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**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](https://www.england.nhs.uk/ourwork/freedom-to-speak-up/developing-freedom-to-speak-up-arrangements-in-the-nhs/), 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](mailto:england.ftsu-enquiries@nhs.net)

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

**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 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 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.**

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| **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 |  |
| I have led a review of our speaking-up arrangements at least every two years |  |
| I am assured that our guardian(s) was recruited through fair and open competition |  |
| I am assured that our guardian(s) has sufficient ringfenced time to fulfil all aspects of the guardian job description |  |
| I am regularly briefed by our guardian(s) |  |
| I provide effective support to our guardian(s) |  |
| **Enter summarised commentary to support your score.** | |
| **High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)** | |
| 1 | |
| 2 | |

|  |  |
| --- | --- |
| **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 |  |
| I am confident that the board displays behaviours that help, rather than hinder, speaking up |  |
| I effectively monitor progress in board-level engagement with the speaking-up agenda |  |
| I challenge the board to develop and improve its speaking-up arrangements |  |
| I am confident that our guardian(s) is recruited through an open selection process |  |
| I am assured that our guardian(s) has sufficient ringfenced time to fulfil all aspects of the guardian job description |  |
| I am involved in overseeing investigations that relate to the board |  |
| I provide effective support to our guardian(s) |  |
| **Enter summarised evidence to support your score.** | |
| **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.**

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| **Statements for senior leaders** | | **Score 1–5 or yes/no** |
| The whole leadership team has bought into Freedom to Speak Up | |  |
| We regularly and clearly articulate our vision for speaking up | |  |
| We can evidence how we demonstrate that we welcome speaking up | |  |
| We can evidence how we have communicated that we will not accept detriment | |  |
| We are confident that we have clear processes for identifying and addressing detriment | |  |
| We can evidence feedback from staff that shows we are role-modelling the behaviours that encourage people to speak up | |  |
| We regular discuss speaking-up matters in detail | |  |
| **Enter summarised evidence to support your score.** | | |
| **High-level actions needed to bring about improvement (focus on scores 1 ,2 and 3)** | | |
| 1 | | |
| 2 | | |
| **Statements for the person responsible for organisational development** | **Score 1–5 or yes/no** | |
| I am knowledgeable about Freedom to Speak Up |  | |
| We have included creating a speaking-up culture (separate from the Freedom to Speak Up guardian process) in our wider culture improvement plans |  | |
| We have adapted our organisational culture so that it becomes a just and learning culture for our workers |  | |
| We support our guardian(s) to make effective links with our staff networks |  | |
| We use Freedom to Speak Up intelligence and data to influence our speaking-up culture |  | |
| **Enter summarised evidence to support your score.** | | |
| **High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)** | | |
| 1 | | |
| 2 | | |

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| **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 |  |
| We have reviewed the ringfenced time our Guardian has in light of any significant events |  |
| The whole senior team or board has been in discussions about the amount of ringfenced time needed for our guardian(s) |  |
| We are confident that we have appropriate financial investment in place for the speaking-up programme and for recruiting guardians |  |
| **Enter summarised evidence to support your score.** | |
| **High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)** | |
| 1 | |
| 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.**

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| **Statements about your speaking-up policy** | **Score 1–5 or yes/no** |
| Our organisation’s speaking-up policy reflects the 2022 update |  |
| We can evidence that our staff know how to find the speaking-up policy |  |
| **Enter summarised evidence to support your score.** | |
| **High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)** | |
| 1 | |
| 2 | |

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| **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) |  |
| We have an annual plan to raise the profile of Freedom to Speak Up |  |
| We tell positive stories about speaking up and the changes it can bring |  |
| We measure the effectiveness of our communications strategy for Freedom to Speak Up |  |
| **Enter summarised evidence to support your score.** | |
| **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.**

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| **Statements about training** | **Score 1–5 or yes/no\*** |
| We have mandated the National Guardian’s Office and Health Education England training |  |
| Freedom to Speak Up features in the corporate induction as well as local team-based inductions |  |
| Our HR and OD teams measure the impact of speaking-up training |  |
| **Enter summarised evidence to support your score.** | |
| **High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)** | |
| 1 | |
| 2 | |

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| **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 |  |
| All managers and senior leaders have received training on Freedom to Speak Up |  |
| We have enabled managers to respond to speaking-up matters in a timely way |  |
| We are confident that our managers are learning from speaking up and adapting their environments to ensure a safe speaking-up culture |  |
| **Enter summarised evidence to support your score.** | |
| **High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)** | |
| 1 | |
| 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.**

