

## Board of Directors Meeting: 8 February 2024

<b>Agenda item</b>	018/24		
<b>Report Title</b>	Freedom to Speak Up (FTSU) Report Q3 2023-24		
<b>Executive Lead</b>	Anna Milanec, Director of Governance		
<b>Report Author</b>	Helen Turner, FTSU Lead Guardian		
<b>CQC Domain:</b>	<b>Link to Strategic Goal:</b>		<b>Link to BAF / risk:</b>
Safe		Our patients and community	
Effective		Our people	
Caring		Our service delivery	<b>Trust Risk Register id:</b>
Responsive		Our governance	
Well Led	√	Our partners	
<b>Consultation Communication</b>	N/A		
<b>Executive summary:</b>	<p>The following report provides the FTSU update for Quarter 3 2023/24.</p> <p>68 concerns were raised in Q3, which is a 31% increase on the previous quarter and a 11% decrease on Q3 22/23. The increase on the previous quarter is likely due to engagement activity during October 2023 Speak Up month.</p> <p>Attitudes and behaviours and bullying and harassment, being the most widely recorded theme, continue at 45%, an increase of 1% on the previous quarter.</p> <p>By profession, administration and clerical raised the most concerns in Q3, replacing nursing and midwifery reporting the highest number of concerns.</p> <p>Whilst other professional groups remain consistent in terms of numbers raising concerns, there has been a noticeable downturn over the last four quarters in those reporting concerns from Estates and Ancillary professional groups.</p> <p>This report also includes priorities for 24/25 from the FTSU Vision and Strategy, and actions to deliver them, linked to gaps identified at the Board Development Workshop.</p>		
<b>Recommendations for the Board:</b>	The Board is asked to note the report, and approve the FTSU priorities for 2024/2025		
<b>Appendices (In Supplementary Information Pack):</b>	Appendix 1: Colleague Feedback Appendix 2: Action Plan – Through the Audit Committee Lens Appendix 3: Self Reflection Tool – Principles 1,2 and 4		

## Introduction

### Assessment of issues including themes and trends

In Quarter 3 SaTH received 68 contacts through the FTSU mechanism. This has increased by 31% from the previous quarter.

Contacts versus concerns is contained in the table below.

<b>Qtr. 3 October – December 23</b>	
Number of Contacts	68
Number of Concerns	55

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

	Q1	Q2	Q3	Q4	Total	Increase/ Decrease	National Increase
2023/24	47	52	68	NA	167 (Q1, Q2, Q3)	↓32% (Q1, Q2, Q3)	Not available yet
2022/23	72	73	76	59	<b>282</b>	↓23%	↑25%
2021/22	100	113	90	66	<b>369</b>	↑18%	0%
2020/21	41	82	103	78	<b>302</b>	↑208%	26%
2019/20	22	17	57	49	<b>145</b>	↑119%	32%
2018/19	10	18	18	20	<b>66</b>	↑106%	73%
2017/18	4	7	12	9	<b>32</b>	N/A	N/A

The NGO requires all Trusts to submit their data to the national portal following the close of a quarter and is submitted in the following categories. At SaTH we also record an additional category of policies, procedures and processes, figures for which are contained in later sections of the report.

<b>Category</b>	<b>Q4</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>
	<b>22/23</b>	<b>23/24</b>	<b>23/24</b>	<b>23/24</b>
Bullying and Harassment	8	3	4	5
Patient Safety	5	5	3	7
Worker Safety or Wellbeing	16	5	7	11
Attitudes and behaviours	16	18	19	27
Anonymously	3	0	2	2
Detriment	0	0	0	0

