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# FREEDOM TO SPEAK UP GUARDIAN SURVEY 2020

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Guardian insights on support  
for and barriers to speaking  
up



**National  
Guardian**

Freedom to Speak Up

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Guardian insights on support for and barriers to speaking  
up

March 2021



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# Foreword



This is the fourth year that the National Guardian's Office has surveyed Freedom to Speak Up Guardians in order to understand how speaking up is supported within organisations. Their views give us valuable insights into both how the guardian role is implemented and what further support and learning is needed to truly create a culture where speaking up is business as usual.

As a GP, I have seen the impact the pandemic has had on my patients and their families, as well as on colleagues and the long-term effect it is having personally and professionally on all of us working in health. I am humbled and inspired by the incredible workers who continue to deliver excellent care in extreme circumstances. The past year has shown that Freedom to Speak Up is more important than ever.

Despite these difficulties, the expanding network of Freedom to Speak Up Guardians continued to listen and support workers in getting their voices heard. We are so grateful to all those guardians who took part in this survey despite the additional challenges they were facing.

The results of this survey show that the Freedom to Speak Up Guardian network continues to see improvements in the speaking up culture of the organisations that it supports. For example, 86 per cent of respondents reported their speaking up role was making a difference, compared with 80 per cent of respondents in 2019. Sixty-nine per cent (69%) of respondents believed positive feedback from workers approaching guardians was improving - a seven-percentage point increase from 2019.

But these improvements also highlight where there are inconsistencies, both in how Freedom to Speak Up is implemented within organisations, and the support provided for guardians to do their role effectively.

Leaders set the tone when it comes to fostering a speak up culture. While we continue to see improvements, there remains a gap in how valued guardians feel by middle managers compared to senior leaders. Where disadvantageous treatment is indicated as a result of speaking up, managers are also identified as a significant source of this treatment.

When people need to speak up, line managers are often the first person they turn to. It is vital, therefore, that managers at all levels have the support and training they need to 'listen up' and are committed to taking appropriate action and using the information received for learning and improvement. Without this support, managers

may react inappropriately when people do speak up, particularly if it feels personal or undermines their role.

We have recently launched a new Freedom to Speak Up e-learning package, in association with Health Education England. The first module – Speak Up – is for all workers. The second module, Listen Up, for managers, was launched in January and focuses on listening and understanding the barriers to speaking up. A final module, Follow Up, for senior leaders, will be launched later in the year to support the development of Freedom to Speak Up as part of the strategic vision for organisations and systems.

Seventy-one per cent (71%) of respondents to this survey indicated that speaking up training was available to workers in their organisation, with many suggesting that Freedom to Speak Up training should be mandatory. But training is only one part of creating a speaking up culture. A whole organisational approach is needed for all workers to feel confident that when they speak up, they will be supported and listened to.

### **Detriment**

We know from the data which Freedom to Speak Up Guardians share with us that a minority of workers continue to feel they experience detriment as a result of speaking up. Speaking up should not be at the expense of careers, well-being or friendships. Workers who experience detriment, or witness or hear about it happening to others, may hesitate to speak up in the future. This not only damages the speaking up culture in an organisation, it could also potentially compromise patient or public safety.

We have used this year's survey to find out more about what forms this disadvantageous treatment takes and where it is perceived to originate from. While 39 per cent of respondents felt that organisational response to reports of detriment is improving, for Freedom to Speak Up to become business as usual, victimising, excluding, bullying and undermining those who speak up must not occur in the first place.

### **Barriers to speaking up**

Sir Robert Francis identified some workers as 'vulnerable groups' who are more likely to be fearful of intimidation or detriment as a result of speaking up.

Freedom to Speak Up Guardians have a proactive role to work within their organisation and support actions to effect cultural change. We have used this year's survey to find out more about how they identify these vulnerable workers in their organisations and what work is being done to remove the barriers faced by them to speaking up.

The pandemic has highlighted the effect of inequalities in society, and none more so than in health. It is critical, therefore, that we assure ourselves that the Freedom to Speak Up Guardian network does not in itself represent a barrier to the very people who find it difficult to get their voices heard.

We have commissioned [brap](#) – the equalities charity - and Roger Kline OBE to undertake research to understand people’s experiences of accessing Freedom to Speak Up Guardians and whether the ethnicity of a guardian has an impact on their decision to speak up and the support they feel they receive. The results will be published later this year.

### **Recruitment & resources**

The role of Freedom to Speak Up Guardian is an important one. As well as providing a safe and impartial alternative channel for workers to speak up to, they identify themes and provide challenge to their organisation to work proactively to tackle barriers to speaking up.

Leaders must assure themselves that their Freedom to Speak Up Guardians inspire confidence, not just in the workers they support, but in the organisation they are there to challenge. This means a fair and open recruitment process, in line with good practice. For guardians already in post, leaders must satisfy themselves that the arrangements have the confidence of the workforce and are well supported with time and resources. While there has been an increase in the proportion of respondents with ring-fenced time to carry out their role - up from 56 per cent in 2019 to 70 per cent in 2020 – less than half say they have enough time to carry out their role.

Nonetheless, an increasing proportion of respondents to the survey believe that the Freedom to Speak Up Guardian role is making a difference in their organisation (86 per cent - up from 80 per cent in 2019). In CQC ‘outstanding’ rated organisations, this increases to 94 per cent and we see the correlation between overall CQC rating and the positive perceptions of guardians throughout this report.

We note with caution that there were some areas where the perceptions of guardians in outstanding rated organisations has deteriorated. A message for all organisations – no matter what the ‘maturity’ of their Freedom to Speak Up programme – to not be complacent. There are always opportunities for learning and improvement.

### **Actions not words**

This report shows the distance we have come since the Freedom to Speak Up Review was published in 2015. But now we are at a tipping point. The Freedom to Speak Up network has grown because of the commitment and passion of guardians and leaders. But to truly make speaking up business as usual, the system as a whole now needs to go beyond rhetoric and firmly commit to living up to the values of supporting and listening to workers.

Freedom to Speak Up Guardians are an additional route for workers to speak up to, but they cannot improve the speaking up culture on their own. Leaders, with the necessary support and challenge from their guardians, must assure themselves that workers are able to speak up in the way which feels most comfortable to them. What is critical is that however someone speaks up, they are thanked, listened to, and appropriate action is taken as a result.

This requires leadership commitment throughout the healthcare system – not just of providers, but of the national bodies, the regulators and the professional bodies. We need actions, not words.

Through the uncertainty of the pandemic and beyond, Freedom to Speak Up is critical for us all to protect patients and each other. Healthcare workers must continue to be encouraged to speak up. And they must be listened to. The pandemic has shown we cannot afford for them not to be. Speaking up, listening up and following up are fundamental in saving lives.

A handwritten signature in black ink that reads "Henrietta". The script is cursive and fluid.

**Dr Henrietta Hughes OBE FRCGP**

**National Guardian for the NHS**

**January 2020**

## **Acknowledgements**

We would like to thank all those Freedom to Speak Up Guardians who took the time to complete the survey, especially during a time when the health system has been under such pressure. We would also like to thank Picker Institute Europe for their expertise and support in running the survey.

# National Guardian's Office

The [National Guardian's Office](#) (NGO) supports and challenges the healthcare system in England on speaking up.

The NGO leads, trains and supports an expanding network of Freedom to Speak Up Guardians.

## Freedom to Speak Up Guardians

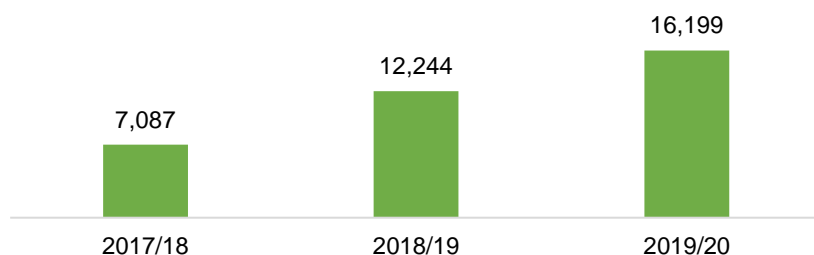
Freedom to Speak Up (FTSU) Guardians support workers to speak up and work within their organisation to tackle barriers to speaking up.

NHS trusts and providers of NHS care subject to the [NHS standard contract](#) are required to appoint a FTSU Guardian and follow the National Guardian's Office's (NGO) guidance on speaking up.<sup>1</sup> An increasing number of other organisations are also introducing the FTSU Guardian role.

There are currently over 600 FTSU Guardians in a range of organisations. At the time of the survey (October 2020), there were 591 FTSU Guardians on the NGO's directory.

FTSU Guardians work to a 'universal' job description and are required to attend NGO training. However, implementation of the FTSU Guardian role varies depending on the needs of workers in an organisation. Some organisations have one and others have multiple FTSU Guardians. Some organisations also have a network of FTSU Champions or Ambassadors who work alongside FTSU Guardians to complement the work they do.

FTSU Guardians submit non-identifiable information to the NGO about the speaking up cases raised with them. According to this information, over 35,000 cases were brought to them by workers between 1<sup>st</sup> April 2017 and 31<sup>st</sup> March 2020 (see figure 1, below).<sup>2</sup>



**Figure 1.** Cases raised with Freedom to Speak Up Guardians, Champions or equivalent.

<sup>1</sup> While some primary care providers and independent providers of healthcare services subject to the NHS standard contract have appointed FTSU Guardians, many have not. This needs to continue to change. All workers should have additional channels for speaking up.

<sup>2</sup> [A summary of speaking up to Freedom to Speak Up Guardians 1 April 2019 – 31 March 2020](#), National Guardian's Office.



The FTSU Guardian network reported a record number of cases between 1 April and 30 September 2020. During this period, FTSU Guardians reported receiving 9,754 speaking up cases, an increase of 33.7 per cent on the same period in the previous year.<sup>3</sup>

## Freedom to Speak Up Guardian Survey 2020

We carried out this survey to gain insight into the implementation of the Freedom to Speak Up (FTSU) Guardian role and how this could be improved. The responses from the survey help us assess developments since the launch of the FTSU Guardian role and to identify and prioritise changes that we may need to make to support the FTSU network.

This is the fourth survey of its kind. Please see [here](#) for reports from previous annual surveys of the FTSU Guardian network.

The survey was conducted online by [Picker](#), an independent external research charity, on behalf of the National Guardian's Office (NGO). Picker analysed the survey findings and shared anonymised results with the NGO in a format in which no individual, or their responses, can be identified.

FTSU Guardians on the NGO's directory on 6<sup>th</sup> October 2020 (591) were invited to take part in the survey. The survey went live on 15 October 2020 and ran for almost five weeks, closing on 16 November 2020. The response rate was 48.7 per cent. There were 273 completed surveys and 15 partial survey responses.

Questions in the survey were voluntary and the number of respondents to questions varies. The number of respondents to each question has been included in the report.

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<sup>3</sup> [Speaking up to Freedom to Speak Up Guardians: Q1 – 2 2020/21 Interim Data](#), National Guardian's Office

# Key Findings

## About Freedom to Speak Up (FTSU) Guardians

- **A greater percentage of respondents were appointed through open competition than in previous years.** Overall, 41 per cent of respondents said they were appointed to their role through open competition, up from 33 per cent in 2019. However, among those who had been in the role for less than three months, a greater percentage (56 per cent) reported they had been appointed without interview than in previous years. There was also an increase in the portion of respondents who had been in the role for three to six months reporting they had been appointed without an interview.
- **A greater proportion of respondents had been in their roles for 18 months or longer.** Sixty per cent (60 per cent) of respondents had been in the role for 18 months or longer, an increase from 43 per cent of respondents in 2019. The majority of these FTSU Guardians were operating in NHS trusts.

## Demographics of FTSU Guardians

- **Compared to the NHS workforce, some groups of workers were underrepresented, and others were overrepresented:**
  - **Black and minority ethnic groups were underrepresented.** Ninety per cent (90 per cent) of respondents from NHS Trusts identified as white, compared to 79 per cent of the NHS workforce.
  - **The proportion of respondents from black and minority ethnic groups was 9% in this year's survey.**
  - **Almost three quarters (74%) of respondents from NHS Trusts were female.** This was similar to the results from the previous year's survey and broadly equivalent to the NHS workforce more widely.
  - **Six per cent (6%) of respondents from NHS Trusts identified as Lesbian, Gay or Bisexual.** Eighty-eight per cent (89 per cent) identified as heterosexual or straight. This was higher than the NHS workforce in which 2.7 per cent identified as LGBT+.
  - **Seventeen per cent (17%) of respondents said they have a physical or mental health condition or lasting illness.** This was the same as 2019.

## About the role

- **There was an increase in the proportion of respondents with ring-fenced time to carry out the role.** Seventy per cent (70 per cent) of respondents said they had ring-fenced time, up from 56 per cent in 2019. In organisations not rated by the CQC, 46 per cent of respondents said they had no ring-fenced time for the FTSU Guardian role<sup>4</sup>. Sixty-seven per cent (67%) of

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<sup>4</sup> The [Care Quality Commission](#) (CQC) regulates and inspects many of the organisations where FTSU Guardians operate, and rates organisations in four categories: 'outstanding', 'good', 'requires improvement', and 'inadequate'.

respondents from Primary Care organisations also had no ring-fenced time to carry out the role.

- **Less than half (48%) of respondents said they had enough time to carry out their FTSU Guardian role.** This was a slight decrease from 2019, when 50 per cent said they had enough time.
- **A greater percentage of respondents collected feedback on their performance compared to results in previous surveys.** There was a five-percentage point increase in respondents reporting collecting feedback on their performance, up from 73 per cent in 2019 to 78 per cent in 2020. Respondents from 'outstanding' rated organisations were more likely to gather feedback (90 per cent) compared to FTSU Guardians in other organisations.
- **Eighty per cent (80%) of respondents were part of a network of FTSU Guardians, Champions or Ambassadors in their organisation.** All respondents from large organisations (>10,001 staff) said they were part of a network.
- **Ninety-four per cent (94%) of respondents had direct access to their chief executive or equivalent** and 87 per cent had access to the non-executive director or equivalent in their organisation who had speaking up as part of their portfolio.
- **Over three quarters (77%) of respondents presented reports to Board meetings or equivalent in person.** This was an improvement from 66 per cent in 2019.

## Speaking up training for workers

- **Seventy-one per cent (71%) of respondents indicated that speaking up training was available to workers in their organisation.** This was lower for respondents at organisations rated 'requires improvement' (66 per cent) and organisations not rated by CQC (58 per cent).
- **Many FTSU Guardians said speaking up training should be mandatory.** In organisations where this was not already the case, many said they were pushing for this to change.
- **The pandemic had a negative effect on training.** Some FTSU Guardians noted that the pandemic had led to training being paused or moved to online videos, with online videos being noted as not allowing for interaction between FTSU Guardians and other workers.

## Value and support for FTSU Guardians

- **There continued to be a gap in how valued respondents felt by senior leaders compared to middle managers.** Eighty-five per cent (85%) of respondents felt valued by senior leaders, whereas only 68 per cent felt valued by middle managers.
- **Almost all respondents (95%) felt valued by the individuals they supported.** This was a small increase from 94 per cent in 2019. Eighty-six per cent (86%) of respondents felt valued by workers in their organisation.
- **Eighty-three per cent (83%) of respondents said they had access to the support needed to carry out their role.** This was a nine-percentage point

increase from 2019. However, in 'outstanding' rated organisations, there was a five-percentage point decrease from 90 per cent in 2019 to 85 per cent in 2020.

