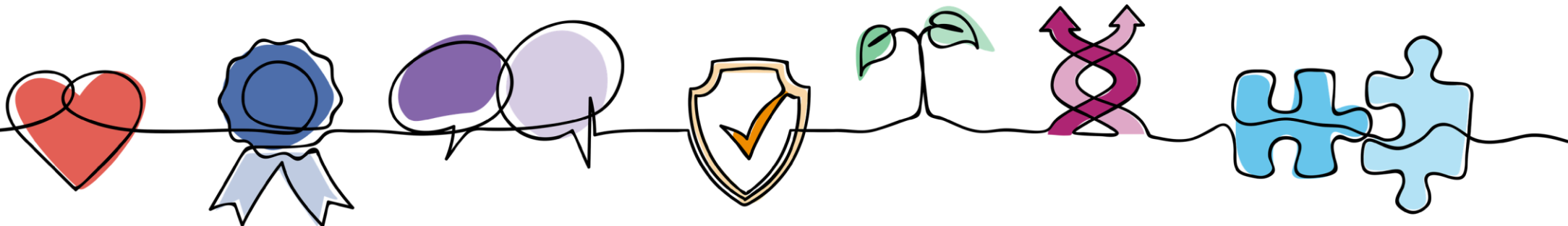


Freedom to Speak up

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.fts-u-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 others in 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 1–5 or 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	Partially - 3
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
<p>Enter summarised commentary to support your score.</p> <ul style="list-style-type: none"> • The FTSU guardian was recruited through fair and transparent process and was appointed in December 2016. There were 5 applicants in total. • The Director of People and Organisational Development meets on a monthly basis with the FTSU guardian. • An internal review is undertaken by the FTSU guardian on an annual basis to provide assurance for the completion of this report. In addition local arrangements are discussed on a quarterly basis by the Raising Concerns Steering Group. • There was an external audit carried out in the last financial year. • Both Chair and CEO have regular one to ones with the FTSU Guardian • Current issues are discussed with FTSU Guardian who is confident that he can gain access whenever necessary • National Guardian direction is discussed • There was also an internal audit carried out in the last financial year whereby reasonable assurance that the controls upon which the organisation relies to manage this risk are suitably designed, consistently applied and effective. However, 3 areas were identified that need to be addressed in order to ensure that the control framework is effective in managing the identified risk. Progress of the recommendations will be monitored via the HR Assurance Meeting and Audit and Risk Committee. • FTSU have been reviewed in 2023 	

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

1 - We need to strengthen the bi annual review of FTSU arrangements to make it more formal. This is on the Trust Board planner for every 6 months.

2 – The raising concerns steering group is being reinstated and will be on a quarterly basis.

Statements for the non-executive director lead responsible for Freedom to Speak Up to reflect on	Score 1–5 or yes/no
I am knowledgeable about Freedom to Speak Up	RS to complete
I am confident that the board displays behaviours that help, rather than hinder, speaking up	RS to complete
I effectively monitor progress in board-level engagement with the speaking-up agenda	RS to complete
I challenge the board to develop and improve its speaking-up arrangements	RS to complete
I am confident that our guardian(s) is recruited through an open selection process	RS to complete
I am assured that our guardian(s) has sufficient ring-fenced time to fulfil all aspects of the guardian job description	RS to complete
I am involved in overseeing investigations that relate to the board	RS to complete
I provide effective support to our guardian(s)	RS to complete
<p>Enter summarised evidence to support your score.</p> <ul style="list-style-type: none"> • The FTSU guardian meets with the NED on a monthly basis. • FTSU guardian is conscious of the fact that unlike other guardians the support received at ESNEFT from the NED is exemplary 	

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

1

2

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 1–5 or 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	Yes
We can evidence feedback from staff that shows we are role-modelling the behaviours that encourage people to speak up	Partially - 3
We regular discuss speaking-up matters in detail	Yes
<ul style="list-style-type: none"> • Enter summarised evidence to support your score. • The board have endorsed the vision statement for FTSU and this is included as part of every report - “We encourage our staff to raise concerns openly, or anonymously if they prefer, safe in the knowledge they will be supported if they do, to make our trust a positive and trustworthy place to work and receive care.” • Themes taken to MDT and KLI go from MDT to POD – new change • FTSU Guardian meets regularly with key ET, specifically CMO and DoN and has ready access across the Trust • New policy with local appendix • Revisiting of web pages • Senior leaders are active in questioning the FTSU and welcoming any approaches made by the FTSU to them • FTSU has been encouraged by the exceedingly positive support given by executive members with regard to all aspect of Speaking Up. • Evidenced by the support from the Board for the appointment of 7 Assistant FTSUs 	

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

1 – We have revised our appraisal process so it has a feedback led approach and is based on our trust values and out leadership charter. Going forward this help better evidence the following point “We can evidence feedback from staff that shows we are role-modelling the behaviours that encourage people to speak up”

2 – We will incorporate questions the on speaking up culture as part of supportive leadership 360 which we will be launching in Autumn 2023

Statements for the person responsible for organisational development

Score 1–5 or 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

Yes

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

Enter summarised evidence to support your score.

