



# **Board Report**

# SUMMARY REPORT Meeting Date: 22<sup>nd</sup> March 2023 Agenda Item: 25

Report Title:	Freedom to Speak Up Strategy 2023-2026		
Author(s):	Wendy Fowler, Freedom to Speak Up Guardian		
Accountable Director:	Deborah Lawrenson, Director of Corporate Governance		
Other meetings this paper	Committee/Tier 2 Audit and Risk Committee		
has been presented to or previously agreed at:	Group/Tier 3 People Committee		
	Quality Committee		
	Date:	Jan & Feb 2023	
Key points/	The FTSU Guardian has consulted widely within the organisation in		
recommendations from			
those meetings	considered and has influenced the final plan.		

Summary of key points in report							
The FTSU ambition, strategy and actions are outlined for 2023-2026.							
Recommendation for the Board/Committee to consider:							
Consider for Action	Approval	х	Assurance	Information	Х		
The Board is asked to receive the FTSU Strategy for approval.							

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Please identify which strategic priorities will be impacted by this report:									
Covid-19 Recovering effectively					X		No		
CQC Getting Back to Good – Continuing to improve					X		No		
Transformation – Changing things that will make a difference					Х		No		
Partnerships – working together to make a bigger impact					to make a bigger impact	Yes		X	
In this way art valoues the country									
Is this report relevant to con	•			ey st	andards ?   State speci	tic standa	ıra		
Care Quality Commission Fundamental Standards	Yes	X	No		FTSU is proactive in promoting and developing a positive culture where staff feel safe to speak up and allows staff to raise concerns that in some cases relate to service user and staff safety.			üp	
								,	
Data Security and Protection Toolkit	Yes		No	X					
Any other specific standard?				X					
					1				
Have these areas been considered? YES/NO  If Yes, what are the implications or the impact?  If no, please explain why								:?	
Service User and Carer Safety and Experience		95	x No		Both the service user and staff experience a key factors in the raising of concerns to the F				
Financial (revenue &capital	) Ye	es	No	X	Guardian.				
Organisational Development /Workforce		es x No		)	The Strategy has key elements that involve collaboration with the Organisational				
Equality, Diversity & Inclusion		Yes x No		)	Development Department.				
Lega	ıl Ye	es	No	X	The strategy seeks to actively engage staff w				
Environmental Sustainability		es	No	may feel more vulnerable in speaking up, the done with a keen focus on equality, diversit inclusion.					

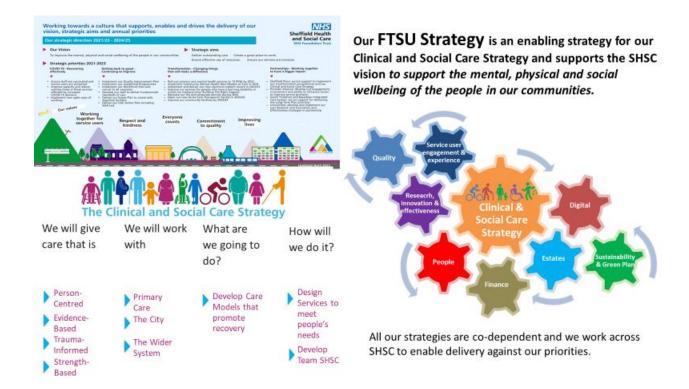
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# Section 1: Analysis and supporting detail

#### **Background**

1.1





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#### FTSU Priorities 20232026

Our FTSU Ambition place where staff are actively encouraged to speak up, feel safe to do so, where we listen to one another, and action is taken to follow up and learn from the concern raised

#### **Priorities for FTSU**

Speak Up

Raise awareness

Increase theopportunities to raise concerns in teams

Develop a Champion Network Listen Up

Promotetraining, development and ski in listening

Increase listeni**ag**d engagement events Follow Up

In the visibility of action taken as a result of staf speaking up

To ensure the right actions are taken when staff speak up

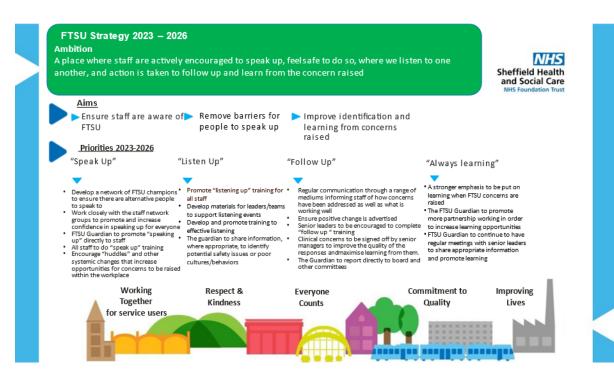
Always Learning

Identify and share learning and intelligeno where appropriate from concerns raised

A strong "speak up" culture is integral to supporting the trust goals to:

Deliver outstanding care Create a great place to work

Effective use of resource Ensure our services are inclusive



Delivery Plan – Year 1	Year 2	Year 3
Develop and strengthen the FTSU Champion Network to raise awareness of FTSU		
Develop a 12 month training programme for FTSU Champions to ensure they have the skills needed to support FTSU	Review of the FTSU champions training and refresh the year 1 training plan as needed  Recruit a minimum of 3 new champions	Review of the FTSU champions training and refresh the year 2 training plan as needed
Develop 3 bitesize training sessions that can be shared with teams by FTSU champions	Review the reach and experience of the bitesize training and adjust the plan as needed.	Review the reach and experience of the bitesize training and adjust the plan as needed.
Encourage senior leaders to use FTSU Champions for engagement activities and early feedback for new initiatives. This to be measured by the number of opportunities advertised to the champions	Review the number and impact of the opportunities advertised and develop a new plan as needed	Review the number and impact of the opportunities advertised and develop a new plan as needed
Increasing FTSU and FTSU Champions visibility by:  Advertising in connect twice a year  Encouraging champions to promote the role in their day to day work  Providing a FTSU Lanyard for champions for visibility  Champions to be invited to help with stalls at conferences	Review Communications strategy increasing visibility and adjust as needed	Review Communications strategy increasing visibility and adjust as needed