## Perceptions of speaking up

- **There was an increase in the percentage of respondents who believed the FTSU Guardian role was making a difference in their organisation.** Eighty-six per cent (86%) of respondents agreed the role was making a difference, up from 80 per cent in 2019. In 'outstanding' rated organisations, 94 per cent of respondents said the role was making a difference.
- **Two-thirds of respondents (67%) said their organisation had a positive culture of speaking up.** In 'requires improvement' rated organisations, 43 per cent of respondents said their organisation had a positive speaking up culture, compared to 91 per cent from respondents in 'outstanding' organisations.
- **Half of respondents believed managers supported staff to speak up,** up from 43 per cent in 2019. In organisations rated 'requires improvement', this was lower (31 per cent) compared to 'outstanding' organisations (67 per cent).
- **Eighty per cent (80%) of respondents believed senior leaders supported staff to speak up.** This figure was lower (69 per cent) in organisations rated 'requires improvement'.

## Disadvantageous treatment for speaking up

- **Detriment for speaking up (often referred to as disadvantageous or demeaning treatment) remained a concern.** Less than half (48 per cent) of respondents said people in their organisation did not suffer detriment for speaking up.
- **There were diverse sources of detriment with line managers and middle managers more likely to be reported as a common source.** Board members were less likely to be a source of detriment, according to respondents.
- **Thirty-nine per cent (39%) of respondents believed action taken in response to reports of detriment for speaking up was improving.** Thirty-six per cent (36%) of respondents said it was staying the same and two per cent felt it was getting worse.

## Barriers to speaking up

- **Half of respondents reported that significant barriers to speaking up did not exist in their organisation.**
  - Results varied greatly by CQC rating, with 67 per cent in 'outstanding' organisations reporting significant barriers to speaking up did not exist in their organisation, compared to 30 per cent of respondents from organisations rated 'requires improvement'. In organisations not rated by CQC, three-quarters (75 per cent) of respondents said significant barriers to speaking up did not exist in their organisation.

- **Sixty-four per cent (64%) of respondents from regulators, Arm's Length Bodies (ALBs) or other organisations in the health and care system and 61% of those from independent healthcare providers reported that significant barriers to speaking up did not exist in their organisations.** In comparison, a smaller percentage of respondents in NHS Trusts/Foundation Trusts (46 per cent) and primary care organisations (33 per cent) agreed that significant barriers to speaking up did not exist in their organisations.
- **Respondents identified multiple groups of workers who may face barriers to speaking up.** These included black and minority ethnic workers, LGBTQ+ workers and people living with disabilities and long-term health conditions.
- **Respondents were acting to support groups facing barriers to speaking up.** Actions included joining staff networks and forums, promoting Freedom to Speak Up by a variety of channels and reaching out to different groups to offer further support.

## Characteristics of FTSU Guardians

- **More than half of respondents felt their age, ethnicity, gender and sexual orientation had no influence on whether workers spoke up to them.** However, 15 per cent of respondents reported that they believed their ethnicity discouraged workers from speaking up to them.
- **Over half (57%) of respondents believed their relationship with others in the organisation encouraged workers to speak up to them.** Nine per cent (9%) felt it discouraged workers and 22 per cent felt it had no influence.
- **Thirty-eight per cent (38%) of respondents reported that their seniority or banding encouraged workers to speak up to them.** Thirty-five per cent (35%) felt it had no influence and 11 per cent felt it discouraged workers from speaking up to them.

# Summary of Key Recommendations and Actions

## Actions for FTSU Guardians, leaders and the healthcare system

### Appointment

Appointments to roles should be made based on fair and open competition. The Freedom to Speak Up (FTSU) Guardian role is no exception.

The People Plan for 2020/21, developed by NHS England/Improvement and Health Education England, asked employers to overhaul their practices by October 2020, to ensure inclusive recruitment.

The FTSU Guardian role is a crucial additional route through which workers can speak up. FTSU Guardians also proactively work with others in their organisations to effect culture change so that speaking up becomes business as usual. They are required to operate independently, impartially and objectively.

A fair and open competition allows for the appointment of the best candidates for this important role. It also makes it more likely that workers will have confidence in their FTSU Guardian, including in their operational independence, impartiality and objectivity.

**Recommendation:** Leaders should appoint Freedom to Speak Up Guardians through fair and open competition

**Recommendation:** Leaders should assure themselves that there are no barriers to anyone who may want to apply for the Freedom to Speak Up Guardian role.

**Recommendation:** Leaders should take steps to assure themselves that existing arrangements have the confidence of the workforce.

We have invited NHS E/I to consider how they can support the implementation of these recommendations and the recommendation below regarding ring-fenced time in relation to NHS organisations.

### Ring-fenced time

The National Guardian's Office recommends ring-fenced time should be allocated to those in a speaking up role. This is an aspect of speaking up that is included in the CQC's well-led inspection guidance, and [guidance](#) issued to trust boards includes an assessment of the amount of ring-fenced time Freedom to Speak Up (FTSU) Guardians.

There was an increase in the proportion of respondents with ring-fenced time to carry out their role, up from 56 per cent in 2019 to 70 per cent in 2020. However, just under half (48 per cent) of respondents said they had enough time to carry out their FTSU Guardian role.

Respondents with more time to carry out their role were more confident they met the needs of workers in their organisation. Seventy-two per cent (72%) of those with more than four days per week of ring-fenced time were confident in meeting needs compared to 47 per cent of respondents with no ring-fenced time.

**Recommendation:** Leaders should provide Freedom to Speak Up Guardians with ring-fenced time for the role, taking account of the time needed to carry out the role and meet the needs of workers in their organisation. Leaders should be able to demonstrate the rationale for their decisions about how much time is allocated to the role.

CQC consider the commitment to the Freedom to Speak Up Guardian role, including the provision of sufficient ring-fenced time, as an important element in their assessment of well-led.

## **Feedback on performance**

Feedback is a gift: an opportunity to learn and improve.

A greater percentage of respondents said they collected feedback on their performance than in previous years. Seventy-eight per cent (78%) of respondents said they collected feedback, up from 73 per cent in 2019 and 61 per cent in 2018.

There may be a range of reasons why some respondents had not been collecting feedback on their performance, including a lack of ring-fenced time given for the role.

**Recommendation:** Freedom to Speak Up Guardians must, with the necessary support of their leaders, including provision of sufficient ring-fenced time, gather feedback on their performance.

## **Speaking up training for workers, managers and senior leaders**

Workers need to know how to speak up and how to respond well to others speaking up. This includes thanking workers for speaking up, taking timely and appropriate action in response to the matter raised, and providing and seeking timely and meaningful feedback from those who have spoken up.

Fewer than two-thirds of respondents indicated that speaking up training was available to workers in their organisation. Eighty-three per cent (83%) of respondents said the training was effective.

The results of the survey also showed that respondents perceived variable support for Freedom to Speak Up.



The National Guardian's Office, in association with Health Education England, launched Freedom to Speak Up training for all workers in October 2020, after the survey was sent out. This new e-learning package, '*Speak Up, Listen Up, Follow Up*', is aimed at anyone who works in healthcare. The training is split into three modules to clearly and consistently explain what speaking up is and its importance in creating an environment in which people are supported to deliver their best.

**Recommendation:** Leaders should provide effective speaking up training for all workers, ensuring this meets the expectations set out in the national guidelines published by the NGO.

### Groups facing barriers to speaking up

Sir Robert Francis' Freedom to Speak Up Review found that some groups faced barriers to speaking up.

This year's survey sought to find out more about groups that face barriers to speaking up, including whether and how such groups had been identified.

Forty-four per cent (44%) of respondents said that they had identified groups who face barriers to speaking up in their organisation. Black and ethnic minority workers and lesbian, gay and bisexual workers were among those cited as groups that had been identified as facing barriers to speaking up.

**Recommendation:** Leaders should work with their Freedom to Speak Up Guardian(s) to identify potential groups that face barriers to speaking up, and work towards addressing those barriers.

### Characteristics of FTSU Guardians

Some people may find it easier to speak up to certain people. There are a wide range of reasons why this might be the case.

FTSU Guardians taking part in the survey were asked to what extent they thought that different personal characteristics influenced whether workers spoke up to them and to what extent these factors affected their ability to carry out their roles.

In addition, the National Guardian's Office has commissioned research to shed light on whether the ethnicity of a guardian acts as a barrier to workers of other ethnicities speaking up. This work is scheduled to conclude in the first quarter of the next financial year (2021/22).

**Recommendation:** Leaders should seek assurance that their speaking up arrangements are effective for workers

### Detriment

Workers should be able to speak up about concerns or make improvement suggestions without experiencing detriment. Workers who experience detriment, or witness or hear about it happening to others, may hesitate to speak up in the future.



Such treatment has a negative impact on the lives of workers and potentially the services that they provide to patients and service users.

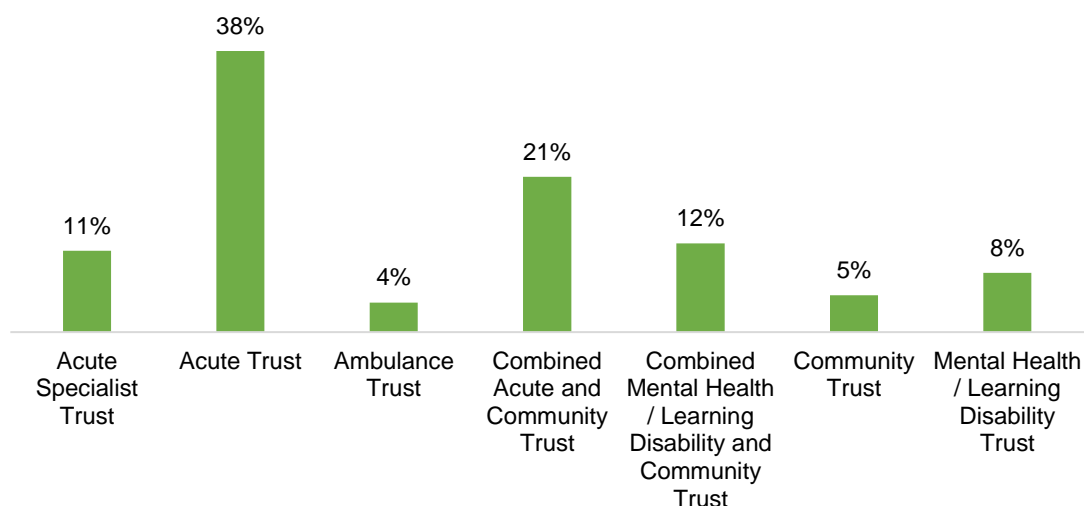
Almost a fifth of respondents (19 per cent) felt individuals suffered detriment for speaking up in their organisation. Forty-eight per cent (48%) disagreed, which was in line with results from 2019 (47 per cent). A further 33 per cent neither agreed nor disagreed that individuals did not suffer detriment for speaking up.

**Recommendation:** Leaders must communicate that detriment will not be tolerated, act to prevent detriment occurring and look into cases of detriment when it is reported.

## About the Survey Respondents

### Organisation type

There were 283 respondents to the survey. Most (206, 73 per cent) were Freedom to Speak Up (FTSU) Guardians in NHS trusts, down from 76 per cent in the previous year's survey. The largest portion of these (38 per cent) were FTSU Guardians in acute trusts.



**Figure 2.** What service/s does your organisation provide?

The responses were generally in line with the breakdown of trust types in the country, with a small over-representation in responses from FTSU Guardians in Acute Specialist Trusts, as these make up approximately 6 per cent of trusts in England.<sup>5</sup>

Responses from NHS trusts were overrepresented compared to the organisational split of the NGO's FTSU Guardian [directory](#), in which 57 per cent of FTSU Guardians were from NHS trusts:<sup>6</sup>

**Table 1.** Organisation Type of respondents

Organisation Type	2019	2020
NHS Trust or Foundation Trust	76%	73%
Independent provider of healthcare services (including providers of secondary care, hospices, care homes, diagnostic services etc.)	13%	14%
Other	5%	6%
Regulator, Arm's Length Body, or other organisation in the health and care system	5%	5%
Primary Care Provider	1%	2%

<sup>5</sup> NHS England and Improvement FTSU Index 2020

<sup>6</sup> Based on the NGO [FTSU Guardian directory](#) as of time of writing (24/02/2021)

## Organisation size

The survey was completed by FTSU Guardians in organisations of varying sizes.



**Figure 3.** What is the size of your organisation, in terms of numbers of workers?

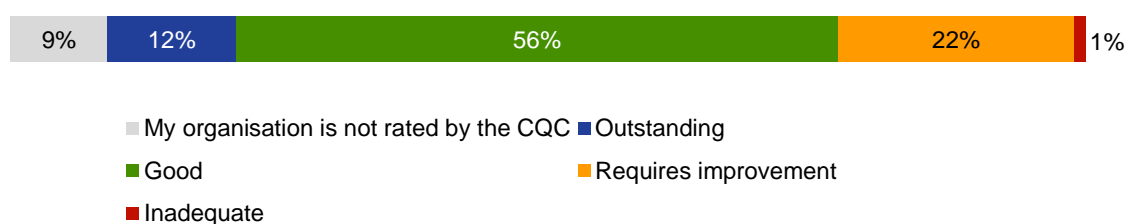
## CQC ratings

The [Care Quality Commission](#) (CQC) regulates and inspects many of the organisations where FTSU Guardians support workers to speak up and challenge barriers to speaking up.

There are four ratings the CQC give health and social care services they regulate and inspect: outstanding, good, requires improvement and inadequate.

There were respondents from organisations with all four ratings<sup>7</sup> and by organisations that are not rated or who do not come under the remit of the CQC.

As can be seen in figure 4 below, 56 per cent of respondents to this year's survey were from 'good' rated organisations.<sup>89</sup>



**Figure 4.** CQC rating

<sup>7</sup> The number of respondents from FTSU Guardians from 'inadequate' rated organisations mean that we were unable to provide a breakdown of results for these organisations. This is to protect the confidentiality of respondents.

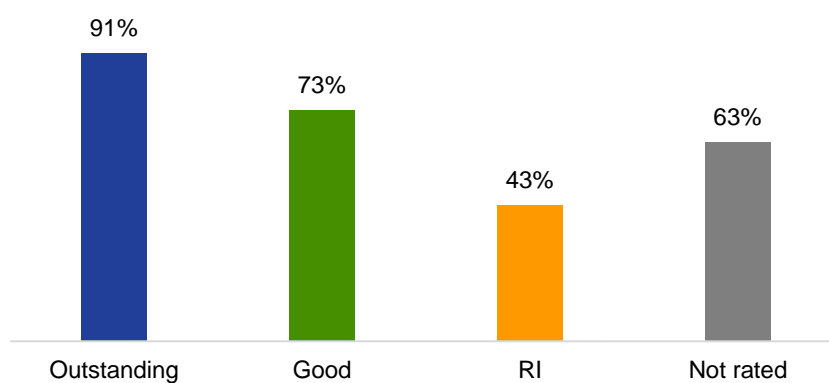
<sup>8</sup> Ratings figures are based on respondent answers to the survey question.

<sup>9</sup> Comparatively, according to the CQC's [State of Care 2020](#), 12% of NHS Trusts and Foundation Trusts<sup>9</sup> were rated 'outstanding', 53% were 'good', 34% were rated 'requires improvement' and 1% were 'inadequate'. Please note the survey included respondents from other types of organisations (including independent provider of healthcare services) that were also regulated, inspected and rated by the CQC.

In this report, we reflect on outcomes and differences between CQC ratings and organisations not rated by CQC, such regulators, Arm's Length Bodies (ALBs) or other organisations.

The survey results showed a correlation between CQC rating and respondents believing their organisation had a positive culture of speaking up. For example, 91 per cent of respondents from 'outstanding' organisations believed that their organisation had a positive culture of speaking up compared to 43 per cent in organisations rated 'requires improvement' (see figure 5, below).

