

## BOARD OF DIRECTORS MEETING (Open)

Date: 13 February 2019

Item Ref:

11
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<b>TITLE OF PAPER</b>	<b>Freedom to Speak Up Self-Review Report (January 2019)</b>
<b>TO BE PRESENTED BY</b>	<b>Clive Clarke, Deputy Chief Executive/Director of Operations</b>
<b>ACTION REQUIRED</b>	For information

<b>OUTCOME</b>	For Board to be assured of the Trust has completed the self-review of Freedom to Speak Up (FTSU) as required by NHS Improvement and the National Guardian's Office guidance and expectations.
<b>TIMETABLE FOR DECISION</b>	February 2019
<b>LINKS TO OTHER KEY REPORTS / DECISIONS</b>	
<b>STRATEGIC AIM STRATEGIC OBJECTIVE BAF RISK NUMBER &amp; DESCRIPTION</b>	Quality & Safety; A1 02; 03 and 04 People: A2 01; 03 and 04 Future Services: A3 01; 03 and 04
<b>LINKS TO NHS CONSTITUTION &amp; OTHER RELEVANT FRAMEWORKS, RISK, OUTCOMES ETC</b>	
<b>IMPLICATIONS FOR SERVICE DELIVERY &amp; FINANCIAL IMPACT</b>	
<b>CONSIDERATION OF LEGAL ISSUES</b>	

<b>Author of Report</b>	Wendy Fowler, Julie Walton and Anita Winter
<b>Designation</b>	Freedom, To Speak Up Guar
<b>Date of Report</b>	February 2019

## SUMMARY REPORT

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**Report to:** BOARD OF DIRECTORS

**Subject:** Freedom to Speak Up Self-Review Report

**Author(s):** Wendy Fowler, Julie Walton and Anita Winter

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### 1. Purpose

<i>For Approval</i>	<i>For a collective decision</i>	<i>To report progress</i>	<i>To seek input from</i>	<i>For information</i>	<i>Other (please state below)</i>
				X	

The purpose of this report is to outline the Trust's position following completion of the Trust self-review of Freedom to Speak Up (FTSU) as required by NHS Improvement and the National Guardian's Office guidance and expectations.

### 2. Summary

#### Introduction

NHS Improvement (NHSI) and the National Guardian's Office produced guidance for Boards on Freedom to Speak Up (FTSU) in NHS Trusts and NHS Foundation Trusts (Trusts) in May 2018. The intention is for the guide to be used as a benchmark for good practice.

It is expected that Trusts will undertake a review against the expectations articulated within the guide to assess speaking up processes and connections with patient safety and staff experience within the Trust.

The guide is aligned to the Care Quality Commission (CQC) key line of enquiry 3, which forms part of the assessment of the 'Well-led' question and looks at the Trust's speaking up culture.

KLOE 3 – "Is there a culture of high-quality, sustainable care?", for example:

- "What are the outcomes from whistleblowing?"
- "Do staff feel able to raise concerns?"

The findings of the review has been used to inform an action plan for areas where further improvement and development have been identified.

The self-review tool provided by NHSI has enabled an in-depth review of leadership and the governance arrangements in relation to FTSU.

The self-review tool focussed on the following areas:

- Leaders are knowledgeable about FTSU
- Leaders have a structured approach to FTSU
- Leaders actively shape the speaking up culture
- Leaders are clear about their role and responsibilities
- Leaders are confident that wider concerns are identified and managed
- Leaders receive assurance in a variety of forms
- Leaders engage with all relevant stakeholders
- Leaders are focussed on learning and continual improvement

The self-review refers to senior leaders, which have been identified as executives and non-executives within the Trust. The self-review tool also looks at individual responsibilities for the:

- Chief Executive and Chair
- Executive lead for FTSU
- Non-executive lead for FTSU
- Human resource and organisational development directors
- Medical Director and Director of Nursing

The Trust saw the self-review process as an opportunity to take a deeper, broader review of the FTSU processes by looking at a cross-section of the organisation. This has entailed engaging with staff, managers and leaders across the Trust to establish a baseline assessment of FTSU to be used to inform future improvement.

### **Methodology**

The following methodology was used to allow for a comprehensive and meaningful completion of the tool provided:

- Trust Board members: Structured meetings with Trust Board members either through face-to-face meetings or as a group
- Trust Management Group (TMG): A survey monkey was used to ascertain the knowledge and views of the senior management team with a presentation and discussion of the findings at a TMG meeting
- Trust Governors: A survey monkey was used to ascertain governor views on FTSU
- Staff across the Trust: A Trust-wide survey monkey was used to ascertain the knowledge and views of the wider staff teams and included taking opportunities at Trust events to collect views and feedback

### **Assurance**

- Much work has been undertaken since the introduction of the FTSU Guardian role within the Trust. Focus has been on promoting the role and establishing processes and systems to handle and respond to concerns raised. Staff awareness has increased and staff on the whole, report they feel able to raise concerns.
- Senior leaders are knowledgeable and committed to speaking up and ensure concerns are appropriately escalated. Communication is seen as key to effective FTSU issues, both from the reporting stage and communicating to the appropriate senior leader to learning and promoting positive outcomes.

- The next phase of development is to further embed FTSU across the Trust, introduce a more structured approach, such as developing a FTSU vision and strategy. Further development of how lessons can be shared and influence change in practice is the next step, along with establishing more robust quality assurance processes.

## **Findings**

Improving safety in and across the Trust is a high priority and FTSU is seen as playing a key role in identifying potential areas of risk and unsafe practice. In combination with other data from incident reporting, learning from deaths and complaints it is recognised that together these create an opportunity for the Trust to identify areas of concern more effectively. (Refer Appendix 1)

## **Workforce**

To ascertain views directly from the workforce, a FTSU workforce survey was undertaken. This was a combination of a survey monkey and a paper survey from staff conferences and meetings.

In total 327 staff responded.