### Concerns raised by profession

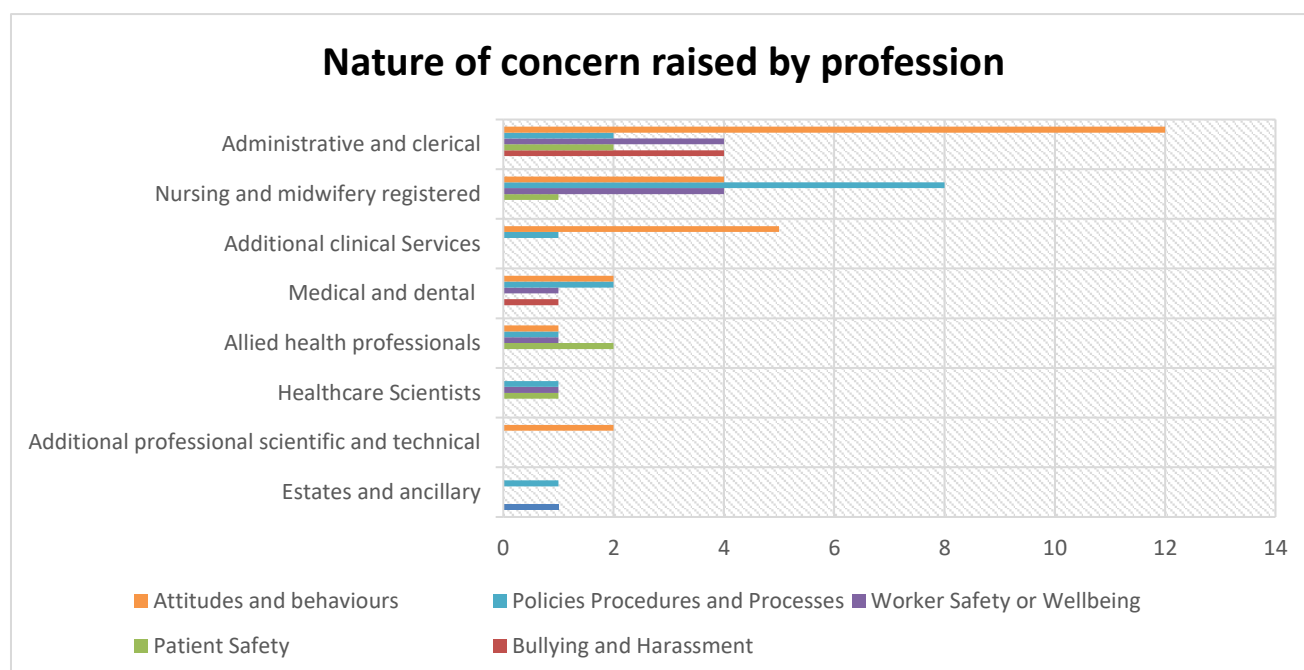
<b>Professional Group</b>	<b>Q4</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>
	<b>(22/23)</b>	<b>(23/24)</b>	<b>(23/24)</b>	<b>(23/24)</b>
Nursing and midwifery registered	17	16	14	17
Administrative and clerical	7	11	11	26

Estates and ancillary	11	8	4	1
Additional clinical Services	8	5	7	6
Medical and dental	7	3	5	6
Allied health professionals	2	3	7	5
Not Known/Other	6	1	4	2
Healthcare Scientists	1	0	0	3
Additional professional scientific and technical	0	0	0	2

### Contacts Per Division

The report now includes cases per Division in quarterly reports which was first introduced in the 22/23 annual report. In Quarter 3 the Corporate Division has the most raised concerns replacing Surgery, Anaesthetics & Cancer this quarter have the highest proportion of cases raised, in contrast to Q1 which saw it as the least reported Division. The most reported theme in the Corporate Division was attitudes and behaviours with twelve contacts equating to five individual concerns and overall, the 23 contacts equated to fourteen individual concerns.

	<b>Number of Contacts Q1, Q2 and Q3</b>		
<b>Divisions</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>
Surgery, Anaesthetics & Cancer	4	15	18
Medicine & Emergency Care	15	14	9
Corporate	11	12	23
Clinical Support Services	6	5	8
Women & Children's	10	4	8
Unknown/Other	1	2	2
<b>Total</b>	<b>47</b>	<b>52</b>	<b>68</b>



### Concerns by Professions

The graph above gives the overview of the themes raised by profession, with attitudes and behaviours continuing to be the largest or joint largest theme for 4 professional groups. However, bucking the Q2 trend is that policies, procedures and processes is the largest theme for nursing and midwifery colleagues rather than attitudes and behaviours.