Delivery Plan – Year 1 Removing barriers to speaking up	Year 2	Year 3
Ensure there are alternative staff to speak up to by developing a diverse FTSU Champion network.  Promote all recruitment for FTSU Champions in the staff network groups	Review the promotion and recruitment of the champion network	Review the promotion and recruitment of the champion network
The Guardian to provide material for teams to give them practical advice on how to increase the opportunities to "speak up" in their teams. The FTSU Guardian will work with senior managers to do this.	Review the material and gather feedback on the usefulness of it and change accordingly	Review the material and gather feedback on the usefulness of it and change accordingly
Continue to embed and raise the profile of FTSU by:  Attending/providing information for corporate inductions  Promoting and working with the staff network groups-To Attend a minimum of 1 annual meeting- to be agreed with by the chairs of the staff network groups  To improve the FTSU literature for bank and agency staff and send to all bank and agencies for distribution	Review the plan	Review the plan
To increase the opportunities where staff are invited to speak up such as huddles, item on agendas and listening events. This will initially be done by raising awareness with managers and teams by the FTSU Guardian and champion network.	To review and consider how to record and reflect on the quality of the opportunities to speak up	Review the plan

Delivery Plan – Year 1 Improving identification and learning	Year 2	Year 3
Develop training in conjunction with the Organisation Development Team for  SHSC Leadership training for leaders  SHSC Leadership training for managers The emphasis being developing a cultural change that actively promotes speaking up, listening and learning.	Review the quality of the material and the numbers of staff trained and develop the plan for improvement as needed.  Develop stand alone training for all staff for FTSU and ensure this includes unconscious bias	Review the quality of the material and the numbers of staff trained and develop the plan for improvement as needed.  Review the effectiveness of the stand alone training and develop as needed
Promote "listen up" and "follow up" training for all staff and strongly promote this to all leaders.  Measure take up using ESR and alm for:  2.5 % "listen up" training- 0.25% "follow up" training- targeting the board,  NEDs and senior leaders  Measure using ESR	Review in year 2 and adjust plan as appropriate the plan as appropriate	Review in year 2 and adjust plan as appropriate the plan as appropriate
To be part of the "learning by experience" group to ensure FTSU learning and themes are shared and published at least twice a year	Be part of the continuous review of the learning by experience group and consider other meetings as needed	Be part of the continuous review of the group and consider other meetings as needed
The FTSU Guardian to develop new guidance for managers responding to concerns and seek feedback from managers who are using this.	Review the impact and effectiveness of improved paperwork for managers to respond to concerns and change as needed.  Ensure feedback is collected from a minimum of 5 managers.	Review the impact and effectiveness of improved paperwork for managers to respond to concerns and change as needed. Ensure feedback is collected from a minimum of 5 managers.
Strengthen the process of signing off concerns and how learning is identified and shared with the other areas of the organisation. This to be done in conjunction with senior leaders	Review the process and adjust as needed. Consider using PDSA as an improvement tool.	Review the process and adjust as needed. Consider using PDSA as an improvement tool.
Publish FTSU themes at least twice a year: In connect Level 3 meetings All staff meeting	Review communication plan and adjust as needed	Review communication plan and adjust as needed

## **Section 2: Risks**

2.1 None directly arising from this report.

## **Section 3: Assurance**

3.1 The information provided within this report seeks to formalise the FTSU Strategy.

# **Section 4: Implications**

#### **Strategic Priorities and Board Assurance Framework**

- 4.1 FTSU applies to all strategic areas
  - 1. Covid-19 Recovering effectively.
  - 2. CQC Continuing to improve
  - 3. Transformation Changing things that will make a difference
  - 4. Partnerships Working together to have a bigger impact

Strengthening speaking up culture positively affects all aspects of safety and ensuring that all staff "have a voice that counts".

#### **Equalities, diversity and inclusion**

4.2 Actions have been identified in the FTSU strategy to actively work with vulnerable groups and to raise the awareness of additional issues that people with protected characteristics contents with.

#### **Culture and People**

4.3 An action in the strategy is to jointly develop training with the People committee with the intention it will help strengthen and develop a strong speak up culture.

#### Integration and system thinking

4.4 None directly arising from this report.

#### **Financial**

4.5 None directly arising from this report.

#### Sustainable development and climate change adaptation

- 4.6 The following areas have been and continue to be considered by the FTSU Guardian
  - Waste reduction
  - Increased productivity
  - Continuous improvement to mitigate and/or adapt to climate change
  - Collaboration and working together (Both within SHSC, with our partners or within our communities)
  - Providing early support to improve physical, mental and social wellbeing

#### **Compliance - Legal/Regulatory**

4.7 None directly arising from this report, save for the good practice necessity to receive updates from the FTSU Guardian

## **Section 5: List of Appendices**

Our Services Are Accessible To All

Our People Are Empowered, Engaged And Well Supported

People Who Use Our Services Have Equitable Outcomes And Experience

Our People Are Empowered, Engaged And Well Levels