
Culture is a patient safety issue

A SUMMARY OF SPEAKING UP TO FREEDOM TO SPEAK UP GUARDIANS

1 April 2023 – 31 March 2024



**National
Guardian**

Freedom to Speak Up

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About the National Guardian’s Office

The National Guardian’s Office works to make speaking up become business as usual to effect cultural change in the NHS.

The office leads, trains and supports a network of Freedom to Speak Up guardians in England and provides learning and challenge on speaking up matters to the healthcare sector, including through its Speak Up Reviews.

The role of Freedom to Speak Up guardians and the National Guardian were established in 2016 following the events at Mid-Staffordshire NHS Foundation Trust and recommendations from Sir Robert Francis’ Freedom to Speak Up Inquiry.

There are now over 1,200 Freedom to Speak Up Guardians in NHS primary and secondary care and independent sector organisations, national bodies and elsewhere that ensure workers can speak up about any issues impacting on their ability to do their job.

www.nationalguardian.org.uk

Foreword



This year Freedom to Speak Up guardians have handled more cases than ever before. Over 30,000 cases have been raised with them - a 27.6 per cent increase on last year.

This is credit to the efforts made by guardians to foster trust and break down barriers to speaking up within their organisations. Four fifths of those who gave feedback to their guardian about their speaking up experience, said that they would speak up again.

There remains a persistent number of cases where guardians indicate that the person speaking up to them may be experiencing detriment for speaking up. As a percentage, this remains at 4 per cent, but given the increase in numbers, this equates to 1,285 cases.

Freedom to Speak Up guardians are often the last opportunity for an organisation to put something right. Recent high-profile cases highlight the negative reputational impact which mistreating people for speaking up can have on organisations. And yet these stories persist, that the organisation was more interested in its reputation than in listening to the concerns or acting on them. And there is no more chilling example than the crimes of Lucy Letby which are the focus of the current Thirlwall Inquiry.

I am hearing increasingly of instances of guardians facing detriment themselves for doing the very job that they have been employed to do: speaking truth to power and having the courage to have difficult conversations. While I hope that these are outliers, mistreating a guardian for raising concerns cannot be tolerated. A priority for me is to see how we might seek further protection of Freedom to Speak Up guardians from detriment for doing their role.

People come to their guardians for a number of reasons. Nearly two in every five cases (38.5%) involved an element of inappropriate behaviours and attitudes. This matters because we know that working environments effect quality and safety; they impact on staffing, on retention, and ways of working. In healthcare, we are in the relationships business: every interaction - whether patient, family member, or colleague - makes a difference to lives and outcomes. Culture is a patient safety issue.

We are seeing an increase in cases raised which involved an element of worker safety or wellbeing - one in every three cases raised (32.3%) compared with one in every four cases (27.6%) in 2022/23. Worker safety is of increasing significance when we consider that three quarters of respondents to the NHS Staff Survey who had experienced physical violence said that they or a colleague reported it, but that only half who had experienced harassment, bullying or abuse said the incident was reported.

The [Freedom to Speak Up National Policy](#) encourages workers to speak up – and yet guardians tell us there is a disconnect between listening to concerns and actions

being taken. As one guardian said: *“Speaking up is becoming more common in the workplace ... but the next phase of the process, actually hearing and appreciating a concern and following up is a concern in itself.”*

All Freedom to Speak Up guardians should be reporting to their boards and senior leadership teams regularly. For organisations wishing to problem sense issues before issues become crises, this will be a matter of good practice. There are organisations which have been on the wrong end of news stories, but whose board reports from their guardians have signalled the oncoming storm well in advance.

I would urge all leaders to use this information as a springboard for asking curious questions.

- What are people coming to your Freedom to Speak Up Guardian about?
- What are you doing about what they are hearing?
- How can you better address workers’ concerns?
- How does this data compare with your staff survey and other speaking up data?
- How can you improve confidence in speaking up through all available routes and your response to it?
- Who are you not hearing from and what more can you do to ensure that you do?
- Do your Freedom to Speak Up guardian(s) have the time, resources and support they need?

My final message is for our new government. If we are to truly make speaking up business as usual in healthcare, we need to address the feeling that when people speak up, nothing happens as a result. For many of our healthcare leaders there is a frustration that they themselves have been escalating concerns about safety, staffing, infrastructure, cyber security, resources, and yet their pleas for support have been met with silence.

If we do not listen, a dangerous vacuum of apathy is created, where important matters go unsaid. As one guardian reported: *“staff are very reluctant to give their names as speaking up is not encouraged or they do not get it resolved, so get tired of raising the same issues over and over again.”*



Dr Jayne Chidgey-Clark
National Guardian for the NHS

Introduction

Listening to the voices of workers is essential for a safe and effective healthcare for workers, patients, and the public. Freedom to Speak Up guardians provide an opportunity for organisations to learn from these voices which may not otherwise be heard. They work to ensure that concerns are addressed and support their organisations in fostering a culture of openness and improvement.

Freedom to Speak Up guardians are required to report non-identifiable information on the cases they receive both locally to their boards and senior leadership and to the National Guardian's Office.¹ This information is essential in helping us understand the impact of the Freedom to Speak Up Guardian role.

This report summarises the data shared by guardians about the speaking up cases they received between 1 April 2023 and 31 March 2024.

The vital role of Freedom to Speak Up guardians

In 2023/24, a record number of cases were raised with guardians, highlighting their critical role in supporting workers to speak up when they do not feel able to in other ways. They ensure that people who speak up are thanked, that the issues they raise are responded to, and make sure that the person speaking up receives feedback on the actions taken. Guardians also work proactively to support their organisation to tackle barriers to speaking up.

There are now over 1,200 Freedom to Speak Up guardians in NHS primary and secondary care and independent sector organisations, national bodies and elsewhere that ensure workers can speak up about anything which has an impact on their ability to do their job.

Many of the cases raised with guardians highlight the pressures on the healthcare system. People have spoken up about systemic matters, in particular staffing levels and the impact this is having on wellbeing as well as other issues including incivility between colleagues, and patient safety concerns.

This report amplifies these voices of those workers, bringing them together to form a national picture of who is speaking up to guardians and what they are speaking up about.

Using data for improvement

The National Guardian's Office shares this data with NHS England to incorporate the data guardians share with us into the [Model Health System](#). This allows leaders of healthcare organisations to compare this speaking up data with other metrics, to inform reflections on organisational culture and plans for improvement. Our joint guidance with NHS England on [Freedom to Speak Up](#) gives some suggestions of sources of data to help inform these conversations.

¹ The National Guardian's Office sets this [requirement](#) for all guardians as outlined in national guidance. The Care Quality Commission evaluates this reporting when assessing organisations it regulates as part of its [assessment framework](#).

Numbers tell part of the story. Behind these case numbers are the very human experiences of workers wanting to do their best for their patients and colleagues. We continue to share stories in our [100 Voices](#) initiative which showcase the difference which Freedom to Speak Up can make to people, patients and organisations

Headlines 2023/24

TOTAL CASES



32,167 cases

were raised with
Freedom to Speak Up Guardians
In 2023/24

The highest number of cases recorded – a 27.6% increase from 2022/23.

PATIENT SAFETY AND QUALITY

18.7% of cases raised included an element of patient safety/quality

a marginal drop compared to 2022/23 (19.4%).



BULLYING AND HARRASSMENT

19.8% of cases reported included an element of bullying or harassment.

A 2-percentage point fall compared to 2022/23.



WORKER SAFETY AND WELLBEING

One in every three cases raised (32.3%) involved an element of worker safety or wellbeing.

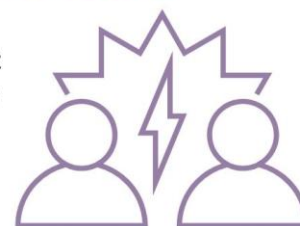
An increase from one in every four cases (27.6%) in 2022/23.



INAPPROPRIATE BEHAVIOURS

Two in every five cases (38.5%) involved an element of inappropriate behaviours and attitudes.

The most reported theme in 2023/24.



ANONYMOUS CASES

The percentage of cases which were raised anonymously is ten percent (9.5%).

This was similar to the percentage raised anonymously in 2022/23 (9.4%).



DETRIMENT

Detriment for speaking up was indicated in 4.0% of cases.

This is the same as in 2022/23.



FEEDBACK



Four-fifths (79.8%) of those who gave feedback said they would speak up again.

PROFESSIONAL GROUPS



Workers from a range of professional groups spoke up to Freedom to Speak Up Guardians.

Nurses and midwives accounted for the biggest portion (28.3%) of cases raised.

Total cases

Freedom to Speak Up guardians reported receiving 32,167 speaking up cases in 2023/24, a 27.6 per cent increase from 25,209 cases reported in 2022/2023 (Figure 1).

In total, over 133,000 cases have now been reported to guardians since their establishment in 2016.