276 respondents



**Figure 5.** Believe organisation has a positive culture of speaking up - strongly agree/agree

## Region

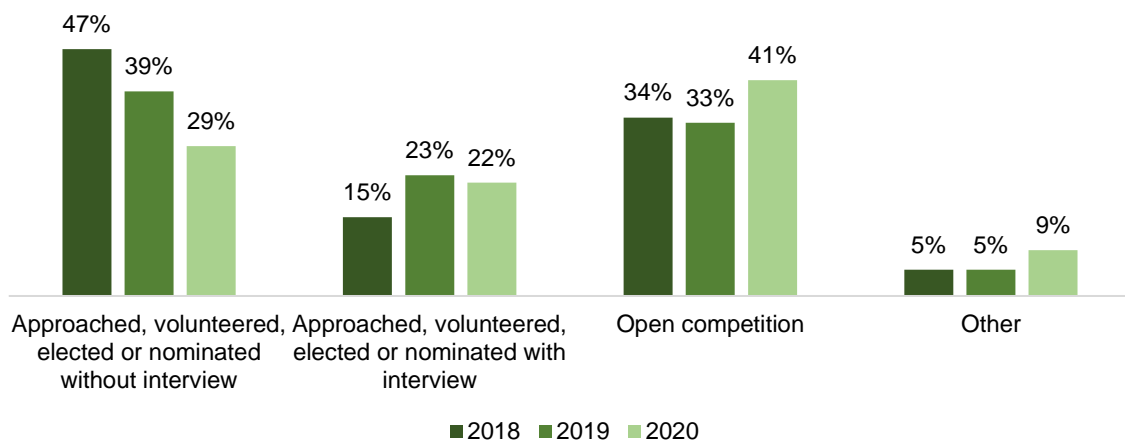
FTSU Guardians from organisations based in all regions of the country took part in the survey, including FTSU Guardians from multi-regional or national organisations.

## About Freedom to Speak Up Guardians

### Appointment

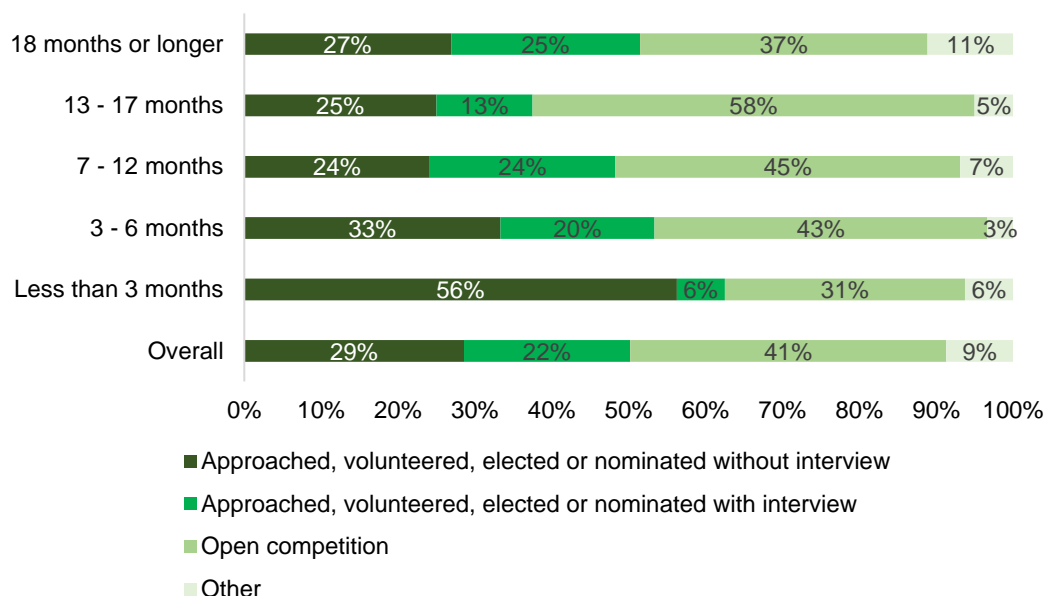
Appointments to the Freedom to Speak Up (FTSU) Guardian role had been made in several ways.

When considering the cumulative appointment of FTSU Guardians, there was an increase in the proportion of FTSU Guardians appointed through open competition, up from 33 per cent in 2019 to 41 per cent in 2020. There was also a decrease in the percentage of FTSU Guardians appointed without interview, down from 47 per cent in 2018 to 39 per cent in 2019 and 29 per cent in 2020 (see figure 6, below)



*Figure 6. Appointment process*

The survey found that 56 per cent of respondents who were in post for less than three months were appointed without interview – a sharp increase compared to those who had been in the role longer (see figure 7, below). There was also a nine-percentage point increase in those appointed without interview who had been in the role for three to six months compared to seven to 12 months.



**Figure 7. Appointment process**

NGO guidance recommends that FTSU Guardians are appointed in a fair and open way, and senior leaders assure themselves that workers throughout their organisation have confidence in the integrity and independence of the appointee.<sup>10</sup>

The onset of the pandemic correlates with the trend in more newly appointed respondents being more likely to report that they were more appointed without open competition – or an interview.

The pandemic has posed unprecedented challenges for health and social care. However, the failure to follow good practices in appointment processes, whether it’s for a FTSU Guardian role or any other role, is a concern. We will continue to monitor this trend.

287 respondents

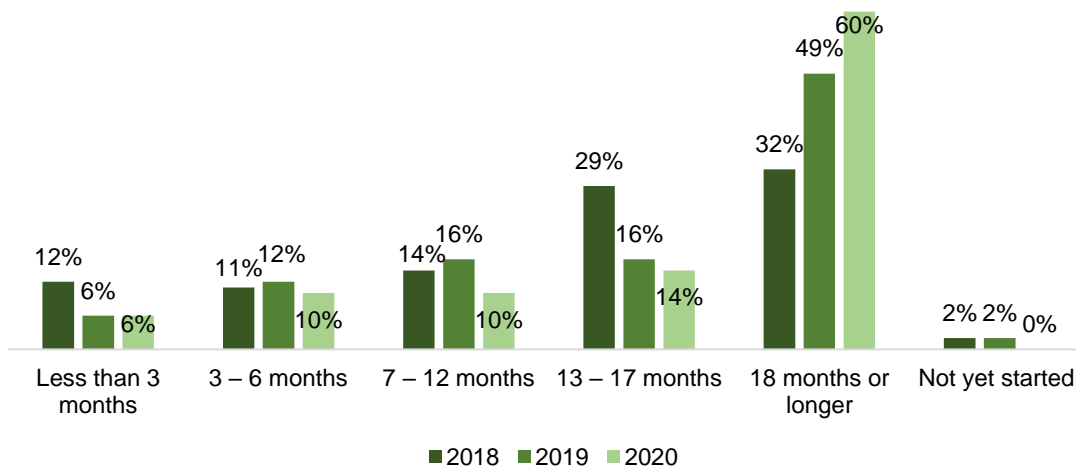
### Length of time in role

Most respondents (60 per cent) had been in their role for 18 months or longer. This is an increase from 49 per cent last year and 32 per cent in 2018. This is to be expected now we are five years on from Sir Robert Francis’ report on the Freedom to Speak Up review, which called for the creation of the role.

Eighty per cent (80%) of FTSU Guardians who had been in the role 18 months or longer were from NHS Trusts. This, too, is unsurprising as the role was first rolled out in trusts.

287 respondents

<sup>10</sup> [Freedom to Speak Up Guardian Survey 2017: Findings and Recommendations](#), National Guardian’s Office

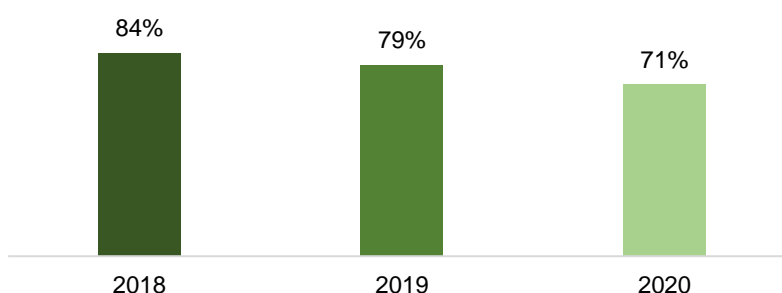


**Figure 8.** Length of time in role

### Who is in the role? - Other roles

A smaller percentage of respondents this year reported having another role alongside their Freedom to Speak Up (FTSU) Guardian role, down to 71 per cent of respondents compared to 79 per cent in 2019.

287 respondents



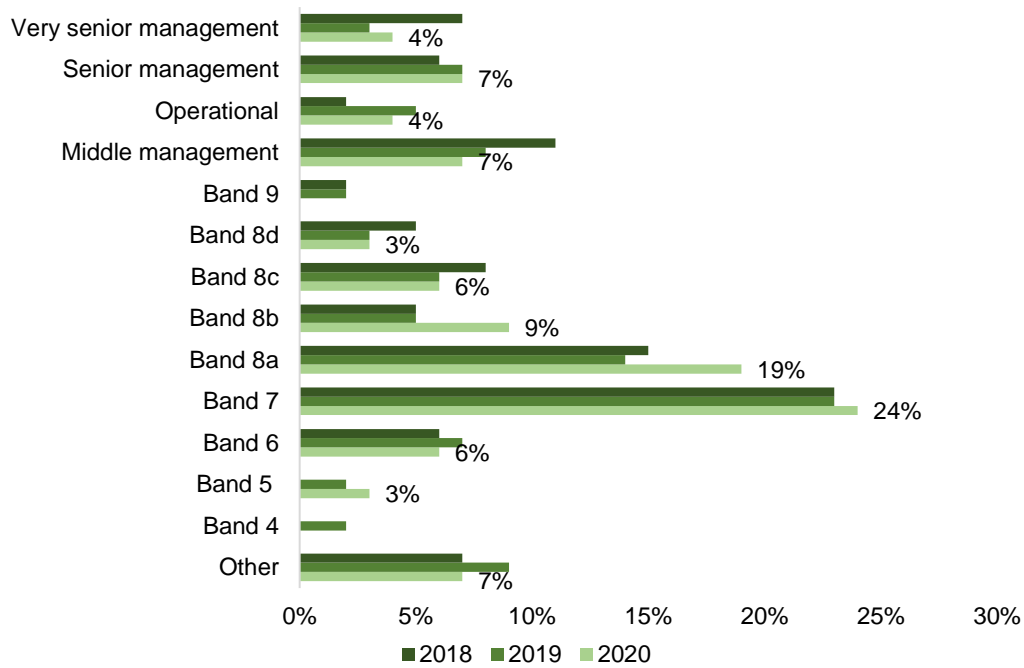
**Figure 9.** Do you have another role? Percentage of respondents saying 'yes'

### Seniority

Respondents were asked for their seniority, using the NHS AfC bands. There were respondents from various levels of authority.

The most common NHS banding among respondents was band 7 (24 per cent). This is consistent with the survey results in 2018 and 2019. Band 8a was the second most common band (19 per cent), a five-percentage point increase from 2019.

The responses to the survey suggest that the Freedom to Speak Up (FTSU) Guardian network was diverse in the roles and grades/bands represented:



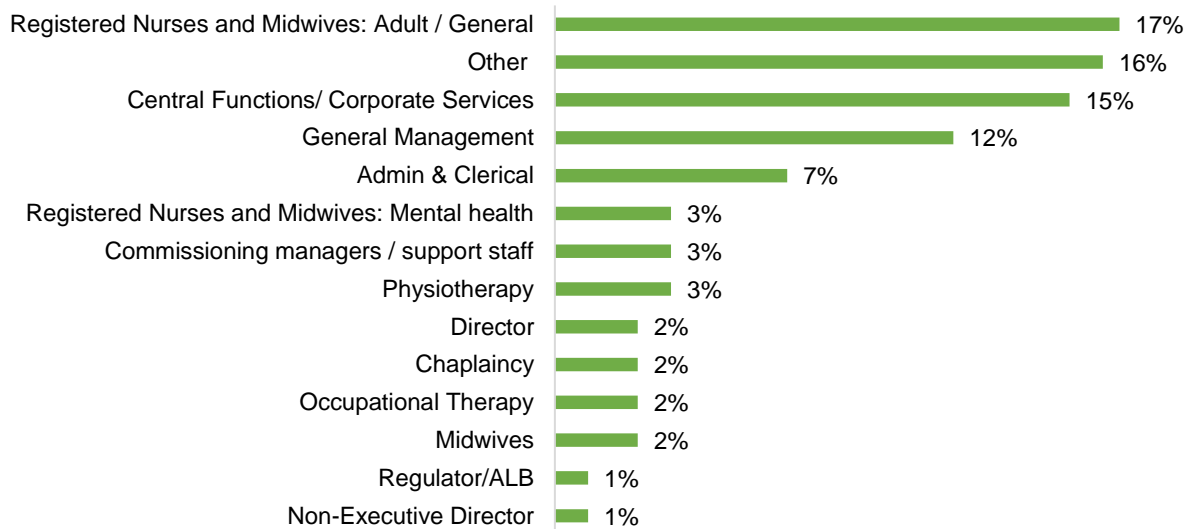
**Figure 10. Seniority**

### Occupational group

Respondents to the survey represented a wide range of occupational groups, including administrative/clerical staff, midwives, physiotherapists, adult/general clinicians and corporate services.

Seventeen per cent (17%) of respondents were Registered Nurses and Midwives-adult/general and 15 per cent were from central functions and corporate services. The 'other' category further displays the diversity of the Freedom to Speak Up (FTSU) Guardian network with occupations represented such as trust secretaries, human resources, communications and engagement, and health and safety co-ordinators.



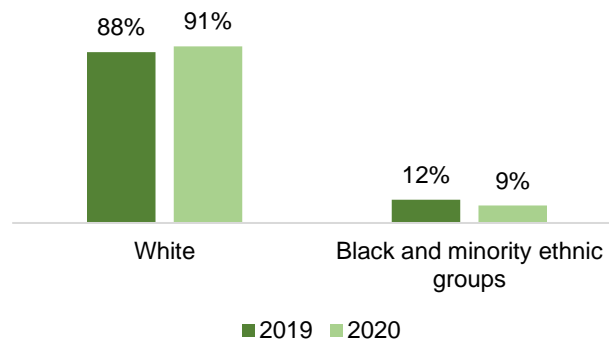


**Figure 11.** Occupational Group

## Demographics<sup>11</sup>

### Ethnic background

In 2020, 91 per cent of respondents identified as White and 9 per cent were from Black and minority ethnic groups.



**Figure 12.** Ethnicity of respondents

Based on the responses to the survey from FTSU Guardians at NHS Trusts, black and minority ethnic workers were underrepresented in the Freedom to Speak Up (FTSU) Guardian network compared to the NHS workforce. Ninety per cent (90%) of respondents from NHS Trusts were white, compared to 79 per cent of the NHS workforce<sup>12</sup>. In 2019, 89 per cent of FTSU Guardian respondents to the survey identified as white, compared to 76 per cent of the NHS workforce.<sup>13</sup>

<sup>11</sup> Respondent numbers have not been included in the demographics section to ensure confidentiality of respondents.

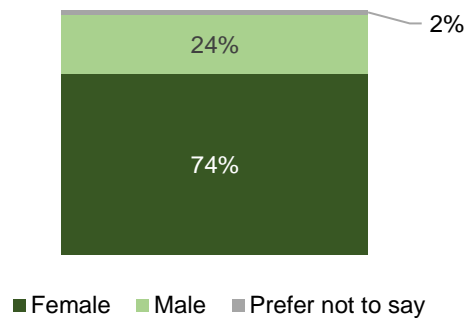
<sup>12</sup> [NHS Workforce \(Ethnicity\)](#), 2021, GOV.UK

<sup>13</sup> As mentioned earlier in this report, an increasing range of organisations are introducing the FTSU Guardian role, including independent health care providers, and professional and systems regulators. Most respondents to the survey (73%) were operating in NHS trusts, so we do refer to NHS Workforce data throughout the report. However, we approach these comparisons with caution considering the increased diversity of the FTSU Guardian network.