- We have a comprehensive people plan that has specific reference to speaking up safely
- New policy and introduction and appendix
- Review of web pages in past year and currently being refreshed as part of annual review
- We have a just and learning culture that we employ across all aspects of trust work – examples include ER cases and AARs after incidents
- Leadership development
- Civility and respect
- Regular reporting from FTSU guardian is made to wellbeing steering group to confirm trust staff experience strategy

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

1 – Using our FTSU intelligence to support the programme of work delivered by our wellbeing champions

2

Statements about how much time the guardian(s) has to carry out their role	Score 1–5 or 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)	Yes
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.	

- The current arrangement works well for ESNEFT
- Support given to FTSU guardian by assistants
- Very rare that FTSU is employed solely for that role

NOTE – this is quite tricky to answer as there is no time “ring fenced” and that is the guardians role and 100% of their time is devoted to the role

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

1 – Formal review of guardian time with appropriate CKI to board

2 -

Principle 3: Make sure workers know how to speak up and feel safe and encouraged to do so

Regular, clear and inspiring communication is an essential part of making a speaking-up culture a reality.

Statements about your speaking-up policy	Score 1–5 or yes/no
Our organisation’s speaking-up policy reflects the 2022 update	Yes
We can evidence that our staff know how to find the speaking-up policy	Yes
<p>Enter summarised evidence to support your score.</p> <ul style="list-style-type: none"> • Yes and policy strengthened by local guidance • Question if staff know about the policy • All policies are on intranet - could that support the second statement • The Trust Intranet homepage provides all the information that any member of staff should require however the issue of ‘confidence’ remains • The intranet home page has been substantially revised and is far more user friendly than previously including in both signposting support and in access to the policy itself • Staff helpdesk where staff can call for any help or assistance and be referred to where policies are and information can be obtained 	
High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)	
1	
2	

Statements about how speaking up is promoted	Score 1–5 or yes/no
We have used clear and effective communications to publicise our guardian(s)	Yes
We have an annual plan to raise the profile of Freedom to Speak Up	Yes
We tell positive stories about speaking up and the changes it can bring	Yes
We measure the effectiveness of our communications strategy for Freedom to Speak Up	Yes
<p>Enter summarised evidence to support your score.</p> <ul style="list-style-type: none"> • Posters etc all over trust including community • EDI strategy action plan • Speaking up month in October to publicise the positives • Promoted at internal conferences, away days, junior doctors induction, staff network stands • Communication strategy & EDI strategy reviewed annually at POD but no specific strategy for FTSU comms • Visa staff survey 	
High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)	
1 – posters will be revised	
2 – intranet page being updated	

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 1–5 or yes/no*
We have mandated the National Guardian’s Office and Health Education England training	Not mandated but available
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	No
<p>Enter summarised evidence to support your score.</p> <ul style="list-style-type: none"> • Question mandated....does this mean mandatory • We have the national content hosted on ESR for access but not mandatory against role profiles • Locally not mandatory for acute Trusts • FTSU makes a specific point of always thanking those who speak up both at the outset and as part of the follow up 	
<p>High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)</p>	
1 – Implementation of FTSU & bystander training 2023 measured by NSS and supportive leadership 360	
2	

Statements about support for managers within teams or directorates	Score 1–5 or 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	Yes
We have enabled managers to respond to speaking-up matters in a timely way	Yes
We are confident that our managers are learning from speaking up and adapting their environments to ensure a safe speaking-up culture	Partially - 3
<p>Enter summarised evidence to support your score.</p> <ul style="list-style-type: none"> • To come the production of a managers guide to speaking up • Reference to managers and seniors leaders attending leadership programmes where speaking up safely and psychological safety is a golden thread • Culture of compassionate and supportive leadership • Evidence from FTSU guardian to gain access to leaders • Leadership cascade • Team briefings 	
High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)	
1 – Increased training will be available in autumn 2023 for all leaders	
2	

Principle 5: Use speaking up as an opportunity to learn and improve

The ultimate aim of speaking up is to improve patient safety and the working environment for all NHS workers.