## Contacts Raised Proportionally

With the general downturn in concerns, we now include a table to show the proportionality of concerns raised to illustrate trends. The one consistent trend is bullying and harassment and attitudes and behaviours at 44 - 45% over 21/22; 22/23 and the three quarters of 23/24.

<u>Themes</u>	<u>20/21</u>	<u>21/22</u>	<u>22/23</u>	<u>23/24</u> <u>Q1-</u> <u>Q3</u>	<u>National</u> <u>Figures</u> <u>22/23</u>
Inappropriate behaviours/attitudes	24.5%	37%	33%	38%	30%
Patient Safety	21.5%	15%	21%	9%	19%
Policies, processes and procedures.	11%	21%	13%	26%	Not recorded
Worker Safety	13%	10%	22%	14%	27.4%
Bullying and Harassment	13%	7%	11%	7%	21.7%
Unknown/Other	Not recorded	Not recorded	4%	2.4%	Not recorded
Anonymous	1.7%	1.4%	2.5%	2.4%	9.3%
Detriment	0.7%	0.5%	0.7%	0%	3.9%

The publication of the NGO annual report in November shows that whilst SaTH figures are higher for 'inappropriate behaviours and attitudes' than nationally reported, they are lower than for 'bullying and harassment' and when combined as FTSU do for reporting, nationally they are 7% higher than at SaTH.

One area of potential concern is the lower amount of patient safety concerns received in 23/24 compared to other years and national figures.

## Open/Closed Contacts

Overall, up until the end of Quarter 3, 23/24 101 contacts remain open over a 2.5 year period compared to 96 contacts open at the end of Quarter 2. At the same point in Q2 last year 128 remained open

The Board are also asked to note the reduction of the total of outstanding open concerns compared to previous reported totals. The reason for this reduction is the drop in concerns overall, signposting, colleagues raising the concern themselves and better escalation and responses from those raising concerns.

## 2021/2022

	<u>Qtr1</u>	<u>Qtr2</u>	<u>Qtr3</u>	<u>Qtr4</u>
<b>Contacts</b>	<b>21/22</b>	<b>21/22</b>	<b>21/22</b>	<b>21/22</b>
Open	0	0	4	6
Closed	101	112	86	60

<b>Nature of concern</b>	<b>Open Contacts</b> <b>2021-22</b>	
	<b>Qtr3</b>	<b>Qtr4</b>
Attitudes and behaviours	1	5
Policies Procedures and Processes	2	0
Worker Safety or Wellbeing	1	0
Bullying and Harassment	0	1
Patient Safety	0	0

Open concerns in Qtr3 and 2 from Qtr4 are from same area.

Since the Q2 report 5 cases have been closed.

Reason for open cases in 21/22

1. FTSU delay with rounding off case and gaining feedback.
2. Culture and care in an area still a cause for concern and programme for improvements underway but slow progress given challenges.
3. Slow escalation of issues and then lack of timeliness of response, reported areas of improvement but FTSU still need feedback from individuals involved.

**2022/2023**

	<b>Qtr1</b>	<b>Qtr2</b>	<b>Qtr3</b>	<b>Qtr4</b>
<b>Contacts</b>	<b>22/23</b>	<b>22/23</b>	<b>22/23</b>	<b>22/23</b>
Open	2	14	17	7
Closed	69	59	62	52

<b>Nature of concern</b>	<b>Open Contacts 2022-23</b>			
	<b>Qtr1</b>	<b>Qtr2</b>	<b>Qtr3</b>	<b>Qtr4</b>
Attitudes and behaviours	1	1	4	3
Policies Procedures and Processes	0	0	2	1
Worker Safety or Wellbeing	0	0	3	2
Bullying and Harassment	0	0	8	0
Patient Safety	1	13	1	1

Qtr2 – 13 of the contacts relating to patient safety are from the same area.

Qtr3 – 8 of the contacts relating to bullying and harassment are from the same area.

Qtr4 – 8 of the contacts are relating to 5 individual concerns.

