Board of Directors' Meeting: 11 July 2024

Agenda item	109/24
Report Title	Freedom to Speak Up Annual Report 2023-24 (inc Q4 figures)
Executive Lead	Anna Milanec, Director of Governance
Report Author	Helen Turner, FTSU Lead Guardian

CQC Domain:		Link to Strategic Goal:		Link to BAF / risk:
Safe		Our patients and community	√	
Effective		Our people	√	
Caring		Our service delivery	√	**Trust Risk Register id:**
Responsive		Our governance	√	
Well Led	√	Our partners		

Consultation Communication	N/A

Executive summary:	At SaTH our vision is that: "<u>ALL</u> staff, from frontline workers to Board level, feel psychologically safe to raise concerns - creating a Trust which is safe, transparent, kind and open, where staff at all levels are empowered and feel safe to 'Speak Up', and leaders 'Listen Up' and 'Follow Up'." This annual report includes the FTSU Q4 data and overall data for 2023/24 and provides a reflection on FTSU activity in 23/24, and a wider reflection on the Trust's journey in achieving the FTSU vision.
Recommendations for the Board:	The Board of Directors is asked to: Take **assurance** from this report.
Appendices:	Appendix 1: FTSU Feedback Appendix 2: FTSU Priorities and Improvement Plan 2024-25

National Context

According to the National Guardian's Office annual report 22/23 published in November 2023 over 100,000 cases have been raised with Freedom to Speak Up Guardians since they were first established in 2017 claiming increasing trust in the Freedom to Speak Up guardian role. 2022/23 a 25% rise the highest recorded in all the years FTSU has existed.

Speaking up in 23/24 came into sharp focus primarily by the Lucy Letby case and the accompanying media and regulatory scrutiny. The National Guardian met with the Secretary of State and recommended they consider the following four priorities

1. Leadership – including increased investment in training and mandating the Speak Up, Listen Up, Follow Up training

2. Compliance levers, and concerns that there is a lack of assurance or enforcement, on a routine basis, regarding Freedom to Speak Up and the implementation of guardians.

3. Escalation routes and individual investigations, including the power of the NGO to escalate concerns and further escalation if it does not feel appropriate action has been taken, escalation routes for guardians and enhanced guidance on external investigations.

4. Strengthening the role of the National Guardian's Office and Freedom to Speak Up guardians, including a review of the job description and funding for research to explore the impact of the role. She also requested a review of support and protection for Freedom to Speak Up guardians who feel threatened for doing their jobs.

At the time of writing there has been no further action on the recommendations as we understand.

1. **Assessment of Themes**

In 2023/24, SaTH received 217 contacts through the FTSU mechanism which is a decrease of 23% on 2022/23 of these 188 were individual concerns.

	Number of Contacts	**Number of Concerns**
April 2023 – March 2024	217	188
April 2022-March 2023	282	237
April 2021-March 2022	369	295

The previous year's contacts are contained in the table below to enable quarter and year on year comparison.

The NGO has not yet released the complete data set for the 23/24 period, so we are unable to benchmark the increase of concerns at SaTH against the national rise or decline.

	Q1	Q2	Q3	Q4	Total	Increase	National Average Increase/Decrease
2023/24	47	52	68	50	**217**	↓23%	
2022/23	71	73	79	59	**282**	↓23%	↑ 25%
2021/22	100	113	90	66	**369**	↑21%	0%
2020/21	41	82	103	78	**302**	↑110%	↑ 26%
2019/20	22	17	57	49	**145**	↑119%	↑ 32%
2018/19	10	18	18	20	**66**	↑106%	↑ 73%
2017/18	4	7	12	9	**32**	N/A	N/A

Table 1: Contacts made to FTSU since reporting began

The NGO requires all Trusts to submit their data to the national portal following the close of a quarter and are submitted in the categories contained in Table 2. Please note we also record two additional categories which we are not required to report on; 'unknown/other' and 'policies, procedures and processes' and have added these to the table below.

Category	**Q1** **23/24**	**Q2** **23/24**	**Q3** **23/24**	**Q4** **23/24**	**Total**
Bullying and Harassment	4	4	5	4	17
Patient Safety	5	3	7	10	25
Worker Safety or Wellbeing	6	7	11	4	28
Other inappropriate behaviours or attitudes	16	19	27	13	75
Policies, Procedures and Processes	13	16	16	14	59
Unknown	3	3	2	5	13
Anonymous	0	2	2	2	6
Detriment	0	0	0	0	0

Table 2: NGO reporting category themes

To note:

1. Bullying and harassment and inappropriate behaviours etc continue to be the highest reported and at the same level in 23/24, 22/23 as 21/22 at 43%, previous years, reported at 44%
2. Patient safety concerns are the lowest for 4 years and whilst we have seen a slight rise in the staff survey question of colleagues feeling safe to report patient safety concerns, this needs to be kept in focus.
3. Policies, processes and procedures has seen the most dramatic rise by 15% to 27% the highest number in 4 years. These can often be individual concerns with colleagues not knowing where to go to get the appropriate advice or barriers resolving concerns.
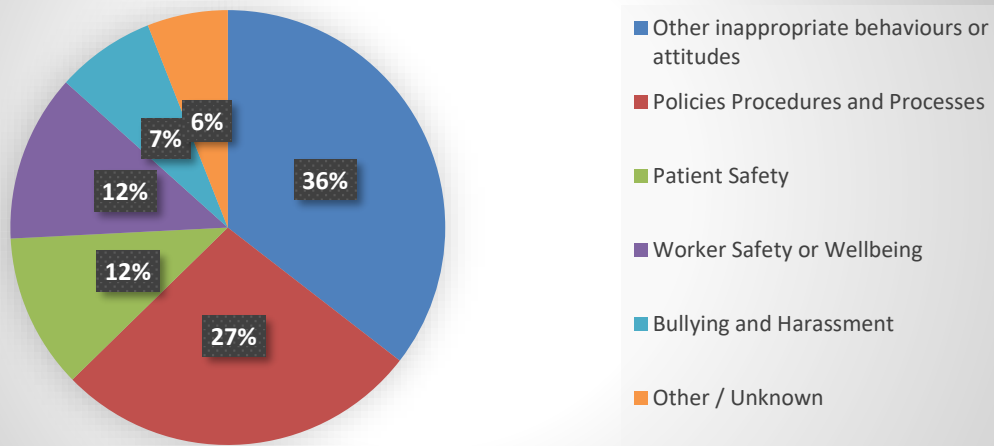
Figure 1: Nature of Concerns 23/24

Themes	20/21	21/22	22/23	23/24
Inappropriate behaviours/attitudes	24.5%	37%	33%	36%
Patient Safety	21.5%	15%	21%	12%
Policies, Processes and Procedures	11%	21%	13%	27%
Worker Safety	13%	10%	22%	12%
Bullying and Harassment	13%	7%	11%	7%
Unknown/Other	N/A	2.7%	6.7%	6%
Anonymous	1.7%	1.4%	2.5%	2.8%
Detriment	0.7%	0.5%	0.7%	0%

Table 3: NGO reporting category themes proportional year on year comparator

Concerns Raised by Profession

Professional Group	Qtr1	Qtr2	Qtr3	Qtr4	Total
Administrative and clerical	11	11	27	12	**61**
Nursing and midwifery registered	16	14	17	13	**60**
Additional Clinical Services	5	7	6	9	**27**
Allied Health Professionals	3	7	5	7	**22**
Estates and ancillary	8	4	1	2	**15**
Medical and dental	3	5	6	1	**15**
Not known/Other	1	4	1	5	**11**
Healthcare scientists	0	0	3	1	**4**
Additional professional scientific and technical	0	0	2	0	**2**
Total	**47**	**52**	**68**	**50**	**217**

Table 4: Shows professional groups of people raising concerns 2023/24

Professional Group	20/21	21/22	22/23	23/24
Nursing and midwifery registered	34%	30%	28%	28%
Administrative and clerical	24%	20%	19%	28%
Estates and ancillary	6%	8%	13%	7%
Allied health professionals	11%	19%	12%	10%
Medical and dental	8%	7%	12%	7%
Additional clinical Services	9%	8%	8%	13%
Not known/Other	1%	2%	5%	5%
Healthcare scientists	0%	0%	0.7%	2%
Additional professional scientific and technical	0.3%	0%	0.7%	0.9%

Table 5: Professional groups speaking up proportionally over the last 4 years

Points to note:

- Nurses continue to report concerns at 22/23 rates.
- Administrative and clerical colleagues reporting concerns is at its highest level since reporting began.
- Additional clinical services has seen a rise of 5% and like administrative and clerical is at its highest level since reporting began

Open/Closed Cases

Analysis of the cases still open from 21/22 and 22/23

	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Contacts	**21/22**	**21/22**	**22/23**	**22/23**	**22/23**	**22/23**
Open	4	1	1	13	13	3
Closed	86	65	70	60	64	55

Of the 35 contacts still open in reporting years 21/22 and 22/23 this equates to 10 individual concerns.

The reasons for this are:

- Investigation outcome not concluded – taken over 12 months.
- Longstanding issues in departments that will take a significant time to address.
- Timescales of management leaders responding to concerns and addressing.
- Despite significant actions taken, those raising concern report "nothing has changed".

The themes of the open cases are Patient Safety, Policies and Procedures; Worker Safety and Attitudes and Behaviours/Bullying and Harassment.

Analysis of the cases still open from 23/24

Contacts	Qtr1 23/24	Qtr2 23/24	Qtr3 23/24	Qtr4 23/24
Open	6	2	21	23
Closed	41	50	47	27

Of the 52 contacts still open in reporting years 23/24 this equates to 30 individual concerns.

The themes of the open concerns are:

Patient Safety, Policies and Procedures; Worker Safety and Attitudes and Behaviours/Bullying and Harassment.