Statements about triangulation	Score 1–5 or yes/no
We have supported our guardian(s) to effectively identify potential areas of concern and to follow up on them	Yes
We use triangulated data to inform our overall cultural and safety improvement programmes	Yes
Enter summarised evidence to support your score. Notes to aid scoring:- <ul style="list-style-type: none">• Whilst the FTSU continues to report quarterly to the National Guardian with data the current Wellbeing MDT has evolved to a themes and geographical process to identify growing trends and problem areas.• Information via the MDT and Patient safety team	
High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)	
1	
2	

Statements about learning for improvement	Score 1–5 or yes/no
We regularly identify good practice from others – for example, through self-assessment or gap analysis	Yes
We use this information to add to our Freedom to Speak Up improvement plan	Partially - 3
We share the good practice we have generated both internally and externally to enable others to learn	Yes
<p>Enter summarised evidence to support your score. The RCSG meeting on a quarterly basis is the forum through which self-assessment or gap analysis should be conducted</p>	
High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)	
1 – Improvement plan to board in December	
2	

Principle 6: Support guardians to fulfil their role in a way that meets workers' needs and National Guardian's Office requirements

Statements about how our guardian(s) was appointed	Score 1–5 or yes/no
Our guardian(s) was appointed in a fair and transparent way	Yes
Our guardian(s) has been trained and registered with the National Guardian Office	Yes
<p>Enter summarised evidence to support your score.</p> <ul style="list-style-type: none"> • The FTSU guardian was recruited through fair and transparent process and was appointed in December 2016. There were 5 applicants in total. • Full training has been given to the FTSU Guardian • Time is given for the FTSU Guardian to attend regional and national meetings and updates • Regular updates for the national office are circulated to the assistant FTSU Guardians • The Guardian has completed all relevant annual training as directed by the National Guardians Office 	
High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)	
1	
2	

Statements about the way we support our guardian(s)	Score 1–5 or yes/no
Our guardian(s) has performance and development objectives in place	Yes
Our guardian(s) receives sufficient one-to-one support from the senior lead and other relevant executives or senior leaders	Yes
Our guardian(s) has access to a confidential source of emotional support or supervision	Yes
There is an effective plan in place to cover the guardian's absence	Yes
Our guardian(s) provides data quarterly to the National Guardian's Office	yes
<p>Enter summarised evidence to support your score.</p> <ul style="list-style-type: none"> • The Guardian now has a deputy appointed, with access to the raising.concerns@esneft.nhs.uk mailbox and telephone in his absence so there is always cover • Data is provided quarterly to the National Guardians office • Guardian has access to regional and national network • Guardian has full executive and non-executive director support 	
High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)	
1	
2	

Statements about our speaking up process	Score 1–5 or yes/no
Our speaking-up case-handling procedures are documented	Yes
We have engaged with managers and other key stakeholders on the role they play in handling speaking-up cases	Partially - 3
We are assured that confidentiality is maintained effectively	Yes
We ensure that speaking-up cases are progressed in a timely manner within the teams or directorates we are responsible for	Yes
We are confident that if people speak up within the teams or directorates we are responsible for, they will have a consistently positive experience	Partially - 3
<p>Enter summarised evidence to support your score.</p> <p>Rising concerns is a key theme in all of our three leadership programmes</p> <p>We are certain that confidentiality is maintained and have no evidence to support otherwise</p> <p>The Guardian does liaise with managers and stakeholders and with the support of the executive and non-executive directors would hold anyone to account should there be a breach of confidentiality.</p> <p>That all who speak up will have a consistently positive experience is not known and can only be evidenced through the staff survey.</p>	
<p>High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)</p>	

1 – Training for leaders in their role in raising concerns

2

Principle 7: Identify and tackle barriers to speaking up

However strong an organisation's speaking-up culture, there will always be some barriers to speaking up, whether organisation wide or in small pockets. Finding and addressing them is an ongoing process.

Statements about barriers	Score 1–5 or yes/no
We have identified the barriers that exist for people in our organisation	Yes
We know who isn't speaking up and why	No
We are confident that our Freedom to Speak Up champions are clear on their role	Yes
We have evaluated the impact of actions taken to reduce barriers?	No
Enter summarised evidence to support your score.	

- In similar fashion to the last comments box it would only be through the staff survey that this could be measured. However there is a permanent push to highlight the importance of supporting those who speak up and both the Guardian and Assistants are clear about the part they should play in this.
- Reverse mentoring programme will assist in addressing barriers
- We are actively looking to recruit assistant guardians from all our staff networks and community areas
- Evaluation through staff survey

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

1 – Additional training for managers

2 – Increased publicity of the role of the guardian and all of the way that staff can raise a concern – for example counter fraud, staff side and the guardian of safe working.