- 80% confirmed they had heard of the FTSU Guardian
- 87% knew how to raise a concern
- 89% felt able to raise a concern

However,

- Only 67% felt raising a concern made a difference

## **Senior Leaders**

The national guidance defines senior leaders for the purposes of the self-review as executives and non-executives. However, for a more multi-dimensional approach, the Trust self-review also included ascertaining views from the Trust Management Group (TMG), which comprise of senior leaders across corporate and operational services.

A survey monkey was undertaken, based on the national tool, a presentation of findings and table top discussions were facilitated.

The results demonstrated that TMG members were confident that leaders were knowledgeable about FTSU and that there was robust challenge to improve patient safety. However, from discussions there was general agreement that the next stage of development for FTSU was improving on lessons learnt, removing barriers to speaking up and building staff confidence that FTSU makes a positive contribution to safety and patient experience.

## **Executives/Non-Executives**

Structured meetings were held with executives and non-executives based on the national guidance tool. Senior leaders were aware of the national guidance relevant to their role, committed to FTSU and keen to ensure the process added value, particularly when triangulated with other data sources.

It is recognised that the focus has been on introducing the FTSU Guardian role, raising staff awareness and developing systems to handle and address concerns raised. There is a FTSU policy in place and lines of reporting and support for the FTSU Guardian. As the role is in the process of embedding, it is recognised that it has been too early to audit and evaluate systems and process for assurance purposes and this is an area for development.

Although senior leaders and staff generally are aware of the role of the FTSU Guardian, there is no formally articulated vision or strategy. This presents as an opportunity for development and consideration should be given as to whether these should be stand alone, linked to other strategies such as the Organisational Development and Workforce Strategy or subsumed within other strategies, albeit as a distinct entity within these.

The FTSU Guardian has access to all senior leaders and support with sources of information. There are regular meetings with the Chief Executive, Chair and with the executive lead for FTSU. However, it is recognised that there is no named non-executive lead at this time.

Executives are visible within the organisation, but this is not the case for non-executives who recognise that this is an area for development.

Effective communication is acknowledged as key to FTSU, from promoting speaking up, to ensuring escalation to appropriate senior leaders, optimising engagement within the organisation and with external stakeholders to sharing lessons and positive outcomes across the Trust. This is recognised as an area for further development. The findings of the self-review demonstrate that much progress has been made in introducing speaking up within the Trust. Now that this first stage has started to embed, the next phase will be with ensuring that there are robust systems in place to assure that concerns are dealt with appropriately, lessons are learnt and influence change that improves safety and patient experience.

### **3 Next Steps**

The self-review has identified areas for development, an action plan has been drafted (Appendix 2) and approved by the Executive Directors' Group.

Board are asked to receive the report and note the action plan.

### **6 Contact Details**

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## Freedom to Speak Up self-review tool for NHS Trusts and foundation Trusts' (May 2018)

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
<b>Our expectations</b>			
<b>Leaders are knowledgeable about FTSU</b>			
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.	Senior leaders are aware of the national guidance in relation to their role.		<ul style="list-style-type: none"> <li>• FTSU Board Reports 9<sup>th</sup> May 2018 &amp; 14<sup>th</sup> November 2018</li> <li>• Meeting feedback with executives and non-executives</li> <li>• Presentations to TMG and Board</li> <li>• Attendance at external conferences i.e. NHSI January 2019</li> <li>• Presentations and updates from FTSU Guardian</li> </ul>
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.	Senior leaders are able to articulate learning from issues raised. Work continues on communicating learning. However, there is no specific FTSU vision in place.	<ul style="list-style-type: none"> <li>• Develop a formal FTSU vision</li> <li>• Embed communication of learning within the Trust</li> </ul>	<ul style="list-style-type: none"> <li>• FTSU Board Reports 9<sup>th</sup> May 2018 &amp; 14<sup>th</sup> November 2018</li> <li>• Meeting feedback with executives and non-executives</li> <li>• TMG survey and discussion 10<sup>th</sup> January 2018</li> </ul>

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
<b>Our expectations</b>			
<b>Leaders are knowledgeable about FTSU Cont.</b>			
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.	Senior leaders are able to articulate the place of FTSU in leadership strategy and the importance of learning within the organisation. However, this is not explicitly referred to in strategy and the development programme.	<ul style="list-style-type: none"> <li>Review the leadership strategy and development programme</li> </ul> (To ensure there is clarity over the importance of learning from issues raised by people who speak up)	<ul style="list-style-type: none"> <li>Meeting feedback with executives and non-executives</li> <li>Review of Trust documentation</li> <li>Document review</li> </ul>
Senior leaders can describe the part they played in creating and launching the Trust's FTSU vision and strategy.	Senior leaders are able to articulate their contribution to the creation and launching of the FTSU process within the Trust.  There is no formal FTSU vision or strategy presently in place.	<ul style="list-style-type: none"> <li>Develop a formal FTSU vision and strategy</li> </ul>	<ul style="list-style-type: none"> <li>Meeting feedback with executives and non-executives</li> <li>Review of Trust documentation</li> <li>Meeting with FTSU Guardian</li> </ul>

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
<b>Our expectations</b>			
<b>Leaders have a structured approach to FTSU</b>			
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.	<p>Senior leaders are confident about the role and process for speaking up, although this is informal at present. There is a policy in place.</p> <p>Consideration is being given on how to link other information into speaking up matters such as complaints, incidents and litigation to understand any triangulation of corroborative information.</p>	<ul style="list-style-type: none"> <li>• Develop a formal FTSU strategy</li> <li>• Consider developing an integrated performance report</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting feedback with executives &amp; non-executives</li> <li>• Review of Trust documentation</li> <li>• Meeting with FTSU Guardian</li> </ul>
There is an up-to-date speaking up policy that reflects the minimum standards set out by NHS Improvement.	<p>There is a speaking up policy in place, which is being reviewed.</p> <p>Further development is being considered on how to improve clarity over dealing with multiple issues that relate to other reporting routes such as governance and HR.</p>	<ul style="list-style-type: none"> <li>• Complete the review of the FTSU Policy and re-issue</li> </ul>	<ul style="list-style-type: none"> <li>• HR015: Speaking Up – Freedom to speak up: Raising concerns (Whistleblowing Policy October 2018)</li> <li>• Meeting with FTSU Guardian</li> </ul>