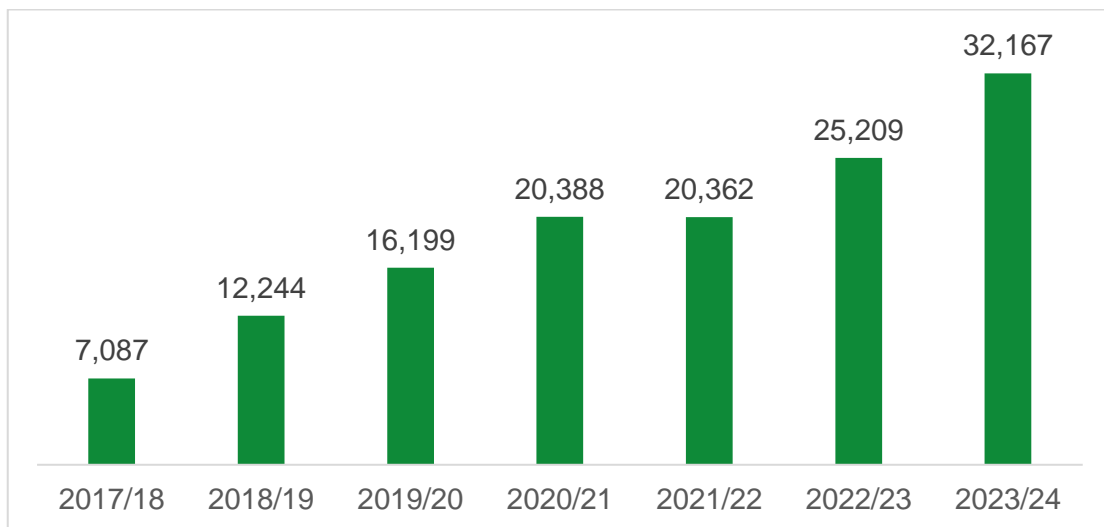


Figure 1. Total cases raised with Freedom to Speak Up guardians

October to November (or quarter 3 of the financial year) has had the highest number of cases every year since 2018/2019, which may be due to the awareness raising which takes place during Speak Up Month every October. 2023/24 was no different. In fact, Q3 2023/24 saw the highest number of cases (9,138) raised with Freedom to Speak Up guardians in a single quarter since we started collecting this data in 2016/17.

Who is speaking up to Freedom to Speak Up guardians?

The Freedom to Speak Up Guardian role was first introduced into NHS trusts and has expanded to other types of organisations since then. In April 2020, there were 555 Freedom to Speak Up guardians on the National Guardian’s Office’s directory and most of them (73.2%, 406) were supporting NHS trusts. By March 2024, the number of Freedom to Speak Up guardians had increased to 1,188, with just over a third (34.4%, 409) supporting NHS trusts.

There has been an increase in the number of organisations with guardians that are not NHS trusts. Much of this growth was within primary medical services with a fifth (21.8%) of registered guardians now representing this sector (see Figure 2, below). These figures include guardians that support Primary Care Networks, GP Federations, GP practices, dentists, pharmacies and opticians.

Notwithstanding this diversity in the range of organisations supported by today’s Freedom to Speak Up Guardian network, most cases reported in 2023/24 were raised with Freedom to Speak Up guardians supporting NHS trusts (90.8%, 29,204 cases) (see **Figure 2**, below). This is likely in part because of its earlier establishment in NHS trusts; the role is far more embedded in those organisations.

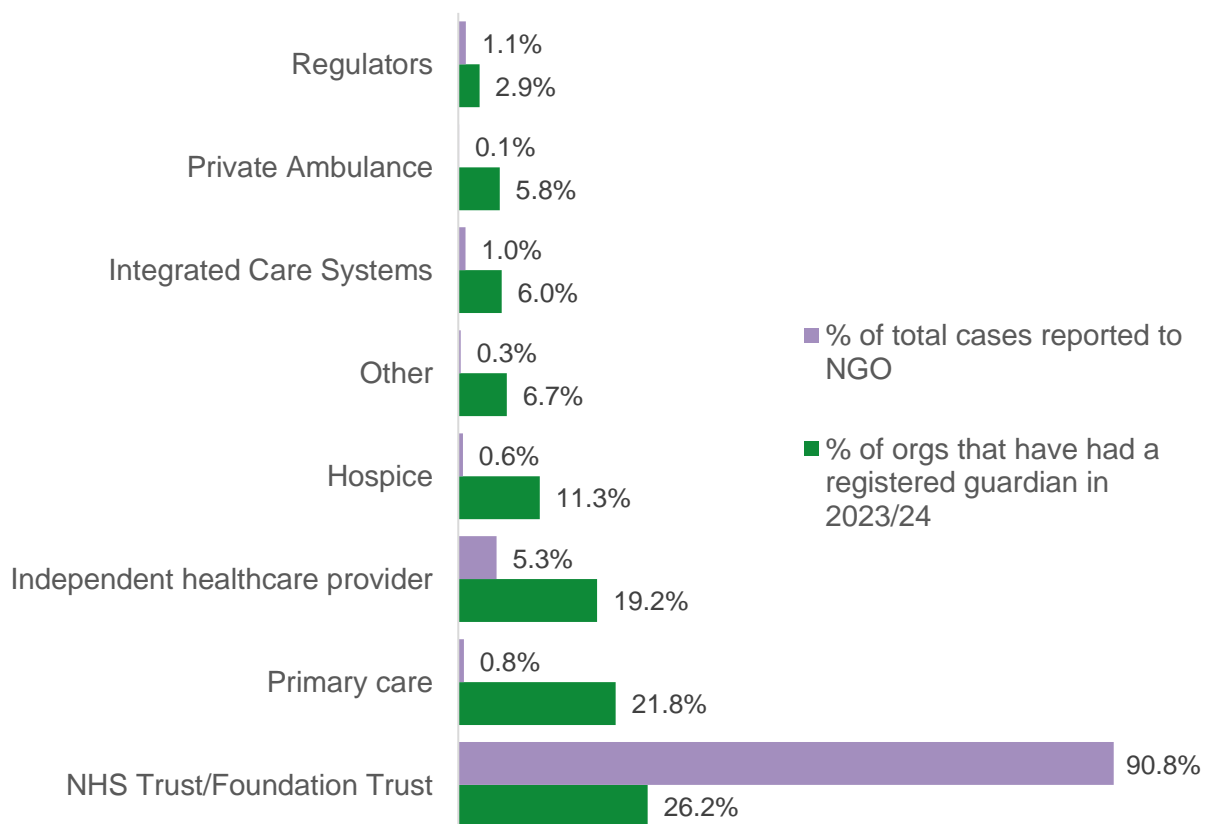


Figure 2. Proportion of total cases represented by organisation type for 2023/24

In 2023/24, 230 organisations of those registered on the National Guardian’s Office directory did not submit any data and 27 NHS trusts did not submit data for either one or two quarters.

Non-submission affects our understanding of the implementation of the guardian role and our ability to support, lead, and train guardians. It also affects workers' confidence in the effectiveness of the guardian route in their organisation and limits the understanding of the speak up landscape for system partners.

The National Guardian’s Office will work with regulators to review how we monitor compliance with data submissions in 2024/25.

NHS trusts

On average, NHS trusts reported 36.3 cases in each quarterly submission². The maximum number of cases reported by an organisation in a single quarter was 142 however there were also six occasions when Freedom to Speak Up guardians reported that zero cases³ had been raised. All NHS trusts submitted data at least twice in 2023/24.

The average number of cases submitted by NHS trusts has increased for all types of organisations compared to 2022/23 (see Figure 3, below).

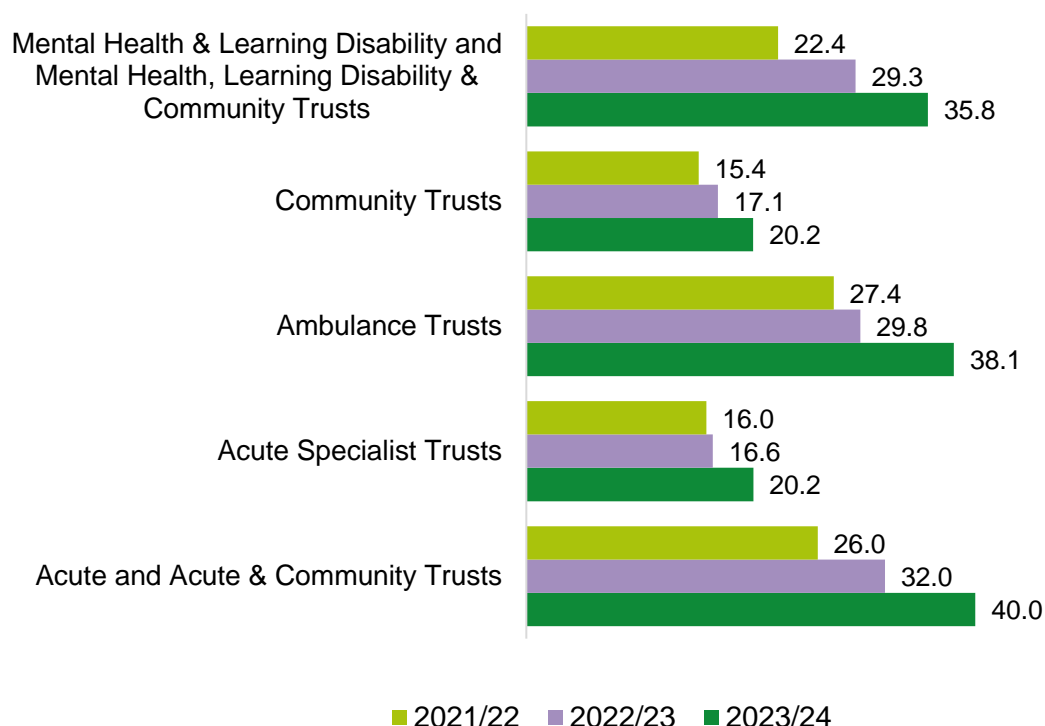


Figure 3. Average number of cases per submission by organisation type

² A submission is a quarterly submission by an organisation, this is not an average for the whole year. We have used this approach due to organisations not submitting in every quarter.

