

Freedom to Speak Up Guardian Survey 2019

National Guardian's Office

January 2020

Freedom to Speak Up Guardian Survey 2019

Continued implementation of the Freedom to Speak Up
Guardian role and perceptions of Freedom to Speak Up
culture in the NHS in England

January 2020

Foreword

It is heartening that the perception amongst those in a speaking up role that the guardian role is having a positive impact continues to increase.



Freedom to Speak Up Guardians care.

They care about the workers they support and they care about the patients that their colleagues, and they themselves, look after every day. Their role, supporting workers to speak up and working across their organisations to tackle everyday barriers to speaking up, is important. It can also be difficult and stressful. That is why, in this year's annual survey, we have included a focus on the support to and health and well-being of guardians. The results are interesting: roughly the same proportion of guardians say their role has a positive impact on their sense of emotional and psychological well-being as those who say it has a more negative impact.

Of course, the picture is more nuanced than the numbers suggest and the comments guardians gave us in the survey are revealing. They describe a role that, at its best, feels like a privilege to carry out. Guardians are there for their colleagues at a time of need. They can empower them. They can support them. They are also in a position to take more immediate action to prevent harm while, over a longer period, they see changes being made to improve the quality of care and the working lives of their colleagues.

However, the guardian role brings with it the stress and worries that arise when working with colleagues who may be fearful and distressed. The subjects that speaking up can highlight are often not the easiest to step back from at the end of a working day. All of this makes the guardian role a difficult one.

But, of more concern, is the suggestion from this survey that guardians also receive 'push-back' from leaders and others in their organisation. They are not always valued. Sometimes, they are treated with suspicion. They are not always thanked. Speaking up is not always used as an opportunity to learn and improve, but is treated as a problem that needs to be shut down. This is not acceptable.

Leaders must acknowledge that guardians need support. My office has already increased access to occupational health and wellbeing services for guardians, and offers guidance and 1-2-1 'surgeries' for guardians who need more urgent support.

Most employers also offer various forms of support for their staff and I would encourage guardians to make full use of this should they need to.

But supporting stressed and tired guardians is treating the symptoms, not the cause.

I hope the [national guidance we have produced on training on Freedom to Speak Up](#), and the training material we plan to produce with Health Education England to support this, will go some way to widen the understanding of speaking up, a better response to workers who do speak up, and a wider appreciation of the guardian role.

The behaviours that guardians encounter, and the more negative cultures in which they may operate, are symptomatic of a closed mindset that has its origins in defensive and uncaring leadership.

The NHS will not improve the quality of the service it provides, and will always remain a long way from being a 'preferred employer' while this exists. The [Interim NHS People Plan](#) seems to be a step in the right direction when it comes to tackling the broader issues of the negative environment in which guardians often find themselves operating. I would like to see the momentum behind the people plan maintained and for action in implementing the final version of the plan to be treated with the highest priority.

A vital means of supporting guardians is to provide them with ring-fenced time to do their job.

My office already expects this as a basic requirement and this expectation is emphasised in [the guidance for trust and foundation trust boards](#) that NHS Improvement published in partnership with my office. It is disappointing, therefore, to note that this survey shows that the proportion of guardians and those in a supporting role reporting that they have no ring-fenced time has marginally increased, despite our continued call that guardians need time set aside to do their job. This is also despite the evidence that not having ring-fenced time results in guardians being less likely to carry out some of the basic aspects of the guardian role. I have therefore asked that CQC place more emphasis on this aspect of the implementation of the guardian role as they carry out their inspections of the well-led domain. In my view, organisations that do not provide guardians with ring-fenced time to carry out their valuable, important and difficult job should not receive more than a rating of 'requires improvement' for the well-led element of their CQC rating.

Another noteworthy aspect of how the guardian role is being implemented is suggested by the demographics reported by those responding to the survey. As noted in previous years, the ethnicity of the guardian network is predominantly white and other ethnicities continue to be under-represented when compared with the NHS workforce as a whole. I have asked the NHS E/I Workforce Race Equality Standard (WRES) team to look into why and how this happens. We will also look in more detail

at the data and demographics of workers. I am also interested in whether this aspect of guardian demographics does, in practice, impact on speaking up. Simply put, does the ethnicity of a guardian act as a barrier to workers of other ethnicities speaking up? I will prioritise work within my team to look into this matter further.

Finally, but importantly, the relationship between overall CQC rating and the perceptions of guardians about Freedom to Speak Up culture in their organisations that we noted in previous years' surveys continues to be reported. Guardians and those in a supporting role in organisations rated as outstanding give more positive responses to questions about speaking up culture than those in organisations rated good and least positive in organisations rated as inadequate. Guardians in organisations not rated by the CQC (which includes CQC and other regulators) give responses on a par with organisations rated around requires improvement or inadequate.

Therefore, I have a two-fold challenge to leaders across the NHS. I urge those of you in organisations that regulate and lead the system to take action to improve your own speaking up cultures. You should aspire to be the very best role models. And I urge leaders in any organisation that wishes to improve the quality of the services it provides to take action to improve their speaking up culture. It is a sure step to creating improvements from which both workers and patients will benefit.

This challenge is not unreasonable and I am encouraged that some leaders of national bodies have already asked me to put them in touch with leaders in provider organisations so they can learn more. To me, this demonstrates the honesty, willingness to learn, and humility to realise that there is always room for improvement, that should be characteristic of leadership across the NHS.

Dr Henrietta Hughes OBE FRCGP

National Guardian for the NHS

January 2020

Acknowledgements

We would like to thank all those who took the time to complete the survey. We would also like to thank Picker Institute Europe for their expertise and support in running the survey, and our partner organisations for their support with data analysis.

Key findings

The impact of Freedom to Speak Up

- **The perception amongst those in a speaking up role that the guardian role is having a positive impact is increasing**
This year, a total of 76% of respondents agreed or strongly agreed with the statement 'The Freedom to Speak Up Guardian role is making a difference', compared to 68% last year.
- **But compared to last year, a smaller proportion of respondents feel that speaking up culture in the NHS has improved over the last 12 months**
This year, 76% of respondents felt that Freedom to Speak Up culture in the NHS had improved over the last 12 months, compared to 83% last year.
- **Perceptions of positive speaking up culture continue to be greatest in organisations rated outstanding or good by the CQC**
This positive correlation is seen in all eight questions related to perceptions of speaking up culture in the survey.
- **Perceptions of positive speaking up culture are highest in independent providers of health care**
Respondents from independent providers of healthcare responded most positively to six of the eight questions related to perceptions of speaking up culture in the survey.
- **Awareness of the guardian role is increasing**
74% of guardians and champions responding to the survey indicated that 'Awareness of the FTSU Guardian role' is improving.

Freedom to Speak Up roles

- **The guardian role continues to be carried out alongside other roles**
79% of guardian respondents state that they have another role.
- **The majority of individuals in a speaking up role still have no ring-fenced time to carry out their responsibilities**
Overall 59% of respondents indicated that they had no ring-fenced time to carry out their role and this figure has increased, even amongst guardians (where 44% of respondents indicated that they had no ring-fenced time this year, compared to 42% last year).

- **Guardians without ring-fenced time are less likely to fulfil some of the basic expectations of the role or to feel confident that they are meeting the needs of staff**

Aspects of the role less likely to be carried out by guardians without ring-fenced time include gathering feedback on their performance, presenting reports to their board in person, and regularly attending network meetings.
- **The proportion of guardians collecting feedback is increasing**

This has increased to 73% of guardian respondents compared to 61% last year.
- **Appointments continue to be made to speaking up roles without an interview**

The proportion of guardians appointed through fair and open competition, or through an interview process, has increased over the last year from 49% to 57%. However, 45% of respondents (guardians and champions) still indicate that they are being appointed without an interview.
- **The vast majority of individuals in a speaking up role have received training, but some have not**

92% of guardians that responded to the survey said that they had received training, with 78% of those in a supporting role responding similarly.
- **Individuals in speaking up roles have been in post for longer**

The proportion of guardians and champions being in post for 18 months or longer has increased from 25% last year to 46% this year.
- **A large proportion of individuals in a speaking up role continue to operate within a local network**

83% of respondents indicate that they are part of a local network of guardians/champions/ambassadors.
- **The proportion of guardians attending regional network meetings has decreased**

This year, 58% of guardians responding to the survey said that they attend regional guardian network meetings regularly compared to 68% last year.

The demographics of those in Freedom to Speak Up roles

- **Guardians and champions typically have personal experience of speaking up**

57% of respondents indicated that they had personal experience of speaking up.

- **BAME workers are under-represented in the guardian network compared to the NHS workforce, though other protected characteristics are over-represented**

87% of respondents identified as white compared to 76% of the NHS workforce. 20% of respondents indicated that they had a disability compared to 3% of the NHS workforce.

- **The guardian role generally impacts on an individual's sense of emotional and psychological well-being, but this can be positive or negative**

59% of guardian respondents said that the role impacted on their sense of emotional and psychological well-being. This impact is varied with both positive and negative impacts being reported.

- **Guardians and champions represent a wide range of clinical and non-clinical professions and a wide range of NHS banding**

The most represented group is nurses and midwives (representing 27% of respondents). The most common NHS banding amongst respondents was band 7 (24% of respondents).

How organisations approach Freedom to Speak Up

- **Guardians feel most valued by senior leaders and the individuals they support**

92% of guardians responding to the survey agreed or strongly agreed with the statement 'I feel valued by senior leaders in my organisation', and 95% agreed or strongly agreed with the statement 'I feel valued by the individuals I support'. This compares to 69% who agreed or strongly agreed with the statement 'I feel valued by middle-managers in my organisation'.

- **Guardians continue to report good access to their board**

91% of guardians responding to the survey said that they had direct access to their CEO (or equivalent) and 81% said that they had direct access to their Non-Executive Director with speaking up as part of their portfolio.

- **But a large proportion of guardians still do not present their reports to their board in person**

66% of guardians responding to the survey said that they present reports to their board meetings in person – this has decreased from 68% last year. However, this may reflect that, where organisations have more than one

guardian, board-reporting may only be the responsibility of one individual.

- **Training on speaking up is not available in all organisations**
61% of guardian respondents said that training on speaking up was available to workers in their organisations.
- **There is less improvement in action taken when detriment for speaking up is reported than in other aspects of speaking up**
37% of guardians and champions responding to the survey indicated that 'Taking action in response to reports of detriment for speaking up' is improving.

Summary of key recommendations and actions

Actions for organisations

- We continue to recommend that appointment to any Freedom to Speak Up role is made in a fair and open way.
- We continue to recommend that all guardians have ring-fenced time for their guardian responsibilities. We recommend that CQC ask about ring-fenced time whenever they speak to Freedom to Speak Up Guardians as part of their inspections and consider allocating a maximum of a requires improvement rating for the 'Well-led' domain to any organisation that does not follow the principle that guardians should be allocated ring-fenced time for their role. We will work with CQC to ensure that indicators of how the guardian role is being implemented are incorporated into appropriate ratings descriptors.
- We repeat our expectation that guardians should have appropriate access at the board level and report to their board (or equivalent) in person. Trust and Foundation Trust boards should comply with the guidance set out in ['Guidance for Boards on Freedom to Speak Up'](#). If guardians or board members feel that they are unable to comply with these expectations, for any reason, we ask that they contact the NGO.
- Providing training for middle-managers, in line with the [guidance that the NGO has issued](#), should bolster the capabilities and understanding of middle-managers in relation to speaking up.
- We ask that senior leaders actively support their guardians and remain sensitive to the pressure that they are under and the impact this can have, and support their guardians in their continued development. We would expect immediate action to be taken against any individual who actively displays hostility or otherwise puts further pressure on guardians for carrying out their role.
- Over the coming year, we expect all organisations in the health and care sector to implement a training programme on speaking up in accordance with our guidelines.
- We stress the need for action when detriment for speaking up happens, wherever this occurs in an organisation.