Since the Q2 report 0 cases have been closed

Reason for open cases in 22/23

1. FTSU delay with rounding off case and gaining feedback due to sickness etc.
2. Ongoing issues with culture within teams
3. Culture and care in an area still a cause for concern and programme for improvements underway but slow progress given challenges.
4. Slow escalation of issues and then lack of timeliness of response, reported areas of improvement but FTSU still need feedback from individuals involved.
5. Poor management response and timeliness to concerns raised.

**2023/2024**

	<b>Qtr. 1</b>	<b>Qtr. 2</b>	<b>Qtr. 3</b>
<b>Contacts</b>	<b>23/24</b>	<b>23/24</b>	<b>23/24</b>
Open	7	12	32
Closed	40	40	36

<b>Nature of concern</b>	<b>Open Contacts</b>		
	<b>Qtr1</b>	<b>Qtr2</b>	<b>Qtr3</b>
Attitudes and behaviours	6	5	15
Policies Procedures and Processes	1	5	10
Worker Safety or Wellbeing	0	1	2

Bullying and Harassment	0	1	3
Patient Safety	0	0	2

Qtr1 – 5 of the 6 contacts relating to attitudes and behaviours are the same concern.

Qtr2 – 3 of the 5 contacts relating to policies, procedures and processes are the same concern.

Qtr3 - 11 of the 15 contacts relating to attitudes and behaviours are 2 individual concerns. 3 of the 10 contacts relating to policies, processes and procedures are the same concern.

Since Q2 report 57 cases have been closed

Reason for open cases in 23/24

1. Ongoing issues with culture within teams
2. Internal investigation ongoing.
3. FTSU still need feedback from individuals involved.
4. Poor management response and timeliness to concerns raised.

### Average number of days taken to close concerns

The table below shows breakdown in quarters of average length of time taken to close concerns and average number of days concerns are still open relating to nature of concern.

Nature of concern	Average number of days taken to close concerns			Average number of days concerns still open		
	Qt1	Qtr2	Qtr3	Qtr1	Qtr2	Qtr3
<b>Attitudes and behaviours</b>	50	45	29	249	172	71
<b>Policies Procedures and Processes</b>	97	21	18	280	166	72
<b>Worker Safety or Wellbeing</b>	41	57	16	0	182	38
<b>Bullying and Harassment</b>	56	124	2	0	166	90
<b>Patient Safety</b>	43	46	19	0	0	94

Length of time to close some concerns is always a cause for concern and further interrogation of why they are still open is needed.

### Themes and Professional Groups

In previous reports there has been a separation between the themes and professional groups but for clarity and brevity have now been combined. Tables clearly show which professions are raising the themes.

In Quarter 3 what is becoming noticeable are concerns where perhaps this no learning for the organisation and they have been signposted to the more appropriate avenue. However all concerns should be treated equally what may seem less important now has the potential to escalate.

### Behaviours/Relationships/Bullying and Harassment

As per previous quarters nearly half of the contacts made this quarter are about behaviours and attitudes and bullying and harassment, and for the purpose of this report have been combined. Numbers per professional group are illustrated in the table below:

<b>Professional Group (Attitudes, Behaviours, Bullying)</b>	
Administrative and clerical	16

Additional clinical Services	5
Nursing and midwifery registered	4
Medical and dental	3
Estates and ancillary	2
Additional professional scientific and technical	2
Allied health professionals	1
Not Known/Other	1
<b>Total</b>	<b>34</b>

Administration and clerical replace nursing and midwifery as the professional group which have raised the most concerns about bullying and harassment and attitudes and behaviour.

Of the 34 contacts to FTSU 23 were individual cases.

### **Actions taken to resolve concerns**

1. Adjustment and communication improved to understand neurodiversity of colleagues.
2. Learning for student nurses undertaken by student assessor.
3. Signposting to line managers.
4. Advice given to include issues raised as part of the open grievance.
5. Team members reporting bullying action was being taken by management with support of Workforce colleagues.
6. Support by OD colleagues to assess and improve culture.