³ When a quarterly data submission was completed but with zero reported cases. This is different to where a quarterly data submission was not completed and the number of cases is unknown.

In 2023/24, more cases were raised with Freedom to Speak Up guardians in acute and acute/community combined trusts (see Figure 3, above) compared to other organisation types. Ambulance trusts submitted an average of 38.1 cases per quarter in 2023/24, an increase from 29.8 cases in 2022/23.⁴

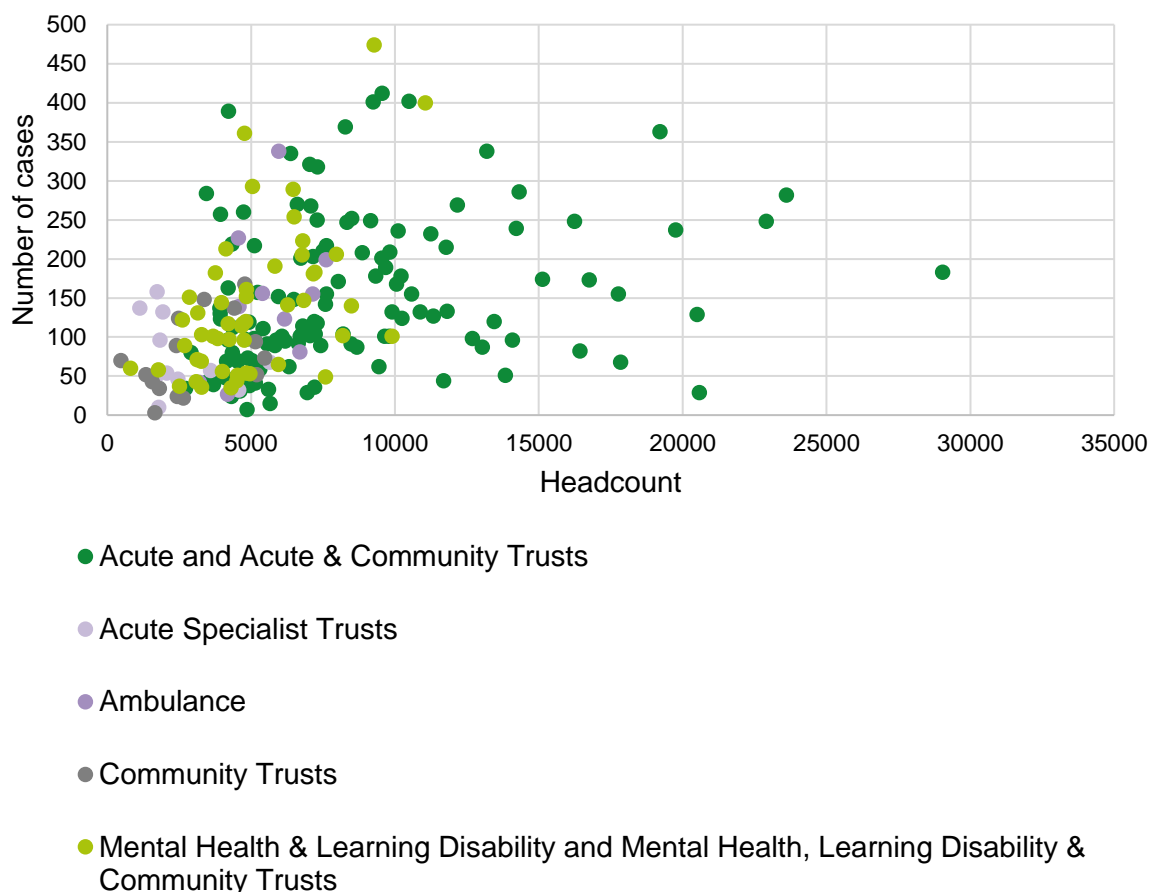


Figure 4. Headcount and total cases raised for NHS Trusts in 2023/24

There is a low relationship between the size of an organisation and the number of cases submitted (Figure 4, above), and organisations with a larger number of workers do not necessarily have more cases. There is more variability in how many cases the acute and acute & community trusts submit, while other sectors are more clustered together.

Acute specialist trusts had the highest average number of cases per 1,000 workers (33.0), while acute and acute & community trusts had the lowest average number of cases per 1,000 workers (17.5) (see Table 1, below).

⁴ In March 2023, the National Guardian’s Office published [Listening to Workers](#) – the report following its Speak Up review of NHS ambulance trusts in England. The increase in the number of cases raised with guardians suggests that our Speak Up review of ambulance trusts in England, published in February 2023, along with the resulting cultural improvement efforts, may have raised awareness of the guardians.

Sector	Average cases per 1,000 workers (headcount) (2023/24) ⁵
All Trusts	20.2
Acute and Acute & Community Trusts	17.5
Acute Specialist Trusts	33.0
Ambulance Trusts	26.8
Community Trusts	25.1
Mental Health & Learning Disability and Mental Health, Learning Disability & Community Trusts	27.5

Table 1, Average cases per 1,000 workers by NHS sector

Other organisations

There was an increase in cases reported by organisations other than NHS trusts in 2023/24. Nine per cent (9.2%, or 2,963) of cases were from organisations which were not NHS trusts compared to nearly eight per cent (7.9% or 1,990) in 2022/23.

The largest portion of these cases were raised with Freedom to Speak Up guardians in independent healthcare providers (1,710 cases) (see Table 2, below), a 97 per cent increase from 867 cases in 2022/23. The remaining cases were raised with Freedom to Speak Up guardians across a range of organisation types: National bodies (including arm's-length bodies and regulators), integrated care systems and hospices.

Sector	Total cases submitted (2023/24)	Average cases per submission (2023/24)
Independent healthcare providers	1,710	5.8
National bodies	341	10.7
Integrated care systems (inc. Integrated care boards)	322	3.0
Primary care services	245	0.9
Hospices	203	0.9

Table 2. Average cases per submission for organisations other than NHS trusts

In 2023/24, 409 organisations other than NHS trusts submitted data for at least one quarter however they were still less likely to report data to the NGO, despite national guidance. A reluctance to submit figures can be for several reasons, from fear of identifying those that speak up in small organisations, to perceived reputational damage in commercial organisations that provide NHS services.

To combat this reticence, the National Guardian's Office publish only high-level, summary figures which are non-identifiable and emphasise that there is no optimum number of cases. A high or low number does not necessarily indicate a healthier speaking up culture. For example, a relatively high number of cases could be due to an organisation having invested more in raising awareness and its Freedom to

⁵ [NHS workforce statistics - NHS England Digital](#)

Speak Up Guardian route. Low numbers could be a sign of a culture where line managers deal with concerns swiftly and where learning, not blaming, is the norm.

We will work with Freedom to Speak Up guardians in organisations which are not trusts to support them in reporting this information and to better understand the barriers to reporting data.

By January 2024, Integrated Care Boards (ICBs) were expected to have guardian arrangements in place, however there are still seven (17%) ICBs without a registered guardian on the National Guardian's Office's directory. The National Guardian's Office will work with NHS England to improve compliance of Freedom to Speak Up arrangements in ICBs and will reach out to those organisations that do not yet have a guardian in place to see what support may be required.

Ratings

The Care Quality Commission (CQC) regulates and inspects many of the organisations with Freedom to Speak Up guardians, both NHS and independent providers. The CQC gives one of four ratings to services they regulate: outstanding, good, requires improvement, and inadequate.