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
<b>Our expectations</b>			
<b>Leaders have a structured approach to FTSU cont.</b>			
The FTSU strategy has been developed using structured approach in collaboration with a range of stakeholders (including the FTSU Guardian) and it aligns with existing guidance from the National Guardian.	No formal strategy in place at present.	<ul style="list-style-type: none"> <li>Develop a formal FTSU strategy</li> </ul>	<ul style="list-style-type: none"> <li>Meeting feedback with executives and non-executives</li> <li>Review of Trust documentation</li> <li>Meeting with FTSU Guardian</li> </ul>
Progress against the strategy and compliance with the policy are regularly reviewed using a range of qualitative and quantitative measures.	The next phase of development for the FTSU is to develop a formal strategy and establish regular reviews.	<ul style="list-style-type: none"> <li>Develop a formal FTSU strategy</li> <li>Establish a regular review process for compliance with strategy and policy</li> <li>Explore the development of an integrated performance report</li> </ul>	<ul style="list-style-type: none"> <li>Meeting feedback with executives and non-executives</li> <li>Review of Trust documentation</li> <li>Meeting with FTSU Guardian</li> </ul>
<b>Leaders actively shape the speaking up culture</b>			
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 committed to speaking up. The process is still in early stages and further embedding is needed.	<ul style="list-style-type: none"> <li>Explore how to establish a more proactive approach to FTSU</li> </ul>	<ul style="list-style-type: none"> <li>Meeting feedback with executives and non-executives</li> <li>TMG survey and discussion 10<sup>th</sup> January 2018</li> <li>Meeting with FTSU Guardian</li> </ul>

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
<b>Our expectations</b>			
<b>Leaders actively shape the speaking up culture cont.</b>			
They can evidence that they robustly challenge themselves to improve patient safety, and develop a culture of continuous improvement, openness and honesty.	<p>Senior leaders are confident and able to demonstrate robust challenge and commitment to continuous improvement, openness and honesty.</p> <p>There is visibility of executives with the Trust. It is acknowledged that non-executives are less visible and are keen to attend service areas and engage with staff teams.</p>	<ul style="list-style-type: none"> <li>Develop ways to improve the visibility of non-executives within the Trust.</li> </ul>	<ul style="list-style-type: none"> <li>FTSU Board Reports 9<sup>th</sup> May 2018 &amp; 14<sup>th</sup> November 2018</li> <li>Meeting feedback with executives and non-executives</li> <li>TMG survey and discussion 10<sup>th</sup> January 2018</li> <li>Meeting with FTSU Guardian</li> <li>Document review including Board and Committee Papers</li> </ul>
Senior leaders are visible, approachable and use a variety of methods to seek and act on feedback from workers.	Senior leaders are visible and approachable. Work is in progress on promoting openness and transparency.	<ul style="list-style-type: none"> <li>Incorporate the development of engaging with workers through the 'Listening into Action' initiative.</li> </ul>	<ul style="list-style-type: none"> <li>Meeting feedback with executives and non-executives</li> <li>TMG survey and discussion 10<sup>th</sup> January 2018</li> <li>Review of documentation</li> <li>Meeting with FTSU Guardian</li> </ul>

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
<b>Our expectations</b>			
<b>Leaders actively shape the speaking up culture cont.</b>			
Senior leaders prioritise speaking up and work in partnership with their FTSU Guardian.	<p>The FTSU Guardian has access and support from senior leaders.</p> <p>The FTSU Guardian has one to one meetings with the Deputy Chief Executive (lead of FTSU), the Chief Executive and Chair.</p>	<ul style="list-style-type: none"> <li>• Seek ways to ensure that responses to FTSU issues are timely.</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting feedback with executives and non-executives</li> <li>• TMG survey and discussion 10<sup>th</sup> January 2019</li> <li>• Meeting with FTSU Guardian</li> <li>• Review of documentation</li> </ul>
Senior leaders model speaking up by acknowledging mistakes and making improvements.	Senior leaders are able to demonstrate when they have acknowledged mistakes and make improvements. However, further work on promoting this is recommended.	<ul style="list-style-type: none"> <li>• Explore ways of improving visibility of senior leaders modelling speaking up</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting feedback with executives and non-executives</li> <li>• TMG survey and discussion 10<sup>th</sup> January 2019</li> <li>• Meeting with FTSU Guardian</li> </ul>

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
<b>Our expectations</b>			
<b>Leaders actively shape the speaking up culture cont.</b>			
<p>The Board can state with confidence that workers know how to speak up, do so with confidence and are treated fairly.</p>	<p>Senior leaders are confident that workers know how to speak up. Work is in progress to embed processes and practices across the Trust.</p> <p>Further work is to be undertaken to ensure that barriers are removed for more vulnerable groups.</p> <p>Consideration to be given to concerns that are low level and less likely to be raised as they had become accepted behaviour.</p>	<ul style="list-style-type: none"> <li>• Continue to promote the role of the FTSU Guardian and processes.</li> <li>• Seek ways to further remove barriers to speaking up and promote the understanding of what is not acceptable behaviour.</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting feedback with executives and non-executives</li> <li>• TMG survey and discussion 10<sup>th</sup> January 2019</li> <li>• Meeting with FTSU Guardian</li> <li>• FTSU workforce survey and feedback</li> <li>• CQC Well-led Inspection Report October 2018</li> </ul>
<b>Leaders are clear about their role and responsibilities</b>			
<p>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.</p>	<p>There is a named executive lead who is clear about his role, but no named non-executive director responsible for speaking up.</p>	<ul style="list-style-type: none"> <li>• Establish a named non-executive director responsible for speaking up.</li> </ul>	<ul style="list-style-type: none"> <li>• The Deputy Chief Executive is the named executive</li> <li>• Meeting with the Deputy Chief Executive</li> <li>• Review of documentation</li> </ul>