### **Policies and Procedures**

<b>Professional Group (Policies, Procedures and Processes)</b>	
Nursing and midwifery registered	8
Medical and dental	2
Administrative and clerical	2
Allied health professionals	1
Additional clinical Services	1
Estates and ancillary	1
Healthcare Scientists	1
<b>Total</b>	<b>16</b>

Of the 16 contacts to FTSU 14 were individual cases

### **Actions taken to resolve the concerns**

1. New process - when datix received about discrimination, Workforce, Advisor of the Day is to immediately send Work Without Fear flowchart to investigating manager.
2. Signposting to Workforce, Unions and Line Management
3. Apologies from management and lessons learnt.

### **Patient Safety**

<b>Professional Group (Patient Safety)</b>	
Administrative and clerical	2

Allied health professionals	2
Nursing and midwifery registered	1
Healthcare Scientists	1
Not Known/Other	1
<b>Total</b>	<b>7</b>

### **Actions taken to resolve patient safety issues**

1. Signposting to Clinical Centre Leadership Team
2. Concern submitted via SafeCall and FTSU team have followed incident process with Surgery Clinical Governance team who have submitted a Datix on their behalf. Outcome of Datix awaited.
3. Colleagues met with Leadership Team to discuss way forward for specialist roles in supporting some of our most vulnerable patients.
4. Review of treatment of patient by lead Consultant following concerns raised.
5. Actions delayed addressing prescribing issues.
6. Referral issues being addressed by administration management team.

All 7 were individual cases.

### **Worker Safety or Wellbeing**

<b>Professional Group (Worker Safety/Wellbeing)</b>	
Administrative and clerical	4
Nursing and midwifery registered	4
Medical and dental	1
Allied health professionals	1
Healthcare Scientists	1
<b>Total</b>	<b>11</b>

All 11 were individual cases.

### **Actions taken to address issues**

1. Signposted to union.
2. Learning on maternity risk assessments for managers.
3. Signposted to management.
4. Signposted to estates
5. Escalation to management team.
6. Signposted to OD team
7. Continued discussions with management team on taking forward concerns,

We continue to have open cases as individuals are off sick due to health issues resulting in not being able to follow up.

## **2.0 Action taken to improve FTSU Culture**

### **1. Mandatory Training**

In June 2022, Shrewsbury and Telford Hospital were one of the first Trust's in the country to mandate FTSU online training. Compliance rates are encouraging and each quarter there is a steady increase. The FTSU team are working with the Education Team to increase compliance of all FTSU training modules to 90%. The 'worker' module is the current focus and we were targeting



specific teams whose non-compliance is high through additional assistance such as workbooks and presentations. However work on this has slowed down since November and we are reinvigorating the push to reach compliance rates.

At 15<sup>th</sup> January 2024 the compliance rate for all modules stands at:

- Freedom to Speak Up Worker Training – 88.29% ↑ 3.1%
- Freedom to Speak Up Listen Up for All Leaders – 74.39% ↑ 3.75%
- Freedom to Speak Up Follow Up for Senior Leaders – 47.62% ↑ 4%

- FTSU presentation at twice monthly Corporate Induction.
- FTSU session at STEP Programme – Leadership training for new managers/supervisors
- Visibility visits, awareness raising sessions and drop in for teams in Q3 from FTSU team.
- Regular meetings with stakeholders for action and to provide oversight of concerns raised. These include 121's with Chief Executive; Director of Nursing; Director of Governance; Medical Director; Deputy Medical Director; NED Lead for FTSU, Equality and Diversity Lead; Divisional Director of Nursing for Paediatrics and Neo Natal; attendance at Junior Doctor Forums; regular contact with Guardian of Safe Working.
- Improvement of feedback to those who raised concerns.
- Presentations at international nurses and student nurse and midwife inductions
- Concerns raised have been acted upon in a timely and appropriate manner and recorded as per the National Guardian Office Guidelines.
- FTSU now attends RALIG and Divisional PACE meetings as well as the weekly Nursing, Midwifery and Facilities Forum.
- Membership of EDI Steering Group
- Membership of PNA/PMA Steering Group
- Membership of ED Cultural Workstream 2
- Membership of weekly discrimination group.
- Attendance at staff network meetings
- Attend Divisional Committees to present annual summaries
- Presentation and stall at FY1 and FY2 Junior Doctor Induction.
- FTSU Lead presentation at ICB Diversity Day.
- ICB FTSU Forum organised
- Presentation by Neelam Mehay, NHSE Lead for the speaking up support scheme to the HRBP and advisory team.
- Attendance at regional network meeting at UHB.
- Comprehensive promotion of FTSU as part of speak up month, sharing stories of improvement as a result of speaking up.
- Board Development day 1<sup>st</sup> November to consider 3 of the nine principles contained within the Board self-reflection tool – see Appendix 1
- Quarterly update at CSS/Staffside Division
- Presentation at PAC Away Day
- Presentation at Medical Directors Away Day
- RSH Site Walkaround with Chair