On average, Freedom to Speak Up guardians in lower rated NHS trusts received more speaking up cases each quarter. This trend has been observed since 2019/20 (see Figure 5, below)

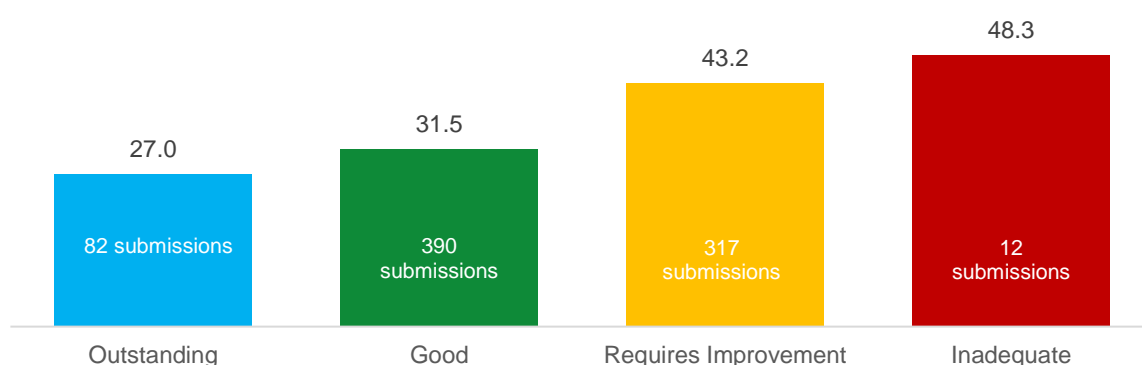


Figure 5 Average number of cases raised by NHS Trusts in 2023/24⁶ – by latest CQC overall rating⁷

Professional/Worker Groups

Registered nurses and midwives accounted for the biggest portion of cases (28.3%) raised with Freedom to Speak Up guardians in 2023/24(see figure 6, below). Data from NHS Digital⁸ showed that in February 2024, 27.9 per cent of workers in NHS hospital and community health services were registered nurses and midwives. While

⁶ A submission is a quarterly submission by a trust. In total, there were 805 submissions by NHS Trusts with CQC ratings. Data has been separated in this way due to some organisations not submitting data for all four quarters.

⁷ CQC ratings correct as of 10th April 2024

⁸ [NHS Workforce Statistics - February 2024 \(Including selected provisional statistics for March 2024\) - NHS England Digital](#)

these groups are not directly comparable, it suggests that the proportion of cases raised with guardians by this professional group is representative of their share of the workforce.

Administration and clerical staff accounted for the second largest portion of cases (21.3%, or 6,856 cases), a similar proportion to their share of the workforce (18.6%) in NHS hospital and community health services.

In last year’s annual data report⁹ we highlighted that additional clinical services (support to doctors, nurses & midwives, support to ambulance staff and support to scientific, therapeutic & technical staff) workers were potentially under-represented when examining the proportion each worker group that had raised cases with guardians. Encouragingly, in 2023/24, a greater proportion of cases were raised by this group this year (11.3%, or 3,632 cases up from 9.8% in 2022/23) (see Figure 6 below). Additional clinical services represent 21.2 per cent of the NHS workforce.¹⁰

Potentially of more concern is the smaller proportion of medical and dental workers (6.1%, or 1,955 cases) who are speaking up to Freedom to Speak Up guardians. This group represents 10.5 per cent of the NHS workforce, a higher proportion than those workers who are using their Freedom to Speak Up guardians as a route to speak up. The NHS Staff Survey 2023¹¹ also highlighted that medics confidence in speaking up has continued to deteriorate, particularly for raising clinical practice concerns and feeling that they will be addressed.

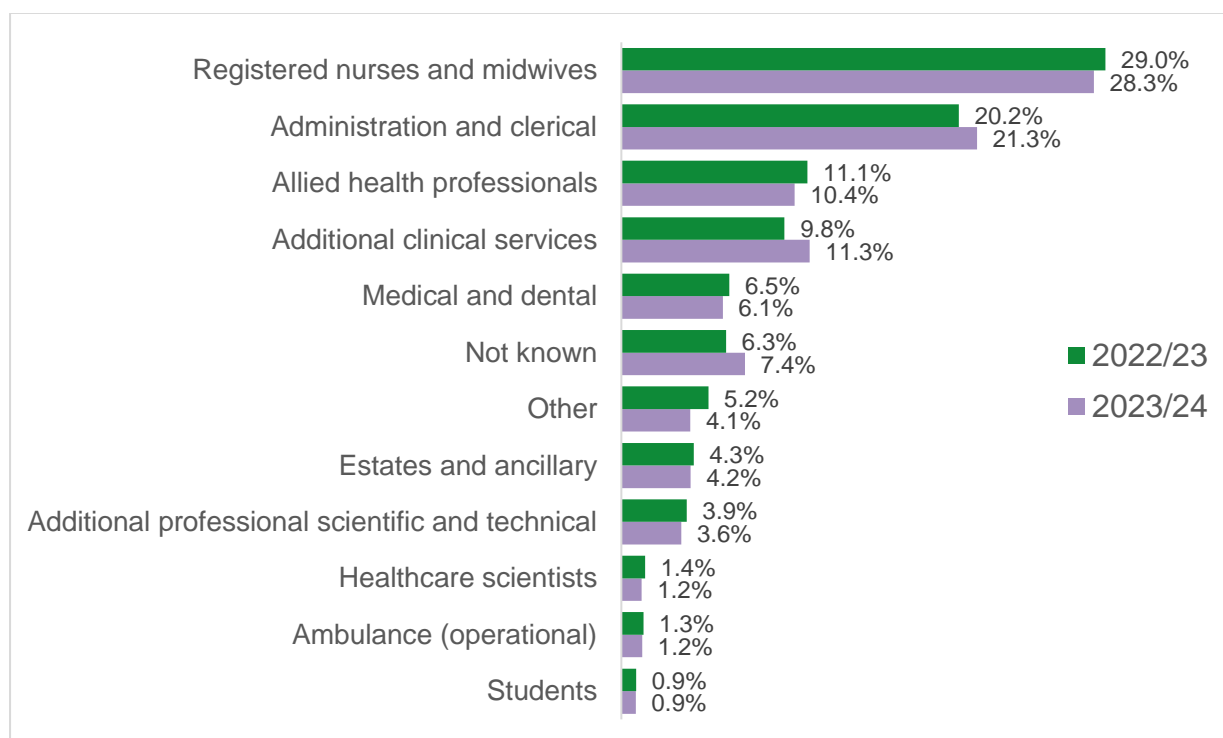


Figure 6, Proportion of cases raised by professional/worker group for 2022/23 and 2023/24

⁹ [202223-Annual-Data-Report.pdf \(nationalguardian.org.uk\)](https://www.nationalguardian.org.uk/202223-Annual-Data-Report.pdf)

¹⁰ [NHS Workforce Statistics - February 2024 \(Including selected provisional statistics for March 2024\) - NHS England Digital.](https://www.nhs.uk/workforce-statistics)

¹¹ [Working together to improve NHS staff experiences | NHS Staff Survey \(nhsstaffsurveys.com\)](https://www.nhs.uk/working-together-to-improve-nhs-staff-experiences)

How are workers speaking up to Freedom to Speak Up guardians?

People speak up openly, confidentially, or anonymously to their Freedom to Speak Up Guardian.

When workers speak up openly, their identity is known to all involved. Speaking up confidentially means the worker reveals their identity on the condition that it will not be disclosed further without their consent unless legally required. In contrast, no one knows their identity when someone speaks up anonymously.

Workers speaking up anonymously may be an indicator that speaking up arrangements or culture need improvement. For instance, workers may choose to speak up anonymously because they are concerned about detriment for speaking up.

Anonymous reporting

The percentage of cases raised anonymously with Freedom to Speak Up guardians in 2023/24 was 9.5 per cent (3,046 cases), similar to the 9.4 per cent (2,366 cases) in 2022/23. Before this, there was a downward trend from 2017/18, when 17.7 per cent of cases were anonymous (1,254 cases). However, this trend has levelled out since 2022/23 (see Figure 7, below).

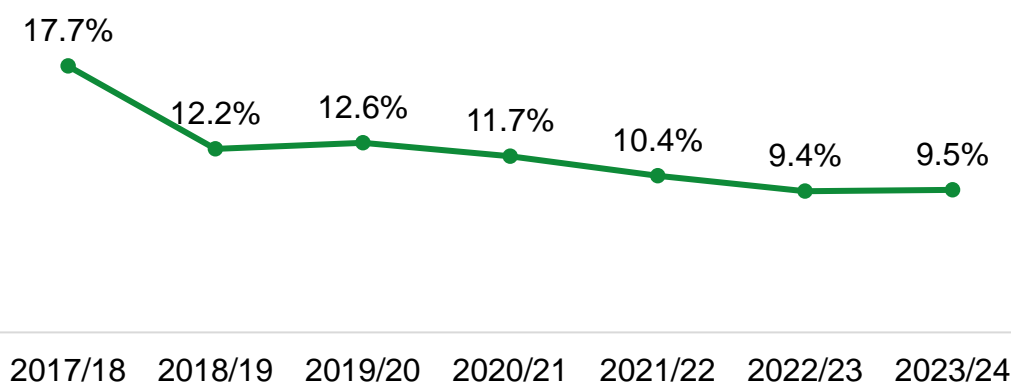


Figure 7. Proportion of cases reported anonymously by year

Some guardians told us about the introduction of new methods to support anonymous reporting such as an anonymous app, anonymous reporting and feedback forms. However, they also acknowledge the challenges for organisations in investigating anonymous cases due to limited information and the difficulty in providing feedback.

What are workers speaking up about?

Workers speak up to Freedom to Speak Up Guardians about a range of topics.

In 2023/24, cases were reported to the NGO against four categories: patient safety/quality, worker safety or wellbeing, inappropriate attitudes and behaviours and bullying or harassment. A case may include elements of more than one category. Guardians are asked to select all categories that apply for each case. Please see our Recording Cases and Reporting Data¹² guidance for further information on these categories. Guardians can and do record additional and more granular themes locally, as suitable for their organisation.