Actions for guardians

- We recommend that guardians who have been in post for 18 months or more review their personal development needs using the NGO's [Training and Education Guide](#). We also encourage guardians who are more established in their role to take an active part in regional network and national activities and encourage, support, and mentor new guardians as the guardian network grows.
- We recommend that all guardians carry out an assessment of possible conflicts of interest that might arise in their role and set out the mitigating actions they will take should a conflict arise. In the coming year, the NGO will set out guidance to help guardians in their consideration of possible conflict.
- We recommend that guardians who are supported by a network of 'champions' ensure that those individuals are regularly kept up-to-date with developments on Freedom to Speak Up and assure themselves that they are adequately supported to carry out their responsibilities.
- Everyone in a speaking up role should gather feedback on their performance.
- We would encourage guardians to ensure that the local networks they develop are properly supported and that the role they play is clear to the workers they support. The NGO will publish material to help guardians to offer training to their 'champions' and to improve the consistency of messages.
- We ask all guardians to ensure that everyone in their local network has received role-appropriate training and has access to the support they need to ensure that they can carry out their role well.
- Guardians who feel that they have not been given the time to attend regional network meetings should ask for it and Boards or equivalent senior leaders should provide it.
- We encourage all guardians to reach out to other guardians within their region – whether they are in a trust, other provider, or any other locally-based organisation.
- We ask that guardians in organisations reporting positive speaking up culture to support their guardian peers in other organisations as part of the guardian network. If guardians in other organisations find themselves struggling to support their leaders in improving speaking up culture, we urge them to raise this with the National Guardian's Office.

Actions for the National Guardian's Office

- We have asked the NHS Workforce Race Equality Scheme team to look into why BAME workers are under-represented in the guardian network in more detail. The NGO will also prioritise further work looking at the demographics of workers who speak up to guardians to understand more about whether the demographics of guardians does, in practice, have any impact on the range of workers who speak up to them.
- Over the coming year, the NGO will make training for guardians more accessible and support the provision of training for champions and those in a supporting role by producing guidance on training for this group based on the various models for 'local networks' that have already been developed.
- We will work with NHS E/I to assess how Non-executive and Executive-leads for Freedom to Speak Up can be further supported to enable them to fully carry out their responsibilities and develop their knowledge and skills.
- The NGO will look into developing a broader set of measures of Freedom to Speak Up culture in the NHS with a view to using these to drive further improvement.

Contents

Foreword	3
Acknowledgements	5
Key findings.....	6
The impact of Freedom to Speak Up	6
Freedom to Speak Up roles	6
The demographics of those in Freedom to Speak Up roles	7
How organisations approach Freedom to Speak Up.....	8
Summary of key recommendations and actions.....	10
Actions for organisations.....	10
Actions for guardians	11
Actions for the National Guardian’s Office	12
About this survey.....	14
Who are Freedom to Speak Up Guardians?	15
Personal experience of speaking up	15
How are people appointed to Freedom to Speak Up roles?	15
Length of time in the role	16
Who is in the role?	17
How is Freedom to Speak Up being implemented?	21
Ring-fenced time.....	21
Feedback.....	22
Networks of guardians and champions	23
Access to CEO, Non-Executive Directors and reporting to the Board.....	24
Guardian training	25
Regional networks	26
Training in speaking up	27
The well-being of Freedom to Speak Up Guardians	29
Perceptions of speaking up	32
The Freedom to Speak Up role is making a difference	32
Annex.....	37
Survey questions	37
Data tables	42

About this survey

The survey was distributed to **1,207** contacts and was open between 29th July and 18th August 2019. A total of **592** responses were received (a **49 per cent** response rate).

Respondents

Sixty per cent of respondents were Freedom to Speak Up Guardians, with **40 per cent** of respondents describing themselves as having a supporting role, such as 'Freedom to Speak Up Champions'.

Most responses were received from trusts, though a range of other organisations were represented:

Organisation type	% responses
NHS Trust or Foundation Trust	80%
Primary care provider	1%
Independent provider	10%
Regulator, national body or other organisation in the health and care system (e.g. CCGs, professional representative bodies etc)	5%
Other (descriptions include charity and social enterprise)	4%

We also asked respondents their views on the National Guardian's Office. This will be published in a separate report and we will use that information to inform our priorities for the coming year.

Who are Freedom to Speak Up Guardians?

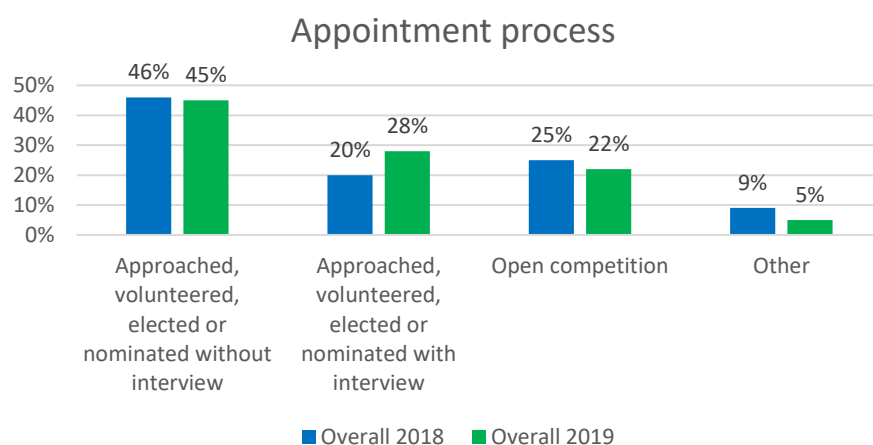
Personal experience of speaking up

One of the guardian values which all guardians are asked to uphold is that of empathy, to listen well and act with sensitivity. When asked the question 'Do you have experience of speaking up?', the majority of respondents (**57 per cent**) said that they had, with 43 per cent responding 'no'. In 2018, 49 per cent responded 'yes'.

How are people appointed to Freedom to Speak Up roles?

Appointments to the Freedom to Speak Up roles were made in a number of ways. **Forty-five per cent** of respondents (**39 per cent** of guardian respondents and **53 per cent** of those in a supporting role) were appointed after being personally approached, volunteering, or being nominated but without taking part in any form of interview.

It is encouraging that the proportion of guardians responding that had an interview as part of their application process, or who were appointed through fair and open competition, has increased (to **57 per cent** compared to **49 per cent** last year) however, overall, this is disappointing. Anyone in a speaking up role is in a position that, by its nature, will support people who may be distressed or feeling vulnerable. Those in the role need to have the trust and support of everyone in their organisation. Ensuring that appointments to any speaking up role are made in a fair and open way gives assurance that those who ultimately end up in the role have the independence, capability and values they need, and will give confidence to those who speak up.



- We continue to recommend that appointment to any Freedom to Speak Up role is made in a fair and open way.

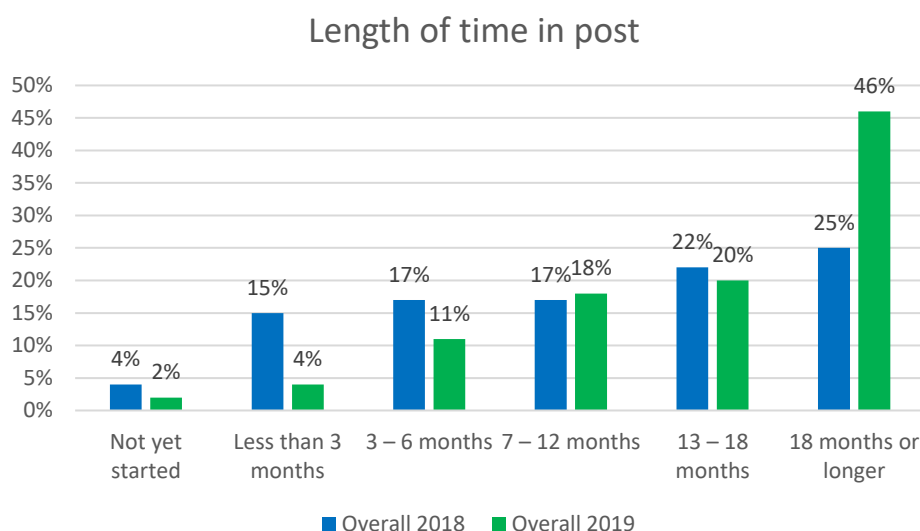
Length of time in the role

As might be expected, compared to last year, more respondents have been in post for longer than 18 months (**46 per cent** compared to **25 per cent** last year). This increase is particularly marked in those in a supporting role (this has risen from **nine per cent** last year to **41 per cent** this year). This suggests that Freedom to Speak Up arrangements that include a network of ‘champions’ are becoming more established. It also indicates that those in supporting roles, just as much as those in the guardian role itself, will need to ensure that they are up-to-date with developments in Freedom to Speak Up.

- We recommend that guardians who are supported by a network of ‘champions’ ensure that those individuals are regularly kept up-to-date with developments on Freedom to Speak Up and assure themselves that they are adequately supported to carry out their responsibilities.

These results also indicate that the guardian network itself is maturing – **49 per cent** of guardian respondents indicated that they had been in post for 18 months or more, compared to **32 per cent** last year.

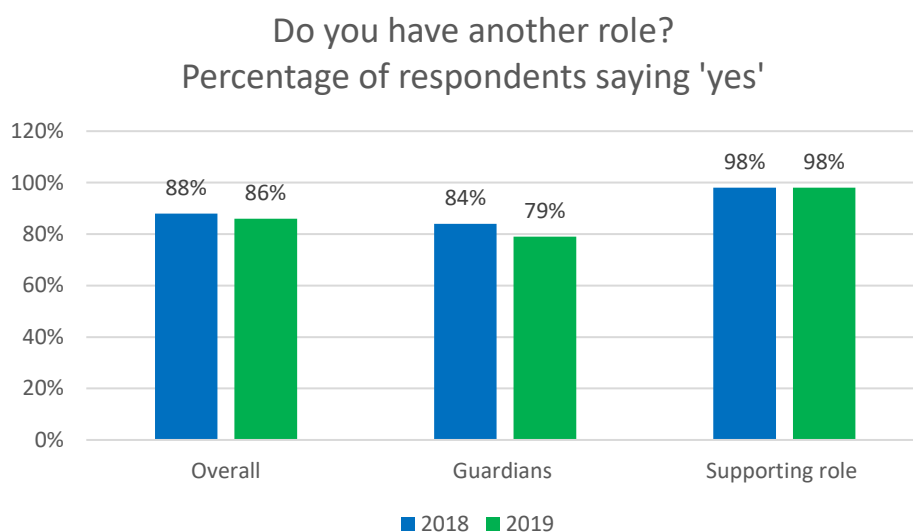
- We recommend that guardians who have been in post for 18 months or more review their personal development needs using the [NGO's Training and Education Guide](#), and that trust leaders support their guardians in their continued development. We also expect guardians who are more established in their role to take an active part in regional network and national activities and encourage, support, and mentor new guardians as the guardian network grows.



Who is in the role?

Additional roles

A large proportion of respondents continue to indicate that they have another role (**86 per cent**). Though, as may be expected, those in a supporting role are more likely to have another role, compared to guardians (**98 per cent** compared to **79 per cent**).



The diverse experience that guardians and those supporting them have is a source of strength to the network overall. However, there is always a risk that conflicts may arise in some cases where a guardian is working in another role.

