

# Board of Directors (Part 1) – 27 March 2024

## Supplementary Information Pack

**This information pack contains the appendices which accompany *Item 21 Freedom to Speak Up Guardian Report* on the Board agenda.**

These appendices are for information only and are therefore contained within a separate supplementary information pack:

- Appendix 1 – Freedom to Speak Up Audit Compliance Report
- Appendix 2 – Letby Case Action Plan
- Appendix 3 – Freedom to Speak Up Communications Plan
- Appendix 4 – Freedom to Speak Up Dashboard

## Report Cover Sheet

## Agenda Item:

<b>Report Title:</b>	Freedom to Speak Up Audit Compliance			
<b>Name of Meeting:</b>	Board of Directors			
<b>Date of Meeting:</b>				
<b>Author:</b>	Tracy Healy Freedom to Speak Up Guardian (FTSUG)			
<b>Executive Sponsor:</b>	Dr Gillian Findley, Chief Nurse & Deputy Chief Executive			
<b>Report presented by:</b>	Tracy Healy FTSU			
<b>Purpose of Report</b> <i>Briefly describe why this report is being presented at this meeting</i>	<b>Decision:</b>	<b>Discussion:</b>	<b>Assurance:</b>	<b>Information:</b>
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
An Audit has been requested by the ICB secondary to the Lucy Letby Case to ensure that the Trust are compliant as per National Guardians Office for our Freedom to Speak Up processes. This report is therefore to provide assurance for the Trust Board and ICB of our processes.				
<b>Proposed level of assurance – to be completed by paper sponsor:</b>	<b>Fully assured</b> <input type="checkbox"/>	<b>Partially assured</b> <input checked="" type="checkbox"/>	<b>Not assured</b> <input type="checkbox"/>	<b>Not applicable</b> <input type="checkbox"/>
<b>Paper previously considered by:</b> <i>State where this paper (or a version of it) has been considered prior to this point if applicable</i>	This paper had not been considered in any other committees.			
<b>Key issues:</b> <i>Briefly outline what the top 3-5 key points are from the paper in bullet point format</i>  <i>Consider key implications e.g.</i> <ul style="list-style-type: none"> <li>• Finance</li> <li>• Patient outcomes / experience</li> <li>• Quality and safety</li> <li>• People and organisational development</li> <li>• Governance and legal</li> <li>• Equality, diversity and inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• The Audit undertook a review against NGO standards for 2 randomly selected cases from Q2 data.</li> <li>• The audit did show compliance with the information required regarding the staff members concerns raised.</li> <li>• There were areas of non-compliance against the standard of measuring feedback given to staff.</li> <li>• Further area of non-compliance against the standard of measuring feedback from the staff following raising a concern.</li> <li>• To cite the Trust Board there will be further requirements centrally from NHSE for local actions following the Thirlwall Inquiry.</li> </ul>			
<b>Recommended actions for this meeting:</b> <i>Outline what the meeting is expected to do with this paper</i>	<p>The board is requested to:</p> <ul style="list-style-type: none"> <li>• Review the accompanying Audit summary of the 2 cases.</li> <li>• Consider and approve attached Feedback form.</li> </ul>			

	<ul style="list-style-type: none"> <li>Note that there will be a further report / Business Case to Trust Board for a reporting system for staff to submit FTSU concerns and ensure all data in one place to give accurate trends, themes, hot spots to support both actions and the culture board program.</li> </ul>				
<b>Trust Strategic Aims that the report relates to:</b>	<b>Aim 1</b> <input checked="" type="checkbox"/>	We will continuously improve the quality and safety of our services for our patients			
	<b>Aim 2</b> <input checked="" type="checkbox"/>	We will be a great organisation with a highly engaged workforce			
	<b>Aim 3</b> <input checked="" type="checkbox"/>	We will enhance our productivity and efficiency to make the best use of resources			
	<b>Aim 4</b> <input type="checkbox"/>	We will be an effective partner and be ambitious in our commitment to improving health outcomes			
	<b>Aim 5</b> <input type="checkbox"/>	We will develop and expand our services within and beyond Gateshead			
<b>Trust strategic objectives that the report relates to:</b>	Aim 1,2,3				
<b>Links to CQC KLOE</b>	Caring <input checked="" type="checkbox"/>	Responsive <input checked="" type="checkbox"/>	Well-led <input checked="" type="checkbox"/>	Effective <input checked="" type="checkbox"/>	Safe <input checked="" type="checkbox"/>
<b>Risks / implications from this report (positive or negative):</b>					
<b>Links to risks (identify significant risks – new risks, or those already recognised on our risk management system with risk reference number)</b>	Risks if we do not make changes to FTSU service we will not be compliant with NGO guidelines. Potential risk of lack of data collection due to the change in systems and non-procurement of system for FTSU.				
<b>Has a Quality and Equality Impact Assessment (QEIA) been completed?</b>	<b>Yes</b> <input type="checkbox"/>	<b>No</b> <input checked="" type="checkbox"/>	<b>Not applicable</b> <input type="checkbox"/>		