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
<b>Our expectations</b>			
<b>Leaders are clear about their role and responsibilities cont.</b>			
They, along with the chief executive and chair, meet regularly with the FTSU Guardian and provide appropriate advice and support.	The Chief Executive and Chair meet regularly with the FTSU Guardian. However, there is no named non-executive at this time.	<ul style="list-style-type: none"> <li>Establish a named non-executive director responsible for speaking up.</li> </ul>	<ul style="list-style-type: none"> <li>Meeting feedback with executives and non-executives</li> <li>Meeting with FTSU Guardian</li> </ul>
Other senior leaders support the FTSU Guardian as required.	Senior leaders support for the FTSU Guardian and are accessible.		<ul style="list-style-type: none"> <li>Meeting feedback with executives and non-executives</li> <li>TMG survey and discussion 10<sup>th</sup> January 2019</li> <li>Meeting with FTSU Guardian</li> </ul>
<b>Leaders are confident that wider concerns are identified and managed</b>			
Senior leaders have ensured that the FTSU Guardian has ready access to applicable sources of data to enable them to triangulate speaking up issues to proactively identify potential concerns.	The FTSU Guardian has ready access to applicable sources of date. The FTSU has access to any data relevant to issues raised, the staff survey results, the incident and risk reporting system as well as links with HR and communication teams.		<ul style="list-style-type: none"> <li>Meeting feedback with executives and non-executives</li> <li>TMG survey and discussion 10<sup>th</sup> January 2019</li> <li>Meeting with FTSU Guardian</li> <li>Document review</li> </ul>
The FTSU Guardian has ready access to senior leaders and others to enable them to escalate patient safety issues rapidly, preserving confidence	Senior leaders were able to demonstrate that the FTSU Guardian has ready access to rapidly escalate patient safety		<ul style="list-style-type: none"> <li>Meeting feedback with executives and non-executives</li> <li>TMG survey and discussion 10<sup>th</sup> January 2019</li> </ul>

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
<b>Our expectations</b>			
<b>Leaders are confident that wider concerns are identified and managed cont.</b>			
as appropriate.	issues.  The FTSU Guardian can access the Executive Medical Director and Executive Director of Nursing, Professions and Care Standards for clinical advice.		<ul style="list-style-type: none"> <li>• Meeting with FTSU Guardian</li> <li>• Document review</li> </ul>
<b>Leaders receive assurance in a variety of forms</b>			
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>Staff have confirmed through survey, meetings and other mechanisms that they are aware of the FTSU Guardian and confident in reporting.</p> <p>The FTSU Guardian undertakes presentations to teams and services, presents at conferences and network meetings for example the Safety Event December 2018. There are posters, information and promotion materials available throughout the Trust.</p>	<ul style="list-style-type: none"> <li>• Develop a formal FTSU vision</li> <li>• Further develop the promotion of lessons learnt and positive outcomes to speaking up.</li> <li>• Consider the development of local FTSU Champions</li> </ul>	<ul style="list-style-type: none"> <li>• FTSU workforce survey and Feedback</li> <li>• CQC Well-led Inspection Report October 2018</li> <li>• Meeting with FTSU Guardian</li> <li>• Document review</li> </ul>

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
<b>Our expectations</b>			
<b>Leaders receive assurance in a variety of forms cont.</b>			
	<p>However, there is no formal FTSU vision at this time.</p> <p>Further development is needed in promoting lessons learnt and positive outcomes to speaking up.</p>		
<p>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.</p>	<p>The FTSU Guardian attends Trust networks and conferences such as the BAME, as well as service areas to promote and support the FTSU role and process. There are HR policies and procedures to compliment the FTSU role.</p> <p>However, this is an area for development to ensure that there are no barriers to any groups of staff, for example agency workers, and LGBT.</p>	<ul style="list-style-type: none"> <li>Review the effectiveness of identifying and removing barriers to speaking up for more vulnerable groups of staff such as agency workers.</li> </ul>	<ul style="list-style-type: none"> <li>Meeting feedback with executives and non-executives</li> <li>TMG survey and discussion 10<sup>th</sup> January 2019</li> <li>Meeting with FTSU Guardian</li> <li>Document review</li> </ul>

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
<b>Our expectations</b>			
<b>Leaders receive assurance in a variety of forms cont.</b>			
Speak up issues that raise immediate patient safety concerns are quickly escalated.	Senior leaders were able to demonstrate that immediate patient safety concerns are quickly escalated.		<ul style="list-style-type: none"> <li>• Meeting feedback with executives and non-executives</li> <li>• TMG survey and discussion 10<sup>th</sup> January 2019</li> <li>• Meeting with FTSU Guardian</li> <li>• Document review</li> </ul>
Action is taken to address evidence that workers have been victimised as a result of speaking up, regardless of seniority.	<p>The protection of staff from experiencing detriment is contained within the Speaking Up – Freedom to speak up: Raising concerns (Whistleblowing Policy October 2018).</p> <p>The FTSU Guardian escalates any concerns raised from workers and gives support.</p> <p>However, some staff reported that they felt uncomfortable raising concerns.</p>	<ul style="list-style-type: none"> <li>• Review FTSU processes to ensure that staff feel fully supported when speaking up.</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting feedback with executives and non-executives</li> <li>• TMG survey and discussion 10<sup>th</sup> January 2019</li> <li>• Meeting with FTSU Guardian</li> <li>• FTSU workforce survey and Feedback</li> </ul>
Lessons learnt are shared widely both within relevant service areas and across the Trust.	Senior leaders recognise that more needs to be done to improve on sharing lessons. There has been some sharing	<ul style="list-style-type: none"> <li>• Establish effective systems for communicating lessons learnt across the Trust.</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting feedback with executives and non-executives</li> <li>• TMG survey and discussion 10<sup>th</sup> January 2019</li> </ul>