## **National Picture**

### **Speak Up Support Scheme**

One of the recommendations from the Letby letter was that all Trust's HR and staffside should be familiar with NHSE Speak Up Support scheme. Neelam Mehay who leads the scheme presented to our HRBP and advisory team in November. The scheme is via application and provides the following:

*The scheme provides a range of support for past and present NHS workers who have experienced a significant adverse impact on both their professional and personal lives, to move forward, following a formal speak up process.*

*The scheme, formerly known as the Whistleblowers Support Scheme, was created in 2019 as a response to the recommendations from the 2015 Freedom to Speak Up review. It has been revised based on learning from the previous iterations of the support scheme.*

### **What the scheme will offer**

*The scheme enables past and present NHS workers, who meet the eligibility criteria, to access a structured programme of support which includes:*

- *health and wellbeing session*
- *one-to-one psychological wellbeing support*
- *career coaching*
- *personal development group workshops*
- *a range of practical support through group sessions.*

*This support will be delivered online, via virtual platforms such as Microsoft Teams or Zoom, by specialists in wellbeing and coaching support*

### **NGO Annual Report**

In November the NGO annual report was published, and access to the full report is available from the FTSU Lead Guardian on request.

### **3.0 Learning and Improvement**

Whilst we are still learning and improving from some of the concerns that are coming through the function, it is noted that learning opportunities are potentially less than the function has been accustomed to. Concerns raised may already be in process and therefore are not suitable for further escalation as FTSU is an alternative mechanism for raising concerns or contacts are often about signposting and discussing options.

The consistent reporting of Bullying and Harassment/Attitudes and Behaviours at 44%, the FTSU Team are doing a deep dive to understand what is being reported and where from, so the Trust can learn and act accordingly.

If the function were asked “what keeps you awake at night” it is the raising of concerns or lack of that are systemic in nature rather than can be wholly owned by SaTH and therefore engender a sense of futility for example skill mix; staffing; moral injury; quality of care.

And if those concerns are raised, all actions are taken that are within the ‘gift’ of the organisation and resolution is still not to the standard required then where are those concerns taken and monitored?

### **FTSU Priorities 23/24 – Progress Q3**

In October 2022 the FTSU vision and strategy was signed off by board with four key priorities which the FTSU team were already progressing.

1. Ensure all groups who face barriers to speaking up are supported to raise concerns, in particular working with our BAME colleagues.
  - 30 voices project complete – actions outstanding and should form part of the EDI retention group.
  - We are seeing increased reports of racism which are monitored through the weekly discrimination meeting to ensure timely and robust responses.
  - Work closely with our EDI team and support promotional activities
  - Membership of ICS EDI Steering Group
  - Work from Fear Flowchart published and distributed.
2. Ensure FTSU processes are fit for purpose and in line with best practice.
  - The internal review of processes is now complete and the FTSU team are working on embedding the recommendations/better practice.
3. Working with our leaders to ‘listen up’ and ‘follow up’
  - FTSU deliver on STEP programme

- Divisional Annual Summaries presented to Committees.
  - Mandated online training for all staff, current figures as in mandatory training section above.
4. Alongside our cultural team colleagues, lead the Civility and Respect social movement.
- Over 1000 staff have now received the training

### **Board Development Session – 1<sup>st</sup> November**

On 1 November 2023 a Board seminar was led by the FTSU Executive Lead and FTSU Lead to consider two of the principles in the FTSU Reflection and Planning Tool. Guidance suggested that all nine principles could be considered or to select less principles to give more focus. The latter approach was chosen given the amount of improvement work already happening within the Trust.