These results suggest that ethnic diversity among FTSU Guardians may not be improving. However, 56 per cent of respondents saying they believed representation of diverse groups amongst their local FTSU Guardian/Champion network was improving.

### Gender

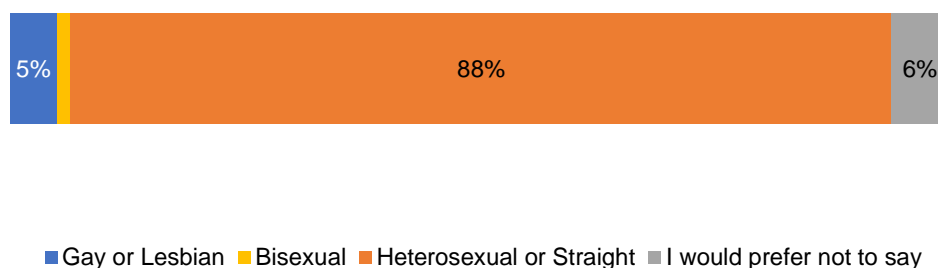
Almost three quarters (74 per cent) of FTSU Guardians who responded to the survey - and 74% of respondents from NHS Trusts - were female. This is similar to the NHS workforce.<sup>14</sup>



**Figure 13. Gender**

### Sexual orientation

Eighty-eight per cent (88%) of respondents identified as Heterosexual or Straight (see figure 14, below). Five per cent (5%) were Gay or Lesbian and one per cent were Bisexual. These figures are similar to the previous year’s survey (2019).



**Figure 14. Sexual orientation**

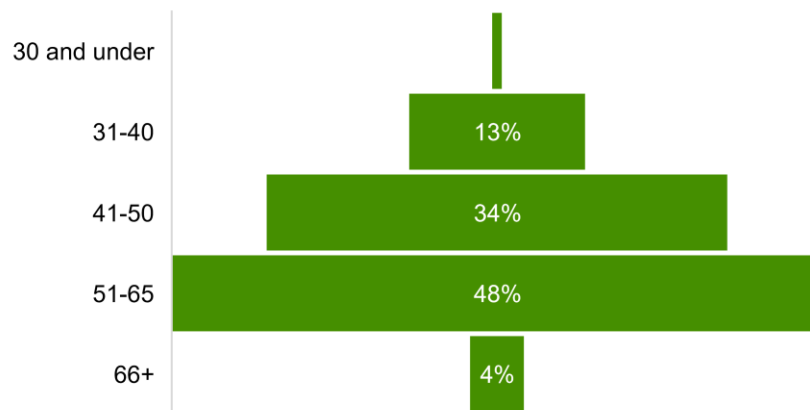
The latest NHS workforce demographics show that 2.7 per cent of workers describe their sexual orientation as LGBT+.<sup>15</sup>

### Age

Almost half of the respondents (48 per cent) were between the ages of 51 – 65, making this the most common age band among respondents.

<sup>14</sup> [Gender In the NHS](#), 2019, NHS Employers

<sup>15</sup> [Our workforce demographics 2019](#) (sexual orientation), NHS Digital



*Figure 15. Age band*

### Long-term conditions

Seventeen per cent (17%) of respondents said they had a long-term health condition (physical or mental) lasting or expected to last for 12 months or more. Of these respondents, 70 per cent said their employer made adequate adjustments to enable them to carry out their work. Twenty-six per cent (26%) said adjustments were not required and 4 per cent reported that adjustments were not made.

### Ring-fenced time

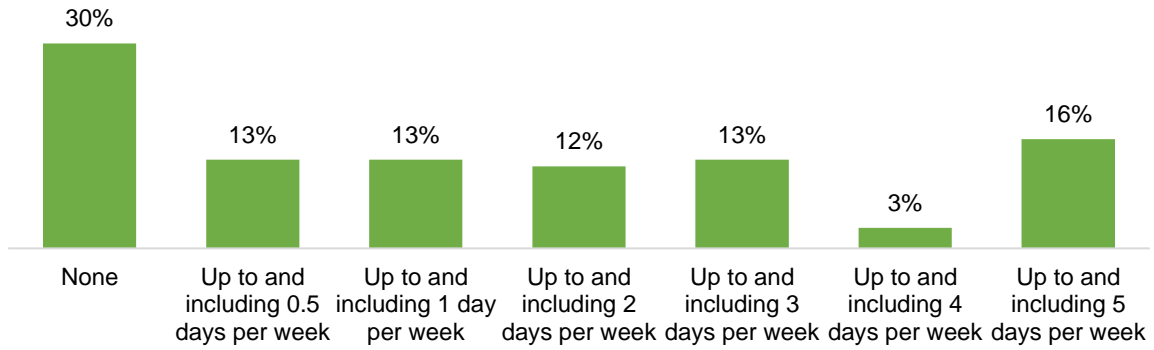
There has been an increase in the proportion of respondents with ring-fenced time to carry out their role, up from 56 per cent in 2019 to 70 per cent in 2020.

The National Guardian’s Office recommends ring-fenced time should be allocated to those in a speaking up role. This is an aspect of speaking up that is included in CQC’s well-led inspection guidance, and [guidance](#) issued to trust boards includes an assessment of the amount of ring-fenced time Freedom to Speak Up (FTSU) Guardians need:

**“[The executive lead is responsible for:] ensuring the FTSU Guardian has a suitable amount of ring-fenced time and other resources and there is cover for planned and unplanned absence.”**

Working with their FTSU Guardians, leaders should carry out an analysis to determine how much ring-fenced time is required for their FTSU Guardians to adequately support workers in their organisation.

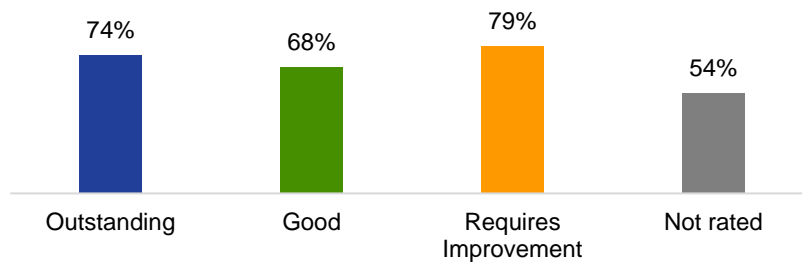
286 responses



**Figure 16.** Ring-fenced time

Sixty-eight per cent (68%) of respondents from organisations rated ‘good’ had ring-fenced time to carry out their FTSU Guardian role. This was lower than both ‘outstanding’ (74 per cent) and ‘requires improvement’ (79 per cent) rated organisations.

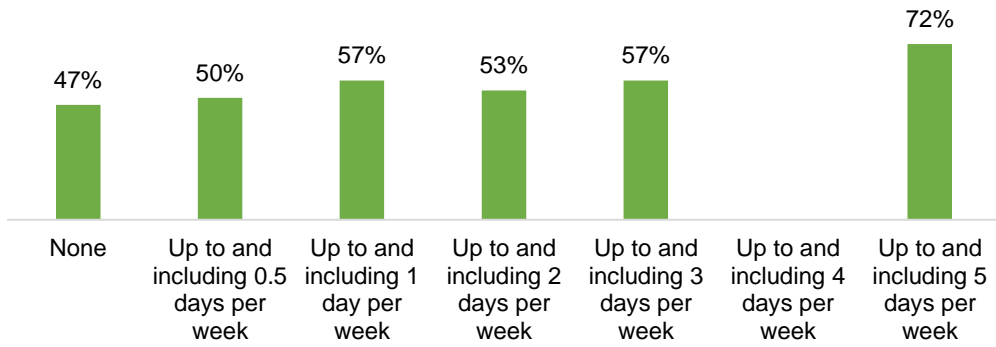
There had been an improvement in organisations not rated by CQC for the proportion of respondents with ring-fenced time to carry out their role, up from 40 per cent in 2019 to 54 per cent in 2020.



**Figure 17.** Provision of ring-fenced time by CQC rating

Respondents with more time to carry out their role were more confident they met the needs of workers in their organisation. Seventy-two per cent (72 per cent) of those with more than four days per week of ring-fenced time were confident in meeting needs compared to 47 per cent of respondents with no ring-fenced time.<sup>16</sup>

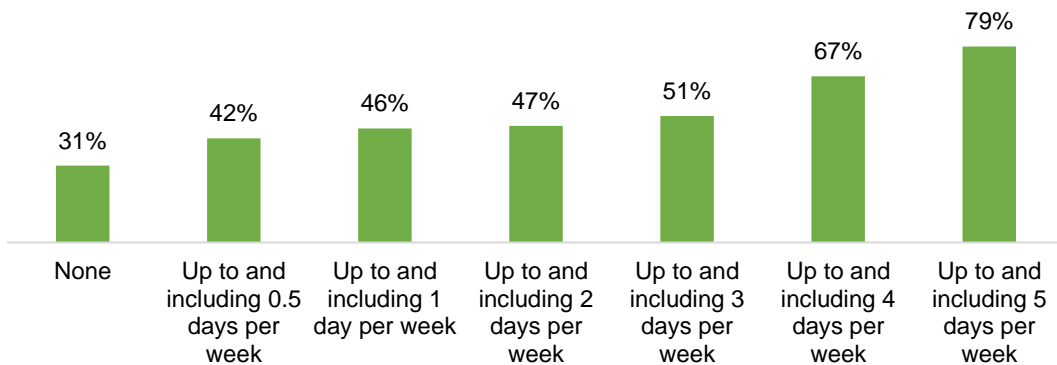
<sup>16</sup> Data for those with ‘Up to and including 4 days per week’ of ring-fenced time is suppressed to protect the confidentiality of respondents.



**Figure 18.** Are confident they are meeting the needs of staff in their organisation - agree/strongly agree

Just under half (48 per cent) of respondents said they had enough time to carry out their FTSU Guardian role. This increased to 55 per cent for organisations rated 'outstanding' and dropped to 41 per cent for those rated 'requires improvement'.

Respondents with more ring-fenced time were more likely to feel they had enough time to carry out their FTSU Guardian role.

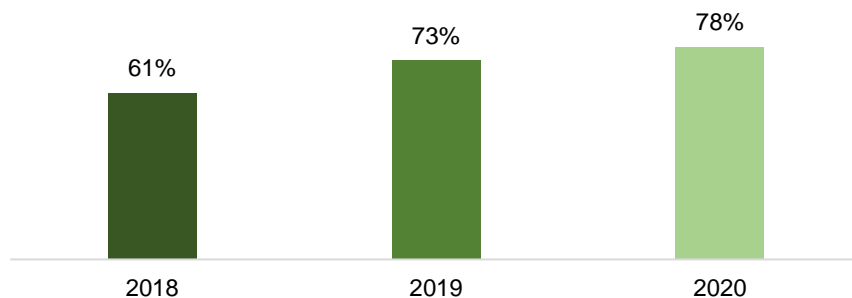


**Figure 19.** Have sufficient time to carry out Freedom to Speak Up responsibilities - Strongly agree/agree

278 respondents

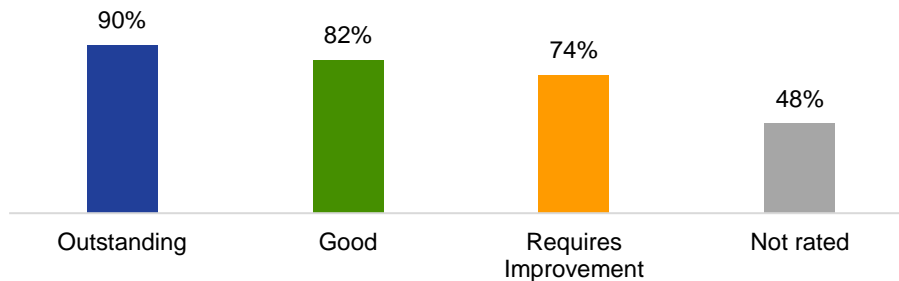
### Feedback

A greater percentage of respondents said they collected feedback on their performance than in previous years. Seventy-eight per cent (78%) of respondents said they collected feedback, up from 73 per cent in 2019 and 61 per cent in 2018.



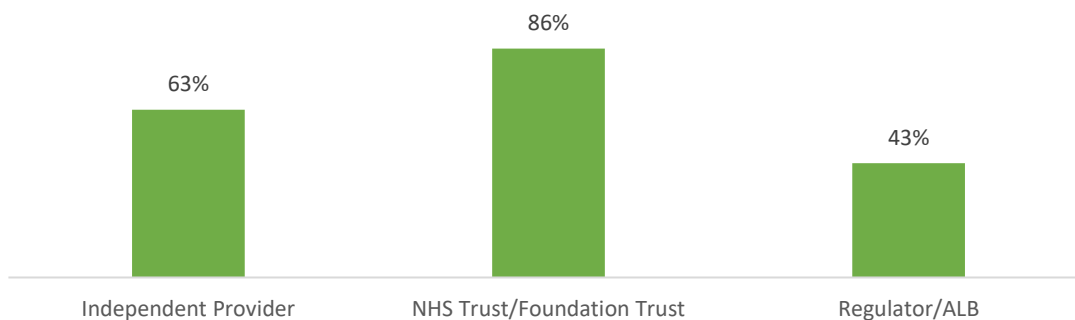
**Figure 20.** Do you gather feedback on your performance? 'Yes'

Ninety per cent (90%) of respondents in organisations rated ‘outstanding’ said they collected feedback on their performance. In comparison, less than half (48 per cent) of respondents in organisations not rated by CQC (such as arm’s length bodies) said they collected feedback on their performance.



**Figure 21.** Do you gather feedback on your performance? ‘Yes’

Responses to this question also varied by organisation type, with 86 per cent of respondents from NHS Trusts and Foundation Trusts reporting they gathered feedback on their performance, compared to 63 per cent of respondents from independent providers and 43 per cent from regulator, Arm’s Length Body, or other organisation in the health and care system.



**Figure 22.** Do you gather feedback on your performance? ‘Yes’

268 respondents

### Networks of Freedom to Speak Up Guardians, Champions and Ambassadors

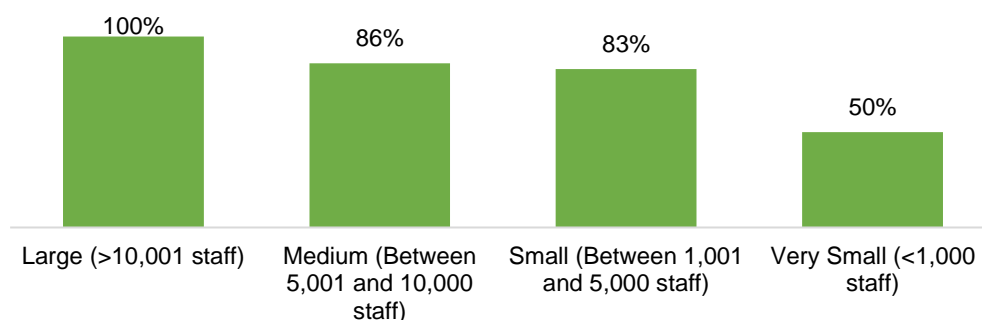
The implementation of the Freedom to Speak Up (FTSU) Guardian role varies among organisations. Based on the NGO’s FTSU Guardian directory, 71 per cent of organisations have one FTSU Guardian, 17 per cent have two and 11 per cent have three or more.<sup>17</sup> Some organisations also have a network of FTSU Champions or Ambassadors who work alongside FTSU Guardians to complement the work they do.

<sup>17</sup> In January 2021

Eighty per cent (80%) of survey respondents said they were part of a network of FTSU Guardians, Champions, Ambassadors etc. in their organisations. This was a five-percentage point increase from 2019.