Figure 2: Graph compares concerns raised in each quarter.

Number of concerns compared to contacts April 2023-March 2024
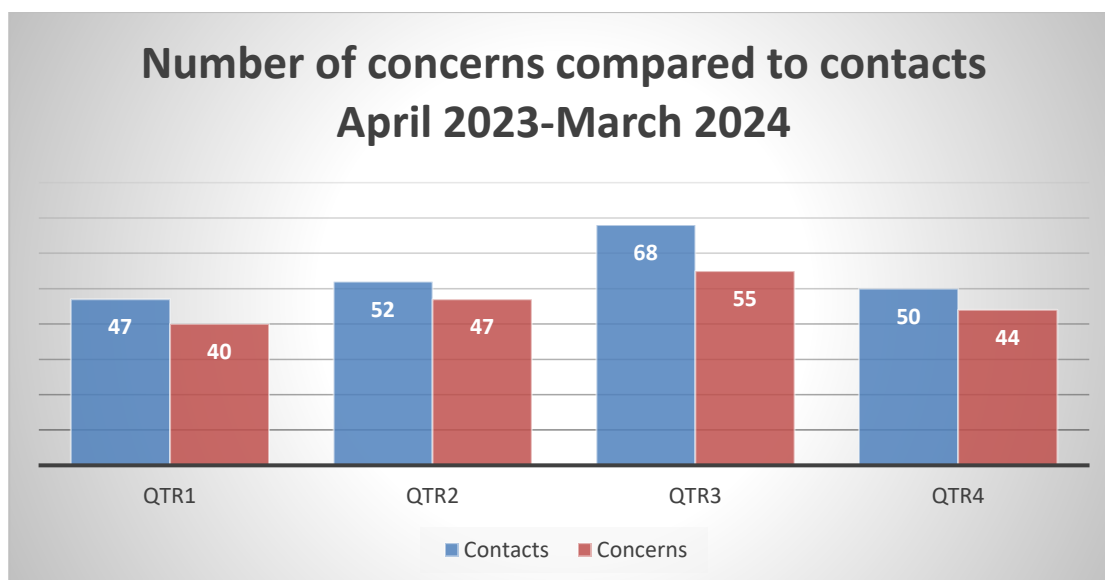
Figure 3: Figure comparing numbers of people who contacted the FTSU team vs numbers of concerns raised.

Divisional Contacts

Number of Contacts April 23 - March 24					
Divisions	**Qtr1**	**Qtr2**	**Qtr3**	**Qtr4**	**Total**
Medicine & Emergency Care	15	14	10	19	**58 (27%)**
Corporate	11	12	23	8	**54 (25%)**
Surgery, Anaesthetics & Cancer	4	15	18	10	**47 (22%)**
Women & Children's	10	4	8	4	**26 (12%)**
Clinical Support Services	6	5	8	5	**24 (11%)**
Unknown/Other	1	2	1	4	**8 (4%)**
Total	**47**	**52**	**68**	**50**	**217**

Table 7: Contacts per Division 23/24

Number of Contacts April 22 - March 23					
Divisions	**Qtr1**	**Qtr2**	**Qtr3**	**Qtr4**	**Total**
Medicine & Emergency Care	26	24	30	21	**101 (36%)**
Corporate	15	17	10	15	**57 (20%)**
Surgery, Anaesthetics & Cancer	6	10	14	11	**41 (15%)**
Clinical Support Services	19	11	7	2	**39 (14%)**
Women & Children's	5	6	16	6	**33 (12%)**
Unknown/Other	0	5	2	4	**11 (4%)**
Total	**71**	**73**	**79**	**59**	**282**

Table 8: Contacts per Division 22/23

Medicine and Emergency Care continue to be the Division where we receive most concerns from, however proportionally this has reduced compared to 22/23, with significant increases from both Surgery Anaesthetics and Cancer and Corporate Divisions. Women's and Children's Division continues to raise concerns at the same rate as last year.