Of the 32,167 cases raised with Freedom to Speak Up guardians in 2023/24 cases involving an element of inappropriate behaviours and attitudes were most reported, followed by cases involving an element of worker safety or wellbeing (see Figure 8, below).

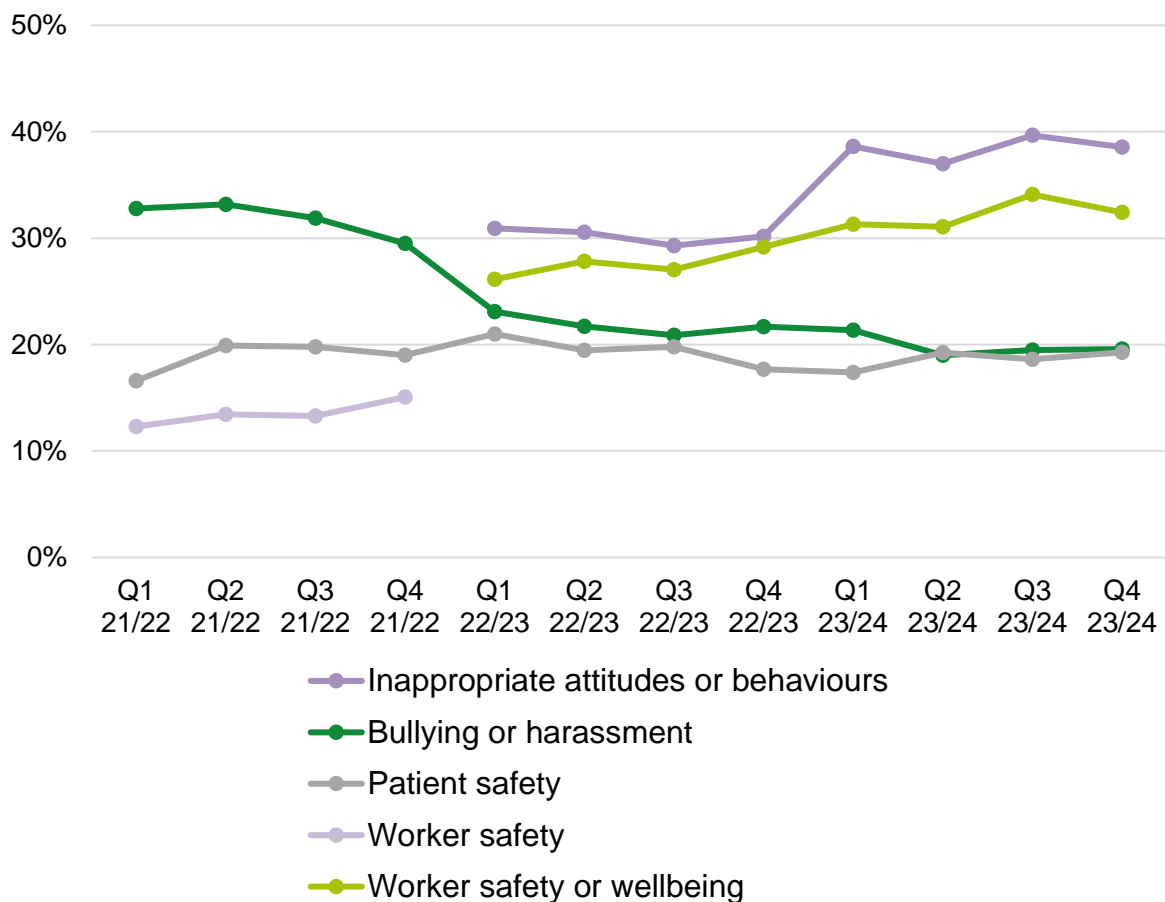


Figure 8. Percentage of cases raised with Freedom to Speak Up guardians – by quarter

¹²[Recording Cases and Reporting Data \(nationalguardian.org.uk\)](https://nationalguardian.org.uk) (February 2024)

Worker safety or wellbeing

The National Guardian's Office introduced a new reporting category of worker safety in 2021/22 and 14 per cent (13.5% or 2,757) of cases were reported against this category. The category was further amended to 'worker safety or wellbeing' in 2022/23 and 27 per cent of cases (27.6%, or 6,955 cases) were reported against this new category, more than double compared to the worker safety cases reported the previous year. It cannot be inferred if the increase was solely due to the inclusion of wellbeing cases or if there has also been an increase in the volume of worker safety cases. In 2023/24 this has increased again with a third of cases (32.3% or 10,404 cases) reported as including an element of worker safety or wellbeing.

Where guardians told us about the themes of cases pertaining to the worker safety and wellbeing category, staffing levels and increased workloads were the two most common. This reflects the known system pressures across the healthcare sector.

Freedom to Speak Up guardians also identified poor communication and incivility as other themes that can affect the wellbeing of staff.

In the 2023 NHS Staff Survey, over 50,000¹³ workers said they have been the target of at least one incident of unwanted behaviour of a sexual nature from patients and members of the public and 25,000 from colleagues. Furthermore, almost 80,000 workers said they had experienced physical violence and only 73.6 per cent of the incidents had been reported. Some guardians identified the need to tackle sexual safety and violence as key learning from speak up cases. Actions being taken by organisations included committing to NHS England's sexual safety charter¹⁴ and raising awareness of the impact of violence towards workers from patients¹⁵.

Patient safety and quality

In 2023/24, 19 per cent of cases (18.7% or 6,006 cases) involved an element of patient safety and quality, a similar proportion as reported in 2022/23 (19.4% or 4,893 cases).

Examples of cases that workers raised with Freedom to Speak Up guardians about patient safety or quality included:

- Staffing pressures; workloads, extended waiting lists
- Lack of medication and equipment
- Unsafe working practices
- Ineffective handovers at the end of shifts
- Unsafe supervision where too many new starters are working at one time
- Lack of mental health training for workers to be able to support patients with mental health conditions when they use acute services.

¹³ [Working together to improve NHS staff experiences | NHS Staff Survey \(nhsstaffsurveys.com\)](#)

¹⁴ [NHS England » Sexual safety in healthcare – organisational charter](#)

¹⁵ Guardians may record sexual safety cases against multiple reporting categories, bullying and harassment, worker safety or wellbeing, and inappropriate attitudes and behaviours. NGO guidance encourages guardians to be led by the perception of the person who is speaking up.

In the 2023 NHS Staff Survey, worker confidence in raising concerns about unsafe clinical practice was at its lowest since 2019¹⁶. The proportion of patient safety cases raised with guardians has remained consistent, making up about a fifth of all cases raised in NHS trusts (5,484, 18.8% in 2023/24) for the last four years. With confidence in raising clinical concerns declining, it is more important than ever that all workers know how to contact their Freedom to Speak Up Guardian if they feel they cannot speak up in other ways.

Inappropriate attitudes or behaviours

The National Guardian's Office introduced a new reporting category of inappropriate attitudes and behaviours in April 2022. In 2023/24 almost two fifths of cases (38.5% or 12,389) were reported against this category making it the most reported theme. This is an increase of 8 percentage points to 2022/23 when 30.2 per cent of cases (7,608) were reported.

Workers reported a range of behaviours to Freedom to Speak Up guardians under the inappropriate attitudes and behaviours category, including incivility, favouritism, shouting, swearing and belittling of workers. Cultural issues such as attitudes towards internationally educated nurses and discrimination towards protected characteristics were also raised with guardians in the last year.

Inappropriate attitudes and behaviours were reported about workers at all levels of organisations, including managers and leaders. In the 2023 NHS Staff Survey 9.1 per cent of respondents said they had personally experienced discrimination at work from managers, team leaders or other colleagues.

Many guardians also referred to the link between inappropriate attitudes and behaviours and the need for a wider culture change within their organisations.

Freedom to Speak Up guardians told us about local initiatives that have been launched to address inappropriate attitudes and behaviours, such as:

- Listening events
- Workshop on creating an inclusive workplace
- Joint working across departments
- Training: civility in the workplace¹⁷, cultural awareness, anti-racism, microaggression awareness, unconscious bias
- Strategies: Anti-racism strategies, cultural improvement plans, behavioural frameworks, zero tolerance policies.

Bullying or harassment

The proportion of cases reported to Freedom to Speak Up guardians under the category 'bullying or harassment' decreased in 2022/23 when the National Guardian's Office introduced the new reporting category of 'inappropriate attitudes and behaviours'.

¹⁶ [Working together to improve NHS staff experiences | NHS Staff Survey \(nhsstaffsurveys.com\)](#)

¹⁷ [Home | Civility Saves Lives](#)

Bullying and harassment cases have declined again this year. In 2023/24, 20 per cent of cases (19.8%, or 6,369) reported included an element of bullying or harassment, a two percentage point fall compared to 2022/23 (21.8%, or 5,491).

In the 2023 NHS Staff Survey only half (51.8%) of workers experiencing harassment, bullying or abuse at work¹⁸ said that themselves or a colleague had reported the incident, this is a small improvement from the 2022 survey where 49.8 per cent said that these incidents were reported.

