


## TRUST POLICY FOR FREEDOM TO SPEAK UP

<b>Reference Number</b> POL-HR/1816/06	<b>Version: 7.2</b>		<b>Status</b> Final	<b>Author:</b> Lead FTSU Guardian
<b>Version / Amendment History</b>	<b>Version</b>	<b>Date</b>	<b>Author</b>	<b>Reason</b>
	7	27.02.23	Lead FTSU guardian	To align with NHS England Policy
	7.2	23.06.2023	Lead FTSU guardian	Minor amendment to name of Non-Executive Director Champion
<b>Intended Recipients:</b> Anyone who works in UHDB. This includes any healthcare professionals, non-clinical workers, receptionists, directors, managers, contractors, volunteers, students, trainees, junior doctors, locum, bank and agency workers, and former employees.				
<b>Training and Dissemination:</b> Referred to in all FTSU training, including induction. On Neti FTSU page and policy page.				
<b>To be read in conjunction with:</b>				
<b>In consultation with and Date:</b> Policy review group, all networks, union, Organisational Development (OD) team, relevant Executives, FTSU guardian team.				
<b>EIRA stage One</b>	Completed Yes			
stage Two	Completed No			
<b>Approving Body and Date Approved</b>			Trust Delivery Group - March 2023  Minor amendments approved by Melanie Norbury - 23.06.2023	
<b>Date of Issue</b>			June 2023	
<b>Review Date and Frequency</b>			February 2025 and then every two years	
<b>Contact for Review</b>			Lead Freedom To Speak Up Guardian	
<b>Executive Lead Signature</b>			 Mel Norbury, Interim Executive Director of Corporate Development (non-voting)	

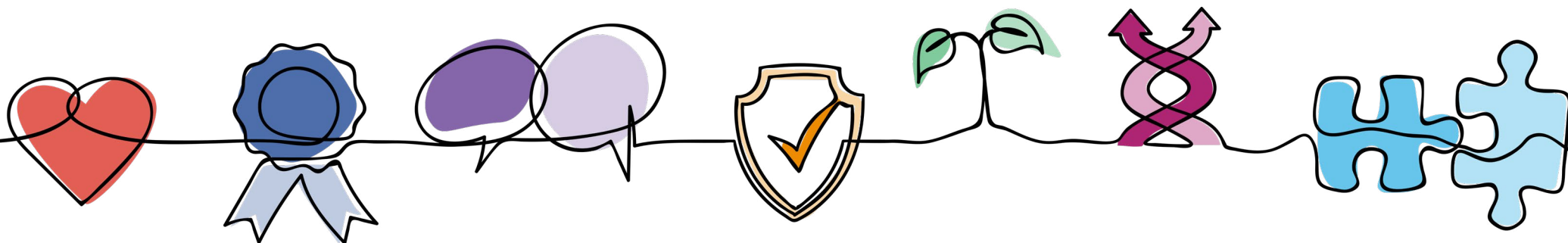


Freedom to  
Speak Up

NHS

# Freedom To Speak Up policy

UHDB



# Contents

Speak up – we will listen	3
What can I speak up about?	3
We want you to feel safe to speak up	4
Who can speak up?	4
Who can I speak up to?	4
How should I speak up?	6
Advice and support	6
What will we do?	7

<b>Appendix A: What will happen when I speak up</b>	<b>8</b>
<b>Appendix B: What will happen when I speak up through the FTSU guardian route</b>	<b>9</b>
<b>Appendix C Resources for managers and leaders</b>	<b>10</b>
<b>Appendix D Making a protected disclosure</b>	<b>10</b>
<b>Appendix E Staff networks</b>	<b>11</b>

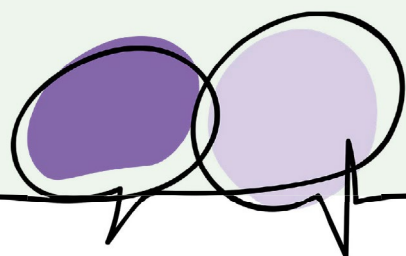
## Our values

Our commitment to creating a speak up/ listen up/follow up culture is underpinned by our values of Openness, Compassion and Excellence.



## Our Speak Up vision

UHDB will be a truly open workplace where everyone can speak up, be valued for doing so, listened to and action will be taken to support learning, improvement and delivery of exceptional care together.