In large organisations (those with over 10,001 staff), all respondents were part of a FTSU network, which is perhaps expected due to the need to serve a larger workforce.

285 responses



**Figure 223.** Are you part of a network of Freedom to Speak Up Guardians / champions / ambassadors etc. in your organisation? 'Yes'

### Access to chief executives, non-executive directors, and reporting to the board

Freedom to Speak Up (FTSU) Guardians should have the support of, and access to, their chief executives (or equivalent) and Board (or equivalent) to help embed the speak up message.

The expectation that FTSU Guardians have such appropriate access, and present their reports in person, is included in the [Guidance](#) for Boards on Freedom to Speak Up issued by the NGO and NHS Improvement.

In 2020, 94 per cent of respondents to the survey had direct access to their chief executives (or equivalent). This is a small increase from 91 per cent in 2019. All respondents from 'outstanding' rated organisations said they had direct access to their chief executives.

285 respondents

Eighty-seven per cent (87%) of respondents had access to the Non-Executive Director who had speaking up as part of their portfolio, up from 81 per cent in 2019. Nine per cent (9%) of respondents said their organisation did not have a Non-Executive Director with a speaking up responsibility.

More respondents in organisations rated 'requires improvement' than any other rating had access to the Non-Executive Director (95 per cent).

285 respondents

Ninety-four per cent (94%) of respondents said they have sufficient access to other board members (or equivalent) to enable them to carry out their responsibilities, up from 85 per cent in 2019.

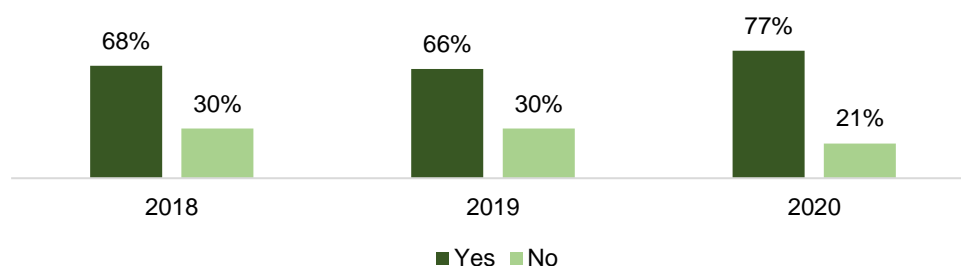
284 respondents

Over three quarters (77 per cent) of respondents presented reports to board meetings in person – an increase from 66 per cent in 2019.<sup>18</sup>

The responses to this question could be impacted by organisations with multiple FTSU Guardians, in which not all will necessarily present reports to the board. In January 2021, 29 per cent of organisations on the NGO directory had multiple FTSU Guardians.

Respondents with more ring-fenced time were more likely to present their reports to board meetings in person. Over 90 per cent of respondents with more than one day of ring-fenced time presented to board meetings in person, compared to 78 per cent of those with up to one day and 56 per cent of those with up to half a day of ring-fenced time.

284 respondents



**Figure 234.** Do you present reports to Board meetings (or equivalent) in person?

Nineteen per cent (19%) of respondents said there was a non-pay budget for Freedom to Speak Up activities in their organisation. Over half (53 per cent) said there was no budget and the remaining respondents were unsure.

285 respondents

FTSU Guardians were also asked if they had access to the budget needed for the role. Thirty-nine per cent (39%) of respondents said that they did – a seven percentage point increase from 2019. A further 35 per cent neither agreed nor disagreed that they had access to the budget needed and 33 per cent said they did not have access to the budget needed.

275 respondents

<sup>18</sup> The responses to this question could be impacted by organisations with multiple FTSU Guardians, in which not all will necessarily present reports to the board. In January 2021, 29% of organisations on the NGO [FTSU Guardian Directory](#) had multiple FTSU Guardians.



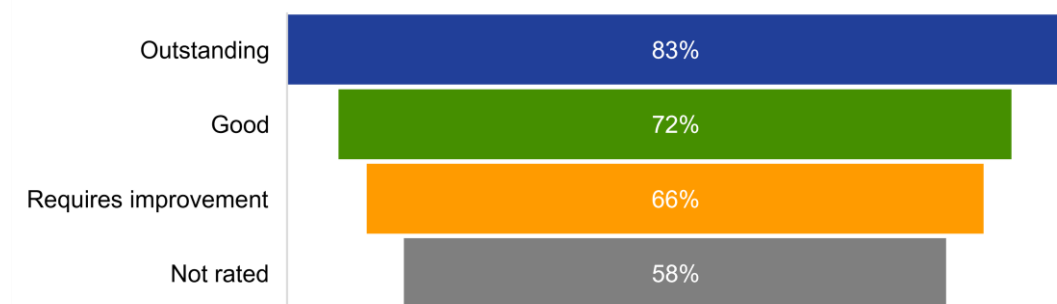
## Speaking Up Training

Workers need to know how to speak up and how to respond well to others speaking up. This includes thanking workers for speaking up, taking timely and appropriate action in response to the matter raised, and providing and seeking timely and meaningful feedback from those who have spoken up.

Seventy-one per cent (71%) of respondents indicated that speaking up training was available to workers in their organisation.

In organisations rated 'outstanding', 83 per cent of respondents said there was training available for workers. The figure was 72 per cent and 66 per cent for organisations rated 'good' and 'requires improvement' respectively. Respondents in organisations not rated by CQC were least likely to report that speaking up training was available to workers in their organisation (58 per cent).

283 respondents



**Figure 245.** Availability of speaking up training by CQC rating

Freedom to Speak Up (FTSU) Guardians were asked for their thoughts on the effectiveness of the speaking up training in their organisation. Seventy-eight per cent (78%) said training was partially or fully effective.

In a similar picture to the availability of training, a greater percentage of respondents from organisations rated 'outstanding' (86 per cent) felt training was partially or fully effective compared to 'good' (76 per cent) and 'requires improvement' (75 per cent) rated organisations.

200 respondents

The National Guardian's Office (NGO), in association with [Health Education England](#) (HEE), launched Freedom to Speak Up training for all workers in October 2020, after the survey was sent out. This new e-learning package, '[Speak Up, Listen Up, Follow Up](#)', is aimed at anyone who works in healthcare. The training is split into three modules to clearly and consistently explain what speaking up is and its importance in creating an environment in which people are supported to deliver their best.

## Further comments about training

Respondents were invited to provide further information on speaking up training.

97 responses.

The following are highlights from the answers:

- In many organisations, speaking up training was part of the mandatory training workers had to undertake on induction and/or annually. In organisations where training on speaking up was not mandatory, respondents noted low uptake due to speaking up training competing with other training requirements. Around 15 per cent of respondents indicated wanting the training to become mandatory and had asked leaders in their organisation to make this change. The large amount of training that was already mandatory was reported as a barrier to making speaking up training mandatory in some organisations.

*“The NGO should mandate the training which would ensure...all staff completed it.”*

- The new speaking up e-learning training released by the NGO and HEE was referenced in responses. Some organisations were waiting for this to be released to incorporate into their training packages. Respondents were happy a consistent training module was going to be available.
- The pandemic was mentioned in 14 per cent of comments as having had a negative impact on training. The pandemic had led to training being paused or moved to online videos in many organisations, which respondents noted was less effective. Similarly, respondents noted they were no longer meeting colleagues in person, which was reducing visibility and promotion of Freedom to Speak Up.

*“The issue we have this year is visibility and promoting FTSU ... We have a network of champions in different areas and our comms helping spread the word about FTSU and how patient safety and staff wellbeing are important now more than ever...”*

- Respondents mentioned that speaking up training was part of induction programmes, and that they were attending inductions to speak with new starters.
- Respondents referenced expanding their FTSU networks by bringing in new champions and ambassadors to support training and promote FTSU.
- A barrier to training noted by respondents was reaching those workers who were on shifts. Lack of time to complete training was also noted to be a barrier, with workers too busy to fit the training into their day.
- There were comments that acknowledged training alone was not enough, and that it was only one part of creating a speaking up culture and may not give workers the confidence to speak up.

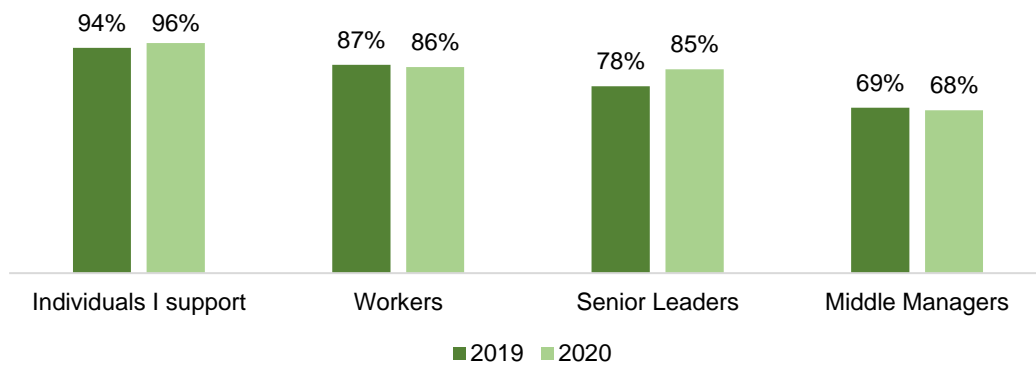
## Value and support for Freedom to Speak Up Guardians

### Feeling valued

Freedom to Speak Up (FTSU) Guardians were asked whether they felt valued by different groups of people.

#### Senior leaders

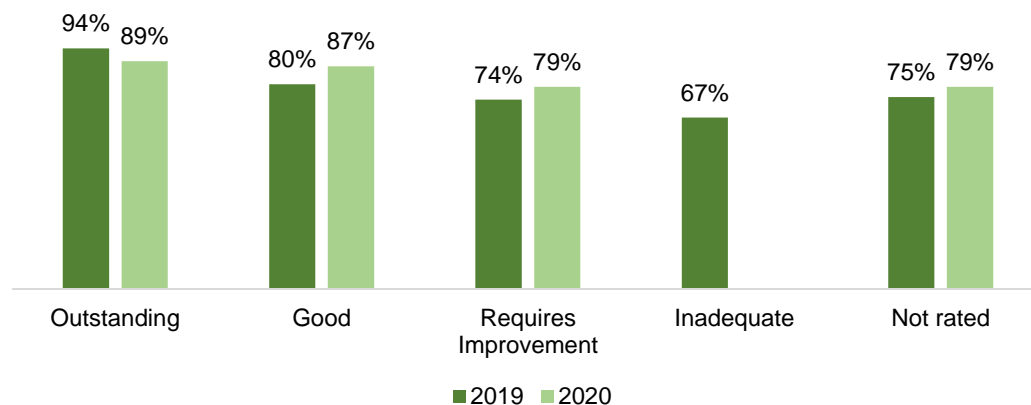
Eighty-five per cent (85%) of respondents felt valued by senior leaders in their organisation, an increase from 78 per cent in 2019. For the remaining groups – middle managers, workers, and individuals FTSU Guardians support – the responses were similar to 2019.



**Figure 256.** I feel valued by... % answering strongly agree/agree

A higher proportion of respondents at organisations rated ‘outstanding’ and ‘good’ felt valued by senior leaders in their organisation than those from ‘requires improvement’ and not rated organisations.

There was an increase in respondents feeling valued in ‘good’, ‘requires improvement’ and not rated organisations. In ‘outstanding’ rated organisations, there was a five-percentage point decrease in respondents feeling valued by senior leaders compared to 2019.



**Figure 267.** I feel valued by senior leaders in my organisation - agree/strongly agree

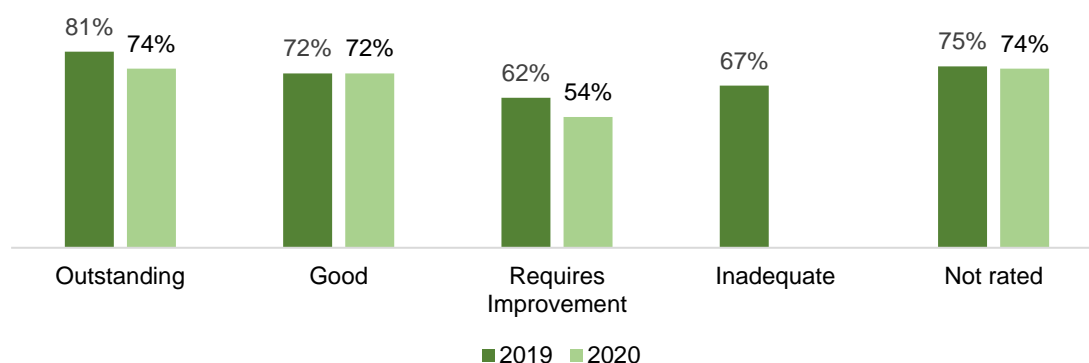
### Middle managers

Sixty-eight per cent (68%) of respondents said they felt valued by middle managers. A fifth (20 per cent) of respondents neither agreed nor disagreed with the statement 'I feel valued by middle managers', and 12 per cent disagreed.

In organisations rated 'requires improvement', 54 per cent of respondents said they felt valued by middle management, down from 62 per cent in 2019. This was lower than respondents in 'outstanding' and 'good' rated organisations, as well as respondents from organisations not rated by the CQC (see figure 28, below).

The percentage of respondents in organisations rated 'good' and in those not rated reporting that they felt valued by middle managers in their organisation was broadly the same as in 2019. However, there was a drop in the percentage of respondents reporting the same in 'outstanding' rated organisations, from 81 per cent in 2019 to 74 per cent in 2020.

This is an area of focus and leaders will want to determine if middle managers need enhanced support or training to enable them to support speaking up more fully.

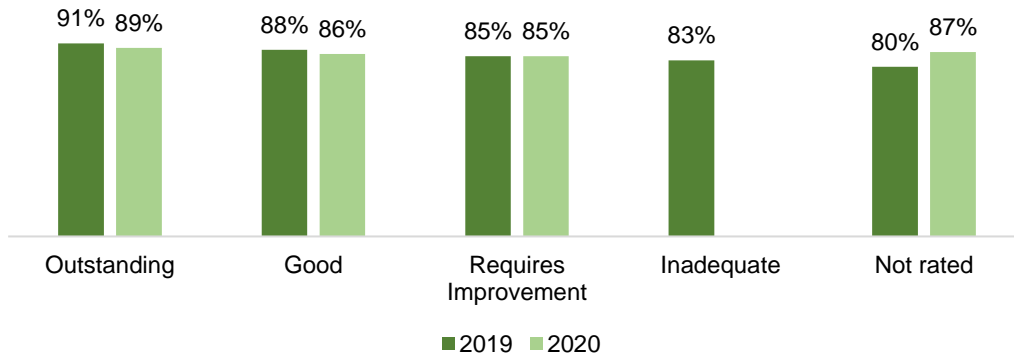


**Figure 28.** I feel valued by middle managers in my organisation - agree/strongly agree

### Workers

There were only small variations in the percentage of respondents reporting feeling valued by workers at organisations with different CQC ratings, ranging from 89 per cent in 'outstanding' and 85 per cent in 'requires improvement' rated organisations.

There was a seven-percentage point improvement from 2019 for organisations not rated by CQC, suggesting FTSU Guardians feel more valued by workers in these organisations than previously.

