

Board of Directors (in Public)

Item 5.1b

Subject: FTSU Self-Assessment
Date of Meeting: 30th April 2024
Presented by: Ceri Thomas, FTSU Guardian
Purpose: To Approve

| BAF Ref | Impact on BAF |
|---------|--|
| ALL | Assurance on the FTSU arrangements in place. |

| Level of assurance (please tick one) <i>To be used when the content of the report provides evidence of assurance</i> | | | | | |
|--|---|--------------------------|---|--------------------------|---|
| <input checked="" type="checkbox"/> | Acceptable assurance Controls are suitably designed, with evidence of them being consistently applied and effective in practice | <input type="checkbox"/> | Partial assurance Controls are still maturing – evidence shows that further action is required to improve their effectiveness | <input type="checkbox"/> | Low assurance Evidence indicates poor effectiveness of controls |

1. Executive Summary

The National Guardian Office for Freedom to Speak Up (FTSU) introduced a reflection Tool for organisations which is designed to help identify strengths and areas for development / attention.

The tool was originally completed by the Previous Guardian in 2022 and showed a good level of compliance with the elements. With the introduction of a new FTSU Guardian in November 2023 following the resignation of the previous Guardian, the self assessment has been completed again in April 2024 to compare results, identify areas of good practice and areas that require a focus of improvement.

In order to complete the self-assessment, the FTSU Guardian has met with the Executive and Non-Executive Leads for FTSU; has liaised with the existing Guardian and held meetings with the FTSU Champions and leads for well being and HR.

The Self assessment has confirmed that there is a high level of confidence across the majority of the elements which include the value of speaking up; the culture created in the organisation to encourage speaking up; the embedded processes for speaking up and the support for the Guardians in the organisation, further work is required to ensure learning is achieved through staff speaking up and barriers to speaking up for all disciplines are removed. This includes

engaging the groups we find hard to reach.

It is clear that FTSU at LHCH is well embedded with clear processes and procedures. Although many staff report feeling they have a voice that matters, we are aware that others may not, or the process needs adapting to enable more voices to be heard. This can be achieved through various means which will be built upon over the coming 12 months and detailed further in the report.

The Board of Directors is asked to review and approve the self assessment against the NGO toolkit.

2. Background

The National Guardian Office for Freedom to Speak Up (FTSU) introduced a new reflection and planning tool which is designed to help identify strengths and areas for development / attention.

The areas the tool focusses on are divided into principles and are as follows.

- The value of speaking up
- Role model speaking up and set a healthy speak up culture
- Workers know how to speak up and feel safe and encouraged to do so
- When someone speaks up, thank them, listen and follow up
- Use speaking up as an opportunity to learn and improve
- Supporting guardians to fulfil their role to meet workers needs and the NGO requirements
- Identify and tackle barriers to speaking up
- Continually improve the speaking up culture

3. Summary of self assessment

The self assessment has concluded that there is a high level of confidence in the organisation across the majority of the elements, especially concerning the value and culture of speaking up placed at all levels of the Trust, the processes for speaking up and the support for Guardians. Areas for improvement have been identified which include improving how we use the valuable data from speaking up to improve learning and barriers to speaking up for all staff are removed. This included engaging with the groups we find hard to reach.

With the appointment of a FTSU Guardian in November 2023, who has no other role within the trust, this has provided dedicated time to FTSU to enhance the arrangements. This is a positive step from the previous Guardian's survey where they reported ringfenced time was not always available with the demands of other roles.

The Staff Survey was again extremely positive, illustrating that those completing the survey feel they *"..each have a voice that matters"* (7.5, best national average score. An increase from 7.4 last year). Although positive, we will continue to raise awareness and endeavor to make speaking up accessible to everyone.

The number of FTSU reports remain similar to previous years. Themes remain predominantly unchanged with majority of speak ups involving elements of patient safety, staff safety and bullying and harassment. Reports all fell under the *Worker* category, with no known reports from senior managers or senior leaders, as with last year.