An annual summary of concerns/contacts made is being submitted to each of the Divisions by the FTSU team for triangulation with other information received from workforce and patient safety.
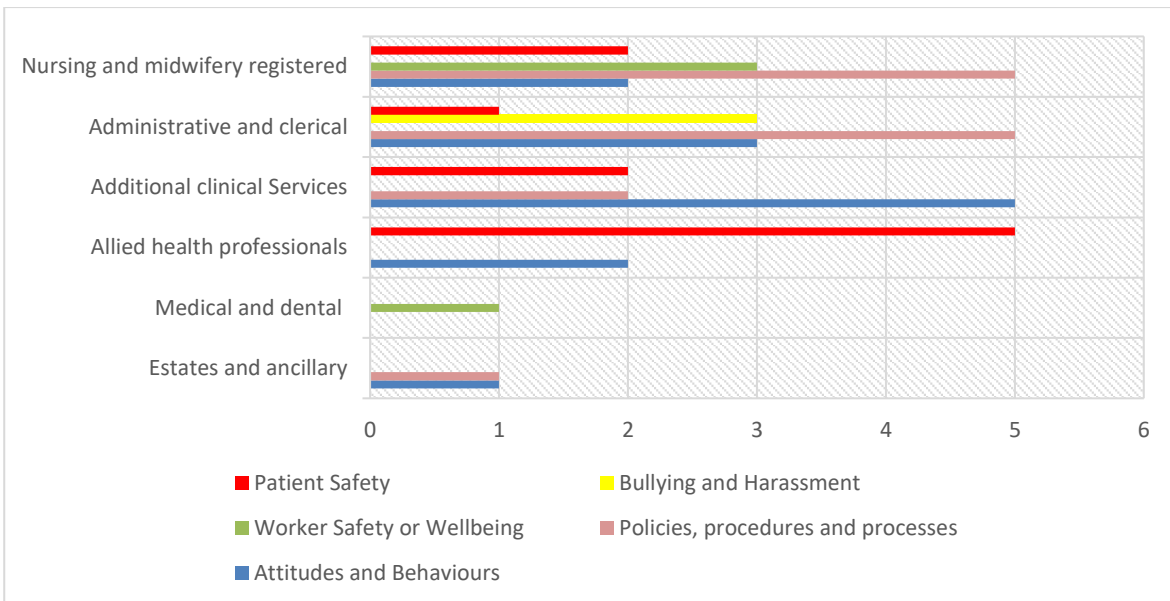

Figure 4: Graph shows the nature of concerns being raised by professional groups April 23 - March 24

Average number of days taken to close concerns

The FTSU team have now begun to monitor the average length of time from opening to closing of cases. Our 'framework for receiving a concern and escalating' has ambitious targets from the opening to closing of concerns.

1. Worker Safety/Patient Safety – 14 days

2. Bullying and Harassment/Attitudes and Behaviours/Policies/Procedures and Processes – 30 days

3. Unknown/Enquiry or Advice/Others – 60 days.

Measuring the average number of days will allow us to assess whether our targets are 'realistic'; the barriers to resolving concerns; what can be done Trust wide to remove the barriers; those barriers which maybe outside the control of the Trust.

To improve our responsiveness and learn how we can encourage colleagues to speak up and feel confident that their concerns will be addressed when they do, it is important that concerns are dealt with robustly and quickly

.
Therefore in 23/24 we began to measure the time it takes from closing to opening of a concern. The methodology used is to

- Remove those concerns that have taken 0 days to resolve
- Look at the average number of days of concerns we have closed and present the average
- Then take the open concerns and look at the average number of days open

Nature of Concern	Average number of days	Number of contacts closed
Average Time to close Patient safety quality	24	18/25
Average Time to close Worker Safety or Wellbeing	51	24/28
Average Time to close Not known/Other	52	12/13
Average Time to close Policies Procedures and Processes	55	39/59
Average Time to close Attitudes and Behaviours	58	48/75
Average Time to close Bullying or Harassment	77	11/17

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 Table1: Average number of days taken to close concerns in 2023/23

Nature of Concern	Average number of days	Number of contacts open
Average Time open Attitudes and Behaviours	189	27/75
Average Time open Bullying or Harassment	186	6/17
Average Time open Policies Procedures and Processes	154	20/59
Average Time open Patient Safety Quality	99	7/25
Average Time open Not known/Other	29	1/13
Average Time open Worker Safety or Wellbeing	28	4/28

Table 2: Average number of days for concerns that are still open in 2023/24.

Nature of concern	Number of contacts closed at zero days
Attitudes and Behaviours	11
Policies Procedures and Processes	4
Not known/ Other	4
Patient safety quality	3
Bullying or Harassment	2
Worker Safety or Wellbeing	2
Total	**26**

Table 3: Concerns at 0 days

The reason for the concerns closed at zero days:
- Individual's concerns were already being addressed through another process/route.
- Colleague just wanted a safe space to share their concerns but didn't want FTSU guardian to escalate further.

3. Key Achievements 23/24

In responding to both our local and national context, the following key achievements were made at SaTH in an effort to make speaking, listening and following up business as usual.

- 217 contacts were made through FTSU mechanism equating to 188 concerns
- 1000+ persons have attended the civility and respect session
- Presentations at international nurses; student nurses and student midwife inductions
- Attendance at weekly discrimination meeting
- October Speak Up Month activities – significant promotion of stories showcasing changes that have happened following concerns raised through FTSU.
- Support and attendance at all staff network meetings
- Monthly meetings with all Divisional HRBPs in place.
- Completed deep dive into bullying and harassment and inappropriate behaviour and attitudes.
- Staff story at Trust Board
- New FTSU policy approved at June Trust Board.
- Workshop with Board on Self Reflection Tool
- Regular contributor to STEP programme
- FTSUGs attended the national conference and local FTSU networks.
- Attendance at PSIRF away day.
- Membership of PMA/PNA Steering Group
- Attendance at RALIG
- Attendance at GoSW meetings.
- Quarterly update at Clinical Services staff side and management meeting.
- Attendance at STW ICB FTSU network.
- SLC-T reflection session following conviction of Lucy Letby.
- NHSE Presentation by Neelam Mehay on Speak Up Support Scheme.
- Measurement of closing/opening of concerns