## Equality Diversity and Inclusion

Promoting equality, diversity, inclusion and belonging are at the heart of our values. This policy is aligned to our Inclusion and belonging policy. Throughout the development of the policy and the processes cited in this document, we have committed to promoting equality, valuing diversity and protecting human rights, eliminating discrimination against any individual on the grounds of gender, gender reassignment, disability, age, race, ethnicity, sexual orientation, marital status and pregnancy, socio-economic status, language, religion or beliefs, appearance, nationality or culture.

### Our Equality, Diversity & Inclusion Team:

- Harinder Dhaliwal – Assistant Director of Equality, Diversity and Inclusion  
Email: [harinder.dhaliwal1@nhs.net](mailto:harinder.dhaliwal1@nhs.net)
- Angela Hughes – Equality, Diversity and Inclusion Manager  
Email: [angela.hughes7@nhs.net](mailto:angela.hughes7@nhs.net)
- Sangeeta Mahey - Equality, Diversity and Inclusion Officer  
Email: [sangeeta.mahey@nhs.net](mailto:sangeeta.mahey@nhs.net)

# Speak up – we will listen

We welcome speaking up and we will listen and act on what you say. By speaking up at work you will be playing a vital role in helping us to keep improving our services for all patients and the working environment for our colleagues.

This policy is for all of us.. The [NHS People Promise](#) commits to ensuring that “we each have a voice that counts, that we all feel safe and confident to speak up, and take the time to really listen to understand the hopes and fears that lie behind the words”.

We want you to speak up, whichever part of the organisation you work in. We know some groups in our workforce feel they are seldom heard or are reluctant to speak up. You could be an agency worker, bank worker, locum or student. We also know that colleagues with disabilities, or from a minority ethnic background or the LGBTQ+ community face additional barriers to speaking up.

This policy is for all people working in our services and we want to hear all your concerns or suggestions for how we could better.

All of us can complete the [online training](#) on speaking up. The online module on listening up is specifically for managers to complete and the module on following up is for senior leaders to complete.

You can find out more about what Freedom to Speak Up (FTSU) is in these [videos](#).



## What can I speak up about?

You can speak up about anything that gets in the way of us providing **exceptional care together**. That could be something which doesn't feel right to you: for example, a way of working or a process that isn't being followed; you feel you are being discriminated against; or you feel the behaviors of others is affecting your wellbeing, or that of your colleagues or patients.

Or you could have a suggestion for how something could be improved. Speaking up is about all of these things.

# We want you to feel safe to speak up

Your speaking up is a gift because it helps identify opportunities for improvement that might not otherwise be known.

We will not tolerate anyone being prevented or deterred from speaking up or being victimized because they have spoken up. Any concerns of this nature will be investigated, learning identified, and changes made.

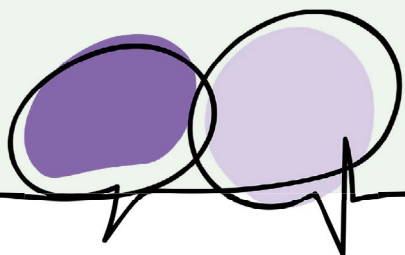
## Who can speak up?

Anyone who works in UHDB. This includes any healthcare professionals, non-clinical workers, receptionists, directors, managers, contractors, volunteers, students, trainees, junior doctors, locum, bank and agency workers, and former employees.

## Who can I speak up to?

### Speaking up internally

Most speaking up happens through conversations with supervisors and line managers where challenges are raised and resolved quickly. We strive for a culture where that is normal, everyday practice and encourage.



However, we acknowledge that this isn't always possible, and you have other options in terms of who you can speak up to, depending on what feels most appropriate to you, **for example.**