Since the last review, Karan Wheatcroft, our FTSU Executive Lead has undertaken two peer reviews for external organisations and the team were invited to present at the BME Leadership Network in April 2024.

Our Champions network continues to flourish with a broad representation from professional groups and BME colleagues. Champion's workshops continue to be well attended and there are strategies under way to help keep Champions more connected with each other and Guardians.

The NGO is rolling out new refresher training for Guardians this year, which Guardians are required to complete. Guardians keep up to date with FTSU developments by attending Regional Meetings, conferences and via the NGO newsletters and webinars.

From the FTSU self-assessment the priorities for 2024/25 are:

- FTSU Guardians having an input into revising policies and toolkits for Civility and Respect, Grievance and Disciplinary policies as well as working closely with Wellbeing and HR.
- New Guardian to continue to establish their role, promote FTSU and support our Champions.
- Communications strategy – continue to use and find more effective use of comms.
- Positive stories – to find new ways of getting feedback from those accessing FTSU
- Revisit training and optimise number of individuals who access this.
- Guardians to foster good links with staff network groups and have a presence in relevant strategy meetings. Guardian can then bring in learning from the networks into reporting to provide a more rounded picture of the information available to us – already sit on the EDIB Strategy Group and Health and Wellbeing Strategy Group.
- To endeavor to provide avenues to speak up that are accessible to all staff.
- To review the report against the guidance and any other enhancements needed.
- Conduct a survey monkey to assess against the previous survey if there has been an improvement in the LHCH FTSU offer.

4. Conclusion

The self assessment against the reflection tool demonstrates that FTSU is well embedded with clear processes and procedures. We will continue to work on the priorities for 2024/25, raising awareness of speaking up and exploring the barriers.

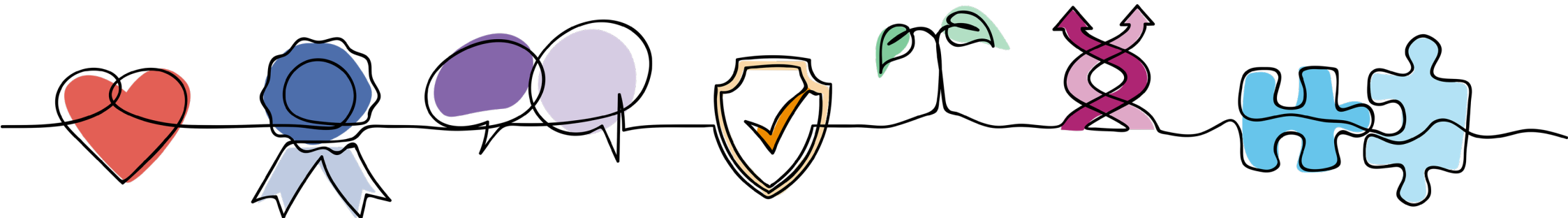
5. Recommendations

The Board of Directors is asked to:

- approve the self-assessment against the NGO reflection tool and the assurance that local FTSU arrangements are in place and meet best practice.

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

Approach

- 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 | 5 |
| I have led a review of our speaking-up arrangements at least every two years | 5 |
| I am assured that our guardian(s) was recruited through fair and open competition | 5 |
| I am assured that our guardian(s) has sufficient ringfenced time to fulfil all aspects of the guardian job description | 5 |
| I am regularly briefed by our guardian(s) | 5 |
| I provide effective support to our guardian(s) | 5 |
| <p>Enter summarised commentary to support your score.</p> <p>2 x peer reviews for external organisations have been carried out.</p> <p>Speaking up arrangements are reviewed regularly and are kept at the forefront of discussions, board etc. There are also regular communications and posters as well as activities e.g. Freedom to Speak Up Month, regular Champions Workshops.</p> <p>Fair and open recruitment – a FTSU guardian has been recruited. They are completely independent to the Trust and were recruited through fair and open competition.</p> <p>The new guardian started in November 2023. This is their sole role within the Trust and they don't have prior involvement with the Trust, so are completely independent.</p> <p>Regular meetings with guardians are held and there is an open door if there are any concerns or support needed for guardians in between those planned meetings. Guardians can also support each other as well as having access to support via the National Guardian's Office.</p> <p>A review has been carried out every 2 years.</p> | |

A Culture Survey has also been carried out which resulted in additional training needs being identified and implemented.