- Quarterly update at CSS/Staffside Division
- Presentation at PAC Away Day
- Presentation at Medical Directors Away Day
- RSH Site Walkaround with Chair

In October 22, the FTSU vision and strategy was signed off by the Board with four key priorities, below is progress against the priorities, we continued with the same priorities into 23/24

1. Ensure all groups who face barriers to speaking up are supported to raise concerns, in particular working with our BAME colleagues.
   - 30 voices project complete – actions forming part of the EDI retention group.
   - We are seeing increased reports of racism which are monitored through the weekly discrimination meeting to ensure timely and robust responses.
   - Work closely with our EDI team to support promotional activities
   - Membership of ICS EDI Steering Group
   - Work from Fear Flowchart published and distributed.

2. Ensure FTSU processes are fit for purpose and in line with best practice.
   - The internal review of processes is now complete and the FTSU team are working on embedding the recommendations/better practice.

3. Working with our leaders to 'listen up' and 'follow up'
   - FTSU deliver on STEP programme
   - Divisional Annual Summaries presented to Committees.
   - Mandated online training for all staff, current figures as in mandatory training section above.

4. Alongside our cultural team colleagues, lead the Civility and Respect social movement.
   - Over 1000 staff have now received the training

FTSU mandatory training compliance

In June 2022 the Trust mandated the three levels of FTSU speak up training, core, listen up and follow up. The table below show compliance rates which have improved in the last year. However, we are still not at the Trust 90% compliance rate and are working closely with education colleagues to hit the target through identification of areas where lack of compliance is largest by offering targeted interventions if necessary.

	% Completion Q4 2022	% Completion Q4 2023
FTSU – Core – Training for all Workers	76%	89.46%
FTSU – Listen Up – Training for all Managers	62%	79%
FTSU – Follow Up – Training for Senior Leaders	34%	59%

Table 8: Showing Freedom to Speak Up training compliance by staff

Key Performance Indicators

1. **Our Cultural Dashboard achieves a 3% increase year on year in all themes.**

   In 23/24 the dashboard increased by 4.5% overall – individual scores underneath

	2021	**2022**	**2023**	**National Average 2023**
Compassion	62%	64%	66%	76%
Learning and Innovation	49%	52%	58%	71%
Health and Wellbeing	48%	51%	57%	72%
Vision and Values	51%	51%	57%	71%
Goals and Performance	58%	57%	62%	86%
Teamwork	72%	73%	75%	81%

   Table 9: Cultural dashboard scores

2. **Sickness absence rate is below 4%**
   End of Q4 – 5.1%

3. **People turnover is below threshold of 14.1%**
   End of Q4 – 11.1%

4. **Staff Survey response rate surpasses**
   In 23/24 the staff survey response rate achieved 45%, a 4% decrease on the year before.

5. **Staff Survey key questions for speaking up FTSU 20a, 20b and 25e and 25f increase.**

		2023 Organisation	2022 Organisation	2023 Movement
20a (19a)	I would feel secure raising concerns about unsafe clinical practice (Agree/Strongly agree).	65.6%	64.7%	↑0.9%
20b (19b)	I am confident that my organisation would address my concern (Agree/Strongly agree)	49.1%	44.9%	↑ 4.2%
25e (23e)	I feel safe to speak up about anything that concerns me in this organisation (Agree/Strongly agree).	55.7%	49.5%	↑6.2%
25f (23f)	If I spoke up about something that concerned me I am confident my organisation would address my concern (Agree/Strongly agree).	41.7%	35.6%	↑6.1%

Note: staff survey questions for speaking up remain the same but their numbers have changed since last year, in the previous year they were 19a, 19b, 23e and 23f.

Staff Survey

In 23/24 the staff survey results for the questions that relate to speaking up improved overall at SaTH bucking the national trend

Whilst the survey score improvements should be celebrated, and we have had confirmation from the National Guardians Office that we are one of the most improved Trusts in the country in terms of these questions, nevertheless there was a downturn in the percentage of staff who took part in the survey, albeit per headcount the same number as last year.

Looking at it through this lens, 55% of our workforce have stayed silent and it is incumbent upon us to understand that silence.

SaTH still remains 'significantly worse' than the average score across Acute Trusts, but it is pleasing to report we are no longer in the bottom 10 in England for these questions as we have on each of the preceding years they have been part of the survey.