- Senior manager, or director with responsibility for the subject matter you are speaking up about.
- Our People Services /HR team 01332 86017 or Ext 86017.  
Email: [uhdb.hradvicehub@nhs.net](mailto:uhdb.hradvicehub@nhs.net).
- The patient safety team or clinical governance team (where concerns relate to patient safety or wider quality).
- Local counter fraud team (where concerns relate to fraud)  
**0115 883 5320** Email: [liz.coleman3@nhs.net](mailto:liz.coleman3@nhs.net).
- **Our Freedom to Speak Up Guardian team** can support you to speak up if you feel unable to do so by other means or you have tried to speak up and not felt listened to. The guardian team are independent and objective, have access to anyone in the Trust and if you would like will keep your confidence. The guardian will thank you for speaking up and ensure the matters you speak up about are taken to the appropriate leader for a response and that you receive feedback on the actions taken and lesson learnt. You can find out more about the guardian team on our Neti page [here](#). Our Lead Guardian is Lisa Ryder [Lisa.ryder4@nhs.net](mailto:Lisa.ryder4@nhs.net).
- **Freedom to Speak Up Champions** promote a speak up, listen up, follow up culture where every colleague feels safe speaking up. They act as a point of contact, sign posting colleagues who want to speak up.
- You can contact the guardian team at Email: [Uhdbspeakup@nhs.net](mailto:Uhdbspeakup@nhs.net) or on **07384 245 414**.



## Responsibilities around FTSU



**Stephen Posey** our Chief Executive Officer, is our senior lead responsible for Freedom to Speak Up - are responsible for reviewing the effectiveness of our FTSU arrangements.



**Nadine Pemberton Jn Baptiste** is our non-executive director responsible for Freedom to Speak Up and can provide more independent support for the guardian; provide a fresh pair of eyes to ensure that investigations are conducted with rigor; and help escalate issues, where needed.

## Speaking up externally

If you do not want to speak up to someone within UHDB you can speak up externally to:

- [Care Quality Commission](#) (CQC) for quality and safety concerns about the services it regulates – you can find out more about how the CQC handles concerns [here](#).
- NHS England for concerns about:
  - GP surgeries
  - dental practices
  - optometrists
  - pharmacies

- how NHS trusts and foundation trusts are being run (this includes ambulance trusts and community and mental health trusts)
- NHS procurement and patient choice
- the national tariff.

[NHS England](#) may decide to investigate your concern themselves, ask your employer or another appropriate organisation to investigate (usually with their oversight) and/or use the information you provide to inform their oversight of the relevant organisation. The precise action they take will depend on the nature of your concern and how it relates to their various roles.

Please note that neither the Care Quality Commission nor NHS England can get involved in individual employment matters, such as a concern from an individual about feeling bullied.

- [NHS Counter Fraud Agency](#) for concerns about fraud and corruption, using their [online reporting form](#) or calling their **freephone line 0800 028 4060**.

If you would like to speak up about the conduct of a member of staff, you can do this by contacting the relevant professional body such as the General Medical Council, Nursing and Midwifery Council, Health & Care Professions Council, General Dental Council, General Optical Council or General Pharmaceutical Council.

**Appendix D** contains information about making a ‘protected disclosure’.

# How should I speak up?

You can speak up to any of the people or organisations listed above in person, by phone or in writing (including email).

If you have attempted to speak up but don't feel listened to or for whatever reason you don't feel able to speak up to your line manager or anyone else, you can speak up through the Freedom to Speak Up Guardian route. The Freedom to Speak Up Guardian team will help you to have your voice heard at the right level, with the most appropriate leader. If you prefer, they will keep your confidence and make sure the leader's response is fed back to you.

## Confidentiality

The most important aspect of your speaking up is the information you can provide, not your identity.

### You have a choice about how you speak up:

- **Openly:** you are happy that the person you speak up to knows your identity and that they can share this with anyone else involved in responding.
- **Confidentially:** you are happy to reveal your identity to the person you choose to speak up to on the condition that they will not share this without your consent.
- **Anonymously:** you do not want to reveal your identity to anyone. This can make it difficult for others to ask you for further information about the matter and may make it more complicated to act to resolve the issue. It also means that you might not be able to access any extra support you need and receive any feedback on the outcome.

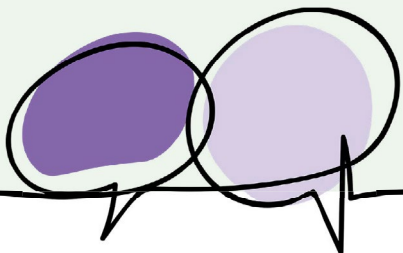
## Advice and support

We have a range of wellbeing services and our staff networks can be a valuable source of support.

A list of networks and contact details can be found in **Appendix E**

You can also access a range of health and wellbeing support via

<https://neti.uhdb.nhs.uk/your-wellbeing>.



