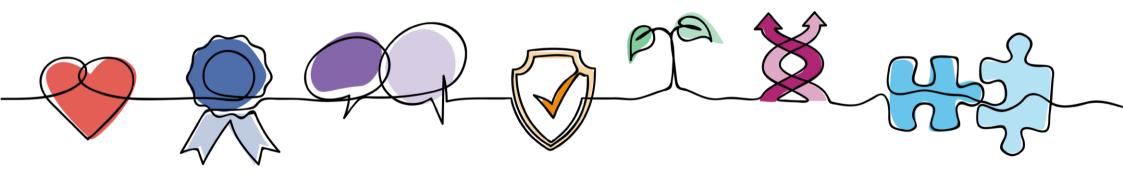# Freedom to Speak up

A reflection and planning tool

Introduction

The senior lead for FTSU in the organisation should take responsibility for completing this reflection tool, at least every 2 years.

This improvement tool is designed to help you identify strengths in yourself, your leadership team and your organisation – and any gaps that need work. It should be used alongside Freedom to speak up: A guide for leaders in the NHS and organisations delivering NHS services, which provides full information about the areas addressed in the statements, as well as recommendations for further reading.

Completing this improvement tool will demonstrate to your senior leadership team, your board or any oversight organisation the progress you have made developing your Freedom to Speak Up arrangements.

You may find that not every section in this tool is relevant to your organisation at this time. For this reason, the tool is provided in Word format to allow you to adapt it to your current needs, retaining the elements that are most useful to you.

If you have any questions about how to use the tool, please contact the national FTSU Team using england.ftsu-enquiries@nhs.net

The self-reflection tool is set out in three stages, set out below.

Stage 1

This section sets out statements for reflection under the eight principles outlined in the guide. They are designed for people in your organisation's board, senior leadership team or – in the case of some primary care organisations – the owner.

You may want to review your position against each of the principles or you may prefer to focus on one or two.

Stage 2

This stage involves summarising the high-level actions you will take over the next 6–24 months to develop your Freedom to Speak Up arrangements. This will help the guardian and the senior lead for Freedom to Speak Up carry out more detailed planning.

Stage 3

Summarise the high-level actions you need to take to share and promote your strengths. This will enable othersin your organisation and the wider system to learn from you.

Stage 1: Review your Freedom to Speak Up arrangements against the guide

What to do

- Using the scoring below, mark the statements to indicate the current situation.

  1 = significant concern or risk which requires addressing within weeks

  2 = concern or risk which warrants discussion to evaluate and consider options

  3 = generally applying this well, but aware of room for improvement or gaps in knowledge/approach

  4 = an evidenced strength (e.g., through data, feedback) and a strength to build on

  5 = confident that we are operating at best practice regionally or nationally (e.g., peers come to use for advice)

- Summarise evidence to support your score.

- Enter any high-level actions for improvement (you will bring these together in Stage 2).

- Make a note of any areas you score 5s in and how you can promote this good practice (you will bring these together in Stage 3).

Principle 1: Value speaking up

For a speaking-up culture to develop across the organisation, a commitment to speaking up must come from the top.

Statements for the senior lead responsible for Freedom to Speak Up to reflect on	Score yes/no
I am knowledgeable about Freedom to Speak Up	Yes
I have led a review of our speaking-up arrangements at least every two years	Yes
I am assured that our guardian(s) was recruited through fair and open competition	Yes
I am assured that our guardian(s) has sufficient ringfenced time to fulfil all aspects of the guardian job description	Yes
I am regularly briefed by our guardian(s)	Yes
I provide effective support to our guardian(s)	Yes

Enter summarised commentary to support your score.