In last year's annual report, we also reported on the professional groups and have continued with the same this year enabling a year-on-year comparator. The most concerning aspect to note is the decline in clinical staff feeling safe to raise concerns about unsafe clinical practice

	Additional Prof Scientific and Technical	Additional Clinical Services	Admin and Clerical	AHPs	Estates and Ancillary	Healthcare Scientists	Medical and Dental	Nursing and Midwifery Registered	National Average
20a (19a)	63.4%	68.2%	52%	73.7%	52.7%	69.1%	67.7%	73.2%	70.8%
20b (19b)	39.6%	50%	41.9%	43.4%	49.8%	40.2%	44%	44.9%	55.7%
25e (23e)	52.5%	49.7%	47.9%	52.1%	44.4%	54.9%	55.3%	48.6%	60.3%
25f (23f)	29.7%	38.7%	35.6%	38.2%	37.7%	34.2%	35.2%	33.4%	47.2%

Table 11: Staff Survey 2022/23 – Professional Groups

	Additional Prof Scientific and Technical	Additional Clinical Services	Admin and Clerical	AHPs	Estates and Ancillary	Healthcare Scientists	Medical and Dental	Nursing and Midwifery Registered	National Average
20a (19a)	66.2%	67.7%	57%	70.2%	57.5%	66.9%	66.4%	72.5%	70.4%
20b (19b)	43.2%	51.7%	46.7%	47.7%	53.5%	43.9%	44%	50.8%	56%
25e (23e)	54.7%	58%	54.3%	56.4%	56.2%	53.8%	59.6%	54.7%	61.4%
25f (23f)	30.7%	46.2%	42.2%	33.8%	51.1%	34.6%	42.1%	40.1%	48.2%

Table 12: Staff Survey 2023/24 – Professional Groups

Key	
Increase 0.5% +	
Stay the same	
Decrease over 0.5%+	

> ➤ **Speak up barriers**

- Fear of detriment remains a factor one colleague made the comment about an area of the organisation that it was well known that if you spoke up, you would be moved to what was considered a lesser area of the service without your consent.
- Consistent reports in the media about negative treatment of those who have spoken up for example the Lucy Letby case or colleagues at UHB
- Culture in teams where upward feedback is known not to be welcome.
- Processes and systems that do not allow for quick resolution of issues.

- Issues that have been known for many years yet remain a problem.

- **Listen up barriers**

- The turn-around time for concerns to be heard and addressed is another barrier to speaking up as the Guardian depends on other colleagues to address escalated matters and ensure resolution. Often time, the urgent cases such as patient safety receives quick responses, but others issue around workers wellbeing, bullying and harassment, attitudes and behaviours can take time to address. This is often not healthy as people raising concern have to continue working in a toxic environment and sometimes with the person, they have an unresolved issue with.
- Lack of responsiveness to requests for simple solutions from colleagues can take a long time and causes a sense of futility and disengagement to staff who want to be allies or are offering ideas and support from the ground.
- Lack of engagement from those dealing with concerns and also those raising concerns once the issue has been escalated.
- Defensiveness when concerns are raised to supervisors/managers.

- **Follow up barriers.**

- Feedback whether that be in a timely manner or at all when looking into concerns is one of the major barriers we hear as a FTSU team.
- Whilst we often deal with the acute situation, there can be a lack of action to tackle and then learning from the chronic issues which led to it.
- Lack of engagement from those dealing with concerns and also those raising concerns once the issue has been escalated.
- Experience of how to resolve concerns raised, particularly behavioural and cultural.
- Difficulties resolving concerns amid complex team dynamics.
- Governance around the concerns are we embedding the learning?

Conclusion and Next Steps.

Overall FTSU has had a positive year at SaTH, good improvements overall in the staff survey, achieving all but one of our KPIs and commendation at a national level are all indicators of progress made. However, we have a significant way to go and again refer back to the 55% of colleagues who did not complete the staff survey and chose to remain silent.

Next steps are contained within our improvement action plan appended to this report.

Feedback

Yes	Personally speaking I found FTSU very helpful, with support and advice given. It was good to have a bridge to HR and advice on other help available. It also helped to be able to talk about any concerns I had at the time, knowing that anything discussed would treated in a sensitive and confidential manner
Yes	You reassured me and guided me to the correct people, being HR. You also offered to have the conversation with them if I didn't feel comfortable or confident to do so. Above all, I felt listened to. Thank you for what you did for me.
Yes	XXXX made me feel instantly better and made me feel safer in my role immediately. She gave me really good, helpful advice and guidance and followed up after to make sure everything was resolved.
Yes	Speaking up means I get to express my fears and get support when needed. When I spoke up, The FTSU representative treated me with dignity, listened without showing judgement and supported me to take measures to discuss with my manager. I was able to address my concerns with the manager and we are on a recovery path where I am still watching and learning as well.
Yes	Yes i would absoultely speak up again, it was reassuring to know that someone was there at the end of the phone, and someone who actually listened to what my concerns were. i have worked here for years, and never felt the need to raise a concern, especially around safe staffing levels. Within an hour of doing so i had the head of nursing on the ward who continued to listen and communicate all of the plans that were in place to improve on my concerns and queries. This was hugely reassuring and gave me the opportunity to feedback to the rest of the team who had the same concerns. Had this information been passed to me as a B6 i would have been able to diseminate to the team and this would have removed a lot of staff anxiety. I then took part in a recruitment drive, which introduced over 100 applicants at HCA level who after the interviews and recruitment process are slowly starting to appear on the wards. The process has been lengthy, but the patients and staff are soon to see the rewards of the last few months