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
<b>Our expectations</b>			
<b>Leaders receive assurance in a variety of forms cont.</b>			
	for example through the Trust communication network 'Connect' but this has been limited. Work is in progress to make this more effective.		<ul style="list-style-type: none"> <li>• Meeting with FTSU Guardian</li> <li>• FTSU workforce survey and Feedback</li> <li>• Examples of lessons learnt and shared, including</li> <li>• A briefing on 'Connect'</li> </ul>
The handling of speaking up issues is routinely audited to ensure that FTSU policy is being implemented.	The policy has only been in place a relatively short time and the audit/review process is to be developed.	<ul style="list-style-type: none"> <li>• Develop and establish routine auditing of the FTSU policy implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting feedback with executives and non-executives</li> <li>• Meeting with FTSU Guardian</li> <li>• Document review</li> </ul>
FTSU policies and procedures are reviewed and improved using feedback from workers.	The FTSU policy is in the process of its first review.	<ul style="list-style-type: none"> <li>• Review the FTSU policy and procedures and include feedback from workers</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting feedback with executives and non-executives</li> <li>• Meeting with FTSU Guardian</li> <li>• Document review</li> </ul>
The board receives a report, at least every six months, from the FTSU Guardian.	The Board receives six monthly reports from the FTSU Guardian.		<ul style="list-style-type: none"> <li>• FTSU Board Reports 9<sup>th</sup> May 2018 &amp; 14<sup>th</sup> November 2018</li> <li>• Meeting feedback with executives and non-executives</li> <li>• Meeting with FTSU Guardian</li> <li>• Document review</li> </ul>

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
<b>Our expectations</b>			
<b>Leaders engage with all relevant stakeholders</b>			
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.	Feedback is encouraged from staff and some surveys of staff views have been undertaken. However, it is recognised that this is an area for improvement. The Trust is in the process of introducing the 'Listening into Action' initiative.	<ul style="list-style-type: none"> <li>Review and further develop feedback systems to ascertain workers views to help shape the Trust culture.</li> <li>Incorporate this into the development of the vision and strategy</li> </ul>	<ul style="list-style-type: none"> <li>Meeting feedback with executives and non-executives</li> <li>Meeting with FTSU Guardian</li> <li>NHS Staff Survey 2018</li> <li>FTSU workforce survey and feedback</li> </ul>
Issues raised via speaking up are part of the performance data discussed openly with commissioners, CQC and NHS Improvement.	Some performance data is shared with external organisation for example the CQC as part of the inspection process and quarterly to NHSI. However, it is unclear as to what the expectation and frequency with other agencies should be.	<ul style="list-style-type: none"> <li>Review the sharing of performance data process</li> </ul>	<ul style="list-style-type: none"> <li>Meeting feedback with executives and non-executives</li> <li>Meeting with FTSU Guardian</li> <li>Document review</li> </ul>
Discussion of FTSU matters regularly takes place in the public section of the board meetings (while respecting the confidentiality of individuals).	Six monthly FTSU reports are presented to the open Board meeting.		<ul style="list-style-type: none"> <li>FTSU Board Reports 9<sup>th</sup> May 2018 &amp; 14<sup>th</sup> November 2018</li> <li>Meeting feedback with executives and non-executives</li> <li>Meeting with FTSU Guardian</li> </ul>

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
<b>Our expectations</b>			
<b>Leaders engage with all relevant stakeholders cont.</b>			
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.	The annual report does not contain any specific reference to speaking up.  Information is provided through the six monthly papers from the FTSU Guardian to Board.	<ul style="list-style-type: none"> <li>Review content of Annual Report to consider how speaking up could be referenced and implement</li> </ul>	<ul style="list-style-type: none"> <li>Annual Report 2017-2018</li> </ul>
Reviews and audits are shared externally to support improvement elsewhere.	Some information is shared. This is an area for further development.	<ul style="list-style-type: none"> <li>Review the sharing of information externally</li> </ul>	<ul style="list-style-type: none"> <li>FTSU Board Reports 9<sup>th</sup> May 2018 &amp; 14<sup>th</sup> November 2018</li> <li>Meeting feedback with executives and non-executives</li> <li>Meeting with FTSU Guardian</li> </ul>
Senior leaders work openly and positively with regional Guardians and National Guardian to continually improve the Trust's speaking up culture.	The FTSU Guardian attends regional meetings.	<ul style="list-style-type: none"> <li>Review and consider further development of senior leaders working openly with regional and National Guardians</li> </ul>	<ul style="list-style-type: none"> <li>Meeting feedback with executives and non-executives</li> <li>Meeting with FTSU Guardian</li> </ul>
Senior leaders encourage their FTSU Guardians to develop bilaterally relationships with regulators, inspectors and other local FTSU Guardians.	The FTSU Guardian maintains relationships with other FTSU Guardians, but not had contact with regulators apart from through Trust inspections. This is an area for development.	<ul style="list-style-type: none"> <li>Review and consider how the FTSU Guardian's relationship with other external agencies should be developed.</li> </ul>	<ul style="list-style-type: none"> <li>Meeting feedback with executives and non-executives</li> <li>Meeting with FTSU Guardian</li> </ul>

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
<b>Our expectations</b>			
<b>Leaders engage with all relevant stakeholders cont.</b>			
Senior leaders request external improvement support when required.	The Trust is commencing 'Listening Into Action' to further develop improvement. Some external improvement support has been requested when identified.		<ul style="list-style-type: none"> <li>• Meeting feedback with executives and non-executives</li> <li>• Meeting with FTSU Guardian</li> <li>• Listening into Action presentation and workshop 29<sup>th</sup> January 2019</li> </ul>
<b>Leaders are focused on learning and continual improvement</b>			
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.	Senior leaders acknowledge the value of issues raised through speaking up and learning is now being shared, although this is at an early stage. This is an area for development.	<ul style="list-style-type: none"> <li>• Develop and embed learning across the Trust from speaking up information</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting feedback with executives and non-executives</li> <li>• TMG survey and discussion 10<sup>th</sup> January 2019</li> <li>• Meeting with FTSU Guardian</li> </ul>
Senior leaders and the FTSU Guardian engage with other Trusts to identify best practice.	The FTSU Guardian engages with other FTSU Guardians to identify best practice, but this is an area for development with regards other Trusts in general.	<ul style="list-style-type: none"> <li>• Review and develop opportunities for identifying best practice from other Trusts</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting feedback with executives and non-executives</li> <li>• TMG survey and discussion 10<sup>th</sup> January 2019</li> <li>• Meeting with FTSU Guardian</li> </ul>