Examples of bullying and harassment cases reported to Freedom to Speak Up guardians included intimidating behaviours, humiliation, discrimination, and inadequate support at work. There is large cross-over with the types of cases raised within the inappropriate attitudes and behaviours category because the National Guardian's Office guidance recommends a broad interpretation of bullying and harassment, with a focus on the perceptions of the person bringing the case.

Bullying and harassment cases, as for inappropriate attitudes and behaviours, were raised by workers about colleagues, managers and senior leaders. Guardians told us that many of the workforce relationship issues stemmed from poor communication and leadership, and that early intervention was key to resolution.

Other themes

Freedom to Speak Up guardians are asked to provide brief details of the main themes arising out of the cases raised with them. In most cases the main themes were aligned with the four reporting categories, however, some other themes were also identified.

Equality, diversity and inclusion (EDI)

Workers had raised cases with guardians about the lack of reasonable adjustments for workers with disabilities and other long-lasting health conditions, or the time taken to implement these adjustments. Equality between worker groups was also raised with a disparity in conditions between permanent and temporary staff being highlighted at one organisation.

Some guardians told us that training on EDI and unconscious bias had been rolled out in response to cases raised. Others recognised that more training is needed within their organisations to help raise awareness of protected characteristics. Specifically mentioned was the need for improved awareness of religious festivals, disabilities and neurodiversity.

Policies and processes

Many cases raised with guardians involve the perceived inconsistent application of policies and procedures, with reference to the transparency and fairness of

¹⁸ [Working together to improve NHS staff experiences | NHS Staff Survey \(nhsstaffsurveys.com\)](#) 25.2 per cent of workers had experienced harassment, bullying or abuse at work from patients/service users, their relatives or other members of the public, 9.9 per cent from managers and 17.7 per cent from other colleagues.

recruitment processes. Other policies that workers had raised issues about included flexible working policies, inductions and exit interviews.

Guardians noted that improved clarity around HR policies and processes may help to reduce the volume of HR issues being raised with Freedom to Speak Up guardians.

Detriment

Disadvantageous and/or demeaning treatment for speaking up (often referred to as 'detriment') may include being ostracised, given unfavourable shifts, being overlooked for promotion, or moved from a team. Freedom to Speak Up guardians told us that the fear of detriment remains a barrier to people speaking up and can stop people from raising issues with their managers. Some guardians gave examples of detriment that had occurred at their organisations, such as workers being intimidated for raising safety issues. Worker had left organisations due to detriment.

Detriment for speaking up was indicated in 4 per cent of cases (1,285 cases), the same as in 2022/23 (4.0%, 997 cases). Although the total numbers of cases indicating detriment has increased, the overall proportion of cases has stayed constant at 4 per cent. This is in part due to the increase in total number of cases submitted to Freedom to Speak Up guardians.

In 2021/22 the proportion of cases involving detriment had started to increase for the first time since Freedom to Speak Up guardians were established. This year the proportion has stayed the same as the previous year but remains higher than 2020/21 levels (3.1%) as shown in Figure 9, below.

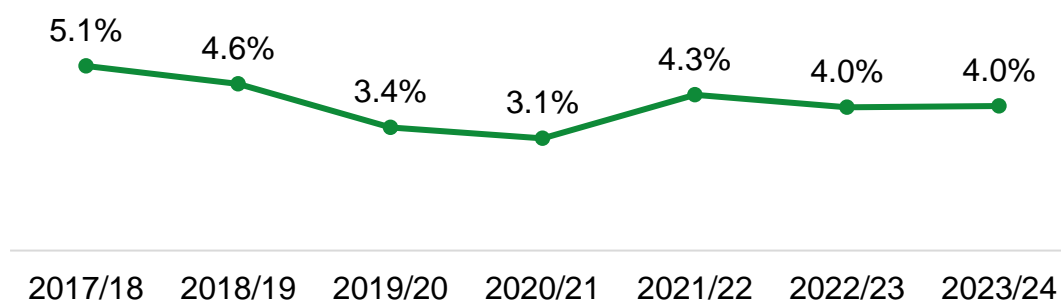


Figure 9. Proportion of cases that indicated detriment for speaking up – by financial year

The proportion of cases indicating detriment was highest in quarter two this year at 4.3 per cent (325 cases). This may be in part due to the high-profile reporting of the Lucy Letby case. Despite the negative experiences people had when speaking up, it highlighted the impact of not being listened to, and may have encouraged people to go to their Freedom to Speak Up Guardian despite previously fearing detriment.

Feedback

Feedback is an important part of the speaking up process. Feedback should be sought from workers about their speaking up experience. This feedback can then be used for learning and improvement within organisations.

Would you speak up again?

Freedom to Speak Up guardians ask those they support whether, given their experience, they would speak up again. In 2023/24, 8,441 feedback responses were received by guardians (see Table 14 in Annex).

In most cases where feedback was provided, workers answered 'Yes' (79.8%). This was slightly lower than previous years (83.2% in 2022/23 and 85.1% in 2021/22) (see Figure 10, below).

The proportion of respondents who answered Maybe (9.0%) and I don't know (8.5%) increased compared to the previous year (Maybe 7.5% in 2022/23 and I don't know 6.3% in 2022/23).

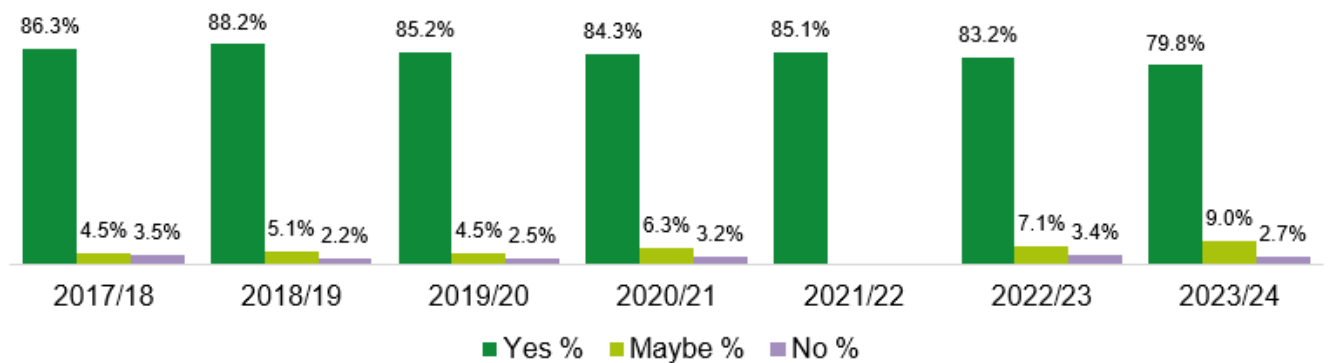


Figure 10. Proportion of workers that responded, yes, no, and maybe to 'Given your experience, would you speak up again?'¹⁹

Feedback themes

Feedback received from workers about their experiences of using the Freedom to Speak Up Guardian provision was overwhelmingly positive. Workers described feeling empowered after speaking up and said they would encourage others to use the Freedom to Speak Up service if they were struggling with raising a concern.

"They found the process helpful, the service approachable and allowed them the thinking space to be able to make good decisions and tackle future concerns on their own."

- Worker feedback

¹⁹ Figures for No and Maybe are not available for 2021/22

However, there was a sense of futility in many of the comments, with frustration with outcomes and lack of feedback from the organisation being a theme. The importance of listening up was emphasised with the need for effective communication featuring strongly in learning comments.

“There is an increase in exit interviews being asked for to allow staff on leaving to raise concerns that they feel would otherwise be ignored.”

- Freedom to Speak Up
Guardian

Listening Up

Workers reported feeling listened to and supported by Freedom to Speak Up guardians, however, some people who said that they would not speak up again were unhappy with the outcomes because responses from managers were ineffective or change did not happen. All of this gave a sense that some workers felt speaking up was futile and their concerns would not be heard.

“The support of the guardian is an essential starting point to understand the concerns but the active listening from managers is more important. Listening up is key and needs to be strengthened.”

- Freedom to Speak Up
Guardian

In some instances, workers had already raised concerns through other internal routes, but these had not been listened to or actioned in a timely manner. Guardians reported that poor communication from line managers regularly played a part in concerns being brought to guardians as an alternative route to speak up. Some workforce relationship issues also stemmed from poor communication from managers, with early intervention being identified as key to resolution, particularly for behavioural issues.

Better support and training must be available for managers to give them confidence to have difficult conversations and the skillset to listen up and resolve team conflicts more effectively. There is a need for listening up to be further embedded and understood by both managers and leaders²⁰.

One guardian acknowledged that involving the Executive Team while promoting Speak Up month had been successful in going some way to addressing workers' feelings that speaking up was futile.

“Staff want leaders to be more proactive in dealing with cases where issues are brought to their attention.”

- Freedom to Speak Up Guardian

²⁰ [Training - National Guardian's Office](#) – The National Guardian's Office have developed Listen Up training for managers at all levels

Case handling

Where workers' cases had been listened to, taken seriously, and were investigated, it was crucial that processes happened in a timely way and people were kept informed. There was a fear about taking a case further and entering a formal process.