1. Senior lead has completed all online training and has fortnightly catch ups with FTSU Lead. Aware of issues re: national picture through NGO bulletin; Health Providers Communications; HSJ etc; communications from the regulators.
2. The speaking up arrangements are consistently reviewed via the Board reports provided by the FTSU Lead and will also be reviewed by the audit committee in 24/25 cycle. An internal review on processes has been undertaken by the FTSU team with leadership by the FTSU Executive.
3. Regular Comms and improvement stories are now part of the Board cycle. FTSU is a crucial pillar in the cultural improvement journey of SaTH. Improvement is monitored through KPIs including staff survey results as per the strategy in the Quarterly Board/ARAC reports. Measurements of time taken to resolve issues have now been included in Board reports.
4. The FTSU Guardians were recruited via an open competition both posts being advertised externally.

High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)
1. Analysis of FTSU at SaTH through Model Hospital mechanism
2. Review of FTSU arrangements via external auditors as part of 24/25 cycle

Statements for the non-executive director lead responsible for Freedom to Speak Up to reflect on	Score yes/no
I am knowledgeable about Freedom to Speak Up	Yes
I am confident that the board displays behaviours that help, rather than hinder, speaking up	Yes
I effectively monitor progress in board-level engagement with the speaking-up agenda	Yes
I challenge the board to develop and improve its speaking-up arrangements	Yes
I am confident that our guardian(s) is recruited through an open selection process	Yes
I am assured that our guardian(s) has sufficient ringfenced time to fulfil all aspects of the guardian job description	Yes
I am involved in overseeing investigations that relate to the board	Yes
I provide effective support to our guardian(s)	Yes

Enter summarised evidence to support your score.

1. NED Lead for FTSU is readily available for those who wish to contact her directly. They have completed training directly with the NGO and also the online HEE training, worker, manager and senior leader. The National Guardian has been part of Board Development days. NED Lead meets with FTSU Lead monthly and is available to the lead outside of those times.
2. FTSU is high on the Board agenda and they recognise the value. There are multiple channels where colleagues speak up to and this links back into the Board. The BoD is on a journey and with the Chair's leadership there is much more candour and thanking for those who do speak up and particularly through the Board walkabouts that routinely happen. speaking up is also encouraged through the committee structure and FTSU now take a report 6 monthly to ARAC.
3. NED Lead is also active in Board discussion around FTSU at the meetings and can be evidenced through the minutes

High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)

1. Further education on the NED roles within FTSU/Speaking Up Culture

2. Walkarounds by NEDs with FTSU Lead and Guardian

Principle 2: Role-model speaking up and set a healthy Freedom to Speak up culture

Role-modelling by leaders is essential to set the cultural tone of the organisation.

Statements for senior leaders	Score yes/no
The whole leadership team has bought into Freedom to Speak Up	Yes
We regularly and clearly articulate our vision for speaking up	Yes
We can evidence how we demonstrate that we welcome speaking up	Yes
We can evidence how we have communicated that we will not accept detriment	Yes
We are confident that we have clear processes for identifying and addressing detriment	Partially
We can evidence feedback from staff that shows we are role-modelling the behaviours that encourage people to speak up	Yes
We regular discuss speaking-up matters in detail	Partially

Evidence summarised below and to note this is not wholly exclusive.

1.The whole leadership team has bought into Freedom to Speak Up

Evidence

- FTSU online training mandated for all workers, managers and senior leaders. Completion rate for FTSU senior leaders is 54%
- FTSU 1/4ly reports received at Board and ARAC
- Easy access to Executives for FTSUGs
- Regular updates from Chief Executive on FTSU to the Trust
- Invitations to attend SLT for FTSU
- Quarterly updates through Cascade and other Communication channels.
- BoD seminar sessions
- FIKA
- FTSU Lead meet with senior leaders regularly.