Maybe	I found it very useful to talk to someone out of my division and to have the time to feel listened to and it enabled me to collate my thoughts and feeling. This empowered me to continue to raise this issue within my own area. I felt valued and that my concerns were valid. Also, I am aware you also raised my concerns on my behalf which validated them when I continued to discuss them
Yes	Very supportive. Good listener. It was good to have an objective opinion in order to gain some clarity on the situation. Excellent communication, always getting back to me and making themselves available. Offered the help and support I needed in a situation I was not feeling supported in locally.
Yes	Its important to speak up - on behalf of others or for the organisation to recognise areas of improvement for patient care and staff well-being
Yes	We feel as a ward that the FTSU Guardian raised our concerns and helped us resolve the issue when we felt no-one was listening
Yes	*"Overall, I am very glad I spoke up (and am happy to share that) and although I hope that nothing like that ever happens again I would do so again and strongly encourage others to do so."*
Yes	It was useful to know that help and support is there outside of your working area. Someone to talk to
Yes	Having a platform has enabled me to speak up when I previously may not have done. This will now be part of my own values, to speak up at every moment
Yes and Maybe	*My experience of the Freedom to Speak Up team was really positive. XXXXX was very helpful and supportive, and quickly looked into the ways I could address the problems I am having, and I felt reassured that my concerns were being listened to, and mattered to the organisation.* *However, as a member of bank staff, I still do not feel empowered to approach these issues in any formal or informal manner, especially when it concerns a permanent member of staff, as I fear for job security. Therefore I would definitely use the service again for advice, but addressing the actual problem would take a lot of courage, and so as yet, there has been no change in my individual circumstances at work.* *I think a really useful question in the monitoring section of this form would be whether staff are permanent, temporary, bank, agency etc as I think this has a real impact on the ability to speak up. Thanks!*

Yes	The issues were all resolved informally and now I have returned to the Trust on the same department and have been welcomed back. The Manager with whom I had the issues and I have resolved our differences informally and there has been no reoccurrence of the situation. Many thanks for your kind assistance I felt very well supported by you during the issues raised.
Yes	*The process was straightforward. XXXX was very patient and helpful. The result is that positive change appears to have occurred in my department. I will continue monitoring the situation.*
Yes	I will as it was of a great help
Yes	Speaking up helped me cope with work related stress. The concerns I spoke up with XXXXX, the Freedom to speak up guardian at SaTH were dealt professionally and fairly. One to one conversation with the Freedom to speak up guardian provided me a confidential space to create discussions, generate ideas and to think from other's perspective. Chan supported me throughout the stressful period and I felt safe and confident in sharing my worries with her. I have been given direction and follow up support even after the issue was dealt with. I would speak up again as I trust the FTSU process and the team. I would recommend the Freedom to Speak up team at SaTH to every staff member
Yes	Because wrong doings should be stopped, and it can only be done by raising awareness and concerns at the right time. I can't thank you enough for the support and courage you gave me in my difficult times. Thanks a million
Maybe	If I felt I had to in the interests of patient safety or to improve services I would, especially if it was something I felt was very wrong or a relatively easy fix

Appendix 2

FTSU Priorities and Improvement Plan 24/25

This improvement plan has been put together following a Board workshop to consider principles 2 and 4 of the Board self-reflection tool on 1 November 2023

Priority	What We Plan To Do	Lead	Progress	Outcomes: What is the difference we want to see Measure of Success: How will we know
1. Working with our leaders to 'listen up' and 'follow up':	• Mandatory online training compliance rates for all levels are 90% and above • Target areas that have low staff survey results on the speaking up question and correlate with mandatory training rates • Inclusion of FTSU in SaTH leadership programmes this will also include discrete sessions for Managers on 'Listening Up' • Focus on dissemination of improvement • Part of Executive appraisals.	FTSU Lead and Executive FTSU Lead	Compliance rates are rising with the exception of senior leaders, but none have hit the 90% mark yet. FTSU/Psychological Safety included in Galvanise; STEP and FOTSAL Improvement stories are now more widely shared and we aim for 10 per stories per year.	The KPIs for FTSU keep improving year on year.

	• Further education on the NED roles within FTSU/Speaking Up Culture • Walkarounds by NEDs with FTSU Lead and Guardian • Round Table with Board of Directors on hotspots in the Trust • Detriment – section on detriment in FTSU public Board paper and ARAC paper • Detriment section on FTSU intranet page • Consider detriment through speak up month 2024. • Include NED Lead in the FTSU policy			
2. Working with our leaders to empower staff to 'speak up' and offer suggestions for improvement.	• Further education on the NED roles within FTSU/Speaking Up Culture • Walkarounds by NEDs with FTSU Lead and Guardian • Consider Just Culture as part of our organisational improvement plans	NED Lead for FTSU/Executive Lead for FTSU/FTSU Lead		The KPIs for FTSU keep improving year on year.