# Freedom to speak Up Audit Compliance

## 1. Executive Summary

### 1.1 Issue:

We do not Audit current Freedom to Speak Up processes. Members were informed that this the first time this report has been presented to the Trust Board. The report presents initial audit of Freedom to Speak Up (FTSU) processes which will be incorporated into the FTSU Guardian report to Board on a quarterly basis.

### 1.2 Key Findings:

The key findings demonstrate there is an area in which we are non-compliant. The non-compliance is secondary to the lack of feedback data collected.

### 1.3 Solutions:

To introduce follow up questionnaire to ensure all staff have the options following raising a concern to give feedback on each of the relevant areas to allow for review of FTSU processes where appropriate.

### 1.4 Recommendations:

- Development and introduction of electronic follow up questionnaire
- System procurement for all Freedom to Speak Up Reporting to be stored to allow robust data collection and analysis of concerns regardless of method of how it is raised or to whom it is raised.

## 2. Introduction

### 2.1 Background and Purpose:

As part of National requirements following the Lucy Letby case all NHS Trust providers and Integrated Care Boards (ICB) were issued with a mandate to review current practices for Freedom to Speak Up (FTSU). The ICB have requested as part of their assurance that the Trust undertake an audit of two FTSU cases which have been raised to the Trust FTSU Guardian in line with the current National Guardians Office requirements and our local Trust Policy for FTSU. As part of the ICB request it has also asked the Trust Board to be cited on the results and any recommendations made to support improvement / compliance.

### 2.2 Link to Corporate Objectives:

The report was presented to inform the members that this provides assurance against the corporate objectives delivering against the following corporate objectives that contribute to our corporate aim of being a great organisation with a highly engaged workforce.

- Caring for the health and wellbeing of our people
- Being a great place to work
- Ensuring a diverse inclusive and engaged culture.
- Increasing opportunities for our people to have their voices heard.
- Gently but firmly holding one another to account for living our values in everything we do.
- Fostering an inclusive culture of belonging where everyone is seen, supported, respected and valued for their unique contributions.
- Fostering a culture of trust where we share lessons and learnings openly, honestly and more broadly, overcoming barriers to learning and improving safety and performance outcomes.

- Embracing opportunities for continuous improvement, always working to better standardise our systems and ways of working across the Trust.

Aligned with the following associated strategy and plans:

- NHS People Promise
- Equality, diversity & inclusion strategy.

The report has not been required to go to any other organisation committees as per ICB request that all Trust board members be cited.

### **3. Key issues / findings**

#### **3.1 Method:**

The Audit was aligned to the key requirements of the National Guardians Office Data base requirements for all Trusts when they are submitting their quarterly data. The evidence was taken from the previous FTSUG data which was available on an internal database. The requirement was that only two randomly selected cases were reviewed for this audit.

#### **3.2 Key findings:**

The audit form (Appendix 1) outlines key areas of the end processes of FTSU concerns which are not being evidenced as undertaken as per guidance including shared learning, feedback to and from staff about the concern as well as the management of the concern.

### **4. Solutions / recommendations**

**4.1** Please see Appendix 2 this will be issued on closure of a case to the staff involved to ensure that we are capturing the correct information and making any changes to both the FTSU service and the actions from cases that are required.

The FTSU service will require a change of system for reporting concerns due to the change in contract from Datix to InPhase. A scope of available systems and a business case is currently underway to present back to appropriate committees.