Gaps

- Is it included in Divisional/Operational plans? Psychological Safety, Culture, Staff Survey response targets
- Set psychological safety/FTSU objective for individuals e.g. staff survey response rates to the FTSU questions etc
- All senior leaders to complete the FTSU senior leader training
- Should it be included as part of operational plans

2. **We regularly and clearly articulate our vision for speaking up**

Evidence
- Chief Executive and Executive messages
- Corporate Induction by FTSU, Executive and OD Team
- Junior Doctor Induction
- FTSU Lead attendance at STL following LL case
- Use speak up month well and always have a clear plan
- Yearly Comms plan for FTSU
- Values Based Interviews
- FTSU Team attend Divisional Committees

3. We can evidence how we demonstrate that we welcome speaking up

Evidence

- 1/4ly reports welcomed by Board.
- Invitations to SLT to FTSU Lead.
- Monthly meetings with CEO/DoN/Exec Lead for FTSU/NED Lead for FTSU/Deputy Medical Director
- 1/4ly meetings with Executive Medical Director
- Yearly communication plan

- Corporate Communications by CEO and Executives
- Drop-in sessions by Chief Executive and Director of Nursing and COO in 2021
- Regular attendance by FTSU at weekly nursing meeting.
- Standing invitation to FTSU to RALIG, involved in PSIRF away days
- Board session with former National Guardian, Dr Henrietta Hughes, June 2021 and session with current National Guardian, Jayne Chidley Clark to be organised
- Values Based Interviews
- Corporate Induction
- Civility and Respect Sessions

4. We can evidence how we have communicated that we will not accept detriment

Evidence

- New FTSU policy published in June 2023, which has a clear process on investigating detriment by Executive Lead. This is above and beyond national expectations of the policy
- Chief Executive Message
- HRBP session with NHSE/I on whistleblowers scheme, November 2023
- No specific focus on detriment it's more implicit than explicit.

5. We are confident that we have clear processes for identifying and addressing detriment.

Evidence

- Reliant on colleagues speaking up about detriment
- Process for dealing with detriment in FTSU policy

6. We can evidence feedback from staff that shows we are role-modelling the behaviours that encourage people to speak up.

Evidence

- Quantative and qualitative staff survey data would show this, consistently in bottom 10 in country on the speak up scores.
- KPIs as per Board report.
- Informal

We regularly discuss speaking-up matters in detail

Evidence

- Quarterly Board Report
- FTSU paper at ARAC
- FTSU now at Divisional Committees.

High-level actions needed to bring about improvement (focus on scores 1 ,2 and 3)

1. Round table informal Board session to discuss hotspots within the Trust.

2. 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. Leadership Team and NEDs to commit to 100% mandatory FTSU training worker, manager and senior leader.

4. FTSU Team deep dive into Bullying and Harassment and Attitudes and Behaviours and associated actions.

5. Speaking up as part of Executive Appraisals	
Statements for the person responsible for organisational development	**Score yes/no**
I am knowledgeable about Freedom to Speak Up	Yes
We have included creating a speaking-up culture (separate from the Freedom to Speak Up guardian process) in our wider culture improvement plans	Yes
We have adapted our organisational culture so that it becomes a just and learning culture for our workers	Partial
We support our guardian(s) to make effective links with our staff networks	Yes
We use Freedom to Speak Up intelligence and data to influence our speaking-up culture	Yes

Evidence

- FTSU data has contributed to cultural improvement plans, including leadership programmes, bullying and harassment interventions, centre transformation programmes.
- The staff survey speaking up questions about raising concerns in general are included as part of the cultural dashboard which measures our cultural improvement.
- Civility and Respect programme has been a joint priority for Workforce and FTSU and was a direct result of staff survey, FTSU and workforce data.
- Head of Culture and FTSU Lead meet regularly.
- FTSU are part of all staff networks and attend all meetings whether it is the FTSU Lead or FTSU Guardian.
- FTSU launched the 30 voices campaign which gave qualitative feedback to the organisation on experiences of our ethnic minority colleagues, actions arising from it form part of the EDI retention group.
- FTSU part of cultural improvement group and input into it.
- FTSU improvement measures are linked to OD/Workforce measures – sickness absence; staff turnover; cultural dashboard; staff survey response rate.
- Organisational emphasis on EDI, Executive team have objectives linked to EDI and nursing and midwifery have specialist nurses who look after this area.

Gap
Just and Learning Culture, whilst the organisation aspires to this, there are questions around whether it is truly embedded?

High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)
1. Leaders to consider Just and Learning Culture and embedding within the Trust particularly in light of PSIRF.
2.