Cultural concerns can be difficult to resolve through transactional, formal processes and cannot be treated the same as standard concerns. Instead, informal ways of addressing broader concerns should be used and in a timely manner, with a focus on communication over procedure.

“HR processes are taking too long and create unnecessary stress for individuals involved”

- Freedom to Speak Up
Guardian

One guardian noted that standardised processes were not always the best way to proceed with cases, for example, not always defaulting to mediation for resolution of behavioural issues. However, others noted that there can be huge variance in the way speak up concerns are received and responded to, which can create unnecessary follow up and admin for the guardian.

Some cases can be difficult to progress, especially if multiple people or organisational processes are involved. Guardians said that this was a known issue but can be difficult to improve whilst maintaining confidentiality across processes.

A guardian's role is person-centred and requires strong partnership working at all levels within an organisation to identify appropriate contacts and escalation routes as sources of support for anything that might be spoken up about.

Next steps

As the National Guardian's Office, we will continue to amplify the voices of workers and showcase the hard work and indispensable role of guardians. We will do so with the new government, with whom we have shared this report, and we look forward to discussing what we need to do to improve the Speak Up culture in the NHS.

The following are further specific steps we will be taking:

1. We will use the findings from the 2023/24 Freedom to Speak Up data to identify areas where further work is needed to better inform the national speaking up landscape. This will include, but is not limited to, engaging with:
 - a. Freedom to Speak Up Guardians to better understand how feedback is being sought from workers that speak up and how response rates could be improved
 - b. Medical and Dental workers through engagement with their professional bodies to better understand what may be causing the reduction in confidence in speaking up across this group and improve their engagement with Freedom to Speak Up guardians
 - c. Organisations that are not submitting data to better understand what the barriers to submission are.
2. We will continue to upload NHS Trust data to the Model Health System. We will also hold a learning event on the use of the Model Health System for guardians in 2024/25.
3. The National Guardian's Office are launching a new data collection system in 2025/26. In the next year this will give us an opportunity to work with Freedom to Speak Up guardians and other stakeholders to review the quality of the information that we collect and identify areas for improvement. This will include examining:
 - a. Clarity of current reporting categories
 - b. Potential to collect additional data which could further illustrate the impact of Freedom to Speak Up guardians and that can inform us about equality, diversity and inclusion
 - c. How we report the data that we collect (including suppression of small numbers and benchmarking).
4. Data is essential for informed decision making, allowing leaders to analyse trends, identify opportunities and mitigate risks. The effective use of data also promotes a culture of transparency, providing visibility into overall performance and culture of the organisation. We will work with leadership teams to support them to effectively use their organisation's data. This includes through:
 - a. Board and leadership development sessions
 - b. A webinar for guardians on the effective use of data.

5. We will work with regulators to:
 - a. Review our processes for organisations that are not submitting data to support them to do so consistently
 - b. Regularly educate regulatory staff in how to use data to better understand what a good speaking up culture looks like.
6. We will also use learning and feedback captured through the data collection to shine a light on the importance of listening up during Speak Up month in October 2024.

This report is more than an overview of speaking up data. It is a strong call to all leaders to listen and take action; to ensure that every worker feels safe to speak up and confident that their concerns will be addressed. Our healthcare system and the safety and quality of the care it delivers depends on our ability to listen and respond effectively to all voices: workers (the focus of this report) as well as patients, families and carers.

Annex

Table 3. Overall figures

Quarter	Number of cases raised with Freedom to Speak Up Guardians, as reported to the NGO
Total 2017/18	7,087
Q1 (Apr – Jun 2017)	1,447
Q2 (Jul – Sep 2017)	1,515
Q3 (Oct – Dec 2017)	1,939
Q4 (Jan – Mar 2018)	2,186
Total 2018/19	12,244
Q1 (Apr – Jun 2018)	2,500
Q2 (Jul – Sep 2018)	2,651
Q3 (Oct – Dec 2018)	3,634
Q4 (Jan – Mar 2019)	3,459
Total 2019/20	16,199
Q1 (Apr – Jun 2019)	3,531
Q2 (Jul – Sep 2019)	3,764
Q3 (Oct – Dec 2019)	4,486
Q4 (Jan – Mar 2020)	4,418
Total 2020/21	20,388
Q1 (Apr – Jun 2020)	5,212
Q2 (Jul – Sep 2020)	4,927
Q3 (Oct – Dec 2020)	5,334
Q4 (Jan – Mar 2021)	4,915
Total 2021/22	20,362
Q1 (Apr – Jun 2021)	4,876
Q2 (Jul – Sep 2021)	4,557
Q3 (Oct – Dec 2021)	5,705
Q4 (Jan – Mar 2022)	5,224
Total 2022/23	25,209
Q1 (Apr – Jun 2022)	5,488
Q2 (Jul – Sep 2022)	6,146
Q3 (Oct – Dec 2022)	6,947
Q4 (Jan – Mar 2023)	6,628
Total 2023/24	32,167
Q1 (Apr – Jun 2023)	6,836
Q2 (Jul – Sep 2023)	7,548
Q3 (Oct – Dec 2023)	9,138
Q4 (Jan – Mar 2024)	8,645

Table 4. Comparison by size of organisation

Size	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Small (less than 5,000 staff)	3,088	5,450	7,003	7,097	6,391	6,302	7,839
Medium (5,000 to 10,000 staff)	2,960	5,100	7,004	9,860	9,835	13,048	15,244
Large (more than 10,000 staff)	1,039	1,648	2,117	3,147	3,567	5,833	9,071
Not Set	-	46	75	234	569	26	13
Total	7,087	12,244	16,199	20,388	20,362	25,209	32,167

Table 5. Comparison by type of organisation

Type	2019/20	2020/21	2021/22	2022/23	2023/24
NHS trusts	16,032	19,560	19,122	23,219	29,204
Other organisations	167	828	1,240	1,990	2,963
Total	16,199	20,388	20,362	25,209	32,167

Table 6. Comparison by CQC ratings

Rating	2017/18	2018/19	2019/20	2020/21	2021/22*	2022/23	2023/24
Outstanding	626	1,331	1,511	2,390	-	2,811	2,357
Good	3,057	5,199	9,078	10,403	-	12,402	12,646
Requires Improvement	3,103	5,414	5,271	6,333	-	7,133	13,716
Inadequate	297	300	264	459	-	882	579
Unknown/Not regulated by CQC/No rating	4	-	75	803	-	1,981	2,869
Total	7,087	12,244	16,199	20,388	20,362	25,209	32,167

*Ratings comparison was not calculated in 2021/22

Table 7. Cases by professional group (2023/24)

Professional group	2022/23 Cases	2022/23 %	2023/24 Cases	2023/24 %
Additional clinical services	2,465	9.8%	3,632	11.3%
Additional professional scientific and technical	988	3.9%	1,154	3.6%
Administration and Clerical	5,099	20.2%	6,856	21.3%
Allied Health Professionals	2,809	11.1%	3,342	10.4%
Ambulance (operational)	334	1.3%	400	1.2%
Estates and ancillary	1,093	4.3%	1,335	4.2%
Healthcare Scientists	357	1.4%	391	1.2%
Medical and Dental	1,631	6.5%	1,955	6.1%

Registered nurses and midwives	7,313	29.0%	9,109	28.3%
Students	222	0.9%	278	0.9%
Not known	1,583	6.3%	2,385	7.4%
Other	1,315	5.2%	1,330	4.1%
Total	25,209	-	32,167	-

Table 8. Anonymous cases

Quarter	Numbers recorded	% of cases reported
Total 2017/18	1,254	18%
Q1 (Apr – Jun 2017)	266	18%
Q2 (Jul – Sep 2017)	292	19%
Q3 (Oct – Dec 2017)	308	16%
Q4 (Jan – Mar 2018)	388	18%
Total 2018/19	1,491	12%
Q1 (Apr – Jun 2018)	285	11%
Q2 (Jul – Sep 2018)	254	10%
Q3 (Oct – Dec 2018)	436	12%
Q4 (Jan – Mar 2019)	516	15%
Total 2019/20	2,037	13%
Q1 (Apr – Jun 2019)	449	13%
Q2 (Jul – Sep 2019)	510	14%
Q3 (Oct – Dec 2019)	516	12%
Q4 (Jan – Mar 2020)	562	13%
Total 2020/21	2,379	11.7%
Q1 (Apr – Jun 2020)	644	12.4%
Q2 (Jul – Sep 2020)	634	12.9%
Q3 (Oct – Dec 2020)	532	10.0%
Q4 (Jan – Mar 2021)	569	11.6%
Total 2021/22	2,120	10.4%
Q1 (Apr – Jun 2021)	532	10.9%
Q2 (Jul – Sep 2021)	451	9.9%
Q3 (Oct – Dec 2021)	674	11.8%
Q4 (Jan – Mar 2022)	463	8.9%
Total 2022/23	2,366	9.4%
Q1 (Apr – Jun 2022)	607	11.1%
Q2 (Jul – Sep 2022)	613	10.0%
Q3 (Oct – Dec 2022)	599	8.6%
Q4 (Jan – Mar 2023)	547	8.3%
Total 2023/24	3,046	9.5%
Q1 (Apr – Jun 2023)	643	9.4%
Q2 (Jul – Sep 2023)	682	9.0%
Q3 (Oct – Dec 2023)	880	9.6%
Q4 (Jan – Mar 2024)	841	9.7%

