# Well-led and Freedom to Speak Up

‘There is a clear correlation between positive speaking up cultures and CQC ratings.’

- Which Key-lines of enquiry apply?
- What information can we gather through discussion at executive level?
- What does the FtSUG tell us?
- What do staff in core service areas tell us?
- What documentary evidence inspectors are looking for?

# Well-led and Freedom to Speak Up

Key line of enquiry:

W3.5: ‘Does the culture encourage candour, openness and honesty at all levels within the organisation, including with people who use services, in response to incidents? Do leaders and staff understand the importance of staff being able to raise concerns without fear of retribution, and is appropriate learning and action taken as a result of concerns raised?’

S6: ‘Are lessons learned and improvements made when things go wrong?’

# Freedom to Speak Up Guardians

- Freedom to Speak Up Guardians provide an additional route for workers to speak up.
- They should not replace existing channels such as line management, human resources, patient safety teams or incident reporting systems.
- They ensure people who speak up to them are thanked, the issues they raise are responded to and feedback on actions taken is given to the person speaking up.
- FtSUG work throughout the organisation to identify ways to improve the speaking up culture.
- Report to the executive leaders on barriers to speaking up and themes to encourage learning and improvement.

# Organisational Level Guidance

- Do staff feel able to raise concerns?
- What are the outcomes from Freedom To Speak Up?
- Do staff feel equally valued and included in the providers vision?
- Is the provider signed up to Tackling bullying in the NHS – a collective call to action? If so, what measurable action is taking place and how is progress being monitored?

# Leadership

- Are senior leaders aware of NGO and NHS E/I guidance?
- Are individual board members aware of their collective and individual responsibilities around speaking up?
- Can senior leaders demonstrate they listen when workers speak up to them and act on this, including providing feedback on how they respond to matters raised?
- How do senior leaders respond when workers say they have received detriment for speaking up?  Can they evidence action taken?
- Is there a systematic process of measuring culture within the organisation, with FTSU as an integral part of this?
- How do senior leaders learn from other organisations and keep up-to-date with good practice, for example from case review reports published by the NGO?

# Speaking up processes and governance

- Is there a FTSU policy? How has the provider ensured this is in line with the NHS E/I standard integrated policy?
- How does the executive team know whether workers, including those who may be agency workers or bank staff, or those that have limited access to the organisation's intranet, are aware of the policy and feel comfortable using it?
- What steps have been taken to ensure all parties cited in the policy are aware of their responsibilities and confident in following them? What training have they received?
- Are reports on speaking up regularly discussed at Board level (or equivalent) with clear actions to demonstrate learning and improvement?

# FTSU Guardian role

- Has the FTSU Guardian role been implemented in line with the NGO job description?  Was a fair and open appointment process used?
- Is there evidence to show the FTSU Guardian is aware of their roles and responsibilities and carrying them out?
- Is the FTSU Guardian on the NGO directory  and have they received training in line with NGO requirements?
- Have any potential conflicts in the FTSU Guardian role been considered and responded to?
- How has the amount of ring-fenced time needed to carry out the full responsibilities set out in the NGO FTSU Guardian job description been considered and agreed? How often is this reviewed?

# FTSU Guardian role- continued

- Does the FTSU Guardian report to the organisation's Chief Executive and have regular and free access to Board members?
- Does the FTSU Guardian present reports in person to the Board?
- Does the FTSU Guardian keep records and information in line with NGO guidance and do they gather feedback from workers who speak up?
- Does the FTSU Guardian play an active role in the wider FTSU Guardian network and provide data and other information to the NGO regularly?
- Has the FTSU Guardian assessed workers who may face particular barriers to speaking up ('vulnerable groups') and taken action to support these groups?

# Worker experience

- How do you evaluate whether workers feel free to speak up and confident that positive action will be taken as a result?
- Do workers receive regular communications and/or training encouraging them to speak up and explaining how to do so?
- How do you evaluate whether workers are aware of who their FTSU Guardian is and feel confident contacting them should they wish? What steps have you taken to improve this?
- Are workers regularly asked their views on FTSU, for example through surveys? How do you use this information for learning and improvement and feed this back to your workforce?

# CQC Evidence

- Interviews with senior managers and Board members & FTSU lead
- Equality strategy
- WRES data and analysis
- WDES data and analysis
- Staff handbook and corporate induction
- Staff complaints procedures and policies
- Freedom to Speak Up policy
- Performance management framework and disciplinary procedures
- Staff surveys, in particular look for trends in surveys bullying and harassment.