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

N/A

| 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 | 5 |
| I am confident that the board displays behaviours that help, rather than hinder, speaking up | 5 |
| I effectively monitor progress in board-level engagement with the speaking-up agenda | 5 |
| I challenge the board to develop and improve its speaking-up arrangements | 5 |
| I am confident that our guardian(s) is recruited through an open selection process | 5 |
| I am assured that our guardian(s) has sufficient ringfenced time to fulfil all aspects of the guardian job description | 5 |
| I am involved in overseeing investigations that relate to the Board | N/A |
| I provide effective support to our guardian(s) | 5 |
| <p>Enter summarised evidence to support your score.</p> <p>Meeting with new FTSU Guardian within the first few weeks of beginning the role to offer ongoing support and insights. Regular meetings with guardians and lead executive to review the approach and monitor progress Champions FTSU during NED Walkabouts Regular review of arrangements and involvement in the self assessment process</p> <p>*Attendance at champions meetings, supportive of guardians and champions and engaged with the principles. Supported FTSU champions when attending Board to talk about their role. Attended National Guardian Webinar on FTSU and Best Practice</p> | |

There have been no investigations relating to the board. We will remain inquisitive about the reasons for this ie there are no FTSU matters, or are there barriers / challenges in speaking up?

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

N/A

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 | 5 |
| We regularly and clearly articulate our vision for speaking up | 5 |
| We can evidence how we demonstrate that we welcome speaking up | 5 |
| We can evidence how we have communicated that we will not accept detriment | 4 |
| We are confident that we have clear processes for identifying and addressing detriment | 5 |
| We can evidence feedback from staff that shows we are role-modelling the behaviours that encourage people to speak up | 5 |
| We regular discuss speaking-up matters in detail | 5 |
| Enter summarised evidence to support your score. | |
| FTSU discussed during board and other meetings and updates and reports provided. | |

| |
|--|
| The CEO's pledge is repeated at meetings such as the team briefing and board meeting. |
| High-level actions needed to bring about improvement (focus on scores 1 ,2 and 3) |
| N/A |

| Statements for the person responsible for organisational development | Score 1–5 or yes/no |
|---|----------------------------|
| I am knowledgeable about Freedom to Speak Up | 5 |
| We have included creating a speaking-up culture (separate from the Freedom to Speak Up guardian process) in our wider culture improvement plans | 5 |
| We have adapted our organisational culture so that it becomes a just and learning culture for our workers | 4 |
| We support our guardian(s) to make effective links with our staff networks | 5 |
| We use Freedom to Speak Up intelligence and data to influence our speaking-up culture | 4 |
| Enter summarised evidence to support your score. People Strategy in place, which includes a Culture and Wellbeing Strategy – Culture work includes implementation of our Be Civil Be Kind Campaign which incorporates civility, respect and 'Speak Up' principles FTSU is communicated during induction, including the CEO's pledge and there are regular triangulation meetings with HR. Executive Lead for FTSU is in place Diversity in the FTSU Champion composition Guardian has started linking in with the networks and is looking to enhance or develop avenues for everyone to feel able to speak up e.g., international staff, those who are less likely to speak up. EDIB group / strategy meetings – FTSU Guardian is a member of the groups. Wellbeing group and champions – Guardian will accompany wellbeing teams on walkabout e.g., brew Monday, to promote wellbeing and speaking up. FTSUG takes part in Team Brief Live to the staff of the Trust to share the message. FTSUG attends Ops Board and Trust Board to ensure high level view and information given regularly on the topic. | |

Responses to some speak ups
 Survey data
 Safety 7
 Internal culture survey.
 Medical staff induction Clare Quarterman leads the FTSU awareness.
 Clinical leads away days – there were speak up sessions, Sept 2022 & 2023.