Statements about detriment	Score 1–5 or yes/no
We have carried out work to understand what detriment for speaking up looks and feels like	Yes
We monitor whether workers feel they have suffered detriment after they have spoken up	Yes
We are confident that we have a robust process in place for looking into instances where a worker has felt they have suffered detriment	Yes
Our non-executive director for Freedom to Speak Up is involved in overseeing how allegations of detriment are reviewed	Yes
Enter summarised evidence to support your score.	

Notes to aid scoring:-

- We have just introduced a support tool kit specifically focused on support to those who might feel that they are suffering detriment. This has been produced alongside staff side representatives and includes significant acknowledgment of the sometimes traumatic effect that speaking up can have. All avenues of support are included and there is a real push to change culture.
- Proposal to follow up all contacts 6 months after the last contact – trial basis initially

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

1

2

Principle 8: Continually improve our speaking up culture

Building a speaking-up culture requires continuous improvement. Two key documents will help you plan and assess your progress: the improvement strategy and the improvement and delivery plan.

Statements about your speaking-up strategy	Score 1–5 or yes/no
We can evidence that we have a comprehensive and up-to-date strategy to improve the speaking-up culture	Yes
We are confident that the Freedom to Speak Up improvement strategy fits with our organisation’s overall cultural improvement strategy and that it supports the delivery of related strategies	Yes
We routinely evaluate the Freedom To Speak Up strategy, using a range of qualitative and quantitative measures, and provide updates to our organisation	Yes
Our improvement plan is up to date and on track	Yes
<p>Enter summarised evidence to support your score.</p> <ul style="list-style-type: none"> • In EDI strategy & in people plan • New national policy and local guidance as opposed to a strategy • Workforce strategy • People plan 	
<p>High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)</p>	
1 – Strengthening of the speaking up strategy	
2	

Statements about evaluating speaking-up arrangements	Score 1–5 or yes/no
We have a plan in place to measure whether there is an improvement in how safe and confident people feel to speak up	Yes
Our plan follows a recognised 'plan, do, study, act' or other quality improvement approach	No
Our speaking-up arrangements have been evaluated within the last two years	Yes
<p data-bbox="152 564 931 600">Enter summarised evidence to support your score.</p> <ul data-bbox="206 606 2033 715" style="list-style-type: none"> <li data-bbox="206 606 2033 715">• Evidence from the staff survey would indicate that there is more to do here, however we have been recently audited by an outside agency, we continue to acknowledge that we must improve our culture and all our leaders understand how important it is that people should feel safe and confident in raising concerns. 	
High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)	
1 – Talk to QI team re PDSA and QI project	
2	

Statements about assurance	Score 1–5 or yes/no
We have supported our guardian(s) to structure their report in a way that provides us with the assurance we need	Yes
We have we evaluated the content of our guardian report against the suggestions in the guide	Yes
Our guardian(s) provides us with a report in person at least twice a year	Yes
We receive a variety of assurance that relates to speaking up	Yes
We seek and receive assurance from the relevant executives/senior leaders that speaking up results in learning and improvement	Yes
<p>Enter summarised evidence to support your score.</p> <ul style="list-style-type: none"> The Board report is always passed through POD first and is subject to vigorous editing and a number of circulations before publication 	
High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)	
1	
2	

Stage 2: Summarise your high-level development actions for the next 6 – 24 months

Development areas to address in the next 6–12 months	Target date	Action owner
Strengthen the bi annual review of FTSU arrangements to make it more formal. This is on the Trust Board planner for every 6 months.	March 2024	Tom Fleetwood/Sharon Wyatt
The raising concerns steering group is being reinstated and will be on a quarterly basis.	December 2023	Tom Fleetwood/Sharon Wyatt
Involve the QI team to have a PDSA and QI project	March 2024	Tom Fleetwood/QI lead
Increased training for managers in how to be effective and supportive when concerns are raised with them directly	Commencing September 2023	Tom Fleetwood/Sharon Wyatt
Launch active bystander training	Commencing October 2023	Sharon Wyatt
Increased publicity of the role of the guardian and all of the way that staff can raise a concern – for example counter fraud, staff side and the guardian of safe working.	Commencing September 2023	Tom Fleetwood/Sharon Wyatt
Improvement plan to be developed following self-assessment	To board in December 2023	Tom Fleetwood/Sharon Wyatt
Formal review of guardian time with appropriate CKI to board	March 2024	Tom Fleetwood/executive & non-executive Directors

Development areas to address in the next 12–24 months	Target date	Action owner
1		
2		
3		
4		
5		
6		
7		
8		

Stage 3: Summary of areas of strength to share and promote

High-level actions needed to share and promote areas of strength (focus on scores 4 and 5)	Target date	Action owner
1		
2		
3		
4		
5		
6		
7		
8		