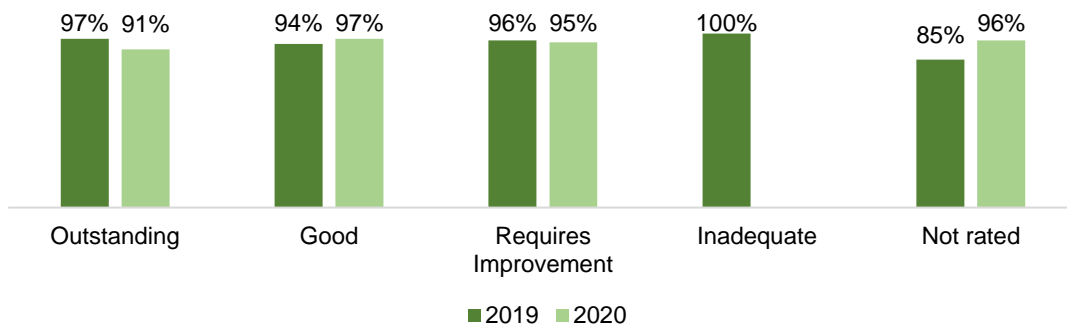


**Figure 279.** I feel valued by workers in my organisation - agree/strongly agree

### Individuals FTSU Guardian’s support

Similarly, there were only small variations in CQC ratings and the proportion of respondents who felt valued by individuals they supported.

There was a fall of six percentage points for ‘outstanding’ organisations and a rise from 85 per cent to 96 per cent for organisations not rated by CQC.



**Figure 30.** I feel valued by the individuals I support in my organisation - agree/strongly agree

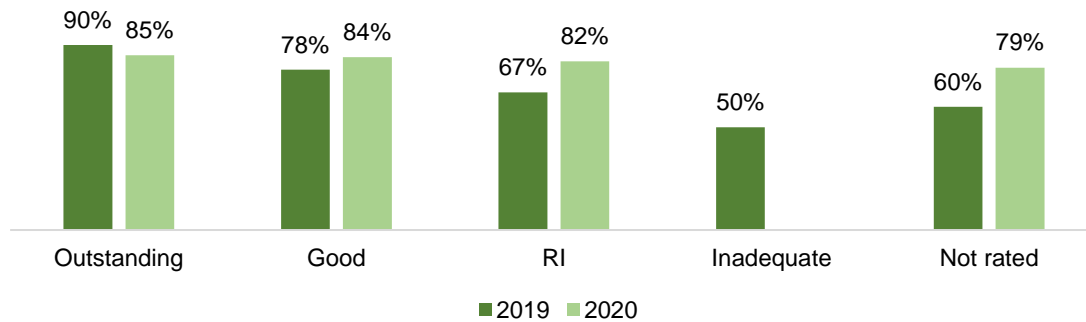
282 respondents

### Support for Freedom to Speak Up Guardians

Freedom to Speak Up (FTSU) Guardians were asked if they had access to the support needed to carry out their role. Eighty-three per cent (83%) of respondents said they did, a nine-percentage point increase from 2019.

The variation between CQC ratings for this question has reduced since 2019 (see figure 31, below).

There was an increase in the portion of respondents in organisations not rated by the CQC and those rated ‘good’ and ‘requires improvement’ reporting that they had access to the support they needed to carry out their role. In organisations not rated by the CQC, there was a 19-percentage point increase. However, there was a decrease in organisations rated ‘outstanding’, down from 90 per cent in 2019 to 85 per cent in 2020.

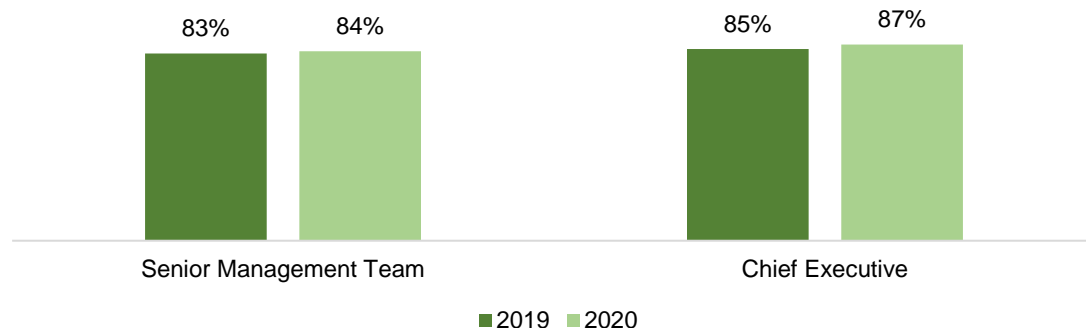


**Figure 3128.** *I have access to the support needed - agree/strongly agree*

278 respondents

FTSU Guardians were asked if they felt that the Chief Executive and Senior Management Teams (SMTs) in their organisations were supportive of them. Results were similar to 2019, with 87 per cent and 84 per cent agreeing their Chief Executive and SMTs were supportive respectively (see figure 31, below).

The result varied by CQC rating. Ninety-one per cent (91%) of respondents from ‘outstanding’ rated organisations felt SMTs were supportive compared to 72 per cent of respondents from ‘requires improvement’ rated organisations. A similar picture was shown regarding support from the Chief Executive, with 97 per cent in ‘outstanding’ rated organisations reporting they were supportive compared to 82 per cent of respondents at ‘requires improvement’ rated organisations.



**Figure 292.** *The following are supportive... - agree/strongly agree*

Respondents who had been given more ring-fenced time to carry out their role were more likely to report that their SMT were supportive. Ninety-four per cent (94 per cent) of respondents who had four days (or more) a week of ring-fenced time said their SMT were supportive compared to 75 per cent of respondents with no ring-fenced time.

278 respondents

## Perceptions of Speaking Up

### The impact of the Freedom to Speak Up Guardian role

Freedom to Speak Up (FTSU) Guardians were asked if they felt the FTSU Guardian role was making a difference in their organisation. Eighty-six per cent (86%) of respondents reported it was making a difference, compared with 80 per cent of respondents in 2019.

The result was higher for organisations rated ‘outstanding’, at 94 per cent, a seven-percentage point increase from 87 per cent in 2019. Ninety per cent (90%) of respondents at ‘requires improvement’ rated organisations felt the role was making a difference in their organisation, a 12-percentage point increase from 2019.

278 respondents

Sixty-nine per cent (69%) of respondents believed positive feedback from workers approaching FTSU Guardians was improving. This was a seven-percentage point increase from 2019.

The result of this question was not in-keeping with most questions in the survey in that there were more positive responses from respondents at ‘requires improvement’ rated organisations (69 per cent) compared to ‘outstanding’ rated organisations (61 per cent).

272 respondents







### Changes in speaking up culture

Freedom to Speak Up (FTSU) Guardians were asked a variety of questions about the speaking up culture in their organisation.

The survey asked to what extent respondents agreed with the statements in table 2, below. The table displays percentage of those who agreed and strongly agreed with these statements.

*Table 2. Speaking up culture*

Metric	2019	2020	Change direction
Awareness of the role is improving	74%	83%	↑
Reach across the organisation achieved through the local FTSU Guardian / champion network is improving	56%	68%	↑
Are confident they are meeting the needs of staff in their organisation	53%	55%	↑
Organisation has a positive culture of speaking up	62%	67%	↑

Confidence in the FTSU Guardian role is improving amongst senior leaders	58%	68%	
Confidence in the FTSU Guardian role is improving amongst middle managers	42%	53%	
Confidence in the FTSU Guardian role is improving amongst workers	60%	71%	
Speaking up is taken seriously at their organisation	77%	84%	
Cooperation across the organisation in responding to FTSU matters is improving	48%	64%	
Use of learning from FTSU matters to make improvements is improving	42%	60%	

As can be seen in Table 2, awareness of the FTSU Guardian role was improving according to 83 per cent of respondents, a nine-percentage point increase from 74 per cent in 2019.

For organisations not rated by CQC, there was a large jump in the proportion of respondents reporting that awareness of the FTSU Guardian was improving, up from 55 per cent in 2019 to 87 per cent in 2020. The network of FTSU Guardians in organisations not rated by CQC has developed considerably and was larger and more varied at the time of the latest survey compared to previous ones. This may have impacted the results.

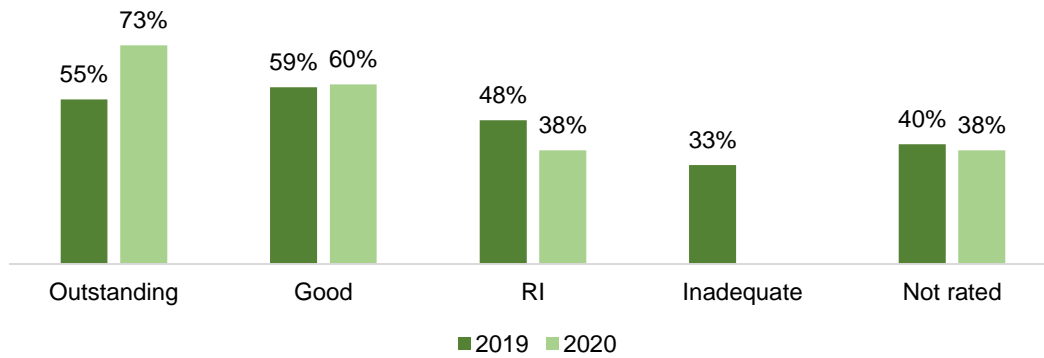
271 respondents

There was a variation by CQC rating for how confident respondents were that they were meeting the needs of staff in their organisation. A greater percentage of respondents in 'outstanding' organisations felt they met the needs of staff in their organisation (73 per cent). There was an 18-percentage point increase in confidence from respondents at 'outstanding' rated organisations compared to 2019.

Confidence in meeting the needs of staff had dropped 10 percentage points in organisations rated 'requires improvement', down from 48 per cent in 2019 to 38 per cent in 2020. The same percentage (38 per cent) of respondents from not-rated organisations were confident in meeting the needs of staff in their organisation. This was also a small decrease from 2019.

278 respondents





**Figure 303.** Are confident they are meeting the needs of staff in their organisation - agree/strongly agree

Almost three quarters (72 per cent) of respondents with more than four days a week of ring-fenced time were confident they were meeting the needs of staff in their organisation, compared to only half of those with up to half a day of ring-fenced time and 47 per cent of those with none.

In organisations rated ‘requires improvement’, less than half (43 per cent) of respondents felt their organisation had a positive culture of speaking up. In comparison, 91 per cent of respondents from ‘outstanding’ rated organisations said their organisation had a positive culture of speaking up.

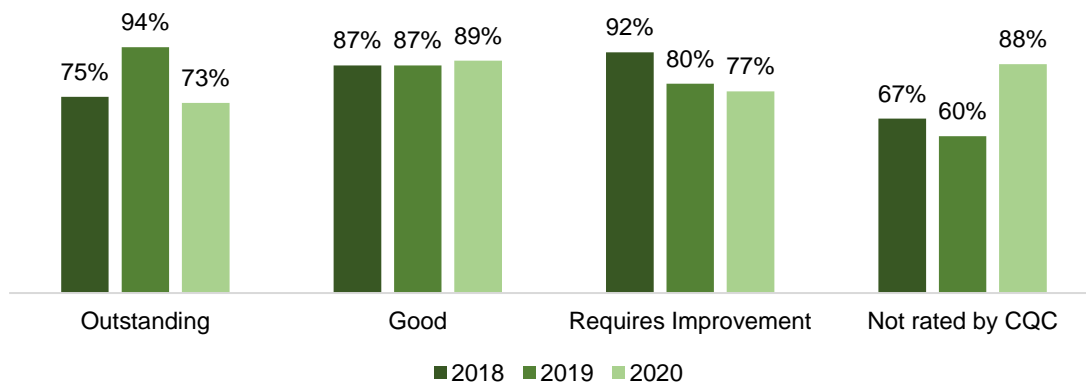
276 respondents

Similarly, a greater percentage of respondents from ‘outstanding’ rated organisations (94 per cent) felt speaking up was taken seriously at their organisation compared to respondents from organisations rated ‘requires improvement’ (70 per cent).

278 respondents

FTSU Guardians were asked whether the FTSU culture had improved in their organisation in the last 12 months. Eighty-four per cent (84%) of respondents felt it had improved slightly or considerably.

In organisations rated ‘outstanding’, there was a 21-percentage point decrease in respondents who believed FTSU culture had improved in their organisation in the last 12 months. In comparison, in organisations not rated, there was a 28-percentage point increase in respondents reporting that the FTSU culture in their organisation had improved, up from 60 per cent to 88 per cent.



**Figure 314.** Believe Freedom to Speak Up culture in organisation has improved over the last 12 months - agree/strongly agree

274 respondents

There was a 16-percentage point increase in respondents reporting that cooperation across their organisation in responding to FTSU matters had improved since 2019, up from 48 per cent in 2019 to 64 per cent in 2020.

There was a decrease in respondents reporting that such cooperation had improved at organisations rated ‘outstanding’, from 53 per cent in 2019 to 45 per cent in 2020.

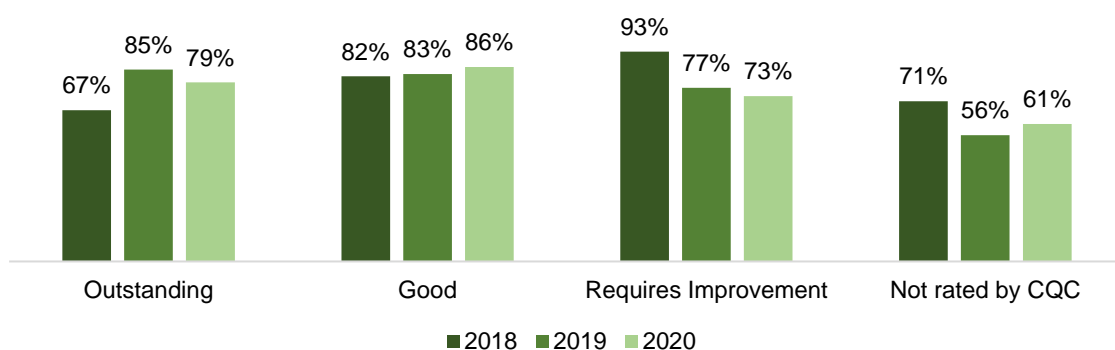
271 respondents

### Speaking up in the NHS

Freedom to Speak Up (FTSU) Guardians were asked how they think the FTSU culture in the NHS had changed in the last 12 months.

Eighty per cent (80%) of respondents felt it had improved slightly or considerably, which was in line with the results in 2019.

Respondents in organisations rated ‘good’ were more likely to report that the NHS FTSU culture had improved (86 per cent), compared to 73 per cent of respondents from organisations rated ‘requires improvement’. This was a four-percentage point decrease from 2019 and 20 percentage point decrease from 2018 (see figure 35, below).



**Figure 325.** Believe Freedom to Speak Up culture in the NHS has improved over the last 12 months - agree/strongly agree

255 respondents

### Support for speaking up

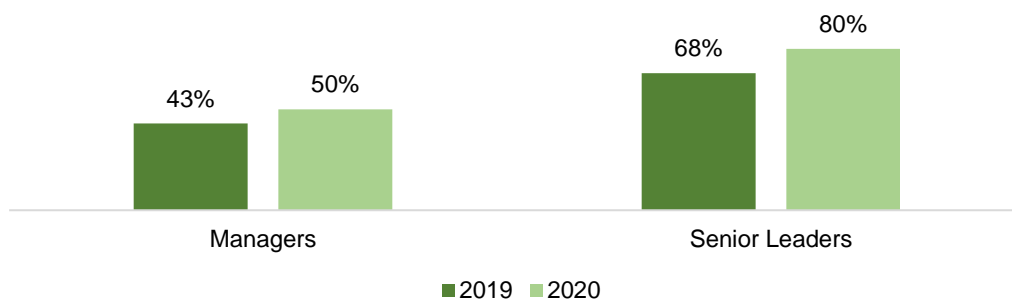
Respondents were asked whether they thought staff were supported to speak up by managers and senior leaders, with scores improving for both groups since 2019.

Only half of respondents reported that managers supported staff to speak up, with a further 35 per cent neither agreeing nor disagreeing and 14 per cent saying managers did not support staff to speak up.

