

Board Report

SUMMARY REPORT

Meeting Date:
Agenda Item:

22nd March 2023
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 has been presented to or previously agreed at:	Committee/Tier 2 Group/Tier 3	Audit and Risk Committee People Committee Quality Committee
	Date:	Jan & Feb 2023
Key points/recommendations from those meetings	The FTSU Guardian has consulted widely within the organisation in developing the FTSU ambition and strategy. All feedback has been 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	x	Assurance		Information	x
----------------------------	--	-----------------	----------	------------------	--	--------------------	----------

The Board is asked to receive the FTSU Strategy for approval.

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		x		No	
Partnerships – working together to make a bigger impact		Yes		x	
Is this report relevant to compliance with any key standards ? State specific standard					
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.
Data Security and Protection Toolkit	Yes		No	x	
Any other specific standard?				x	
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	Yes	x	No		Both the service user and staff experience are key factors in the raising of concerns to the FTSU Guardian.
Financial (revenue & capital)	Yes		No	x	
Organisational Development /Workforce	Yes	x	No		The Strategy has key elements that involve collaboration with the Organisational Development Department.
Equality, Diversity & Inclusion	Yes	x	No		
Legal	Yes		No	x	The strategy seeks to actively engage staff who may feel more vulnerable in speaking up, this is done with a keen focus on equality, diversity and inclusion.
Environmental Sustainability	Yes		No	x	

Section 1: Analysis and supporting detail

Background

1.1





FTSU Strategy 2023-2026

A 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

Working towards a culture that supports, enables and drives the delivery of our vision, strategic aims and annual priorities

Our Vision
To ensure the mental, physical and social wellbeing of the people in our communities.

Strategic priorities 2021-2023

- COVID-19 - Resourcing effectiveness
- Working back to good - Continuing to improve
- Transformation - Changing things that will make a difference
- Partnerships - Working together to have a bigger impact

Our values

- Working together for service users
- Respect and kindness
- Everyone counts
- Commitment to quality
- Improving lives



We will give care that is	We will work with	What are we going to do?	How will we do it?
<ul style="list-style-type: none"> Person-Centred Evidence-Based Trauma-Informed Strength-Based 	<ul style="list-style-type: none"> Primary Care The City The Wider System 	<ul style="list-style-type: none"> Develop Care Models that promote recovery 	<ul style="list-style-type: none"> Design Services to meet people's needs Develop Team SHSC

Our FTSU Strategy is an enabling strategy for our Clinical and Social Care Strategy and supports the SHSC vision to support the mental, physical and social wellbeing of the people in our communities.



All our strategies are co-dependent and we work across SHSC to enable delivery against our priorities.

FTSU Priorities 2023 2026

Our FTSU **Ambition** A 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 the opportunities to raise concerns in teams Develop a Champion Network	Listen Up Promote training, development and skills in listening Increase listening and engagement events	Follow Up In the visibility of actions taken as a result of staff speaking up To ensure the right actions are taken when staff speak up	Always Learning Identify and share learning and intelligence 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

FTSU Strategy 2023 – 2026

Ambition
 A 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



- Aims**
- ▶ Ensure staff are aware of FTSU
 - ▶ Remove barriers for people to speak up
 - ▶ Improve identification and learning from concerns raised

- Priorities 2023-2026**
- | “Speak Up” | “Listen Up” | “Follow Up” | “Always learning” |
|---|---|---|--|
| <ul style="list-style-type: none"> • Develop a network of FTSU champions to ensure there are alternative people to speak to • Work closely with the staff network groups to promote and increase confidence in speaking up for everyone • FTSU Guardian to promote “speaking up” directly to staff • All staff to do “speak up” training • Encourage “huddles” and other systemic changes that increase opportunities for concerns to be raised within the workplace | <ul style="list-style-type: none"> • Promote “listening up” training for all staff • Develop materials for leaders/teams to support listening events • Develop and promote training to effective listening • The guardian to share information, where appropriate, to identify potential safety issues or poor cultures/behaviors | <ul style="list-style-type: none"> • Regular communication through a range of mediums informing staff of how concerns have been addressed as well as what is working well • Ensure positive change is advertised • Senior leaders to be encouraged to complete “follow up” training • Clinical concerns to be signed off by senior managers to improve the quality of the responses and maximise learning from them. • The Guardian to report directly to board and other committees | <ul style="list-style-type: none"> • A stronger emphasis to be put on learning when FTSU concerns are raised • The FTSU Guardian to promote more partnership working in order to increase learning opportunities • FTSU Guardian to continue to have regular meetings with senior leaders to share appropriate information and promote learning |



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 the FTSU champions training and refresh the year 1 training plan as needed Recruit a minimum of 3 new champions	Review 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: <ul style="list-style-type: none"> • 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	Year 2	Year 3
Removing barriers to speaking up		
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 : <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> 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 aim 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: <ul style="list-style-type: none"> 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