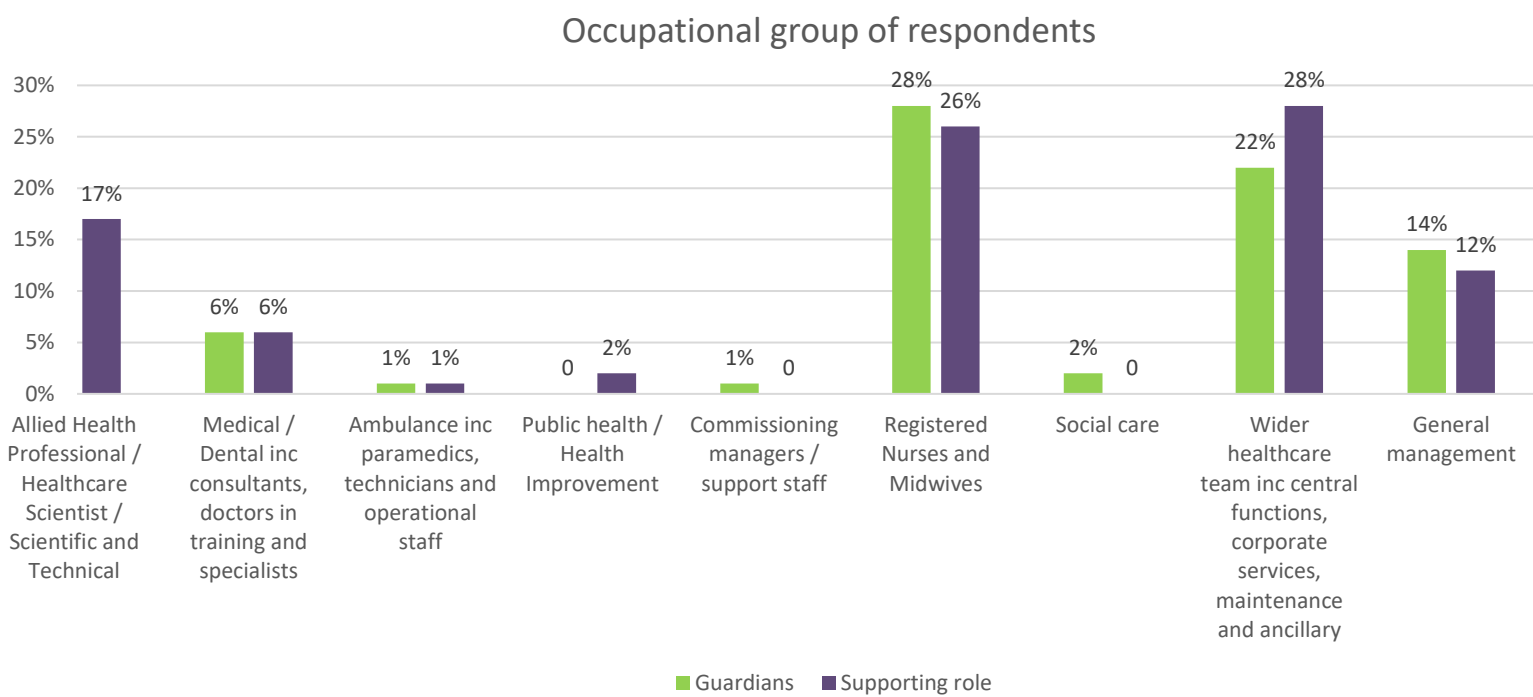
- We recommend that all guardians carry out an assessment of possible conflicts of interest that might arise in their role and set out the mitigating actions they will take should a conflict arise. In the coming year, the National Guardian's Office will set out guidance to help guardians in their consideration of possible conflicts of interest.

"Supporting staff at what can be a very emotional time for them can be exhausting, especially as it is on top of the day job."

Occupational group

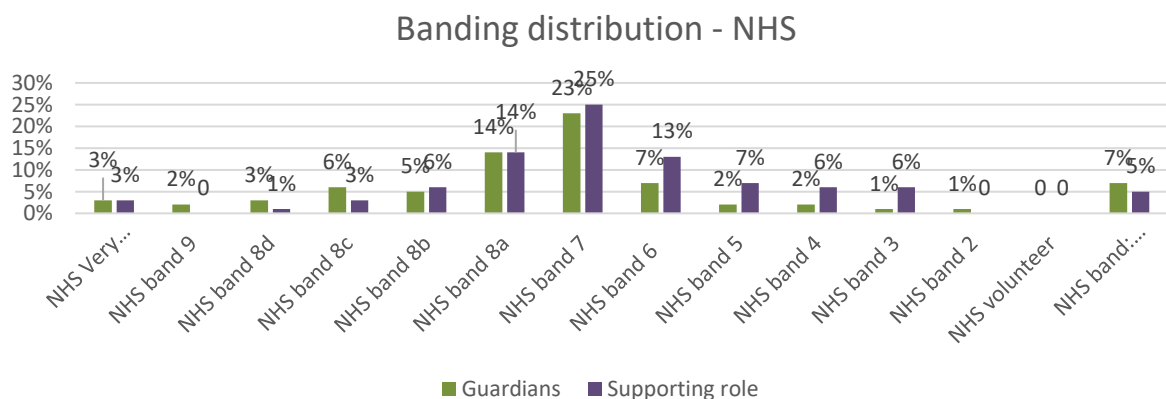
A wide range of occupational groups continue to be represented in the network overall, with registered nurses and midwives being the most represented professional group (**27 per cent**), and those in the wider healthcare team, including corporate services, being the second largest group (**24 per cent**). A proportion of

respondents also identified themselves as allied health professionals/health scientists and scientific/technical staff (**16 per cent**).

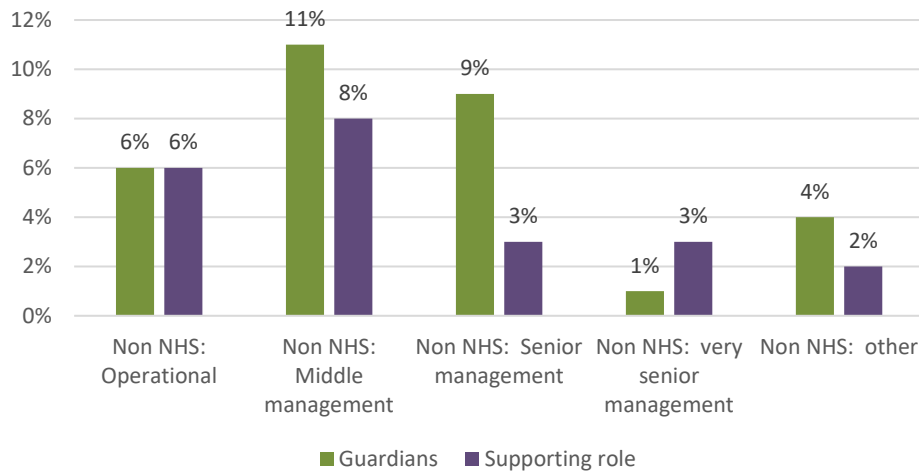


Banding

The banding profile of respondents overall remains very similar to that observed last year, with Band 7 being the most commonly represented band in NHS respondents, and middle management being most commonly represented amongst non-NHS respondents.



Banding distribution - non NHS

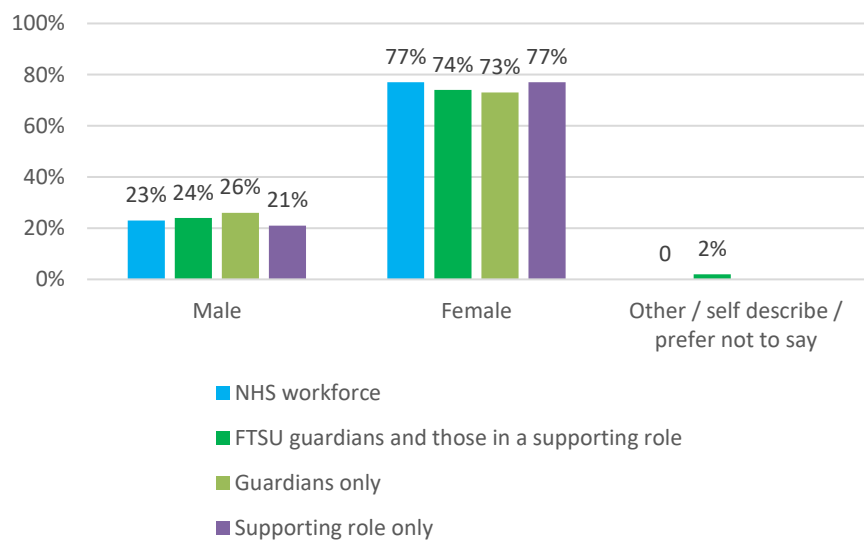


Demographics

We have compared the demographics of the guardian network against data available on the NHS workforce¹. The cohorts are not the same (the guardian network includes non-NHS workforce staff) but it is a useful comparison to make to assess the representation of diversity within the network.

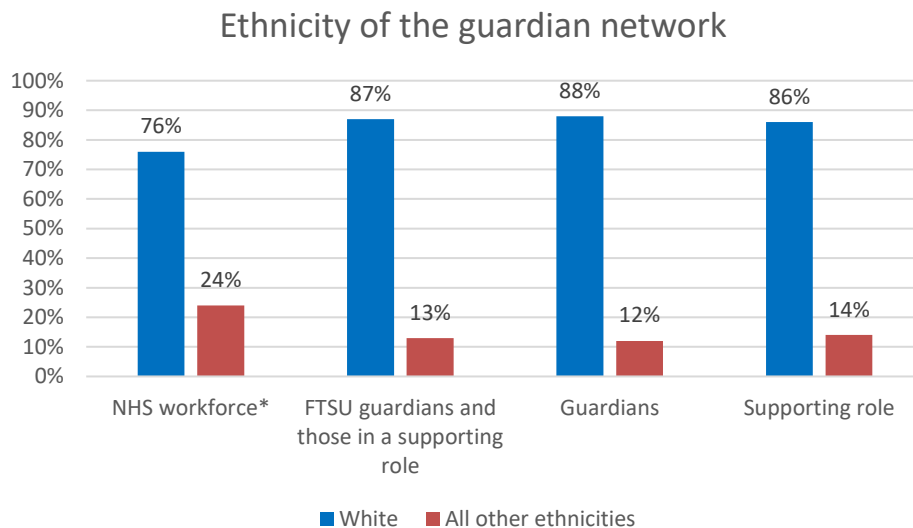
Overall, gender representation in the network of guardians and champions is on a par with the NHS workforce, with a slight over-representation of men in the guardian network.

Gender of the guardian network



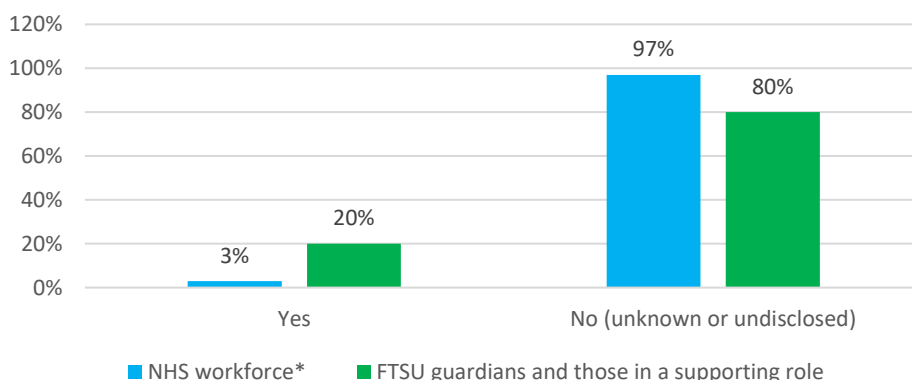
¹ *Source data – NHS digital “Our workforce demographics 2019” report – based on 31 March 2019 data: <https://digital.nhs.uk/about-nhs-digital/corporate-information-and-documents/how-we-support-diversity-and-inclusion/our-workforce-demographics-2019>

The network of guardians and champions continues to have a greater representation of white ethnicities than one would expect when comparing to NHS workforce data. Some guardians create local networks of champions and others to support them to help ensure a greater representation of workers from diverse backgrounds. This makes it particularly disappointing that white ethnicities are over-represented amongst those in a supporting role, just as they are amongst the cohort of guardians.



We have asked the NHS Workforce Race Equality Scheme team to look into this in more detail. The NGO will also prioritise further work looking at the demographics of workers who speak up to guardians to understand more about whether the demographics of guardians does, in practice, have any impact on the range of workers who speak up to them.

Do you have a disability?
(long standing illness, health problem or disability)

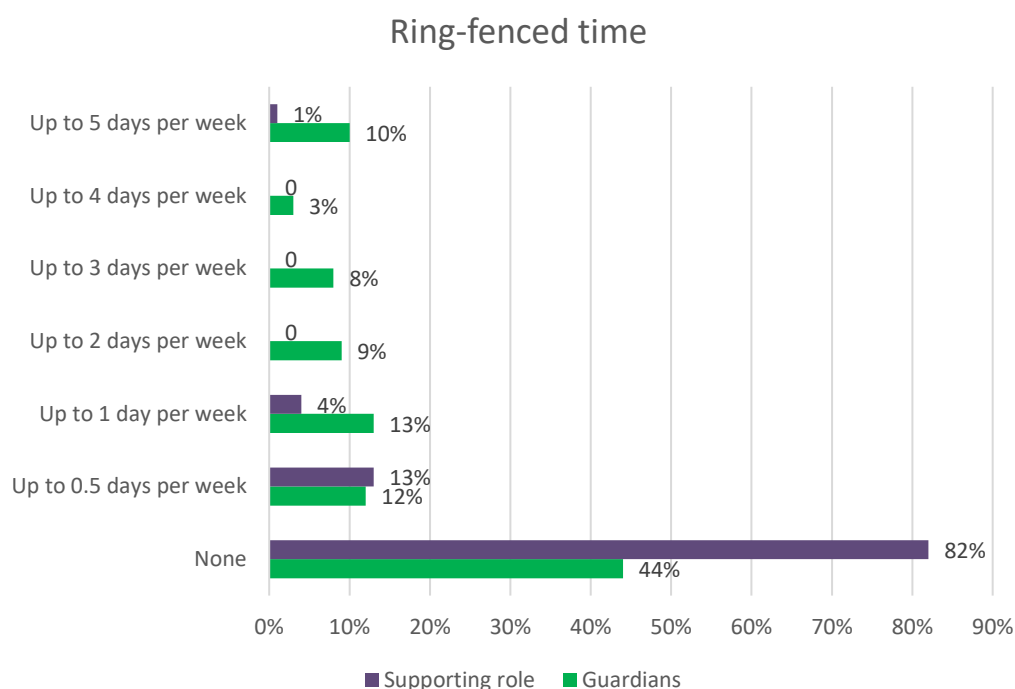


Looking at other protected characteristics, it is noteworthy that respondents, whether guardians or those in a supporting role, are much more likely to indicate that they have a disability compared to what NHS workforce data suggests.