Sixty-seven per cent (67%) of respondents from organisations rated 'outstanding' said managers supported staff to speak up. In comparison, 31 per cent of respondents in organisations rated requirements improvement agreed that managers supported staff to speak up.

Eighty per cent (80%) of respondents believed that senior leaders supported staff to speak up. Respondents were much less likely to report that managers supported staff to speak up (50 per cent).

278 respondents



**Figure 336.** Believe the following groups support staff to speak up - agree/strongly agree

## Detriment

Workers should be able to speak up about concerns or make improvement suggestions without experiencing detriment. Workers who experience detriment, or witness or hear about it happening to others, may hesitate to speak up in the future.

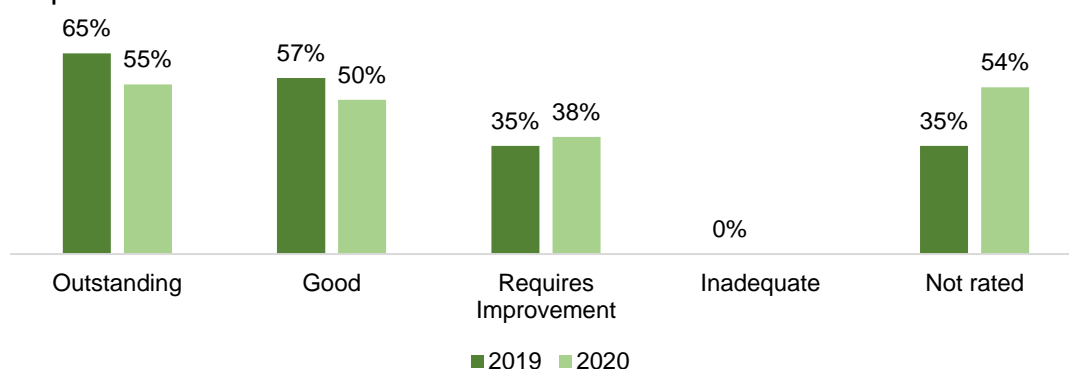
Such treatment has a negative impact on the lives of workers and potentially the services that they provide to patients and service users.

We used this year's survey to find out more about detriment for speaking up, including what forms such treatment takes and to what extent certain groups of workers were the source of detriment.

Almost a fifth of respondents (19 per cent) felt individuals suffered detriment for speaking up in their organisation. Forty-eight per cent (48%) disagreed, which was in line with results from 2019 (47 per cent). A further 33 per cent neither agreed nor disagreed that individuals did not suffer detriment for speaking up.

Respondents in organisations with better CQC ratings were more likely to feel that workers in their organisation did not suffer detriment as a result of speaking up. However, compared to last year, these results had deteriorated for respondents at organisations rated 'outstanding' and 'good' (see figure 37, below).

276 respondents



**Figure 347.** Believe people in organisation do not suffer detriment as a result of speaking up - agree/strongly agree

## Sources of detriment

The survey also asked respondents the extent to which certain groups were indicated as a source of perceived detriment for speaking up (for cases involving such treatment that have been raised with them).<sup>19</sup>

Almost half of respondents (48 per cent) reported that line managers were a source of detriment in most cases.

Middle managers were the next group most likely to be identified as a source of detriment in most cases (29 per cent).

<sup>19</sup> Respondents were asked about each group separately and, as such, there may be overlaps between sources of perceived detriment.

Twenty-three per cent (23%) of respondents said co-workers/peers were a source of perceived detriment in most cases.

The board were not the source of perceived detriment in most cases. Seventy-nine per cent (79%) of respondents said the board were not involved at all as a source of perceived detriment, though 16 per cent said they were involved in some cases.

The extent of perceived detriment could vary greatly between groups and based on each individual case.

A third of respondents indicated that they had handled speaking up cases involving detriment in the 12 months preceding the survey.

### Forms of detriment

People who had spoken up had reported a variety of ways they were disadvantageously treated following speaking up. The following were some of the common themes:

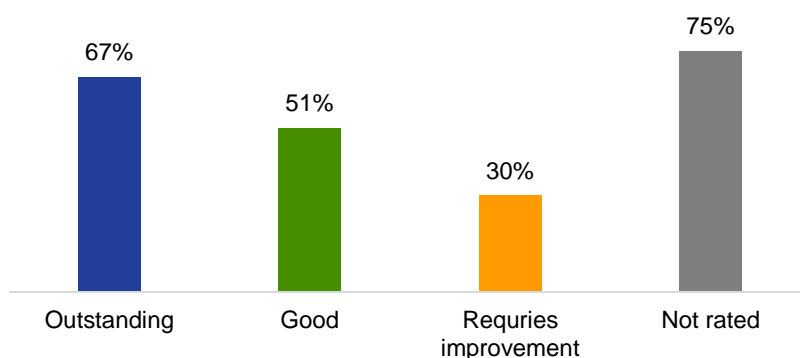
- **Being bullied, left out and treated negatively** by their team on multiple occasions for speaking up. It was also noted that line managers, middle managers and senior managers treated those who had spoken up poorly. The poor treatment included being assigned 'horrible' jobs, being offered less shifts/poorer options on shift rotas and being denied annual leave requests. Workers who spoke up were left out of team meetings and felt ostracised and lonely.
- **Being overlooked or denied access for promotion or training opportunities.** There were also reports of workers being moved into new areas or roles following speaking up.
- **Being perceived as a 'troublemaker'** after speaking up was reported by some workers.
- **Being told that they were wrong to go to their FTSU Guardian** were also among the reported experiences of workers who had spoken up.
- **Resigning and leaving their organisation** due to their treatment following speaking up was among the experiences given by respondents.

Thirty-nine per cent (39%) of respondents reported that acting in response to reports of detriment for speaking up was improving. This was a slight improvement from 36 per cent in 2019. A further 36 per cent felt it was staying the same, with two per cent feeling it was getting worse and 23 per cent said they don't know.

## Barriers to Speaking Up

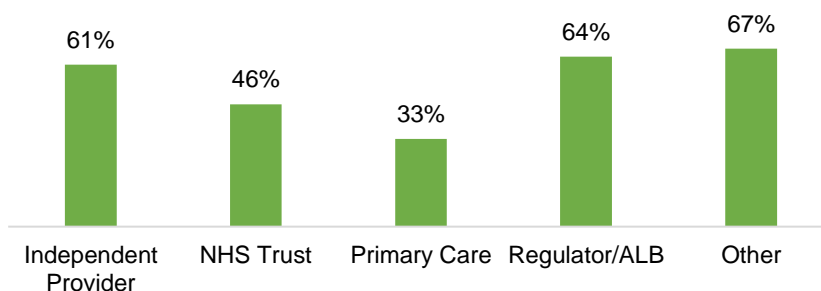
Half of respondents (50 per cent) thought significant barriers to speaking up did not exist in their organisation.

The score for this question varied by CQC rating. A large percentage of respondents from organisations rated 'outstanding' believed significant barriers to speaking up did not exist (67 per cent) compared to respondents from organisations rated 'good' (51 per cent) and 'requires improvement' (30 per cent) (see figure 42, below).



**Figure 42.** There are significant barriers to speaking up in my organisation - disagree/strongly disagree

Results to this question also varied by organisation type, with a smaller percentage of respondents at primary care providers (33 per cent) and NHS Trusts and Foundation Trusts (46 per cent) reporting that significant barriers to speaking up did not exist in their organisations compared to other organisation types (see figure 43, below).



**Figure 353.** There are significant barriers to speaking up in my organisation - disagree/strongly disagree

278 respondents

Seventy-one per cent (71%) of respondents felt their organisation was actively tackling barriers to speaking up, which was similar to results in the previous year.

276 respondents

### Groups facing barriers to speaking up

Sir Robert Francis' Freedom to Speak Up Review found there were some groups who faced barriers to speaking up.

The National Guardian's Office has previously recommended appropriate steps are taken to identify staffing groups that face barriers to speaking up, why this is the

case and how those groups can be supported to speak up freely and protected from any detriment for having done so.<sup>20</sup> Though this was a recommendation for a particular organisation, Freedom to Speak Up (FTSU) Guardians are expected to carry out a gap analysis against such recommendations to facilitate system-wide learning.

We used this year's survey to find out more about groups that face barriers to speaking up, including whether respondents had identified such groups.

Forty-four per cent (44%) of respondents said that they had identified groups who face barriers to speaking up in their organisation. This went up to 61 per cent in organisations rated 'requires improvement' by the CQC.

282 respondents

Respondents had used a variety of methods to identify groups who face barriers to speaking up:

- **Gap analysis** was one of the common ways to identify such groups. For example, respondents analysed data to identify which groups had been speaking up to them and which groups were underrepresented.

*“Gap analysis of groups of staff who are speaking up. Identified possible barriers and then looked at groups of staff who may fit into this e.g. shift patterns. ICT access, literacy and educational levels, culture, etc.”*

- **Staff forums and networks** had also been a key source of information for respondents to identify groups facing barriers to speak up. Talking to various staff forums and networks, such as black and minority ethnic and LGBTQ+ networks, had allowed many FTSU Guardians to identify these groups often face barriers to speaking up.

*“As a member of all the networks, members have informed us that they feel at times there are barriers for their members to speak out.”*

- **Speaking with and listening to workers** was a key way that respondents identified groups facing barriers, including through more structured meetings, engagement sessions, and drop-ins and through more informal chats with workers.
- **Survey results and feedback comments** were also reported as a source of information to identify these groups.
- **Triangulating** information from multiple sources was noted by respondents to identify missing groups, indicating that they may be facing barriers to speaking up. Such sources included the FTSU Index score and NHS Workforce Race Equality Standard (WRES) data.

118 respondents

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<sup>20</sup> [A case review of speaking up processes, policies and culture](#), National Guardian's Office

FTSU Guardians were asked what group(s) they had identified as facing barriers to speaking up.

112 responded

These were some of the groups identified in responses:

- **Black and minority ethnic groups** were mentioned in half of responses to the survey as a group that faced barriers to speaking up.
- **Lesbian, gay, bisexual, transgender, queer and plus (LGBTQ+)** workers were also identified by respondents as a key group that faced barriers to speaking up.
- **Those living with disabilities and long-term health conditions** were also identified as facing barriers to speaking up. According to some of the respondents, these barriers were heightened for many people in these groups due to the pandemic and having to shield at home.
- **Workers without regular IT access** in their roles, such as porters, domestic and hospitality workers, faced barriers to speaking up according to many respondents. Respondents had identified that these groups may miss messaging about the FTSU service in their organisation and did not necessarily have the same access to emails as an option to contact their FTSU network.
- **Workers on lower pay bands** had also been identified in responses to this question, along with administrative and clerical staff.
- **Students** were identified as a group who faced barriers to speaking up. For example, a respondent to the survey shared an example where a university had informed students that the FTSU service in the organisation was not for them, and that the FTSU Guardians were too busy to help students. The respondent explained that they had engaged with the course leads to promote the FTSU service among students.
- **Junior doctors on rotation, part-time workers, night shift workers and community-based workers** were also mentioned by FTSU Guardians as facing barriers to speaking up.

A respondent said that all workers can face barriers to speaking up in different ways.

112 respondents

### **Actions to support groups facing barriers to speaking up**

Respondents reported taking a variety of different actions to help support the groups identified as facing barriers to speaking up, such as:

- **Joining and working with staff networks and forums** was a common way for respondents to support these groups of workers. Respondents were also working with equality and diversity leads to spread awareness of the FTSU service.
- **Ensuring FTSU Champions and Ambassadors were from diverse ethnic backgrounds and job roles** was also mentioned, with ongoing recruitment for new champions and ambassadors occurring in many organisations.



- **Flexible ways to raise awareness of the FTSU service to help reach those without IT access** were being explored by respondents. These included the use of more posters and cards being given out with details about FTSU, and increased walkarounds within the organisation to increase visibility. Walkarounds had also been expanded by some respondents to include satellite sites.
- **Online drop-in sessions** were being utilised as an alternative to pandemic-related restrictions on workarounds in some cases. Respondents were also generally increasing communications about the FTSU service.
- **Staff inductions** were being attended by respondents, or others in their local FTSU network, to reach new starters and ensure they were aware of the service. Respondents were also trying to attend more team meetings for different groups, though this had been hampered by pandemic-related restrictions.
  - *“Work was planned to work more closely with some of the above groups but unfortunately much of it has been paused due to COVID-19.”*
- **Information was being shared, by FTSU Guardians, with chief executives and boards** regarding groups facing barriers to speaking up to ensure they further support efforts to support groups facing barriers to speaking up.

Responses also indicate that FTSU Guardians were working to reach out to these groups and empower workers to feel they can speak up, including working with line managers and senior leaders to create a more positive speaking up culture.

113 respondents

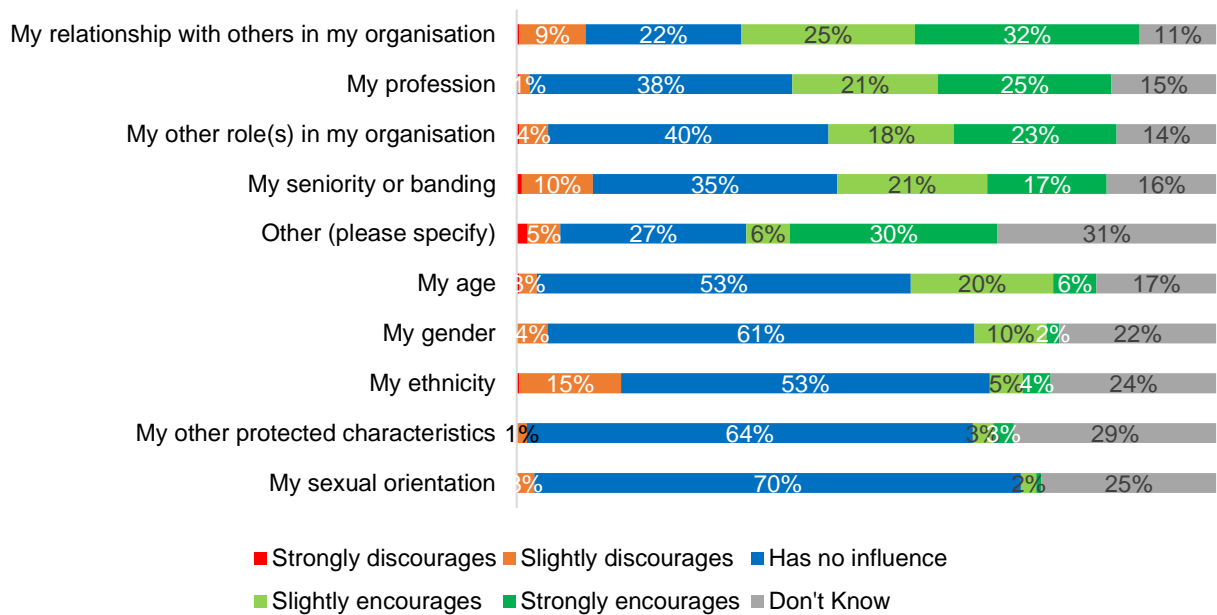
### **Characteristics of Freedom to Speak Up Guardians**

Freedom to Speak Up (FTSU) Guardians play an important role as an alternative channel for workers to speak up, as well as working with others in their organisation to remove barriers to speaking up.

FTSU Guardians taking part in the survey were asked to what extent they thought that different personal characteristics influenced whether workers spoke up to them and to what extent these factors affected their ability to carry out their roles.

Most respondents reported that age, ethnicity, gender, sexual orientation and their other protected characteristics had no influence on whether workers spoke up to them.

Fifteen per cent (15%) thought their ethnicity discouraged (slightly or strongly) workers to speak up to them, compared to 9 per cent who felt it encouraged workers to speak up to them (see figure 44, below).