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

Just and Learning Culture being reviewed at LHCH and will include FTSU approach

On-going support from Executive and Board.

Linking/considering FTSU into PSIRF (Patient Safety Incident Response Framework)

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

5

We have reviewed the ringfenced time our Guardian has in light of any significant events

5

The whole senior team or board has been in discussions about the amount of ringfenced time needed for our guardian(s)

5

We are confident that we have appropriate financial investment in place for the speaking-up programme and for recruiting guardians

4

Enter summarised evidence to support your score.

When there was a change in staffing, the opportunity was taken to undertake a structural review. This led to more hours being allocated to the Guardian role. This was presented to board and was reviewed as part of the self-assessment.

As the new guardian's role is dedicated to FTSU only, there will be more time to network and attend NGO meetings / conferences etc. Also having more time to dedicate to reaching those harder to reach groups.

There is investment in the Champions and Guardians role - promotional materials, pens / flyers / posters and funds to attend the national conference, providing lunch for Champion's workshops. Time also invested, not only by Guardians, but other staff, including senior lead to attend meetings. Champions are also given time to support staff who wish to speak up to them, attend the FTSU Champions workshops, facilitating awareness raising activities and so on.

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

N/A

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 | 5 |
| We can evidence that our staff know how to find the speaking-up policy | 4 |
| <p>Enter summarised evidence to support your score.</p> <p>Looking at the staff survey a significant number of staff are aware how to speak up and would be happy to do so.</p> <p>There is a dedicated tab on the intranet with a link to the policy, detailing contact methods and also including the CEO's pledge.</p> <p>Speaking up is also discussed during organisational induction, encouraging individuals to have a voice.</p> <p>There is the ability to speak up via In-phase, anonymously if preferred. There will be a link to this from the FTSU page shortly.</p> | |

There is a confidential phonenumber to call and Guardian's have a mobile number which is dedicated to them along with an email address, keeping the contact confidential.

Plans are in place to vary the times for guardian and champion walkabouts to raise awareness. The communications team offer support to promote these activities and provide information on screen savers throughout the Trust.

FTSU Guardian accompanied wellbeing and HR staff with the trust walkabouts on brew Monday to promote wellbeing and is building strong working relationships with other relevant departments such as HR, Principle Health Psychologist (staff support) to support staff wellbeing and opportunities to speak up.

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

N/A

| 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) | 4 |
| We have an annual plan to raise the profile of Freedom to Speak Up | 4 |
| We tell positive stories about speaking up and the changes it can bring | 3 |
| We measure the effectiveness of our communications strategy for Freedom to Speak Up | 3 |

Enter summarised evidence to support your score.

Liaising with our communications team to promote FTSU in many different ways – posters / leaflets / business cards / screensavers / promoting events / social media etc

October is FTSU month when we hold awareness events, but intend to do more throughout the year and also to co-produce events with the wellbeing team eg blue / brew Monday.

FTSU is on the agenda for the monthly Team Brief.

We seek feedback where possible and positive stories to promote. We will support individuals to share positive stories and are searching for ways of doing this.

Surveys assist in demonstrating the effectiveness of the communications strategy – are more staff aware?

Deputy Guardian, Mo came to present a good news story to board and demonstrate the effectiveness of the FTSU awareness event in October and answer questions.

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

Communications strategy – opportunity to reinvigorate this

Positive stories – opportunity to find new ways of getting feedback from those accessing FTSU

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 | 2.5 |
| Freedom to Speak Up features in the corporate induction as well as local team-based inductions | 4 |
| Our HR and OD teams measure the impact of speaking-up training | 2.5 |

Enter summarised evidence to support your score.