# What will we do?

You will be thanked for speaking up and listened to. Our leaders/managers/supervisors will listen to the matters you want to speak up about and take action to resolve it wherever possible.

If you speak up through the FTSU guardian route, the guardian will thank you for speaking up. They will listen to you and agree with you where to take the matters you want to speak up about. They will keep you informed of how the matters you want to speak up about are being responded to and any learning or improvements made

## Resolution and investigation

Where an investigation is needed, this will be objective and conducted by someone who is suitably independent (this might be someone outside UHDB or from a different part of the Trust) and trained in investigations. It will reach a conclusion within a reasonable timescale (which we will notify you of), and a report will be produced that identifies any changes and opportunities for improvement that will prevent problems recurring.

The matter you are speaking up about may be best considered under a specific existing policy/process; for example, our process for dealing with bullying and harassment. If so, we will discuss that with you. If you speak up about something that does not fall into an HR or patient safety incident process, this policy ensures that the matter is still addressed.

## Communicating with you

We will treat you with respect at all times and will thank you for speaking up. We will discuss the matters with you to ensure we understand exactly what you are worried about. If we decide to investigate, we will tell you how long we expect the investigation to take and agree with you how to keep you up to date with its progress. Wherever possible, we will share the full investigation report with you (while respecting the confidentiality of others and recognising that some matters may be strictly confidential; as such it may be that we cannot even share the outcome with you).

## How we learn from your speaking up

Speaking up is an opportunity to improve the services we provide for patients and the environment we all work in. Where it identifies improvements that can be made, we will ensure necessary changes are made, and are working effectively. Lessons will be shared with teams across the Trust or more widely, as appropriate.

## Review

We will seek feedback from colleagues about their experience of speaking up. We will review the effectiveness of this policy and our local process annually, and changes made as appropriate.

## Senior leaders' oversight

Our Board will receive a report three times a year providing a thematic overview of the matters colleagues have spoken up about through the FTSU guardian team.



# Appendix A:

## What will happen when I speak up?

### We will:

- Thank you for speaking up
- Help you identify the options for resolution
- Signpost you to health and wellbeing support if appropriate
- Confirm what information you have provided consent to share
- Support you with any further next steps and keep in touch with you.

### Steps towards having your voice heard:

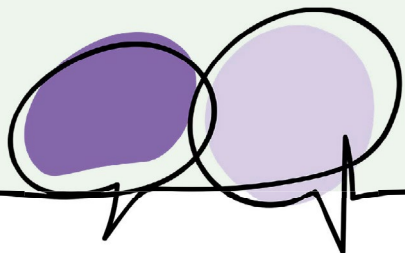
- Engagement with relevant senior managers (where appropriate)
- Consider options for resolution
- If appropriate referral to patient safety process
- Other type of appropriate investigation, mediation, etc.

### Outcomes:

The outcomes will be shared with you wherever possible, along with learning and improvement identified.

### Escalation:

If resolution has not been achieved, or you are not satisfied with the outcome, you can escalate the matter to an Executive Director or if appropriate the non-executive lead for FTSU. Alternatively, if you think there are good reasons not to use internal routes, speak up to an external body, such as the CQC or NHS England.



## Appendix B:

# What will happen when I speak up through the FTSU guardian route

1

### We will:

- Thank you for speaking up
- Explain the role of the guardian and the boundaries of confidentiality. We will ask for your consent to share your information with the other two guardians in the team
- Listen to the matters you want to speak up about
- Signpost you to health and wellbeing support if appropriate
- Agree with you where to take the matters you want to speak up about
- Ask you if you want to be identified or not ( keep your confidence).

2

### Steps towards having your voice heard:

- The guardian will complete a FTSU proforma which includes a summary of the matters you want to speak up to the agreed appropriate leader
- When the leader comes back with a response the guardian will feedback to you the outcomes and learning
- With your consent and where appropriate the guardian may arrange for you to talk directly to the leader
- The guardian will ask if you want to close the case, but If you are not satisfied with the response the guardian will talk to you about how to escalate the matters you want to speak up about.

3

- The guardian team will store your information in a confidential file that only the guardians have access to
- We will use the information at a high level to report to the Board and other internal forums. We report numbers of cases and themes to the National Guardian's Office. We will not share any information that risks identifying you
- When you consent to close the case we will ask you to complete a short questionnaire to help us evaluate and improve the FTSU guardian route to speaking up.