How is Freedom to Speak Up being implemented?

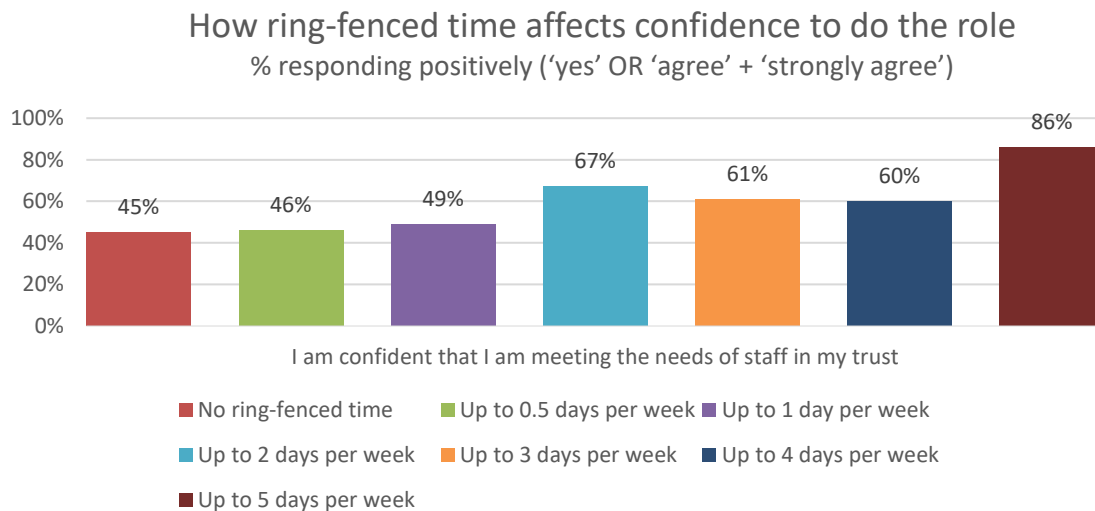
Ring-fenced time

There is a marginal increase in percentage of respondents overall who say that they have no ring-fenced time (**59 per cent** this year, compared to **56 per cent** last year). This trend is despite the National Guardian’s Office recommendation that ring-fenced time should be allocated to those in a speaking up role, the fact that this is an aspect of speaking up that is included in CQC’s well-led inspection guidance, and [guidance issued to trust and foundation trust boards](#) includes an assessment of the amount of ring-fenced time guardians need: “[The executive lead is responsible for:] ensuring the FTSU Guardian has a suitable amount of ringfenced time and other resources and there is cover for planned and unplanned absence.”



This is a point of particular concern as responses to our survey continue to indicate that guardians with less ring-fenced time are less likely to gather feedback, report to their board in person, or attend regional network meetings. They are less confident that the guardian role is making a difference or that they are meeting the needs of staff. They are also less likely to have access to board members. Responses to the survey suggest that providing just one or two days of ring-fenced time a week enables guardians to be able to carry out the more basic requirements of the post.

However, more time may be needed for guardians to feel more confident that they are able to properly meet the needs of the workers they support.



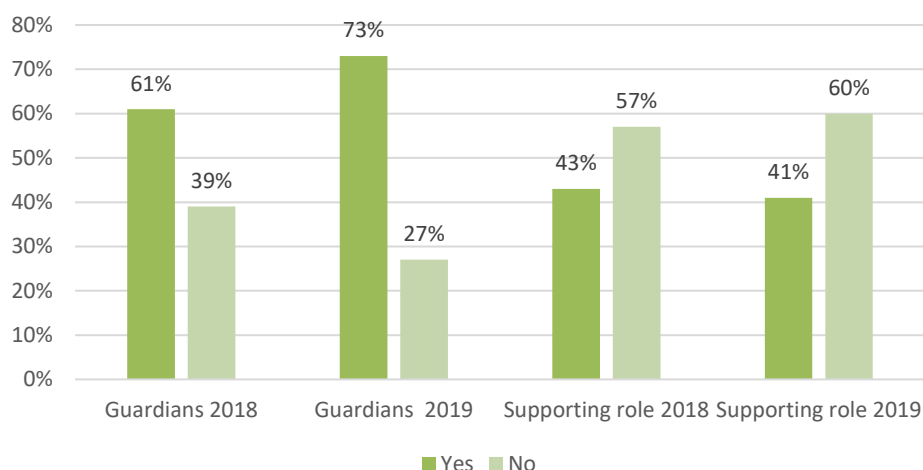
- We continue to recommend that all guardians have ring-fenced time for their guardian responsibilities. We recommend that CQC ask about ring-fenced time whenever they speak to Freedom to Speak Up Guardians as part of their inspections and consider allocating a maximum of a requires improvement rating for the 'Well-led' domain to any organisation that does not follow the principle that guardians should be allocated ring-fenced time for their role. We will work with CQC to ensure that indicators of how the guardian role is being implemented are incorporated into appropriate ratings descriptors.

"It is a great feeling when you get feedback saying thanks or you see change/learning being shared."

Feedback

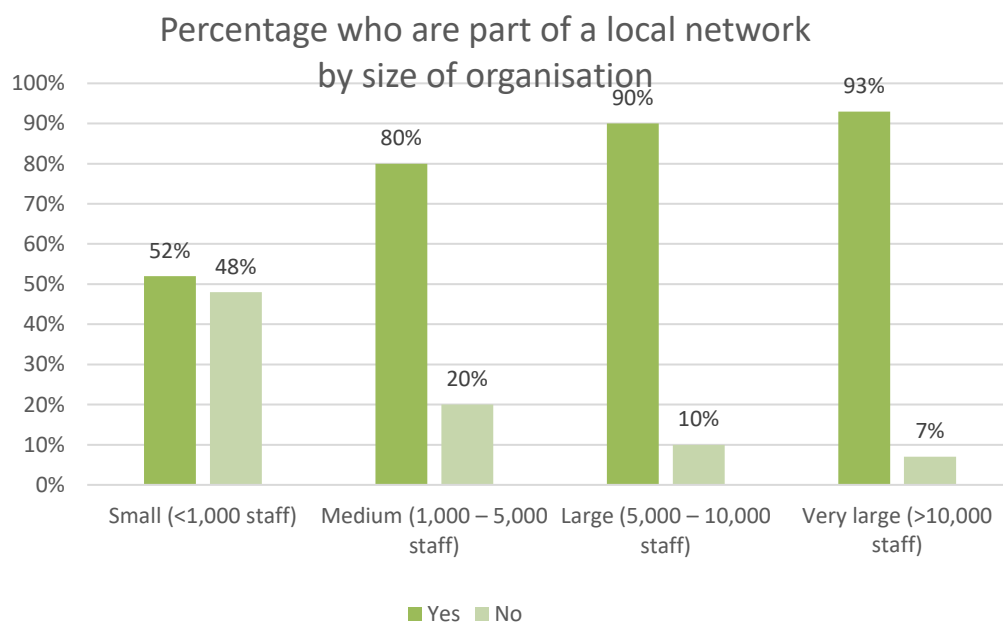
The proportion of respondents indicating that they collected feedback on their performance has increased compared to last year (**60 per cent** of respondents indicating that they did collect feedback, compared to **55 per cent** last year). The proportion of guardians who responded to the survey that collect feedback has particularly increased (**73 per cent** this year compared to **61 per cent** last year). While we are pleased with this trajectory, **everyone in a speaking up role should gather feedback on their performance**. Speaking up arrangements and the guardian role is still in a formative stage and will need to develop as the needs of the workforce that guardians support changes. Feedback will be essential to ensure that speaking up arrangements remain fit-for-purpose.

Do you gather feedback on your performance?



Networks of guardians and champions

Eighty-three per cent of respondents said that they were part of a local Freedom to Speak Up network within their organisation. As might be expected, respondents in larger organisations were most likely to be part of a network.



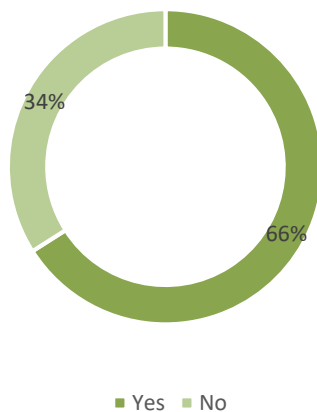
This year, we also asked for an indication of the size of network that respondents belonged to. Larger organisations were more likely to have larger networks.

Local networks help ensure that Freedom to Speak Up messages reach all workers and can be a helpful means to ensure that the diversity of the workforce that is being supported is represented. While there is no one-size-fits-all model, **we would encourage guardians to ensure that the networks that they develop are properly supported and that the role they play is clear to the workers they support.** The NGO will publish material to help guardians to offer training to their ‘champions’ and to improve the consistency of messages.

Access to CEO, Non-Executive Directors and reporting to the Board

Ninety-one per cent of guardians responding to the survey said that they had direct access to their Chief Executive (or equivalent) and **81 per cent** said that they had direct access to their Non-Executive Director with speaking up as part of their portfolio. These results are very similar to those recorded last year when **91 per cent** of respondents indicating that they had access to their CEO and **79 per cent** to their Non-Executive Director.

Reporting to the board in person



This year, we also asked whether Freedom to Speak Up Guardians felt that they had sufficient access to other Board members.

Eighty-five per cent of respondents indicated that they did, with **10 per cent** indicating that they did not.

Sixty-six per cent of guardians responding to the survey said that they present reports to their Board meetings in person. This compares to **68 per cent** indicating

that they did last year. This may be explained, in part, by some organisations appointing more than one guardian and for responsibility for board reports to be allocated to one individual.

These results are disappointing particularly as, this year, the expectation that guardians have appropriate access to members of their Board, and present their reports in person, has been included in the Guidance for Boards on Freedom to Speak Up issued by the NGO and NHS Improvement.

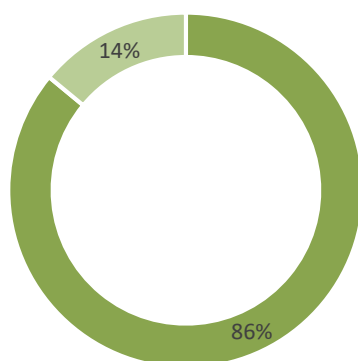
“Most of the time I feel that I am making a difference but sometimes I find the role very frustrating ... the trust [leaders] don’t really understand the role and fail to see its true potential ...”

- We repeat our expectation that guardians should have appropriate access at the board level and report to their board (or equivalent) in person. Trust and

Foundation Trust boards should comply with the guidance set out in [‘Guidance for Boards on Freedom to Speak Up’](#). If guardians or board members feel that they are unable to comply with these expectations, for any reason, we ask that they contact the National Guardian’s Office.

Guardian training

Have you received training related to your role?



■ Yes ■ No

Eighty-six per cent of respondents said that they had received training related to their Freedom to Speak Up role, with most respondents indicating that they had received training within the last year or less (**66 per cent**). **Ninety-two per cent** of guardians that responded to the survey said that they had received training, with **78 per cent** of those in a supporting role responding similarly.

While generally encouraging, this still means that **14 per cent** of respondents have not been trained despite being in a role that is complex, requires a wide range

of skills, that deals with individuals who may be distressed, and that handles information that may require urgent escalation.