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| **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 |  |
| We use triangulated data to inform our overall cultural and safety improvement programmes |  |
| **Enter summarised evidence to support your score.** | |
| **High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)** | |
| 1 | |
| 2 | |

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| **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 |  |
| We use this information to add to our Freedom to Speak Up improvement plan |  |
| We share the good practice we have generated both internally and externally to enable others to learn |  |
| **Enter summarised evidence to support your score.** | |
| **High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)** | |
| 1 | |
| 2 | |

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

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| **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 |  |
| Our guardian(s) has been trained and registered with the National Guardian Office |  |
| **Enter summarised evidence to support your score.** | |
| **High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)** | |
| 1 | |
| 2 | |

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| **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 |  |
| Our guardian(s) receives sufficient one-to-one support from the senior lead and other relevant executives or senior leaders |  |
| Our guardian(s) has access to a confidential source of emotional support or supervision |  |
| There is an effective plan in place to cover the guardian's absence |  |
| Our guardian(s) provides data quarterly to the National Guardian’s Office |  |
| **Enter summarised evidence to support your score.** | |
| **High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)** | |
| 1 | |
| 2 | |

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| **Statements about our speaking up process** | **Score 1–5 or yes/no** |
| Our speaking-up case-handling procedures are documented |  |
| We have engaged with managers and other key stakeholders on the role they play in handling speaking-up cases |  |
| We are assured that confidentiality is maintained effectively |  |
| We ensure that speaking-up cases are progressed in a timely manner within the teams or directorates we are responsible for |  |
| We are confident that if people speak up within the teams or directorates we are responsible for, they will have a consistently positive experience |  |
| **Enter summarised evidence to support your score.** | |
| **High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)** | |
| 1 | |
| 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.**

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| **Statements about barriers** | **Score 1–5 or yes/no** |
| We have identified the barriers that exist for people in our organisation |  |
| We know who isn’t speaking up and why |  |
| We are confident that our Freedom to Speak Up champions are clear on their role |  |
| We have evaluated the impact of actions taken to reduce barriers? |  |
| **Enter summarised evidence to support your score.** | |
| **High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)** | |
| 1 | |
| 2 | |

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| **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 |  |
| We monitor whether workers feel they have suffered detriment after they have spoken up |  |
| We are confident that we have a robust process in place for looking into instances where a worker has felt they have suffered detriment |  |
| Our non-executive director for Freedom to Speak Up is involved in overseeing how allegations of detriment are reviewed |  |
| **Enter summarised evidence to support your score.** | |
| **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.**

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| **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 |  |
| 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 |  |
| We routinely evaluate the Freedom To Speak Up strategy, using a range of qualitative and quantitative measures, and provide updates to our organisation |  |
| Our improvement plan is up to date and on track |  |
| **Enter summarised evidence to support your score.** | |
| **High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)** | |
| 1 | |
| 2 | |

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| **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 |  |
| Our plan follows a recognised ‘plan, do, study, act’ or other quality improvement approach |  |
| Our speaking-up arrangements have been evaluated within the last two years |  |
| **Enter summarised evidence to support your score.** | |
| **High-level actions needed to bring about improvement (focus on scores 1, 2 and 3)** | |
| 1 | |
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| **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 |  |
| We have we evaluated the content of our guardian report against the suggestions in the guide |  |
| Our guardian(s) provides us with a report in person at least twice a year |  |
| We receive a variety of assurance that relates to speaking up |  |
| We seek and receive assurance from the relevant executives/senior leaders that speaking up results in learning and improvement |  |
| **Enter summarised evidence to support your score.** | |
| **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**

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| --- | --- | --- |
| **Development areas to address in the next 6–12 months** | **Target date** | **Action owner** |
| 1 |  |  |
| 2 |  |  |
| 3 |  |  |
| 4 |  |  |
| 5 |  |  |
| 6 |  |  |
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| **Development areas to address in the next 12–24 months** | **Target date** | **Action owner** |
| 1 |  |  |
| 2 |  |  |
| 3 |  |  |
| 4 |  |  |
| 5 |  |  |
| 6 |  |  |
| 7 |  |  |
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**Stage 3: Summary of areas of strength to share and promote**

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| --- | --- | --- |
| **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 |  |  |