Training is not mandated however the materials are utilised during awareness raising and are available for staff to access via the intranet. We have developed own training for managers.

Clinicians – Clare Quarterman, Consultant Anaesthetist and Champion promotes FTSU during induction for clinicians.

FTSU is promoted and discussed by execs / CEO at organisational induction for all new staff.

Staff survey and Culture Survey provide information on the impact of training / speak ups.

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

Revisit the training and optimise number of individuals who access this. Look at building into communications. Liaise with OD to look at different strategies.

| 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 | 4 |
| All managers and senior leaders have received training on Freedom to Speak Up | 3 |
| We have enabled managers to respond to speaking-up matters in a timely way | 3 |
| We are confident that our managers are learning from speaking up and adapting their environments to ensure a safe speaking-up culture | 3 |
| <p>Enter summarised evidence to support your score.</p> <p>Understanding about FTSU as an opportunity to learn will come with more contact with guardians and good role modelling from more senior staff.</p> <p>FTSU guardians are accessible and approachable for any guidance / support for managers and we have a number of champions across most departments.</p> <p>Where needed, targeted training is provided for departments or teams to support staff feel safe when speaking up.</p> <p>Good feedback has been received about managers addressing matters when they arise.</p> | |
| <h3>High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)</h3> | |
| Continued support needed for managers to include training / workshops / awareness raising. | |

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 | 3.5 |
| We use triangulated data to inform our overall cultural and safety improvement programmes | 3.5 |
| Enter summarised evidence to support your score. Statistics from surveys and information gathered via other means eg anecdotal / “off the record” conversations, feedback from champions etc all help identify potential areas of concern. Support is in place to try different approaches as a way to address this – involvement with the staff networks / sitting in EDIB and Wellbeing Strategy Meetings, facilitating opportunities for support for international staff. Guardians building relationships with staff from different departments to try and break down barriers to speaking up and in some cases changing the perception of what FTSU is. We recognise that there will be a need for continuous work to be done in the harder to reach areas and that one event / contact will not be enough. We continue to use a variety of approaches to communicate with the harder to reach groups. More information will assist in identifying areas for development and the best approach to take. | |
| High-level actions needed to bring about improvement (focus on scores 1, 2 and 3) | |
| Actions referred to in other sections of the assessment tool. | |

| 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 | 4 |
| We use this information to add to our Freedom to Speak Up improvement plan | 4 |
| We share the good practice we have generated both internally and externally to enable others to learn | 5 |
| <p>Enter summarised evidence to support your score.</p> <p>We do have methods to identify good practice eg through feedback from cases, self-assessment.</p> <p>Good practice is shared with others for the support and purpose of learning. We will also seek support from others that have that knowledge / experience to inform and support our learning eg InPhase and share our good practice and success stories with others.</p> <p>We regularly attend regional network meetings / Webinars / Conferences. Champions meetings – share good practice / learning / reflection</p> | |
| High-level actions needed to bring about improvement (focus on scores 1, 2 and 3) | |
| Bring in learning from networks along with the “usual” reporting to provide more in-depth information. | |

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 | 5 |

| | |
|---|---|
| Our guardian(s) has been trained and registered with the National Guardian Office | 5 |
| <p>Enter summarised evidence to support your score.</p> <p>Transparent interview process. Recruited an independent FTSU guardian in Nov (no links to the trust etc).</p> <p>Guardians are trained and also continue to learn via webinars / attending conferences and regional guardian meetings. Guardians also have a mentor for support and guidance as well as the facility to access the National Guardian's Office for advice.</p> | |
| <p>High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)</p> | |
| N/A | |