The committee is asked to accept the changes required to ensure we are compliant with future audits and a monitoring of this will be undertaken quarterly to present to committee in the FTSU quarterly report.

APPENDIX 2:



**Item 21 – Freedom to Speak Up  
Guardian Report – Appendix 2 –  
Letby Case Action Plan**

## NHS England: Lucy Letby Urgent Actions / Assurance

Last year NHSE rolled out a strengthened Freedom to Speak Up (FTSU) policy. All organisations providing NHS services are expected to adopt the updated national policy by January 2024 at the latest.

NHSE have now stipulated that alone is not enough. Good governance is essential. NHS leaders and Boards must ensure proper implementation and oversight.

<https://www.england.nhs.uk/publication/the-guide-for-the-nhs-on-freedom-to-speak-up/>

Specifically, they must urgently ensure:

Urgent requirements	Evidence	Actions	Rag rate
1. All staff have easy access to information on how to speak up.	<ul style="list-style-type: none"> <li>• Mandatory training</li> <li>• Trust Intranet Page</li> <li>• COMMS Program</li> <li>• Training Programs</li> </ul>	<ul style="list-style-type: none"> <li>• Leaflets</li> <li>• Posters</li> <li>• Roadshow FTSU</li> <li>• Listening sessions</li> <li>• Extended training</li> </ul>	
2. Relevant departments, such as Human Resources, and Freedom to Speak Up Guardians are aware of the national Speaking Up Support Scheme and actively refer individuals to the scheme.		<ul style="list-style-type: none"> <li>• COMMS</li> <li>• Board Paper</li> </ul>	
3. Approaches or mechanisms are put in place to support those members of staff who may have cultural barriers to speaking up or who are in lower paid roles and may be less confident to do so, and also those who work unsociable hours and may not always be aware of or have access to the policy or processes supporting speaking up. Methods for communicating with staff to build healthy and supporting cultures where everyone feels safe to speak up should also be put in place.	<ul style="list-style-type: none"> <li>• Mandatory training</li> <li>• Staff forums</li> <li>• Trust Policy &amp; Procedures</li> <li>• FTSUG training for on boarding program for overseas recruitment.</li> <li>• Training programs</li> <li>• Anti-racism charter</li> </ul>	<ul style="list-style-type: none"> <li>• Extended training and educational programs</li> <li>• Culture program</li> <li>• Outreach</li> <li>• Accessibility</li> <li>• Variation of mediums</li> <li>• Drop in sessions</li> <li>• Listening sessions</li> </ul>	

	<ul style="list-style-type: none"> <li>• Clinically lead managerially supported program</li> <li>• Executive walkarounds</li> <li>• Tea and chat campaign</li> <li>• Back to practice days</li> <li>• Facebook Live executive Q&amp;A's</li> </ul>	<ul style="list-style-type: none"> <li>• FTSUG links with staff forums</li> </ul>	
4. Boards seek assurance that staff can speak up with confidence and whistleblowers are treated well.	<ul style="list-style-type: none"> <li>• FTSUG paper</li> <li>• Policy</li> <li>• NED meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Case reviews</li> <li>• Strengthening of policy</li> <li>• Audit of outcomes of investigations</li> <li>• Staff stories</li> <li>• Data collection</li> <li>• Reporting system</li> <li>• Questionnaire</li> </ul>	
5. Boards are regularly reporting, reviewing and acting upon available data.	<ul style="list-style-type: none"> <li>• Board meetings</li> <li>• Weekly patient safety report</li> <li>• IOR</li> <li>• Quality account</li> <li>• Audit</li> <li>• Governance process / meetings</li> <li>• Risk register</li> </ul>	<ul style="list-style-type: none"> <li>• FTSUG report development</li> <li>• Triangulation of FTSU data against other safety / quality data</li> <li>• Reporting system for FTSU review</li> </ul>	



## **Freedom to speak up communications plan**

This communications plan will outline the engagement, communication, and awareness around what Freedom to speak up is and the process around raising concerns. The plan will also include ways to raise the profile of the 5 FTSU champions and how to get in touch with them.

### **Aims and Objectives:**

The aim of our approach is to make staff aware of freedom to speak up, how they can speak up and who they can go to for help.