	• Relaunch our managers handbook to include how to handle concerns.			
3. We will raise awareness of FTSU through regular and diverse communications so all staff are aware of how to raise concerns.	• We will improve our Communications on FTSU by beginning to measure the effectiveness of our Communications plan	FTSU Lead/Comms Team	Comprehensive plan, worked up with Communication colleagues	The KPIs for FTSU keep improving year on year.
4. Ensure feedback is obtained concerning FTSU experience to enable continuous improvement.	• Ensure that all those who have utilised the mechanism have the opportunity to feedback on their experience • Update the FTSU raising concerns framework timescales to correlate with patient safety and workforce timeframes. • Analysis of FTSU at SaTH through Model Hospital Mechanism	FTSU Lead		
FTSU Through the Audit Committee Lens				
5. Does the comprehensive Policy for Freedom to Speak Up in place support the Trust's Freedom to Speak Up Strategy? Are the Policy and	Strategy to be reviewed in 2025 and will be aligned with policy.	FTSU and Executive Lead	Policy and Strategy Implemented June 2023 and October 2022 respectively. Policy in line with national template.	The KPIs for FTSU keep improving year on year.

Strategy consistent with the guidance from the National Guardians Office? Is there a process to review the alignment regularly?				
6. Is there sufficient resilience for supporting FTSU Guardians and Ambassadors roles? Has the FTSU Guardian been trained to the standards specified by the National Guardians Office and is registered on the National Guardian Office Database? Has the Trust nominated both an Executive and Non-Executive Director as leads for FTSU? Have both received training from the Guardian?	• Training for NED and Exec Lead by Guardian • Ambassador network requires reviewing to enable more capacity in the system.	FTSU and Executive Lead	2 x WTE Guardians. 35 x ambassadors. Both Guardians have completed annual refresher training and registered on national Guardian database. Executive Lead/NED Leads in place.	The KPIs for FTSU keep improving year on year.
7. Are there procedures in place to ensure that all staff are aware of their right to access the office of the FTSU Guardian freely without any potential victimisation? Does all staff and senior leaders' induction training include a section regarding the FTSU agenda? Is compliance with the training reported with other mandatory training returns?		FTSU Lead	FTSU is part of Corporate, student nurse, midwife and junior doctor induction. FTSU annual Comms plan including quarterly attendance at Cascade; regular parts of Chief Executive message. FTSU online training mandated and monitored. Reported on to BoD/ARAC. Process for reviewing detriment additional part of FTSU policy.	The KPIs for FTSU keep improving year on year.
8. Does the Trust have a forward-looking calendar for completing the NHSE self-assessment tool for FTSU? Does this include the FTSU		FTSU and Executive Lead	Yes, next seminar for the Board self-assessment tool is 28.11.24	The KPIs for FTSU keep improving year on year.

Board development workshop?				
9. Has the Trust identified which governance arrangements the FTSU Guardian should sit on and report to? Does the Trust Board also receive, as a minimum, an annual report from the Guardian on the FTSU activity from the previous year?		FTSU and Executive Lead	Yes, reports to ARAC twice a year and Board twice a year.	The KPIs for FTSU keep improving year on year.
10. Has the organisation allocated resources / budgets to produce information in support of "Speak Up" campaigns such as: posters, animated videos etc.		Executive Lead	Whilst there is no specific budget for FTSU. There has been money available through Comms/CEO budget and Charitable Funds for various campaigns and collateral when needed.	The KPIs for FTSU keep improving year on year.
11. Is the recording of concerns raised undertaken in accordance with Trust Policy and National Guardian Office guidance? Are detailed outcomes recorded as part of the investigation and held securely with restricted access?	• Recording of detailed outcomes is not routinely undertaken for a variety of reasons. To address this, we are introducing 'FTSU Leaders Response' Document	FTSU Lead	Yes, we have updated our recording template to be in line with the Recording Data – New Guidance published February 2024	The KPIs for FTSU keep improving year on year.
12. Is feedback provided to the individual raising the concern where possible (not always possible if the concern is anonymous)?	• Effectiveness and improving times of opening to closing concerns needs further work	FTSU Lead	Yes, we routinely provide feedback and at the close of a concern also ask for feedback.	The KPIs for FTSU keep improving year on year.
13. Is the effectiveness of these administrative mechanisms for FTSU assessed and reported to the audit committee, quality committee, workforce	•	Executive Lead	Yes, reports to ARAC and Board.	The KPIs for FTSU keep improving year on year.

committee, or other appropriate committee for assurance purposes before escalation to the Board?				
14. Are lessons learned and relevant actions taken from concerns shared and implementation monitored?		FTSU Lead	We share stories wherever possible, particularly during speak up month. There are lessons learned and actions taken but it can be indiscriminate, due to the high levels of concern raised. isn't always possible to monitor implementations. Plus, all concerns that do come through to FTSU don't necessarily have learning attached for the organisation	The KPIs for FTSU keep improving year on year.