After speaking to FTSU, I felt able to raise my concerns with my managers. We had a long talk about how I felt and how to change that.</p> <p>FTSU really gave me a voice that I didn't have before thank you!</p>
2	Yes	<p>Thank you so much for your support and kindness with regards to the problems I had. I do hope on the back of my complaint that things will get better up there, with you behind it I am sure it will.</p> <p>You are a very approachable and fair person. You made me feel at ease and for the first time ever in any working setting I felt I was listened to and the outcome of the problem was dealt with fairly.</p>

*This includes any feedback received in Q2 but the concern may have been raised in previous quarters.

**The numbers represent the person who raised the concern to maintain confidentiality.