## Appendix C: Resources for managers and leaders

### Managers/Leaders FTSU handbook

The link below will take you to the handbook which outlines best practice when a colleague speaks up to you, it dispels some of the myths surrounding speaking up and clarifies the FTSU guardian role.

<https://neti.uhdb.nhs.uk/download.cfm?doc=docm93jjjm4n21292.pdf&ver=54683>

### E Learning

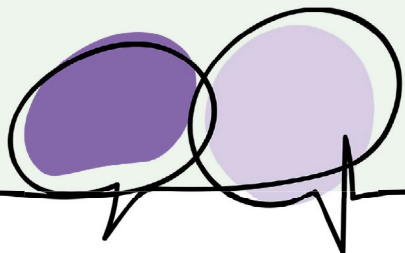
National Guardian Office have produced eLearning packages 'Listen Up' and 'Follow Up' for managers and senior leaders. Click on the link below to access them.

<https://www.e-lfh.org.uk/programmes/freedom-to-speak-up/>

## Appendix D: Making a protected disclosure

### Making a 'protected disclosure'

A protected disclosure is defined in the Public Interest Disclosure Act 1998. This legislation allows certain categories of worker to lodge a claim for compensation with an employment tribunal if they suffer as a result of speaking up. The legislation is complex and to qualify for protection under it, very specific criteria must be met in relation to who is speaking up, about what and to whom. To help you consider whether you might meet these criteria, please seek independent advice from the [Protect](#) or a legal representative.



# Appendix E: Staff Networks

## ThisAbility and Long Term Conditions

Sharon Extance – Network Lead  
Email: [sharon.extance3@nhs.net](mailto:sharon.extance3@nhs.net)

Rebecca Robinson - Deputy Network Lead  
Email: [rebecca.robinson15@nhs.net](mailto:rebecca.robinson15@nhs.net)

## Carers Colleague Network

Jemma Walker – Network Lead  
Email: [jemma.walker@nhs.net](mailto:jemma.walker@nhs.net)

Rachel Kirby - Deputy Network Lead  
Email: [Rachel.kirby9@nhs.net](mailto:Rachel.kirby9@nhs.net)

## Gender Equality Network

Sarah Todd – Network Lead  
Email: [sarah.todd5@nhs.net](mailto:sarah.todd5@nhs.net)

Jane Youde - Deputy Network Lead  
Email: [jane.youde@nhs.net](mailto:jane.youde@nhs.net)

## Armed Forces Network

David Williams – Network Lead  
Email: [david.williams84@nhs.net](mailto:david.williams84@nhs.net)

Chris Upton – Deputy Network Lead  
Email: [christopher.upton1@nhs.net](mailto:christopher.upton1@nhs.net)

## PRIDE Network

Bethany Plummer – Network Lead  
Email: [bethany.plummer-cohen@nhs.net](mailto:bethany.plummer-cohen@nhs.net)

Chelsea Cork – Deputy Network Lead  
Email: [Chelsea.cork@nhs.net](mailto:Chelsea.cork@nhs.net)

## EMBRACE Network

Mwansa Mulenga – Network Lead  
Email: [mwansa.mulenga@nhs.net](mailto:mwansa.mulenga@nhs.net)

Joe Ramtohal – Deputy Network Lead  
Email: [joseph.ramtohal@nhs.net](mailto:joseph.ramtohal@nhs.net)

## Age Positive Network

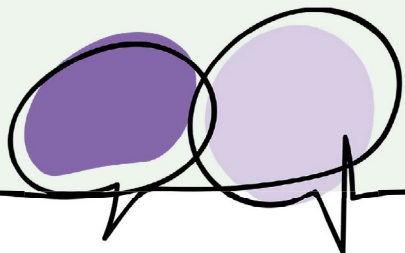
Evan Blackwood-Pitter – Network Lead  
Email: [evan.blackwood-pitter@nhs.net](mailto:evan.blackwood-pitter@nhs.net)





# Freedom to Speak Up

**Speaking Up** • Listening Up • Following Up



Phone or text: **07790 845 117**  
Email: [uhdb.speakup@nhs.net](mailto:uhdb.speakup@nhs.net)