Over the coming year, the National Guardian’s Office will make training for guardians more accessible by developing an online training package supported by the development of locally-based action learning sets. It will also support the provision of training for champions and those in a supporting role by producing guidance on training for this group based on the various models for ‘local networks’ that have already been developed.

However, it is not acceptable that this important role is taken up before those offered the post have received appropriate training. For this reason, the National Guardian’s Office has now developed a registration process for guardians and will not include any guardian in its public directory without assurance that the individual has received appropriate training.

Guardians are responsible for the training and support of their local network of champions/ambassadors. This training is as important as that given to guardians. We ask all guardians to ensure that everyone in their local network has received role-appropriate training and has access to the support they need to ensure that they can carry out their role well.

We recognise that Non-executive and Executive-leads for Freedom to Speak Up will also have their own training and development needs. We will work with NHS E/I to assess how Non-executive and Executive-leads for Freedom to Speak Up can be further supported to enable them to fully carry out their responsibilities and develop their knowledge and skills.

Regional networks

Fifty-eight per cent of guardians responding to the survey said that they attend regional guardian network meetings regularly. This is a 10 per cent decrease compared to last year (where **68 per cent** of guardians responding said that they attended regional network meetings regularly). This year, we asked why guardians didn't attend meetings. **Thirty-six per cent** of those responding said that this was because they didn't have the time, but **64 per cent** cited other reasons. Of those who gave comments, the main reason for not attending was a lack of awareness about the meetings or a sense that they are for trusts only.

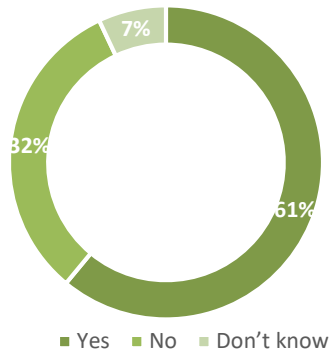
Regular attendance at regional meetings is an expectation of the guardian role. Regional network meetings offer support, shared learning and personal development, benefitting individuals, organisations, and the wider guardian network. This is why this is included in the [guardian job description](#) and the expectation that time will be given to attend network meetings has been included in the [Guidance for Boards on Freedom to Speak Up](#) issued jointly by the NGO and NHS Improvement. Guardians who feel that they have not been given the time to attend network meetings should ask for it and Boards or equivalent senior leaders should provide it.

We would also like to encourage all guardians to reach out to other guardians within their region – whether they are in a trust, other provider, or any other locally-based organisation. The discussions that take place regionally, and support that can be offered, are only made richer as the guardian network expands.

Training in speaking up

This year, for the first time, we asked guardians for their thoughts on the training that is available to workers about Freedom to Speak Up.

Is training on Freedom to Speak Up available to workers in your organisation?



Sixty-one per cent of guardian respondents said that training on speaking up was available to workers in their organisations, with **78 per cent** indicating that they thought that this training was fully or partially effective. However, only **42 per cent** of respondents indicated that they thought that workers had sufficient time to undertake training (although **30 per cent** of respondents indicated that they didn't know whether this was the case or not).

“FTSU training is solely delegated to FTSUGs, but no admin support is being provided meaning that in practice we are unable to provide this service.”

The free text comments that accompanied these responses varied. Typically, comments indicated that a more systematic approach was being planned and induction was commonly cited as the place where speaking up training takes place. In many cases, comments indicated that training on speaking up was delegated to guardians themselves and, with limited time and other resources, this meant that it was impractical to deliver training to all workers. Some

respondents felt that specific training on speaking up was not necessary as this should be incorporated in other programmes, such as leadership training, while others felt that a mandated approach was appropriate.

Typical comments include:

“Currently mandatory for band 7s and above but we are looking to widen for all staff.”

“There is not a bespoke FTSU training programme, however the principles of speaking up and raising concerns are incorporated into other training packages run internally. I support this integrated approach rather than separating out speaking out.”

“Awareness sessions are run for teams, but not training per se. FTSU is included in induction, the Trust Welcome Booklet for new staff, information leaflet for bank workers and volunteers, statutory and mandatory training handbook.”

“The training is induction sessions primarily as well as divisional and departmental meetings.”

[The NGO has recently published guidelines on training for all workers on speaking up](#) and is working with Health

Education England to develop a package that will be easily accessible to all organisations in the health and care

sector. While awareness raising of the guardian role and expectations around speaking up at induction sessions

is necessary, this should not be the only messaging that workers receive. The guardian role provides an alternative route to other speaking up processes and a positive speaking up culture requires all of these other processes to work well. This requires all workers to know how to speak up and how to respond when someone speaks up to them about any matter. It is unreasonable to think that these skills can be delivered as part of an induction session and equally unreasonable for training on speaking up to be left as the sole responsibility of Freedom to Speak Up Guardians.

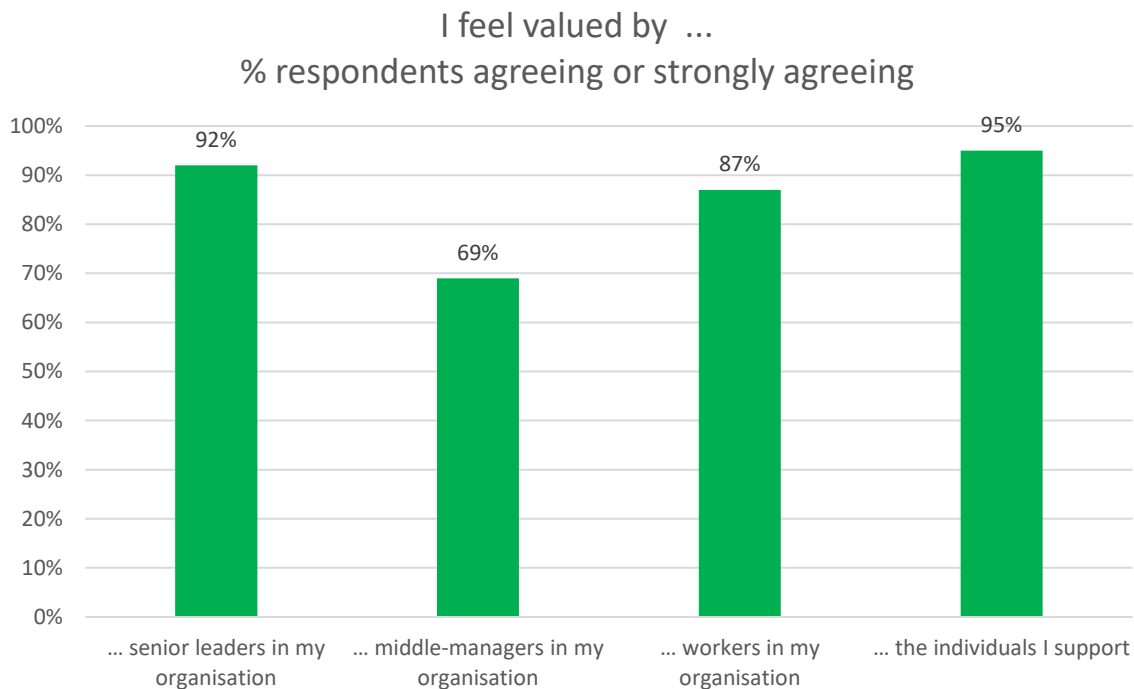
“The FTSU strategy includes an objective around training and in particular training for managers, in how to invite staff to speak up and how to respond when they do. This hasn't been implemented yet.”

Over the coming year, we expect all organisations in the health and care sector to implement a training programme on speaking up in accordance with our guidelines.

The well-being of Freedom to Speak Up Guardians

This year, we asked Freedom to Speak Up Guardians about their sense of feeling valued, and their emotional and psychological well-being.

Feeling valued



We acknowledge that this is a typical pattern that suggests a pressurised level of management at the centre of organisations. Those ‘in the middle’ typically have both operational responsibilities or manage those with operational responsibilities, and leadership roles. They are often the first point of contact for individuals who wish to speak up through management channels and, given their responsibilities, may be involved in the matters that are being spoken up about. They are, understandably, under a number of pressures.

“I have come across open hostility from senior managers and middle managers.”

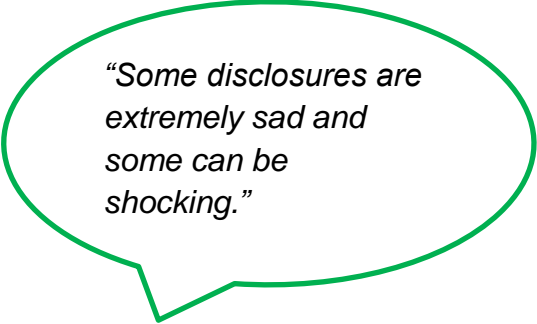
Providing training for middle-managers, [in line with the guidance that the NGO has issued](#), should bolster the capabilities and understanding of middle-managers. We hope this will translate into guardians feeling more valued by this group.

How the role affects emotional and psychological well-being

- **31%** of respondents said that the role **improved** their sense of emotional and psychological well-being
- **28%** of respondents said that the role **reduced** their sense of emotional and psychological well-being
- **41%** of respondents said that the role had **no impact** on their sense of emotional and psychological well-being

When asked if they would recommend taking on the Freedom to Speak Up Guardian role to a friend or colleague, **75 per cent** of respondents indicated that they would with **five per cent** indicating that they would not.

Respondents provided comprehensive narratives to explain how they responded to this question. Where these comments indicated that the role had a positive impact on well-being, the most common reason cited related to the fact that the role was having a positive impact on NHS culture, helped people, enabled workers to have a voice, and promoted a sense of fair play.




“Some disclosures are extremely sad and some can be shocking.”

Where a negative impact on well-being was indicated, this was commonly ascribed to the nature of the disclosures being made and the challenges of supporting people who were distressed. The pressures of working in isolation and needing to keep confidences were also cited. Some respondents also talked of a lack of support or even ‘hostility’ from senior leaders.

Illustrative comments are included throughout this report.

We asked whether organisations provided health and well-being support to Freedom to Speak Up Guardians and those in a supporting role. **Eighty-eight per cent** of respondents said that this was offered, and **33 per cent** of respondents said that they accessed this support.



“Having staff come to me is humbling and I enjoy the challenges this brings with it”

These findings highlight the rewarding nature of the guardian role but the challenges it brings with it. Following feedback from guardians, the NGO has opened up access for guardians to a provider of occupational health and wellbeing services. This is in addition to any similar services that guardians may have access to from their own employer. However, these services are not a

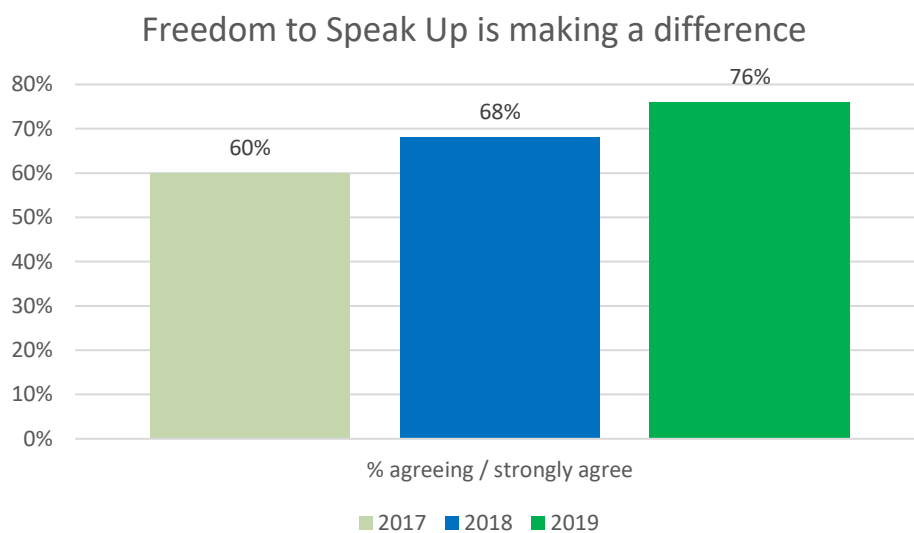
substitute for the important personal role senior leaders have in supporting and caring for their guardian.