| 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 | 5 |
| Our guardian(s) receives sufficient one-to-one support from the senior lead and other relevant executives or senior leaders | 5 |
| Our guardian(s) has access to a confidential source of emotional support or supervision | 5 |
| There is an effective plan in place to cover the guardian's absence | 5 |
| Our guardian(s) provides data quarterly to the National Guardian's Office | 5 |
| <p>Enter summarised evidence to support your score.</p> <p>Objectives and plans are in place to guide priorities for guardians. Regular one to one and guardian meetings with director. Visibility at board meetings to update FTSU matters. Guardians have access to support via another guardian, director and externally via NGO and EAP. Other guardians can cover absence. We have 2 x guardians, deputy guardian, non-exec lead and a number of champions.</p> | |

Quarterly data is submitted to the NGO.
Guardians have support meetings with a mentor ie another, often more experienced Guardian.

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

N/A

| Statements about our speaking up process | Score 1–5 or yes/no |
|---|---------------------|
| Our speaking-up case-handling procedures are documented | 5 |
| We have engaged with managers and other key stakeholders on the role they play in handling speaking-up cases | 3.5 |
| We are assured that confidentiality is maintained effectively | 4 |
| We ensure that speaking-up cases are progressed in a timely manner within the teams or directorates we are responsible for | 5 |
| We are confident that if people speak up within the teams or directorates, we are responsible for, they will have a consistently positive experience | 3.5 |
| <p>Enter summarised evidence to support your score. All cases are documented on a confidential spreadsheet and all corresponding communications are recorded to provide the depth of information. These records are confidential on the system.</p> <p>FTSU cases are a priority and guardians will contact individuals as quickly as possible to make first contact and offer support and thanks. Follow up contact and support will be provided as often as is needed. Contacts are recorded.</p> <p>We follow up cases and check in with individuals to ensure that they do not suffer detriment as a result of speaking up. We strive for a culture where it is safe to speak up and speaking up is received with thanks and not blame.</p> | |

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

Ongoing training / awareness discussions.

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 | 3.5 |
| We know who isn't speaking up and why | 3 |
| We are confident that our Freedom to Speak Up champions are clear on their role | 4.5 |
| We have evaluated the impact of actions taken to reduce barriers? | 4 |
| <p>Enter summarised evidence to support your score.</p> <p>We work to identify barriers and devise strategies to try and break down these barriers and challenges eg staff networks and guardian presence, visibility of guardians and champions across shifts and visibility for harder to reach people.</p> <p>Survey barriers. *FTSU month – event encouraged staff to talk about barriers.</p> <p>There are a number of ways to identify who may not be speaking up and why eg number of speak ups from a department, surveys, anecdotal. This could be due to a number of factors – communication and language barriers, cultural, opportunity, fear of detriment.</p> | |

| |
|---|
| Are no speak ups from a department an indication of good practice or reluctance to speak up? |
| We have a number of champions across the majority of sectors within the trust and we meet with them regularly to offer support and to update on matters during workshops. |
| High-level actions needed to bring about improvement (focus on scores 1, 2 and 3) |
| Guardians to have good links with staff network groups. |
| Focus training where FTSU is used less. |

| 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 | 4 |
| We monitor whether workers feel they have suffered detriment after they have spoken up | 4 |
| We are confident that we have a robust process in place for looking into instances where a worker has felt they have suffered detriment | 4.5 |
| Our non-executive director for Freedom to Speak Up is involved in overseeing how allegations of detriment are reviewed | 4 |
| Enter summarised evidence to support your score We are committed to those speaking up not being at any detriment. We will follow up after speak up instances to check whether individuals feel they have been at any detriment. CEO pledges to keep staff safe and free from detriment. NED receives data and information on any incidents where individuals feel they have suffered detriment. | |
| High-level actions needed to bring about improvement (focus on scores 1, 2 and 3) | |
| N/A | |