A further principle was also considered which was solely for the attention of the Executive FTSU Lead and NED FTSU Lead and happened at a discrete session on 8 November 2023.

The principles considered were 1, 2 and 4. It should also be noted and acknowledged that the organisation has made progress against the other principles contained within the document.

The gaps identified have also informed the priorities for 24/25 and accompanying actions as at the 'FTSU Priorities 24/25' section.

We are making progress as an organisation and the success of FTSU is dependent upon:

1. A reliable and well-functioning mechanism to escalate concerns through with timely actions and feedback.
2. Leaders and all colleagues taking personal accountability to role model values and behaviours consistently
3. Freedom to speak up is universally understood as a cultural state, integral to living our values

### **Key Performance Indicators at Q3**

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

The cultural dashboard is made up of 16 questions from the staff survey. High level results have been received by the Trust but are under embargo and so cannot be reported until the Q4 report.

2. **Sickness absence rate is below 4%**

Up to November 2023 – 5.2%

3. **People turnover is below threshold of 14.1%**

Up to November 2023 – 0.48 %

4. **Staff Survey response rate surpasses 45%**

In 23/24 the staff survey response rate achieved 45%, a 4% decrease on the year before, however

5. **Staff Survey key questions for FTSU 19a, 19b, 23e and 23f increase.**

Staff survey results received for 22/23 but under embargo and will be reported on in Quarter 4 report.

Whilst the Trust is making progress with its overall culture, the function received the following valuable feedback which shows that there is more work to be done

*There are other issues regarding F2SU that are more general. People are sometimes unwilling to use it as a service because they don't think it will make a difference (I think people, understandably, want immediate results and become frustrated when they don't get them). There are also those who are unwilling to take a*

*concern forward and have an expectation that they can report it to F2SU and it will just be dealt with, without any further input from themselves – which is not how raising a concern works.*

## **FTSU Priorities for 24/25**

The FTSU vision and strategy has nine priority areas and four were specifically chosen for 23/24, however significant progress has been made against eight of the areas when looked at holistically and will be reported on in the FTSU annual report.

The priority for 24/25 have been selected against the findings and associated actions in the Board self-reflection tool which can be found at Appendix 2.

Because of the findings it should be noted that one of the priorities from 23/24 has been rolled over into 24/25.

1. Working with our leaders to empower staff to 'speak up' and offer suggestions for improvement.
  - Inclusion of FTSU/Psychological Safety in SaTH leadership programmes
  - Consider how Just Culture can be embedded within the organisation?
  - Reinvigorate and distribute the FTSU managers handbook
  
2. Working with our leaders to 'listen up' and 'follow up'
  - Mandated online training reaches the 90% threshold for worker, managers and senior leaders.
  - Inclusion of FTSU/Psychological Safety in SaTH leadership programmes
  - Focus on dissemination of improvement
  - Part of Executive appraisals.
  - Target areas that have low staff survey results on the speaking questions and correlate with mandatory training
  - Focus on detriment
    - i. Section on detriment in FTSU public board paper and Audit Committee.
    - ii. Detriment 'section' on website/intranet.
    - iii. FTSU page on website needs updating.
    - iv. Look at detriment through speak up month 2024
    - v. Include NED Lead in policy
  
3. Ensure key learning from concerns is articulated to all in an open and transparent manner.
  - Deep dive into bullying and harassment and attitudes and behaviours by FTSU team and associated actions and communication.
  - Continue to tell and link 'stories' of improvement from staff voice whatever the source

## **4.0 SaTH Feedback**

NGO guidance expects that all those who have raised concerns to the FTSUG and ambassadors are to be asked the following questions:

1. Given your experience would you speak up again?" Yes/No/Maybe/Don't know
2. Please explain your response"

Responses received up until the end of Quarter 3 can be seen at Appendix 1.