The responses we received suggest that, in addition to the pressures that would be associated with any post that supports people in distress, guardians can experience pressure or even hostility from managers. **We ask that senior leaders actively support their guardians and remain sensitive to the pressure that they are under and the impact this can have. We would expect immediate action to be taken against any individual who actively displays hostility or otherwise puts further pressure on guardians for carrying out their role.**

Perceptions of speaking up

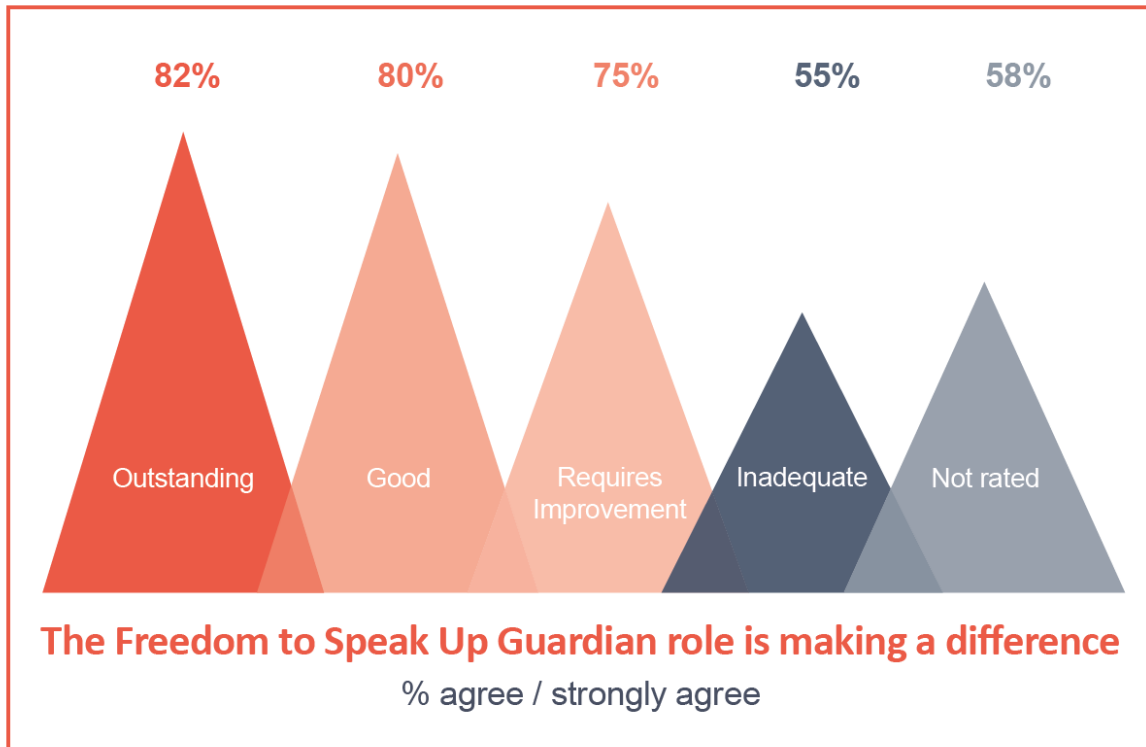
The Freedom to Speak Up role is making a difference

Since 2017, we have asked respondents to state whether they agree or disagree with the statement 'The Freedom to Speak Up Guardian role is making a difference'. Overall, the proportion of respondents agreeing or strongly agreeing with the statement has increased year-on-year:



CQC rating

As in previous years, we asked guardians and those in a supporting role to indicate whether they agreed or disagreed with a number of statements related to speak up culture. This year, we see similar results to last year's survey, with respondents in outstanding organisations continuing to be more positive about these statements than those rated less highly. Respondents in organisations not rated by the CQC (which include regulators, professional representation organisations and national bodies) respond in a way that is similar to organisations rated as requires improvement or inadequate.



These findings continue to indicate that organisations that are rated as providing the best quality of care have the best speaking up culture, as measured by the perceptions of guardians and those in a supporting role. **We ask that guardians in those organisations continue to support their guardian peers in other organisations as part of the guardian network. If guardians in other organisations find themselves struggling to support their leaders in improving speaking up culture, we urge them to raise this with the National Guardian's Office.**

Trust service provision

[Looking at different types of trust](#), there is a mixed picture though, generally, combined mental health and learning disability trusts give more of the most positive responses to statements about speaking up culture, and ambulance trusts give more of the least positive responses to the same statements.

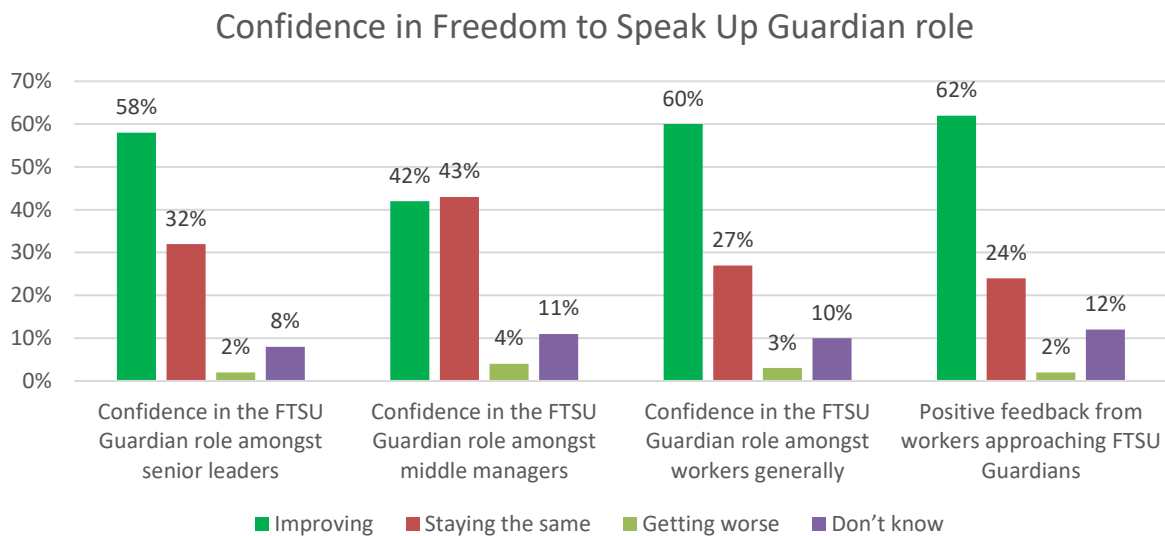
Organisation type

As was observed last year, respondents from independent providers of healthcare respond most positively to [questions about Freedom to Speak Up culture](#) (responding most positively to six of the eight questions asked) and regulators/national body organisations are least positive (responding most negatively to five of the eight questions).

- Over the coming year, the NGO will bring together guardians in organisations where there are indicators that there are less positive speaking up cultures. We will work with these guardians to devise a programme of work to support them to take action within their organisation to make improvements.

Changes in speaking up culture

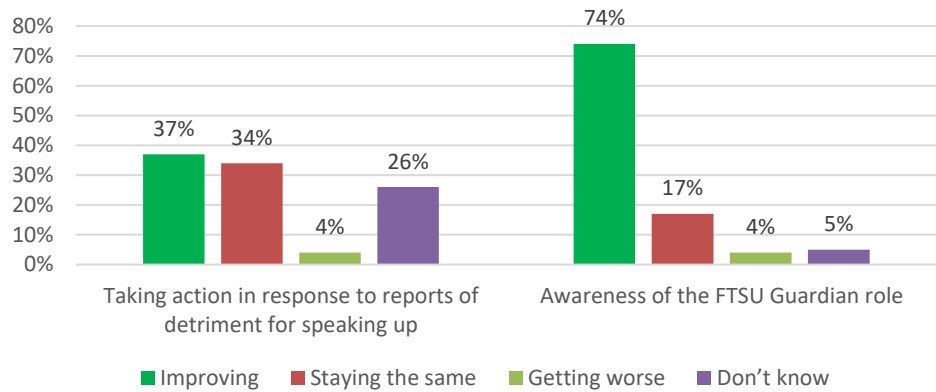
This year, for the first time, we asked a number of more detailed questions about the guardian role and speaking up culture. We asked guardians and those in a supporting role whether these aspects of Freedom to Speak Up were improving, staying the same, or getting worse.



‘Awareness of the FTSU Guardian role’ received the greatest proportion of responses which indicated improvement of the aspects of speaking up asked about. This is encouraging and may, in part, be the result of the momentum behind and general communication built up about the role over the last few years.

In contrast, when asked about 'Taking action in response to reports of detriment for speaking up', only **37 per cent** of respondents indicated that they felt that this was improving. [Our report on cases received by guardians](#) suggests that the level of workers indicating that they feel that they are receiving detriment has remained constant at about five per cent. It is concerning that action taken in response to detriment does not appear to be improving to the same extent that other elements of a speaking up culture are. *We would therefore like to stress the need for action that we made in [our data report](#) and for CQC in particular to gain assurance that action is taken when detriment for speaking up happens, wherever this occurs in an organisation.*

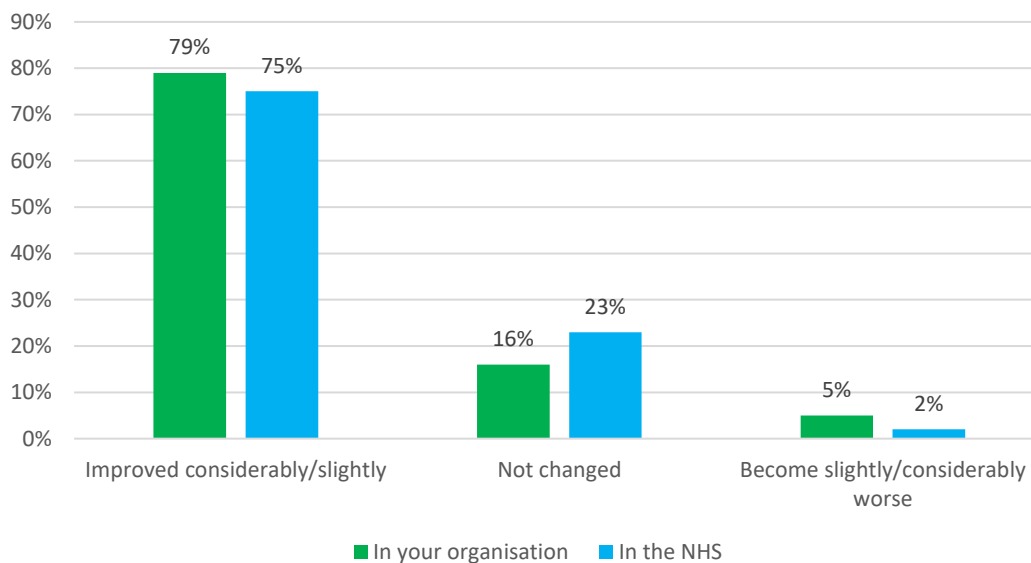
Confidence in Freedom to Speak Up Guardian role



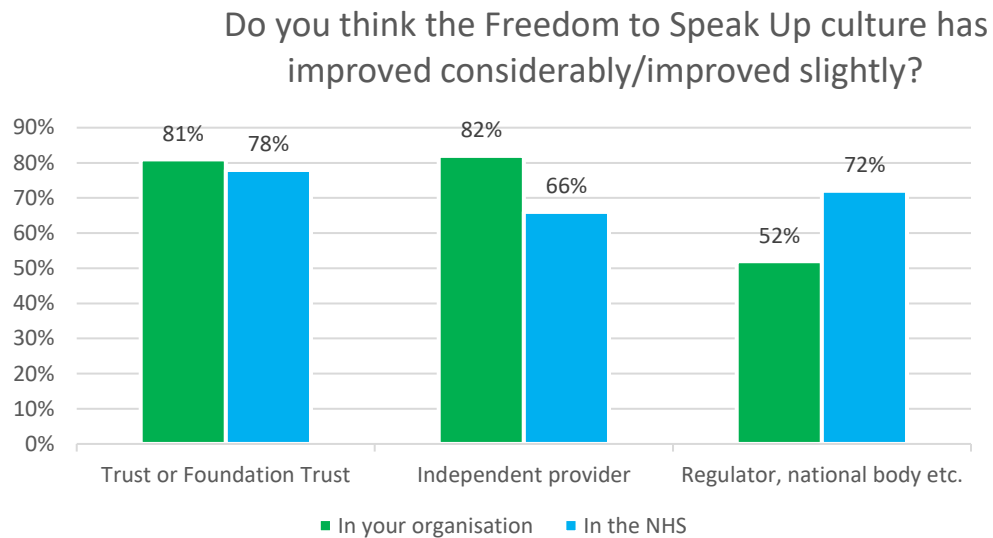
Seventy-nine per cent of respondents felt that Freedom to Speak Up culture in their organisation had improved over the last 12 months. This compares to **84 per cent** last year.