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
<b>Our expectations</b>			
<b>Leaders are focused on learning and continual improvement cont.</b>			
Executive and non-executive leads, and the FTSU Guardian, review all guidance and case review reports from the National Guardian to identify improvement possibilities.	This is an area for development.	<ul style="list-style-type: none"> <li>Consider how learning from guidance and case reviews can be used to improve practice</li> </ul>	<ul style="list-style-type: none"> <li>Meeting feedback with executives and non-executives</li> <li>TMG survey and discussion 10<sup>th</sup> January 2019</li> <li>Meeting with FTSU Guardian</li> </ul>
Senior leaders regularly reflect on how they respond to feedback, learn and continually improve and encourage the same throughout the organisation.	Senior leaders are able to demonstrate how they learn from feedback.		<ul style="list-style-type: none"> <li>Meeting feedback with executives and non-executives</li> <li>TMG survey and discussion 10<sup>th</sup> January 2019</li> <li>Meeting with FTSU Guardian</li> </ul>
The executive lead responsible for FTSU reviews the FTSU strategy annually, using a range of qualitative and quantitative measures, to assess what has been achieved and what hasn't; what the barriers have been and how they can be overcome; and whether the right indicators are being used to measure success.	There is no FTSU strategy at present.		<ul style="list-style-type: none"> <li>Meeting feedback with executives and non-executives</li> <li>TMG survey and discussion 10<sup>th</sup> January 2019</li> <li>Meeting with FTSU Guardian</li> <li>Document review</li> </ul>

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
<b>Our expectations</b>			
<b>Leaders are focused on learning and continual improvement cont.</b>			
<p>A sample of cases is quality assured to ensure:</p> <ul style="list-style-type: none"> <li>• The investigation process is of high quality, that outcomes and recommendations are reasonable and that the impact of change is being measured</li> <li>• Workers are thanked for speaking up, are kept up to date through out of the investigation and are told of the outcome</li> <li>• Investigation are independent, fair and objective; recommendations are designed to promote patient safety and learning; and change will be monitored</li> </ul>	<p>Cases are checked by the FTSU Guardian, Director of Patient Safety and also the lead executive. There is no formal quality assurance process of the FTSU.</p> <p>Workers are thanked for speaking up but more should be done to ensure better communication and timeliness of responses. This is an area for development.</p>	<ul style="list-style-type: none"> <li>• Develop a quality assurance process for FTSU processes</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting feedback with executives and non-executives</li> <li>• TMG survey and discussion 10<sup>th</sup> January 2019</li> <li>• Meeting with FTSU Guardian</li> <li>• Document review</li> </ul>
<p>Patient outcomes from speaking up cases are promoted and as a result workers are more confident to speak up.</p>	<p>Briefings have now commenced through the Trust's newsletter and information system, 'Connect'.</p>	<ul style="list-style-type: none"> <li>• Seek ways to further promote positive outcomes from speaking up</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting feedback with executives and non-executives</li> <li>• Meeting with FTSU Guardian</li> <li>• Document review</li> </ul>

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
<b>Our expectations</b>			
<b>Individual Responsibilities</b>			
<b>Chief Executive and Chair</b>			
The chief executive is responsible for appointing the FTSU Guardian.	The Chief Executive is responsible for FTSU Guardian.		<ul style="list-style-type: none"> <li>• Meeting with Chief Executive</li> <li>• Meeting with FTSU Guardian</li> <li>• Recruitment processes</li> </ul>
The chief executive is accountable for ensuring that FTSU arrangements meet the needs of the workers in their Trust.	The Chief Executive is accountable for the FTSU arrangements.		<ul style="list-style-type: none"> <li>• Meeting with Chief Executive</li> <li>• Meeting with FTSU Guardian</li> </ul>
The chief executive and chair are responsible for ensuring the annual report contains information about the FTSU.	The annual report does not contain reference to speaking up.	<ul style="list-style-type: none"> <li>• Review the inclusion of speaking up in the Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting with Chief Executive</li> <li>• Meeting with FTSU Guardian</li> <li>• Annual Report 2017-2018</li> </ul>
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.	Both the Chief Executive and Chair meet with the FTSU Guardian and support engagement with the regional network and National Guardian's Office.		<ul style="list-style-type: none"> <li>• Meeting with Chief Executive</li> <li>• Meeting with FTSU Guardian</li> </ul>
Both the chief executive and the chair are key sources of advice and support for their FTSU Guardian and meet them regularly.	The FTSU Guardian meets with the Chief Executive and Chair and confirms that they are accessible, supportive and offer advice.		<ul style="list-style-type: none"> <li>• Meeting with Chief Executive</li> <li>• Meeting with FTSU Guardian</li> </ul>