Our objectives are:

- Raise awareness on what FTSU is
- Raise the profile of the 5 FTSU champions
- Let staff know their voice counts
- Promote a speak up, listen up and follow up culture.
- Share updated guidance to all staff
- Promote the new FTSU guardian

### **Audience:**

- All staff

Date	Action	Channel	Notes/responsible
<b>18<sup>th</sup> Sept</b>	Create a promotional screensaver (October) <ul style="list-style-type: none"> <li>• The screensaver will link to the survey</li> </ul> Create table holder  Share survey in the newsletter	Screensaver/Newsletter	AM completed
<b>w/c 25<sup>th</sup> Sept</b>	Add a banner to staff notices on Staff zone	Staffzone	AM ? still outstanding
<b>January 2024</b>	Updated posters/leaflets <ul style="list-style-type: none"> <li>• Put them up around the trust</li> <li>• Externally</li> </ul>	Print	AM
<b>October</b>	Screensaver <ul style="list-style-type: none"> <li>• Promoting the survey</li> </ul>	PCs/TV	AM completed
<b>2<sup>nd</sup> Oct</b>	Launch Tracy as new FTSU guardian <ul style="list-style-type: none"> <li>• Newsletter</li> <li>• FB group</li> <li>• Share champions</li> </ul>	Newsletter and staff FB group	AM TH to relaunch Champions in January 2024 with advert for new and review current.
<b>6<sup>th</sup> Oct</b>	Message in Trudie's weekly update <ul style="list-style-type: none"> <li>• Launching that TH is in post</li> <li>• Mention the importance of FTSU</li> </ul>	CEO update	HF/Comms team- completed
<b>17<sup>th</sup> Oct</b>	Facebook live: Trudie and Tracy <ul style="list-style-type: none"> <li>• Include questions about FTSU</li> </ul>	Facebook	HF/AM completed

<b>8 Jan 2023</b>	<p>Create social posts for general awareness</p> <ul style="list-style-type: none"> <li>• Share the Why Freedom to Speak Up Matters video</li> </ul> <p>(1) <a href="#">Why Freedom to Speak Up Matters - YouTube</a></p>	<p>Newsletter Staff FB</p>	AM / TH
<b>8<sup>TH</sup>Jan 2023</b>	<p>Create the launch video</p> <ul style="list-style-type: none"> <li>• TH to explain what FTUS is, why its important, how to speak up and how to contact her</li> </ul>	Video	AM /TH
<b>8<sup>th</sup> Jan 2023</b>	<p>Share the launch video</p> <ul style="list-style-type: none"> <li>• Newsletter – include national and local updates as well as processes for actioning of concerns raised.</li> <li>• Staff FB group</li> </ul>	<p>Newsletter Staff FB group</p>	AM/ TH
<b>Ongoing</b>	<p><b>Roadshows</b></p> <ul style="list-style-type: none"> <li>• FTSU guardian creating awareness about it and the process for staff</li> </ul>	Hub, Bensham	AM/TC – partial completed hub and ongoing visit teams and departments
<b>TBC</b>	<p><b>Virtual teams meetings</b></p> <ul style="list-style-type: none"> <li>• 1-1 booking system</li> <li>• Promoted internally (FB, newsletter)</li> </ul>	<p>Newsletter Staff FB group Balance website</p>	TH
<b>TBC</b>	<p><b>Balance website</b></p> <ul style="list-style-type: none"> <li>• Create a page on the balance website with a profile of Tracy and how to get in touch</li> </ul>	Website	Dale Jones / TH
<b>TBC</b>	<p><b>Update Staffzone page</b></p> <ul style="list-style-type: none"> <li>• Share updated posters/leaflets</li> <li>• Include updated guidance</li> </ul>	Staffzone	TH – ongoing Amani

	<ul style="list-style-type: none"> <li>Update information – remove Gareth (ask Paul)</li> </ul>		
<b>December 2023</b>	<b>Updated all Teaching presentations and develop new sessions</b>	Share on Comms news letter for booking of sessions for teams	TH AM
<b>TBC</b>	<ul style="list-style-type: none"> <li><b>Video Sessions / Podcasts with different staff members / managers / current updates of what is going on nationally and locally</b></li> </ul>	To share on all social platforms	TH / AM

# Freedom to speak up information

23/24

Report Date: 27/11/2023 12:30



Gateshead Health  
NHS Foundation Trust