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 | 4 |
| 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 | 5 |
| We routinely evaluate the Freedom To Speak Up strategy, using a range of qualitative and quantitative measures, and provide updates to our organisation | 4 |
| Our improvement plan is up to date and on track | 4 |
| <p>Enter summarised evidence to support your score.</p> <p>We have an up to date and comprehensive strategy and have priorities identified. Priorities are reviewed regularly. Updates are routinely given to board via reports and presentations to feedback on FTSU matters.</p> <p>The plan is up to date and on track and actions in place to achieve the identified outcomes. As there has been a new Guardian in post, this is taken into consideration when evaluating improvements identified.</p> | |
| High-level actions needed to bring about improvement (focus on scores 1, 2 and 3) | |
| N/A | |

| 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 | 4 |
| Our plan follows a recognised 'plan, do, study, act' or other quality improvement approach | 3.5 |
| Our speaking-up arrangements have been evaluated within the last two years | 5 |
| <p>Enter summarised evidence to support your score.</p> <p>A survey is carried out periodically to assess FTSU visibility etc. This is also measured less formally by talking to different staff and anecdotal information. Information is also gathered from those who speak up with regards to their experience of the process and what we might be able to do better.</p> <p>Survey was carried out in the last 2 years.</p> | |
| High-level actions needed to bring about improvement (focus on scores 1, 2 and 3) | |
| Conduct a survey monkey to assess against the previous survey if there has been an improvement in the LHCH FTSU offer (June 2024). | |

| 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 | 4 |
| We have we evaluated the content of our guardian report against the suggestions in the guide | 4 |
| Our guardian(s) provides us with a report in person at least twice a year | 5 |
| We receive a variety of assurance that relates to speaking up | 4 |

| | |
|---|---|
| We seek and receive assurance from the relevant executives/senior leaders that speaking up results in learning and improvement | 4 |
| <p>Enter summarised evidence to support your score.</p> <p>The report is structured to be able to feedback with statistics as well as providing updates and themes.</p> <p>The report is shared with board and a guardian attends the board meeting quarterly to feedback and be available for questions / discussions / concerns.</p> <p>There are examples where learning is identified as being needed following a speak up. Training is provided in an effort to continue to make improvements within the Trust.</p> | |
| <p>High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)</p> | |
| <p>Review report against the guidance and any other enhancements needed</p> | |

Stage 2: High-level development actions for the next 6 – 24 months

| Development areas to address in the next 6–12 months | Target date | Action owner |
|---|--------------|---|
| 1. Communications strategy – continue to use and find more effective use of comms. | Across 24/25 | Ceri Thomas (FTSUG)/ Matt Back (Head of Communications) |
| 2. Positive stories – to find new ways of getting feedback from those accessing FTSU | Across 24/25 | Ceri Thomas (FTSUG) |
| 3. Revisit the training and optimise number of individuals who access this. Look at building into communications. Liaise with OD to look at different strategies. Continue to provide awareness / guidance and training to managers and in particular, for identified departments where there is need. | Sept 2024 | Ceri Thomas/ Helen Martin (FTSUG) and OD Lead |
| 4. Guardians to foster good links with staff network groups and have a presence in relevant strategy meetings. Guardian can then bring in learning from the networks into reporting to provide a more rounded picture of the information available to us. To support international staff and other groups we find hard to reach to speak up. | July 2024 | Ceri Thomas (FTSUG) |
| 5. To review the report against the guidance and any other enhancements needed. | April 2024 | Ceri Thomas (FTSUG) |
| 6 Conduct a survey to assess against the previous survey if there has been an improvement in the LHCH FTSU offer (June 2024). | June 2024 | Ceri Thomas (FTSUG) |
| Development areas to address in the next 12–24 months | Target date | Action owner |
| To be developed during 2024/25. | March 2025 | Ceri Thomas/ Helen Martin (FTSUG) |

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. To continue to share areas of strength through networks and peer discussions, as well as internally through communications strategy. | Across 2024/25 | Ceri Thomas (FTSUG) |