Seventy-six per cent of respondents felt that Freedom to Speak Up culture in the NHS had improved over the last 12 months. This compares to **83 per cent** last year.

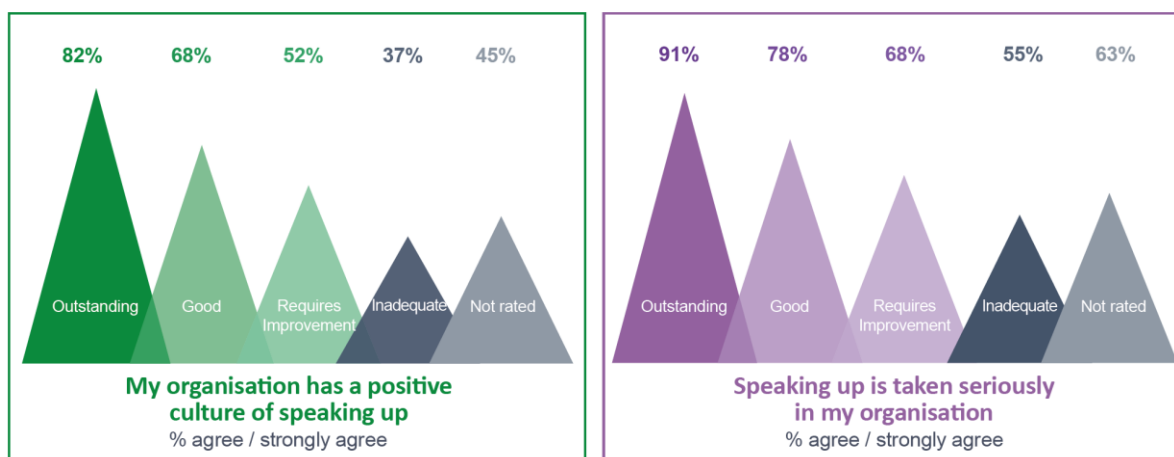
Which of these statements best describes how Freedom to Speak Up culture has changed in the last 12 months?



When comparing between provider type, respondents in independent providers are slightly more positive than those in trusts. Respondents in trusts and foundation trusts are more positive about changes in the NHS than other respondents.



When comparing responses based on CQC rating, respondents in organisations rated as outstanding respond the most positively.



The overall proportion of positive responses to these questions about Freedom to Speak Up culture remains high but it has, nevertheless, dropped slightly compared to last year. We will continue to monitor perceptions of speaking up culture in the NHS and use our insights to identify common barriers to speaking up and work across the system to overcome those barriers. The NGO will look into developing a broader set of measures of Freedom to Speak Up culture in the NHS with a view to using these to drive further improvement.

“It takes a lot of effort and strength sometimes to see a balanced view of my organisation.”

Annex

Survey questions

ABOUT YOU AND WHAT YOU DO

- Are you a Freedom to Speak Up Guardian, or in a role that supports a Freedom to Speak Up Guardian (champion etc.)?
- How were you appointed?
- How long have you been in post?
- Do you have another role?
- Please describe your occupational group.
- What pay grade or band are you?
- How much time is ring-fenced for you to carry out your Freedom to Speak Up role (please choose the category that reflects most closely the amount of ring-fenced time you have)?
- Has the amount of ring-fenced time available to you changed over the last 12 months?
- Do you gather feedback on your performance?
- Do you have personal experience of speaking up?

SUPPORT AND NETWORKING

- Are you part of a network of Freedom to Speak Up Guardians/champions/ambassadors etc. in your organisation?
- Do you have direct access to your CEO (or equivalent)?
- Do you have direct access to the Non-Executive Director who has speaking up as part of their portfolio?
- Do you have sufficient access to other Board members to enable you to fully carry out your responsibilities as FTSU Guardian?
- Do you present reports to Board meetings in person?
- Is there a non-pay budget for FTSU activities in your organisation?
- To what extent do you agree or disagree with the following statements: I feel valued by senior leaders in my organisation
- To what extent do you agree or disagree with the following statements: I feel valued by middle-managers in my organisation
- To what extent do you agree or disagree with the following statements: I feel valued by workers in my organisation
- To what extent do you agree or disagree with the following statements: I feel valued by the individuals I support
- How do you feel your role as FTSU Guardian impacts on your emotional and psychological well-being?

- Would you recommend taking on the role of FTSU Guardian to a friend or colleague?
- Does your organisation offer you any health and well-being support (such as access to occupational health or other emotional and psychological support services)?
- Have you received any training in relation to your Freedom to Speak Up role?
- When was the last time you received training in relation to your Freedom to Speak Up role?
- Do you regularly attend regional FTSUG network meetings?
- On a scale of 0 to 10 where 0 is 'not at all' and 10 is 'fully supported' please indicate your response to the following statement: I am sufficiently supported by the National Guardian's Office
- How well or poorly do you think that the National Guardian's Office is carrying out the following functions?: Championing FTSU and the FTSU Guardian role
- How well or poorly do you think that the National Guardian's Office is carrying out the following functions?: Championing individuals who speak up
- How well or poorly do you think that the National Guardian's Office is carrying out the following functions?: Providing an overview of FTSU matters, developments and news
- How well or poorly do you think that the National Guardian's Office is carrying out the following functions?: Developing campaigns and other opportunities to promote FTSU
- How well or poorly do you think that the National Guardian's Office is carrying out the following functions?: Providing timely responses to queries
- How well or poorly do you think that the National Guardian's Office is carrying out the following functions?: Providing quality responses to queries
- How well or poorly do you think that the National Guardian's Office is carrying out the following functions?: Providing guidance on aspects of the FTSU Guardian role
- How well or poorly do you think that the National Guardian's Office is carrying out the following functions?: Providing communications material on FTSU
- How well or poorly do you think that the National Guardian's Office is carrying out the following functions?: Providing training for FTSU Guardians
- How well or poorly do you think that the National Guardian's Office is carrying out the following functions?: Providing opportunities for sharing learning and networking
- How well or poorly do you think that the National Guardian's Office is carrying out the following functions?: Carrying out case reviews
- How well or poorly do you think that the National Guardian's Office is carrying out the following functions?: Demonstrating an understanding of the needs of FTSU Guardians

- How well or poorly do you think that the National Guardian's Office is carrying out the following functions?: Providing 1-2-1 support to FTSU Guardians
- How well or poorly do you think that the National Guardian's Office is carrying out the following functions?: Demonstrating leadership on all matters of FTSU
- How well or poorly do you think that the National Guardian's Office is carrying out the following functions?: Living the FTSU values
- How well or poorly do you think that the National Guardian's Office is carrying out the following functions?: Delivering improvements in FTSU
- What further support from the National Guardian's Office would you find helpful?

ABOUT YOUR ORGANISATION

- What sort of organisation do you work in?
- What service/s does your organisation provide?
- What is the size of your organisation, in terms of numbers of workers?
- What NHS England region is your organisation based in?
- How many sites is your organisation based on?
- What is your organisation's current CQC rating?
- Over the last year has this rating gone up, stayed the same, or gone down?

CASE REVIEWS

- Have you read any of the National Guardian's Office case review reports?
- Has your organisation implemented any recommendations from the National Guardian Office's case review reports?
- How many recommendations has your organisation implemented?

TRAINING

- Is training about FTSU available to workers in your organisation?
- How effective do you think that training is in enabling workers to speak up well and respond to matters raised appropriately?
- Do workers have sufficient time to undertake training to enable them to speak up well and respond to matters raised appropriately?
- Do you have any comments about training on FTSU in your organisation?

FREEDOM TO SPEAK UP IN YOUR ORGANISATION AND THE NHS

- How far do you agree or disagree with the following statements?
 - I have sufficient time to carry out my Freedom to Speak Up responsibilities
 - I am confident that I am meeting the needs of staff in my trust
 - My senior management team supports me

- My Chief Executive (or equivalent) supports me
- I have access to the support I need
- I have access to the budget I need
- The Freedom to Speak Up Guardian role is making a difference
- My organisation has a positive culture of speaking up
- Speaking up is taken seriously in my organisation
- There are significant barriers to speaking up in my organisation
- My organisation is actively tackling barriers to speaking up
- People in my organisation do not suffer detriment as a result of speaking up
- Managers support staff to speak up
- Senior leaders support staff to speak up
- Here are a number of aspects of FTSU, please indicate whether you feel that each aspect is improving, staying the same, or getting worse:
 - Confidence in the FTSU Guardian role amongst senior leaders
 - Confidence in the FTSU Guardian role amongst middle managers
 - Confidence in the FTSU Guardian role amongst workers generally
 - Positive feedback from workers approaching FTSU Guardians
 - Engagement of Board members (or equivalent) in FTSU matters
 - Taking action in response to reports of detriment for speaking up
 - Cooperating across the organisation in responding to FTSU matters
 - The use of learning from FTSU matters to make improvements
 - Clarity of policies and processes related to FTSU
 - Awareness of the FTSU Guardian role
 - Reach across the organisation achieved through the local FTSU Guardian/champion network
 - Representation of diverse groups amongst the local FTSU Guardian/champion network
- Which of these statements best describes how Freedom to Speak Up culture in your organisation has changed in the last 12 months?
 - Freedom to Speak Up culture in my organisation has improved considerably over the last 12 months
 - Freedom to Speak Up culture in my organisation has improved slightly over the last 12 months
 - Freedom to Speak Up culture in my organisation has not changed over the last 12 months
 - Freedom to Speak Up culture in my organisation has become slightly worse over the last 12 months
 - Freedom to Speak Up culture in my organisation has become considerably worse over the last 12 months
- Which of these statements best describes how you think Freedom to Speak Up culture in the NHS has changed in the last 12 months?

- Freedom to Speak Up culture in the NHS has improved considerably over the last 12 months
- Freedom to Speak Up culture in the NHS has improved slightly over the last 12 months
- Freedom to Speak Up culture in the NHS has not changed over the last 12 months
- Freedom to Speak Up culture in the NHS has become slightly worse over the last 12 months
- Freedom to Speak Up culture in the NHS has become considerably worse over the last 12 months

Data tables

Appointment process

Appointment process	2018			2019		
	Overall	Guardian	Supporting role	Overall	Guardian	Supporting role
Approached, volunteered, elected or nominated without interview	46%	44%	52%	45%	39%	53%
Approached, volunteered, elected or nominated with interview	20%	15%	31%	28%	24%	36%
Open competition	25%	34%	6%	22%	33%	6%
Other	9%	-	-	5%	6%	5%

Length of time in post

Length of time in post	2018			2019		
	Overall	Guardian	Supporting role	Overall	Guardian	Supporting role
Not yet started	4%	3%	8%	2%	2%	1%
Less than 3 months	15%	12%	23%	4%	6%	2%
3 – 6 months	17%	11%	28%	11%	12%	9%
7 – 12 months	17%	14%	24%	18%	17%	22%
13 – 18 months	22%	29%	9%	20%	16%	25%
18 months or longer	25%	32%	9%	46%	49%	41%

Do you have another role?