**Figure 364.** To what extent do you think the following factors influence whether workers speak to you?

Over half (57 per cent) of respondents believed that their relationship with others in the organisation encouraged (slightly or strongly) workers to speak up to them.

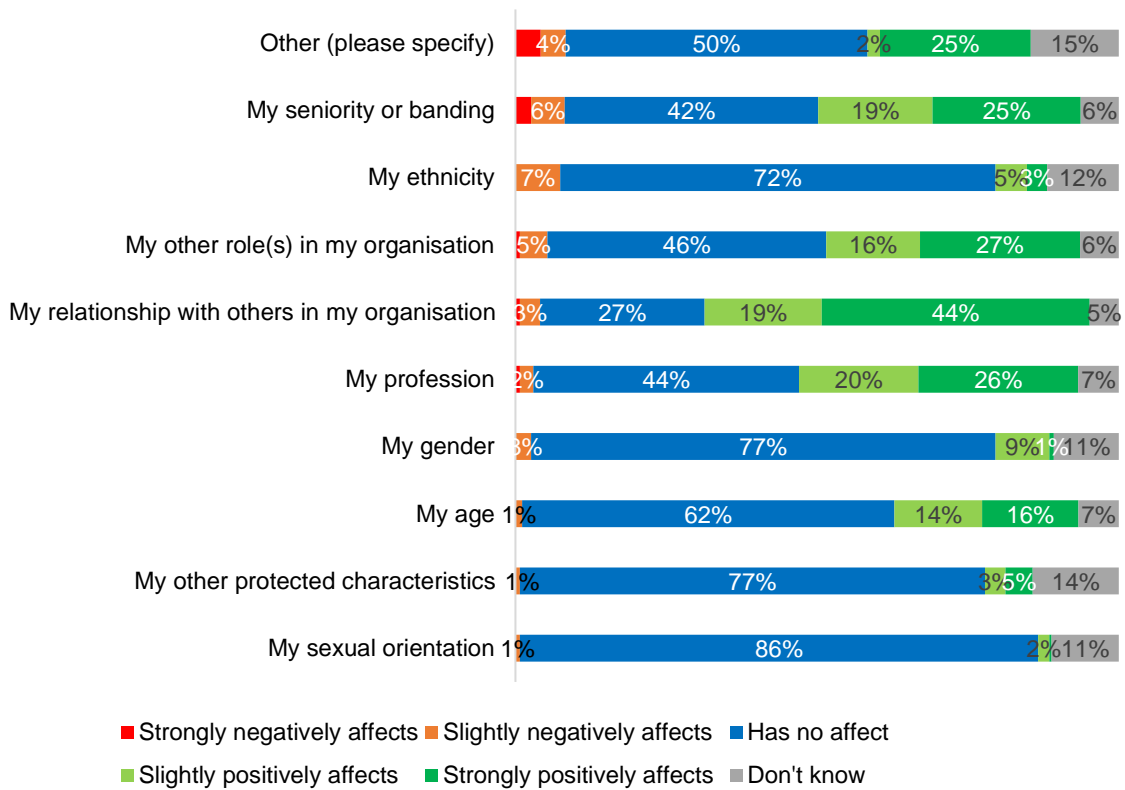
Thirty-eight per cent (38%) of respondents felt their seniority or banding encouraged workers to speak up to them, while 35 per cent felt it had no influence and 11 per cent felt it discouraged speaking up from workers.

Forty-six per cent (46%) of respondents felt their profession encouraged workers to speak up to them compared to one per cent who felt it discouraged this.

277 respondents

FTSU Guardians were asked about the same characteristics and how it affected their ability to carry out the FTSU Guardian role.

Relationships with others in the organisation was adjudged to have the highest positive affect on respondents' ability to carry out their role, with 63 per cent of respondents reporting that it had strongly or slightly positive affected their ability to carry out the role (see figure 45, below).



**Figure 375.** To what extent do you think the following factors affect your ability to carry out your role as a Freedom to Speak Up Guardian?

Seven per cent (7%) of respondents thought their ethnicity negatively (strongly or slightly) affected their ability to carry out the FTSU Guardian role. However, 72 per cent felt it had no effect.

Nine per cent (9%) of respondents felt their seniority or banding negatively affected their ability to carry out the role. However, 44 per cent felt it had a positive effect on their ability to carry out the role and 42 per cent felt it had no impact.

270 respondents

We will publish a follow up report in the upcoming year (2021/2022) with more detailed analysis on characteristics of FTSU Guardians.

# Appendix 1:

## Freedom to Speak Up Guardian Survey 2020 Question List

<b>SECTION 1: ABOUT YOU AND WHAT YOU DO</b>	
1.1	How were you appointed as a Freedom to Speak Up Guardian?
1.2	How long have you been in post?
1.3	Do you have another role?
1.4	If 'yes' please describe your occupational group
1.5	What grade or band are you?
1.6	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)?
1.7	Has the amount of ring-fenced time available to you changed over the last 12-months?
1.8	Do you gather feedback on your performance?

<b>SECTION 2: SUPPORT AND NETWORKING</b>	
2.1	Are you part of a network of Freedom to Speak Up Guardians / champions / ambassadors etc. in your organisation?
2.2	If yes, approximately how many people are in your organisation's network?
2.3	Do you have direct access to your CEO (or equivalent)?
2.4	Do you have direct access to the Non-Executive Director (or equivalent) who has speaking up as part of their portfolio?
2.5	Do you have sufficient access to other Board members (or equivalent) to enable you to fully carry out your responsibilities as FTSU Guardian?
2.6	Do you present reports to Board meetings (or equivalent) in person?
2.7	Is there a non-pay budget for FTSU activities in your organisation?
2.8	To what extent do you agree or disagree with the following statements: <ul style="list-style-type: none"> <li>• I feel valued by senior leaders in my organisation</li> <li>• I feel valued by middle-managers in my organisation</li> <li>• I feel valued by workers in my organisation</li> <li>• I feel valued by the individuals I support</li> </ul>

<b>SECTION 3: ABOUT YOUR ORGANISATION</b>	
3.1	What sort of organisation do you work in?
3.2	What service/s does your organisation provide?
3.3	What is the size of your organisation, in terms of numbers of workers?

3.4	What NHS England region is your organisation based in?
3.5	How many sites is your organisation based on?
3.6	What is your organisation's current CQC rating?
3.7	Over the last year, has this rating gone up, stayed the same, or gone down?
3.8	<p><i>The National Guardian's Office publishes the annual 'Freedom to Speak Up (FTSU) Index'. The FTSU Index is based on questions from the NHS Staff Survey and is a metric for organisations to monitor their speaking up culture. See <a href="#">here</a> for the 2020 FTSU Index report.</i></p> <p>For Trusts and Foundation Trusts only: In which range did your organisation score in the 2020 Freedom to Speak Up Index?</p>

#### SECTION 4: NATIONAL GUARDIAN'S OFFICE COMMUNICATION

4.1	<p><i>The National Guardian's Office (NGO) publishes various communications. We want to know how useful these are to you and how regularly you read them.</i></p> <p>In the past 12 months, how many of the webinars hosted by the NGO have you watched? This includes watching them live or catching up with them afterwards.</p>
4.2	<p>Did any of the following play a role in whether you watched webinars hosted by the NGO? Please tick all those that apply.</p> <ul style="list-style-type: none"> <li>• I did not have the time</li> <li>• I did not find the subject matter useful</li> <li>• I was not aware of them</li> <li>• None of the above apply</li> </ul>
4.3	How often do you read the NGOs fortnightly bulletins to Freedom to Speak Up Guardians?
4.4	<p>Have any of the following play a role in whether you read bulletins from the NGO? Please tick all those apply.</p> <ul style="list-style-type: none"> <li>• I have not had the time</li> <li>• I have not found the content useful</li> <li>• I have not received them</li> <li>• None of the above apply</li> </ul>

#### SECTION 5: NGO COVID-19 SURVEYS

5.1	<i>Between April to June 2020, the NGO carried out monthly pulse surveys to find out more about the impact the pandemic was having</i>
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	<p><i>on Freedom to Speak Up. All those on the NGO's directory of FTSU Guardians were invited to take part in the survey.</i></p> <p>How many of the NGO's pulse surveys did you take part in?</p>
5.2	<p>Did any of the following play a role in whether you took part in the NGO's pulse surveys? Please tick all those that apply.</p> <ul style="list-style-type: none"> <li>• I did not have the time</li> <li>• I found the surveys confusing</li> <li>• I did not receive an invitation to take part</li> <li>• None of the above apply</li> </ul>

## SECTION 6: TRAINING

6.1	Is training about FTSU available to workers in your organisation?
6.2	<p>If yes:</p> <p>How effective do you think that training is in enabling workers to speak up well and respond to matters raised appropriately?</p>
6.3	<p>Do workers have sufficient time to undertake training to enable them to speak up well and respond to matters raised appropriately?</p> <p>AND</p>
6.4	Do you have any comments about training on FTSU in your organisation?

## SECTION 7: DETRIMENT

7.1	<p><i>Workers may sometimes experience detriment for speaking up. Detriment can be described as any treatment which is disadvantageous or demeaning.</i></p>
7.2	<p>In the past 12 months, have you handled a speaking up case involving detriment for speaking up?</p> <p>If yes -</p>
7.3	<p>Please summarise the perceived detriment in the case(s) you handled. Please do not use information (including names) that could identify individuals.</p> <p>Of the cases reported to you that involve detriment for speaking up, to what extent are the following groups indicated as a source of detriment.</p> <ul style="list-style-type: none"> <li>• Board (or equivalent)</li> <li>• Senior management</li> </ul>

	<ul style="list-style-type: none"> <li>• Middle management</li> <li>• Line managers</li> <li>• Co-workers/peers</li> <li>• Patients, customers or clients</li> <li>• Other</li> </ul>
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**SECTION 8: GROUPS FACING BARRIERS TO SPEAKING UP**

8.1	<p><i>Sir Robert Francis' Freedom to Speak Up Review found there were some groups who faced particular barriers to speaking up.</i></p>
8.2	<p>Have you identified any group(s) of workers who face particular barriers to speaking up in your organisation?</p> <p>If 'yes' - How have you identified this group(s)?</p>
8.3	<p>What group(s) have you identified as facing barriers to speaking up?</p>
8.4	<p>What, if any, action have you taken in response to support the groups you have identified?</p>

**SECTION 9: FACTORS INFLUENCING SPEAKING UP AND AFFECTING FREEDOM TO SPEAK UP GUARDIANS**

9.1	<p><i>Some people may find it easier to speak up to certain people. There are a wide range of reasons why this might be the case.</i></p> <p>To what extent do you think the following factors influence whether workers speak to you? Please tick all that apply.</p> <ul style="list-style-type: none"> <li>• My age</li> <li>• My ethnicity</li> <li>• My sexual orientation</li> <li>• My gender</li> <li>• My other protected characteristics</li> <li>• My relationship with others in my organisation</li> <li>• My seniority or banding</li> <li>• My other role(s) in my organisation</li> <li>• My profession</li> <li>• Other (please specify)</li> </ul>
9.2	<p><i>Freedom to Speak Up Guardians support workers to speak up and work to effect culture change so speaking up becomes business as usual.</i></p> <p>To what extent do you think the following factors affect your ability to carry out your role as a Freedom to Speak Up Guardian?</p> <ul style="list-style-type: none"> <li>• My age</li> <li>• My ethnicity</li> <li>• My sexual orientation</li> <li>• My gender</li> </ul>

	<ul style="list-style-type: none"> <li>• My other protected characteristics</li> <li>• My relationship with others in my organisation</li> <li>• My seniority or banding</li> <li>• My other role(s) in my organisation</li> <li>• My profession</li> <li>• Other (please specify)</li> </ul>
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<b>SECTION 10: FREEDOM TO SPEAK UP IN YOUR ORGANISATION</b>	
10.1	<p>How far do you agree or disagree with the following statements?</p> <ul style="list-style-type: none"> <li>• I have sufficient time to carry out my Freedom to Speak Up responsibilities</li> <li>• I am confident that I am meeting the needs of staff in my organisation</li> <li>• My senior management team supports me</li> <li>• My Chief Executive (or equivalent) supports me</li> <li>• I have access to the support I need</li> <li>• I have access to the budget I need</li> </ul>
10.2	<p>How far do you agree or disagree with the following statements?</p> <ul style="list-style-type: none"> <li>• The Freedom to Speak Up Guardian role is making a difference</li> <li>• My organisation has a positive culture of speaking up</li> <li>• Speaking up is taken seriously in my organisation</li> <li>• There are significant barriers to speaking up in my organisation</li> <li>• My organisation is actively tackling barriers to speaking up</li> <li>• People in my organisation do not suffer detriment as a result of speaking up</li> <li>• Managers support staff to speak up</li> <li>• Senior leaders support staff to speak up</li> </ul>
10.3	<p>Here are a number of aspects of FTSU, please indicate whether you feel that each aspect is improving, staying the same, or getting worse:</p> <ul style="list-style-type: none"> <li>• Confidence in the FTSU Guardian role amongst senior leaders</li> <li>• Confidence in the FTSU Guardian role amongst middle managers</li> <li>• Confidence in the FTSU Guardian role amongst workers generally</li> <li>• Positive feedback from workers approaching FTSU Guardians</li> <li>• Engagement of Board members (or equivalent) in FTSU matters</li> <li>• Taking action in response to reports of detriment for speaking up</li> </ul>



	<ul style="list-style-type: none"> <li>• Cooperation across the organisation in responding to FTSU matters</li> <li>• The use of learning from FTSU matters to make improvements</li> <li>• Clarity of policies and processes related to FTSU</li> <li>• Awareness of the FTSU Guardian role</li> <li>• Reach across the organisation achieved through the local FTSU Guardian / champion network</li> <li>• Representation of diverse groups amongst the local FTSU Guardian / Champion network</li> </ul>
10.4	<p>Which of these statements best describes how Freedom to Speak Up culture in <u>your organisation</u> has changed in the last 12 months?</p> <ul style="list-style-type: none"> <li>• Freedom to Speak Up culture in my organisation has improved considerably over the last 12 months</li> <li>• Freedom to Speak Up culture in my organisation has improved slightly over the last 12 months</li> <li>• Freedom to Speak Up culture in my organisation has not changed over the last 12 months</li> <li>• Freedom to Speak Up culture in my organisation has become slightly worse over the last 12 months</li> <li>• Freedom to Speak Up culture in my organisation has become considerably worse over the last 12 months</li> </ul>

### SECTION 11: FREEDOM TO SPEAK UP IN THE NHS

11	<p>Which of these statements best describes how you think Freedom to Speak Up culture <u>in the NHS</u> has changed in the last 12 months?</p> <ul style="list-style-type: none"> <li>• Freedom to Speak Up culture in the NHS has improved considerably over the last 12 months</li> <li>• Freedom to Speak Up culture in the NHS has improved slightly over the last 12 months</li> <li>• Freedom to Speak Up culture in the NHS has not changed over the last 12 months</li> <li>• Freedom to Speak Up culture in the NHS has become slightly worse over the last 12 months</li> <li>• Freedom to Speak Up culture in the NHS has become considerably worse over the last 12 months</li> </ul>
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### SECTION 12: BACKGROUND INFORMATION

12.1	About you :Gender
12.2	Age
12.3	What is your ethnic background?
12.4	Which of the following best describes how you think of yourself?
12.5	What is your religion?
12.6	Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?

12.7	<p>If YES</p> <p>Has your employer made adequate adjustment(s) to enable you to carry out your work?</p>
12.8	<p>Parental / caring responsibilities</p> <p>Do you have any children aged from 0 to 17 living at home with you, or who you have regular caring responsibility for?</p>
12.9	<p>Do you look after, or give any help or support to family members, friends, neighbours or others because of either: long term physical or mental ill health / disability, or problems related to old age?</p>