Table 9. Patient safety/quality cases

Quarter	Numbers recorded	% of cases reported
Total 2017/18	2,266	32%
Q1 (Apr – Jun 2017)	464	32%
Q2 (Jul – Sept 2017)	529	35%
Q3 (Oct – Dec 2017)	614	32%
Q4 (Jan – Mar 2018)	659	30%
Total 2018/19	3,523	29%
Q1 (Apr – Jun 2018)	772	31%
Q2 (Jul – Sep 2018)	811	31%
Q3 (Oct – Dec 2018)	992	27%
Q4 (Jan – Mar 2019)	948	27%
Total 2019/20	3,732	23%
Q1 (Apr – Jun 2019)	860	24%
Q2 (Jul – Sep 2019)	985	26%
Q3 (Oct – Dec 2019)	996	22%
Q4 (Jan – Mar 2020)	891	20%
Total 2020/21	3,668	18.0%
Q1 (Apr – Jun 2020)	973	18.7%
Q2 (Jul – Sep 2020)	931	18.9%
Q3 (Oct – Dec 2020)	948	17.8%
Q4 (Jan – Mar 2021)	816	16.6%
Total 2021/22	3,838	18.8%
Q1 (Apr – Jun 2021)	809	16.6%
Q2 (Jul – Sep 2021)	907	19.9%
Q3 (Oct – Dec 2021)	1,129	19.8%
Q4 (Jan – Mar 2022)	993	19.0%
Total 2022/23	4,893	19.4%
Q1 (Apr – Jun 2022)	1152	21.0%
Q2 (Jul – Sep 2022)	1195	19.4%
Q3 (Oct – Dec 2022)	1374	19.8%
Q4 (Jan – Mar 2023)	1172	17.7%
Total 2023/24	6,006	18.7%
Q1 (Apr – Jun 2023)	1,188	17.4%
Q2 (Jul – Sep 2023)	1,452	19.2%
Q3 (Oct – Dec 2023)	1,700	18.6%
Q4 (Jan – Mar 2024)	1,666	19.3%

Table 10. Worker safety or wellbeing cases²¹

Quarter	Numbers recorded	% of cases reported
Total 2021/22	2,757	13.5%
Q1 (Apr – Jun 2021)	600	12.3%
Q2 (Jul – Sep 2021)	612	13.4%
Q3 (Oct – Dec 2021)	758	13.3%
Q4 (Jan – Mar 2022)	787	15.1%
Total 2022/23	6,955	27.6%
Q1 (Apr – Jun 2022)	1,434	26.1%
Q2 (Jul – Sep 2022)	1,709	27.8%
Q3 (Oct – Dec 2022)	1,879	27.0%
Q4 (Jan – Mar 2023)	1,933	29.2%
Total 2023/24	10,404	32.3%
Q1 (Apr – Jun 2023)	2140	31.3%
Q2 (Jul – Sep 2023)	2346	31.1%
Q3 (Oct – Dec 2023)	3116	34.1%
Q4 (Jan – Mar 2024)	2802	32.4%

Table 11. Bullying or harassment cases

Quarter	Numbers recorded	% of cases reported
Total 2017/18	3,206	45.0%
Q1 (Apr – Jun 2017)	566	39.0%
Q2 (Jul – Sept 2017)	630	42.0%
Q3 (Oct – Dec 2017)	929	48.0%
Q4 (Jan – Mar 2018)	1,081	49.0%
Total 2018/19	4,969	41.0%
Q1 (Apr – Jun 2018)	1,046	42.0%
Q2 (Jul – Sep 2018)	1,104	42.0%
Q3 (Oct – Dec 2018)	1,489	41.0%
Q4 (Jan – Mar 2019)	1,330	38.0%
Total 2019/20	5,813	36.0%
Q1 (Apr – Jun 2019)	1,373	39.0%
Q2 (Jul – Sep 2019)	1,364	36.0%
Q3 (Oct – Dec 2019)	1,631	36.0%
Q4 (Jan – Mar 2020)	1,445	33.0%
Total 2020/21	6,131	30.1%
Q1 (Apr – Jun 2020)	1,456	27.9%
Q2 (Jul – Sep 2020)	1,563	31.7%
Q3 (Oct – Dec 2020)	1,636	30.7%
Q4 (Jan – Mar 2021)	1,476	30.0%
Total 2021/22	6,471	31.8%
Q1 (Apr – Jun 2021)	1,599	32.8%

²¹ Wellbeing added to reporting category in 2022/23

Q2 (Jul – Sep 2021)	1,512	33.2%
Q3 (Oct – Dec 2021)	1,819	31.9%
Q4 (Jan – Mar 2022)	1,541	29.5%
Total 2022/23	5,491	21.8%
Q1 (Apr – Jun 2022)	1,268	23.1%
Q2 (Jul – Sep 2022)	1,335	21.7%
Q3 (Oct – Dec 2022)	1,451	20.9%
Q4 (Jan – Mar 2023)	1,437	21.7%
Total 2023/24	6,369	19.8%
Q1 (Apr – Jun 2023)	1460	21.4%
Q2 (Jul – Sep 2023)	1434	19.0%
Q3 (Oct – Dec 2023)	1782	19.5%
Q4 (Jan – Mar 2024)	1693	19.6%

Table 12. Inappropriate attitudes or behaviours cases

Quarter	Numbers recorded	% of cases reported
Total 2022/23	7,608	30.2%
Q1 (Apr – Jun 2022)	1,696	30.9%
Q2 (Jul – Sep 2022)	1,878	30.6%
Q3 (Oct – Dec 2022)	2,035	29.3%
Q4 (Jan – Mar 2023)	1,999	30.2%
Total 2023/24	12,389	38.5%
Q1 (Apr – Jun 2023)	2 639	38.6%
Q2 (Jul – Sep 2023)	2 793	37.0%
Q3 (Oct – Dec 2023)	3 624	39.7%
Q4 (Jan – Mar 2024)	3 333	38.6%

Table 13. Cases involving perceived detriment

Quarter	Numbers recorded	% of cases reported
Total 2017/18	361	5.0%
Q1 (Apr – Jun 2017)	97	7.0%
Q2 (Jul – Sept 2017)	72	5.0%
Q3 (Oct – Dec 2017)	100	5.0%
Q4 (Jan – Mar 2018)	92	4.0%
Total 2018/19	564	5.0%
Q1 (Apr – Jun 2018)	117	5.0%
Q2 (Jul – Sep 2018)	133	5.0%
Q3 (Oct – Dec 2018)	177	5.0%
Q4 (Jan – Mar 2019)	137	4.0%
Total 2019/20	544	3.0%
Q1 (Apr – Jun 2019)	133	4.0%
Q2 (Jul – Sep 2019)	122	3.0%
Q3 (Oct – Dec 2019)	161	4.0%

Q4 (Jan – Mar 2020)	128	3.0%
Total 2020/21	632	3.1%
Q1 (Apr – Jun 2020)	143	2.7%
Q2 (Jul – Sep 2020)	136	2.8%
Q3 (Oct – Dec 2020)	180	3.4%
Q4 (Jan – Mar 2021)	173	3.5%
Total 2021/22	856	4.2%
Q1 (Apr – Jun 2021)	179	3.7%
Q2 (Jul – Sep 2021)	192	4.2%
Q3 (Oct – Dec 2021)	256	4.5%
Q4 (Jan – Mar 2022)	229	4.4%
Total 2022/23	997	4.0%
Q1 (Apr – Jun 2022)	216	3.9%
Q2 (Jul – Sep 2022)	196	3.2%
Q3 (Oct – Dec 2022)	342	4.9%
Q4 (Jan – Mar 2023)	243	3.7%
Total 2023/24	1,285	4.0%
Q1 (Apr – Jun 2023)	264	3.9%
Q2 (Jul – Sep 2023)	325	4.3%
Q3 (Oct – Dec 2023)	358	3.9%
Q4 (Jan – Mar 2024)	338	3.9%

Table 14. Feedback received, responses to 'would you speak up again?'

Quarter	Feedback received	Yes	No	Maybe	Don't Know
Total 2022/23	7,204	5,995	244	512	453
% of total	-	83.2%	3.4%	7.1%	6.3%
Q1 (Apr – Jun 2022)	1,626	1,357	59	118	92
Q2 (Jul – Sep 2022)	1,792	1,529	52	125	86
Q3 (Oct – Dec 2022)	1,991	1,662	84	156	89
Q4 (Jan – Mar 2023)	1,795	1,447	49	113	186
Total 2023/24	8,441	6,734	231	759	717
% of total	-	79.8%	2.7%	9.0%	8.5%
Q1 (Apr – Jun 2023)	1,753	1,349	51	135	218
Q2 (Jul – Sep 2023)	1,939	1,593	70	94	182
Q3 (Oct – Dec 2023)	2,416	1,863	62	278	213
Q4 (Jan – Mar 2024)	2,333	1,929	48	252	104