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
<b>Our expectations</b>			
<b>Individual Responsibilities</b>			
<b>Executive lead for FTSU</b>			
Ensuring they are aware of latest guidance from the National Guardian's Office.	The executive lead is knowledgeable and up to date with National guidance.		<ul style="list-style-type: none"> <li>Meeting with Deputy Chief Executive</li> </ul>
Overseeing the creation of the FTSU vision and strategy.	There is an informal strategy and vision at present. Consideration is to be given to the development of a formal one that links in with the Trust Values and related strategies such as workforce.	<ul style="list-style-type: none"> <li>Develop a FTSU Vision and Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Meeting with Deputy Chief Executive</li> <li>Meeting with FTSU Guardian</li> </ul>
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.	It was confirmed that the FTSU Guardian role was recruited through fair processes and in accordance with national guidance in October 2016.		<ul style="list-style-type: none"> <li>Meeting with Deputy Chief Executive</li> <li>Meeting with FTSU Guardian</li> </ul>
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.	The role is for two days, which impacts on capacity and flexibility. Additional administration support is being considered.	<ul style="list-style-type: none"> <li>Review the capacity of the FTSU role</li> </ul>	<ul style="list-style-type: none"> <li>Meeting with Deputy Chief Executive</li> <li>Meeting with FTSU Guardian</li> </ul>
Ensuring that a sample of speaking up cases have been quality assured.	An area for development.	<ul style="list-style-type: none"> <li>Develop a quality assurance process for FTSU processes</li> </ul>	<ul style="list-style-type: none"> <li>Meeting with Deputy Chief Executive</li> <li>Meeting with FTSU Guardian</li> </ul>
Conducting an annual review of the strategy, policy and process.	An area for development.	<ul style="list-style-type: none"> <li>Develop an annual review of strategy, policy and process</li> </ul>	<ul style="list-style-type: none"> <li>Meeting with Deputy Chief Executive</li> <li>Meeting with FTSU Guardian</li> </ul>

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
<b>Our expectations</b>			
<b>Individual Responsibilities</b>			
<b>Executive lead for FTSU cont.</b>			
Operationalising the learning derived from speaking up issues.	An area for development.	<ul style="list-style-type: none"> <li>Develop and embed learning across the Trust from speaking up information</li> </ul>	<ul style="list-style-type: none"> <li>Meeting with Deputy Chief Executive</li> <li>Meeting with FTSU Guardian</li> </ul>
Ensuring allegations of detriment are promptly and fairly investigated and acted on.	It was confirmed that all allegations of detriment would be taken seriously and dealt with promptly and fairly. The Trust is not aware of any reports of this to date.		<ul style="list-style-type: none"> <li>Meeting with Deputy Chief Executive</li> <li>Meeting with FTSU Guardian</li> </ul>
Providing the board with a variety of assurance about the effectiveness of the Trust's strategy, policy and process.	The policy is still being embedded and strategy is to be developed.		<ul style="list-style-type: none"> <li>Meeting with Deputy Chief Executive</li> <li>Meeting with FTSU Guardian</li> </ul>
<b>Non-Executive lead for FTSU</b>			
Ensuring they are aware of the latest guidance from the National Guardian's Office.	No non-executive lead at present.	<ul style="list-style-type: none"> <li>Identify a non-executive lead for FTSU</li> </ul>	
Holding the chief executive, executive FTSU lead and the board to account for implementing the speaking up strategy.	No non-executive lead at present.		

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
<b>Our expectations</b>			
<b>Individual Responsibilities</b>			
<b>Non-Executive lead for FTSU cont.</b>			
Robustly challenge the board to reflect on whether it could do more to create a culture responsive to feedback and focussed on learning and continual improvement.	No non-executive lead at present.		
Role-modelling high standards of conduct around FTSU.	No non-executive lead at present.		
Acting as an alternative source of advice and support for the FTSU Guardian.	No non-executive lead at present.		
Overseeing speaking up concerns regarding board members.	No non-executive lead at present.		
<b>Human Resource and Organisational Development Directors</b>			
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.	<p>It was confirmed that the FTSU Guardian has the support of appropriate HR staff and information.</p> <p>Much work has been undertaken to remove barriers to speaking up, but FTSU is still in the process of being embedded.</p>		<ul style="list-style-type: none"> <li>• Meeting with Director of HR</li> <li>• Meeting with FTSU Guardian</li> </ul>

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
<b>Our expectations</b>			
<b>Individual Responsibilities</b>			
<b>Human Resource and Organisational Development Directors cont.</b>			
Ensuring that HR culture and practice encourage and support speaking up and that learning in relation to workers' experience is disseminated across the Trust.	Speaking up has been encouraged and the FTSU Guardian has become more visible over the last year. However, learning from workers experiences is an area for development.		<ul style="list-style-type: none"> <li>• Meeting with Director of HR</li> <li>• Meeting with FTSU Guardian</li> </ul>
Ensuring that workers have the right knowledge, skills and capability to speak up and that managers listen well and respond to issues raised effectively.	There is more confidence in workers being able to speak up but the process is still developing		<ul style="list-style-type: none"> <li>• Meeting with Director of HR</li> <li>• Meeting with FTSU Guardian</li> </ul>
<b>Medical Director and Director of Nursing</b>			
Ensuring that the FTSU Guardian has appropriate support and advice on patient safety and safeguarding issues.	The FTSU Guardian has appropriate support and advice on patient safety and safeguarding issues. Going forward meetings with the FTSU Guardian are to be arranged to further improve communication.		<ul style="list-style-type: none"> <li>• Meeting with Executive Medical Director &amp; Executive Director of Nursing, Professions and Care Standards</li> </ul>

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
<b>Our expectations</b>			
<b>Individual Responsibilities</b>			
<b>Medical Director and Director of Nursing cont.</b>			
Ensuring that effective and, as appropriate, immediate action is taken when potential patient safety issues are highlighted by speaking up.	Concerns are taken seriously and escalated appropriately.  However, lines of communication are still being established and are an area for development.	<ul style="list-style-type: none"> <li>Consider how to improve on communication when concerns are raised until resolution.</li> </ul>	<ul style="list-style-type: none"> <li>Meeting with Executive Medical Director and</li> <li>Executive Director of Nursing, Professions and Care Standards</li> </ul>
Ensuring learning is operationalized within the teams and departments that they oversee.	It is acknowledged that more improvements are needed in learning from speaking up.	<ul style="list-style-type: none"> <li>Review how learning from speaking up can be shared and embedded in teams and departments.</li> </ul>	<ul style="list-style-type: none"> <li>Meeting with Executive Medical Director and</li> <li>Executive Director of Nursing, Professions and Care Standards</li> </ul>