		Yes	No
2018	Overall	88%	12%
	Guardians	84%	16%
	Supporting role	98%	2%
2019	Overall	86%	14%
	Guardians	79%	21%
	Supporting role	98%	2%

Job Type

	% survey respondents from trusts, FTs, and other provider organisations	% guardians	% supporting role
Allied Health Professional/Healthcare Scientist/Scientific and Technical	16%	15%	17%
Medical/Dental inc consultants, doctors in training and specialists	6%	6%	6%
Ambulance inc paramedics, technicians and operational staff	1%	1%	1%
Public health/Health Improvement	1%	<0.5%	2%
Commissioning managers/support staff	1%	1%	<0.5%
Registered Nurses and Midwives	27%	28%	26%
Social care	1%	2%	<0.5%
Wider healthcare team inc central functions, corporate services, maintenance and ancillary	24%	22%	28%
General management	13%	14%	12%
Other	10%	12%	7%

Band/Grade

Band/Grade	2018			2019		
	Overall 2018	Guardians 2018	Supporting role 2018	Overall 2019	Guardians 2019	Supporting role 2019
NHS Very Senior Manager	4%	5%	2%	3%	3%	3%
NHS band 9	1%	2%	-	2%	2%	<0.5%
NHS band 8d	4%	5%	2%	2%	3%	1%
NHS band 8c	6%	8%	3%	5%	6%	3%
NHS band 8b	5%	5%	5%	6%	5%	6%
NHS band 8a	11%	15%	3%	14%	14%	14%
NHS band 7	21%	23%	18%	24%	23%	25%
NHS band 6	8%	6%	12%	9%	7%	13%
NHS band 5	2%	1%	5%	4%	2%	7%
NHS band 4	4%	1%	8%	4%	2%	6%
NHS band 3	3%	<1%	8%	3%	1%	6%
NHS band 2	1%	-	3%	<1%	1%	-
NHS volunteer	<1%	-	1%	0%	-	-
NHS band: Other	4%	5%	2%	6%	7%	5%
Non NHS: Operational	6%	2%	13%	6%	6%	6%

Non NHS: Middle management	10%	11%	8%	9%	11%	8%
Non NHS: Senior management	6%	6%	4%	7%	9%	3%
Non NHS: very senior management	2%	2%	1%	2%	1%	3%
Non NHS: other	3%	2%	5%	3%	4%	2%

Characteristic

Characteristic	NHS workforce*	Overall	Diff.	Guardians only	Diff.	Supporting role only	Diff.
Gender							
Male	23%	24%	1%	26%	3%	21%	-2%
Female	77%	74%	-3%	73%	-4%	77%	0%
Other/self describe/prefer not to say	N/A	2%	N/A	2%	N/A	2%	N/A
Ethnicity							
White (White British/White Irish/Any other white background)	76%	87%	11%	88%	12%	86%	10%
All other ethnicities	24%	13%	-11%	12%	-12%	14%	-10%
Sexuality							
Gay man/Gay woman (lesbian)	1%	3%	2%	4%	3%	2%	1%
Bisexual	1%	2%	1%	1%	0%	2%	1%
Straight	67%	89%	22%	88%	21%	91%	24%
Prefer not to say/Other	31%	6%	-25%	7%	-24%	5%	-26%
Disability (long standing illness, health problem or disability)							
Yes	3%	20%	17%	17%	14%	25%	22%

No (unknown or undisclosed)	97%	80%	- 17%	83%	- 14%	75%	- 22%
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Ring-fenced time

Ring fenced time	2018			2019		
	Overall	Guardians	Supporting role	Overall	Guardians	Supporting role
None	56%	42%	83%	59%	44%	82%
Up to 0.5 days per week	14%	14%	13%	13%	12%	13%
Up to 1 day per week	9%	12%	3%	10%	13%	4%
Up to 2 days per week	9%	13%	2%	6%	9%	<0.5%
Up to 3 days per week	6%	10%	-	5%	8%	-
Up to 4 days per week	1%	2%	-	2%	3%	-
Up to 5 days per week	5%	8%	-	6%	10%	1%

Question	% responding positively ('yes' OR 'agree' + 'strongly agree')							
	Overall	No ring-fenced time	Up to 0.5 days per week	Up to 1 day per week	Up to 2 days per week	Up to 3 days per week	Up to 4 days per week	Up to 5 days per week
Do you gather feedback on your performance?	60%	46%	61%	82%	88%	96%	100%	92%
Do you have direct access to your CEO (or equivalent)?	91%	85%	84%	100%	97%	96%	100%	100%
Do you have direct access to the Non-Executive Director who has speaking up as part of their portfolio?	81%	67%	67%	93%	100%	96%	100%	100%
Do you present reports to Board meetings in person?	66%	44%	60%	87%	88%	93%	90%	94%
Have you received training in relation to your Freedom to Speak Up role?	86%	83%	86%	87%	97%	93%	100%	100%
Do you regularly attend regional FTSUG network meetings?	58%	37%	37%	64%	91%	93%	90%	94%
I have sufficient time to carry out my Freedom to Speak Up responsibilities	50%	40%	64%	53%	49%	75%	70%	89%

I am confident that I am meeting the needs of staff in my trust	51%	45%	46%	49%	67%	61%	60%	86%
The Freedom to Speak Up Guardian role is making a difference	76%	69%	72%	87%	94%	96%	100%	95%

Feedback

Do you gather feedback on your performance?	2018			2019		
	Overall	Guardians	Supporting role	Overall	Guardians	Supporting role
Yes	55%	61%	43%	60%	73%	41%
No	45%	39%	57%	40%	27%	60%

Are you part of a network of Freedom to Speak Up Guardians/champions/ambassadors etc in your organisation?

	2018	2019				
	Overall	Overall	Small (<1,000 staff)	Medium (1,000 – 5,000 staff)	Large (5,000 – 10,000 staff)	Very large (>10,000 staff)
Yes	82%	83%	52%	80%	90%	93%
No	18%	17%	48%	20%	10%	7%

Size of network

Size of network	% of those indicating that they were part of a network				
	Overall	Small (<1,000 staff)	Medium (1,000 – 5,000 staff)	Large (5,000 – 10,000 staff)	Very large (>10,000 staff)
Up to 5 people	21%	45%	27%	19%	11%
6 – 10 people	24%	21%	24%	29%	14%
11 – 20 people	27%	10%	30%	25%	27%
21 – 50 people	22%	24%	13%	22%	36%
More than 50 people	6%	-	6%	5%	12%

Feeling valued

I feel valued by ...	% respondents agreeing or strongly agreeing
... senior leaders in my organisation	92%
... middle-managers in my organisation	69%
... workers in my organisation	87%
... the individuals I support	95%

Is training on freedom to speak up available to workers in your organisation?

	% response (guardians only)
Yes	61%
No	32%
Don't know	7%

How effective do you think that training is in enabling workers to speak up well and respond to matters raised appropriately?

	% response (guardians only)
Fully effective	14%
Partially effective	64%
Neither effective nor ineffective	7%
Partially ineffective	2%
Completely ineffective	2%
Don't know	11%

Do workers have sufficient time to undertake training to enable them to speak up well and respond to matters raised appropriately?

	% response (guardians only)
Yes	42%
No	29%
Don't know	30%

The Freedom to Speak Up Guardian role is making a difference

Year	% agreeing/strongly agree
2017	60%
2018	68%
2019	76%

Role	% agreeing/strongly agree
Guardian	80%
Supporting role	71%
Organisation size	
Very small (less than 1,000 staff)	60%
Small (between 1,000 and 5,000 staff)	84%
Medium (between 5,000 and 10,000 staff)	74%
Large (more than 10,000 staff)	79%
CQC rating	
Outstanding	82%
Good	80%
Requires improvement	75%
Inadequate	55%
Not rated	58%
Organisation type	
Trust/Foundation Trust	81%
Independent provider	60%
Regulator, national body etc	59%
Other	59%
Services provided	
Acute specialist	81%
Acute	78%
Ambulance	69%
Combined acute and community	80%
Combined mental health, learning disability, community	91%
Community	82%
Mental health and learning disability	91%
Region	
North-East and Yorkshire	80%
North-West	74%
East of England	77%
London	78%
Midlands	79%
South-East	74%
South-West	80%
Several locations	65%

Responses by CQC Rating

Statement	Proportion of respondents agreeing or strongly agreeing with the statement							
	2017	2018	2019					
			CQC rating					
	Over all 2017	Overall 2018	Overall 2019	Outstanding	Good	Requires Improvement	Inadequate	Not rated
The Freedom to Speak Up Guardian role is making a difference	60%	68%	76%	82%	80%	75%	55%	58%
My organisation has a positive culture of speaking up	55%	58%	62%	82%	68%	52%	36%	45%
Speaking up is taken seriously in my organisation	72%	74%	74%	91%	78%	67%	55%	63%
There are significant barriers to speaking up in my organisation	25%	32%	30%	18%	26%	38%	46%	32%
My organisation is actively tackling barriers to speaking up	70%	71%	72%	82%	74%	70%	64%	53%
People in my organisation do not suffer detriment as a result of speaking up	43%	39%	45%	53%	54%	36%	18%	32%
Managers support staff to speak up	41%	45%	45%	55%	47%	38%	27%	50%
Senior leaders support staff to speak up	67%	66%	65%	79%	70%	59%	46%	55%

Responses by type of service

Statement	Type of service							
	Proportion of respondents agreeing or strongly agreeing with the statement							
	Overall	Acute specialist	Acute	Ambulance	Combined acute and community	Combined mental health/learning disability & community	Community	Mental health/ Learning disability
The Freedom to Speak Up Guardian role is making a difference	76%	81%	78%	69%	80%	91%	82%	91%
My organisation has a positive culture of speaking up	62%	55%	58%	46%	59%	81%	79%	57%
Speaking up is taken seriously in my organisation	74%	72%	73%	54%	69%	85%	82%	91%
There are significant barriers to speaking up in my organisation	30%	30%	34%	46%	35%	21%	14%	43%
My organisation is actively tackling barriers to speaking up	72%	77%	71%	62%	79%	79%	68%	83%
People in my organisation do not suffer detriment as a result of speaking up	45%	55%	39%	62%	41%	47%	50%	30%
Managers support staff to speak up	45%	47%	36%	46%	41%	47%	39%	30%
Senior leaders support staff to speak up	65%	68%	60%	85%	64%	68%	75%	70%

Bold – most positive response

Italics – least positive response

Responses by type of organisation

Statement	Type of service			
	Proportion of respondents agreeing or strongly agreeing with the statement			
	Overall	Trusts and FTs	Independent providers of healthcare	Regulators, national bodies, or other organisations in the health and care system
The Freedom to Speak Up Guardian role is making a difference	76%	81%	60%	58%
My organisation has a positive culture of speaking up	62%	61%	75%	41%
Speaking up is taken seriously in my organisation	74%	74%	78%	66%
There are significant barriers to speaking up in my organisation	30%	<i>32%</i>	13%	28%
My organisation is actively tackling barriers to speaking up	72%	74%	<i>60%</i>	62%
People in my organisation do not suffer detriment as a result of speaking up	45%	42%	65%	34%
Managers support staff to speak up	45%	<i>40%</i>	69%	55%
Senior leaders support staff to speak up	65%	65%	75%	62%

Bold – most positive response

Italics – least positive response

Improvement of Freedom to Speak Up Culture

Statement	% respondents			
	Improving	Staying the same	Getting worse	Don't know
Confidence in the FTSU Guardian role amongst senior leaders	58%	32%	2%	8%
Confidence in the FTSU Guardian role amongst middle managers	42%	43%	4%	11%
Confidence in the FTSU Guardian role amongst workers generally	60%	27%	3%	10%
Positive feedback from workers approaching FTSU Guardians	62%	24%	2%	12%
Engagement of Board members (or equivalent) in FTSU matters	47%	37%	3%	13%
Taking action in response to reports of detriment for speaking up	37%	34%	4%	26%
Cooperation across the organisation in responding to FTSU matters	48%	37%	4%	10%
The use of learning from FTSU matters to make improvements	43%	40%	5%	13%
Clarity of policies and processes related to FTSU	47%	42%	3%	8%
Awareness of the FTSU Guardian role	74%	17%	4%	5%
Reach across the organisation achieved through the local FTSU Guardian/champion network	56%	30%	3%	11%
Representation of diverse groups amongst the local FTSU Guardian/champion network	48%	36%	3%	13%

Highest level of perceived improvement

Lowest level of perceived improvement

Which of these statements best describes how Freedom to Speak Up culture has changed in the last 12 months?

Statement	% response				
 improved considerably	... improved slightly	... not changed	... become slightly worse	... become considerably worse
in your organisation	32%	47%	16%	4%	1%
in the NHS	22%	54%	23%	1%	1%

By organisation

	% improved considerably/improved slightly		
	Trust or Foundation Trust	Independent provider	Regulator, national body, etc.
Freedom to Speak Up culture in your organisation	81%	82%	52%
Freedom to Speak Up culture in the NHS	78%	66%	72%

By CQC rating

	2018	2019					
	Over all	Overall	Outstanding	Good	Requires Improvement	Inadequate	Not rated
Freedom to Speak Up culture in your organisation	84%	79%	91%	80%	77%	73%	58%
Freedom to Speak Up culture in the NHS	83%	76%	80%	76%	76%	73%	64%