Statements about how much time the guardian(s) has to carry out their role	**Yes/No**
We have considered all relevant intelligence and data when making our decision about the amount of ringfenced time our guardian(s) has, so that they are able to follow the National Guardian's Office guidance and universal job description and to attend network events	Yes
We have reviewed the ringfenced time our Guardian has in light of any significant events	Yes
The whole senior team or board has been in discussions about the amount of ringfenced time needed for our guardian(s)	Unknown
We are confident that we have appropriate financial investment in place for the speaking-up programme and for recruiting guardians	Yes
Enter summarised evidence to support your score.	
SaTH from November 2020 has had 2 x WTE FTSUGs in post. At this time the organisation was one of the best resourced in the country. Other Providers are now catching up to SaTH in terms of the amount of ringfenced time they give to Guardians. Following the release of the Ockenden report, a 12 month fixed term post was appointed who made a significant contribution to the improving the	

FTSU processes. Whilst FTSU does not have a budget they are able to access charitable funds for small contributions to promotion for example speak up month.

The Communication Team also support FTSU with a rolling programme of awareness raising communications delivered quarterly.

High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)
1
2

Principle 4: When someone speaks up, thank them, listen and follow up

Speaking up is not easy, so when someone does speak up, they must feel appreciated, heard and involved.

Statements about training	Score yes/no*
We have mandated the National Guardian's Office and Health Education England training	Yes
Freedom to Speak Up features in the corporate induction as well as local team-based inductions	Yes
Our HR and OD teams measure the impact of speaking-up training	Yes

Enter summarised evidence to support your score.

1. **We have mandated the National Guardian's Office and Health Education England training**
   Mandated worker, manager and senior leader training from June 2022.
   Figures at 15th January
   - Freedom to Speak Up Worker Training – 88%
   - Freedom to Speak Up Listen Up for All Leaders – 78%
   - Freedom to Speak Up Follow Up for Senior Leaders – 54%

2. **Freedom to Speak Up features in the corporate induction as well as local team-based inductions**
   FTSU Lead and FTSUG present at twice monthly corporate inductions
   It is also mentioned in the OD Team and the

3. **Our HR and OD teams measure the impact of speaking-up training**
   Take up measured quarterly and SaTH Education working with FTSU to increase mandatory training scores.
   Speaking Up questions from the staff survey form part of the cultural dashboard

High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)
1. Correlate take up of mandatory training with staff survey results.
2. Reach 90% mandatory training compliance for all worker, manager and senior leader.

Statements about support for managers within teams or directorates	Score yes/no
We support our managers to understand that speaking up is a valuable learning opportunity and not something to be feared	Yes
All managers and senior leaders have received training on Freedom to Speak Up	No
We have enabled managers to respond to speaking-up matters in a timely way	Partially
We are confident that our managers are learning from speaking up and adapting their environments to ensure a safe speaking-up culture	Partially
Enter summarised evidence to support your score.	

1. **We support our managers to understand that speaking up is a valuable learning opportunity and not something to be feared.**
   Managers handbook published
   Guardians work closely with managers to resolve concerns
   Managers online training mandated – take up is below the 90% threshold.

Speaking up is part of the Trust cultural narrative
Speaking up communicated regularly through Cascade, speak up month and other communication channels.
2. **All managers and senior leaders have received training on Freedom to Speak Up**
Managers and senior leaders online training mandated but compliance rate fall below 90%
3. **We have enabled managers to respond to speaking-up matters in a timely way**
Flowchart for responding to concerns published but not widely used or adhered to and timescales ambitious and unrealistic.
4. **We are confident that our managers are learning from speaking up and adapting their environments to ensure a safe speaking-up culture**
Staff survey results differ from team to team.

High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)

1. 24/25 Speak Up/Psychological Safety is part of all leadership training at SaTH and discrete sessions for managers to be introduced in 24/25.

2. Target areas that have low staff survey results for the speaking up questions

3. Update managers handbook in how to handle concerns.