<b>Freedom to Speak Up Action Plan</b>				
<b>(Aligned to well-led KLOEs)</b>				
<b>Our expectations</b>				
<b>Leaders are knowledgeable about FTSU</b>				
<b>Freedom to Speak Up Leadership Behaviour</b>	<b>Action Required</b>	<b>Responsible Board Director</b>	<b>Planned Completion Date</b>	<b>Board Assurance Action Complete</b>
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.	<ul style="list-style-type: none"> <li>Review the leadership strategy and development programme (To ensure there is clarity over the importance of learning from issues raised by people who speak up)</li> </ul>	Director of HR and Workforce.	May 2019	Board sign-off
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.	<ul style="list-style-type: none"> <li>Develop a formal FTSU vision and strategy</li> <li>Seek ways to incorporate and reflect a diverse range of workers views in the FTSU vision and strategy to help shape the speaking up culture</li> <li>Develop an explicit Board level statement regarding vision and strategy for communication to all employees</li> </ul>	Director of HR and Workforce.  Board of Directors	July 2019	Board FTSU report and approval of statement
There is an up-to-date <a href="#">speaking up policy</a> that reflects the minimum standards set out by NHS	<ul style="list-style-type: none"> <li>Complete the review of the FTSU Policy and re-issue</li> </ul>	Director of HR and Workforce.	April 2019	Sign-off at Policy Governance Group

Improvement.				
<b>Leaders have a structured approach to FTSU</b>				
Progress against the strategy and compliance with the policy are regularly reviewed using a range of qualitative and quantitative measures.	<ul style="list-style-type: none"> <li>Establish a regular review process for compliance with strategy and policy</li> </ul>	Director of HR and Workforce.	September 2019	Board sign-off
<b>Leaders actively shape the speaking up culture</b>				
Senior leaders are visible, approachable and use a variety of methods to seek and act on feedback from workers.	<ul style="list-style-type: none"> <li>Develop ways to improve the visibility of non-executives within the Trust</li> <li>Incorporate the development of engaging with workers through the 'Listening into Action' initiative</li> </ul>	Chief Executive	May 2019	Board Report
Senior leaders prioritise speaking up and work in partnership with their FTSU Guardian.	<ul style="list-style-type: none"> <li>Seek ways to ensure that responses to FTSU issues are timely</li> </ul>	Deputy Chief Executive	May 2019	Board Report
Senior leaders model speaking up by acknowledging mistakes and making improvements.	<ul style="list-style-type: none"> <li>Explore ways of improving visibility of senior leaders modelling speaking up</li> </ul>	Trust Management Group	July 2019	Trust Management Group Minutes
<b>Leaders are clear about their role and responsibilities</b>				
The trust has a named executive and a named non-executive director responsible for speaking up and both	<ul style="list-style-type: none"> <li>Appoint a named non-executive director responsible for speaking up</li> </ul>	Chair	March 2019	Board minutes

are clear about their role and responsibility.				
<b>Leaders receive assurance in a variety of forms</b>				
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.	<ul style="list-style-type: none"> <li>• Seek ways to further remove barriers to speaking up and promote the understanding of what is not acceptable behaviour</li> <li>• Develop a programme of engagement with staff to include hard to reach/vulnerable staff groups i.e. Junior doctors, flex staff, LGBT group</li> </ul>	Freedom to Speak Up Guardian  Director of HR and Workforce.	August 2019	Board Minutes  BME Steering Group Minutes  FTSU Report to Board
Lessons learnt are shared widely both within relevant service areas and across the trust.	<ul style="list-style-type: none"> <li>• Establish effective systems for communicating lessons learnt across the Trust</li> <li>• Consider options to develop 'champions' to ensure a wide network of individuals who can help support staff on our many sites and signpost them when raising concerns</li> <li>• Examples of learning and action taken from concerns raised to be communicated to staff</li> <li>• Newsletter to be devised to share anonymous data on speak up</li> </ul>	Freedom to Speak Up Guardian  Associate Director of Patient Safety	July 2019	Quarterly Lessons Learnt Events  FTSU Report to Board

The handling of speaking up issues is routinely audited to ensure that the FTSU policy is being implemented.	<ul style="list-style-type: none"> <li>Develop and establish routine auditing of the FTSU policy implementation. To include the handling of speaking up cases on the internal audit programme for later in the year e.g. Q4.</li> </ul>	Freedom to Speak Up Guardian  Associate Director of Patient Safety	July 2019	Finding presented at Patient Safety & Experience Meeting
<b>Leaders engage with all relevant stakeholders</b>				
Issues raised via speaking up are part of the performance data discussed openly with commissioners, CQC and NHS Improvement.	<ul style="list-style-type: none"> <li>Review the sharing of performance data process</li> <li>Develop an integrated performance report to include raising concerns</li> </ul>	Freedom to Speak Up Guardian  Associate Director of Patient Safety	August 2019	Commissioners and NHSI have access to Board reports
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.	<ul style="list-style-type: none"> <li>Review content of Annual Report to consider how speaking up could be referenced and implement</li> </ul>	Head of Communications	September 2019	Annual Report
Senior leaders encourage their FTSU Guardians to develop bilateral relationships with regulators, inspectors and other local FTSU	<ul style="list-style-type: none"> <li>Review and consider the FTSU Guardian's relationship with other external agencies should be developed</li> </ul>	Deputy Chief Executive  Associate Director of Patient Safety	October 2019	FTSU Report to Board

Guardians.				
<b>Leaders are focused on learning and continual improvement</b>				
Senior leaders and the FTSU Guardian engage with other trusts to identify best practice.	<ul style="list-style-type: none"> <li>Review and develop opportunities for identifying best practice from other Trusts</li> </ul>	Freedom to Speak Up Guardian	August 2019	FTSU Report to Board