



Cover Sheet

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TB2024.95

Title: Freedom to Speak Up [FTSU] Annual Report 2023/24

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TME2024.424 FTSU Annual Report 2023/24

Board Lead: Chief People Officer

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Confidential: No

Key Purpose: Assurance

Executive Summary

1. This paper presents the Freedom to Speak Up [FTSU] Annual Report 2022/23, to provide an overview of speaking up activity by all our people to the FTSU Guardians and team between 1 April 2023 and 31 March 2024.
2. In adherence to the OUH Freedom to Speak Up Policy and to comply with national guidance, the FTSU Annual Report must be submitted to the Board.
3. The full OUH Freedom to Speak Up [FTSU] Annual Report 2023/24 is **attached** at Appendix 1 and includes high level, anonymised data relating to speaking up. It also provides an overview of some of the themes identified in concerns raised, and gives some examples of how speaking up has made a difference, including some case studies.
4. The report also touches on progress achieved during 2023/24 to deliver on procurement of the [WorkInConfidence \[WiC\] Anonymous 2-way Speak Up](#) channel, an external web-based platform to provide an additional channel for reporting concerns anonymously at OUH.
5. The FTSU Annual Report provides assurance that the Trust is committed “**to foster a positive culture where people feel that they can speak up and that their voice will be heard**” [[Freedom to speak up - Care Quality Commission \(cqc.org.uk\)](#)] as is enshrined in the [OUH Freedom to Speak Up Policy](#), aligning with the [OUH People Plan 2022-2025](#)

Recommendation

6. The Trust Board **is asked to:**
 - **Consider** the Freedom to Speak Up Annual Report 2023/24 **attached** at Appendix 1.

Freedom to Speak Up [FTSU] Annual Report 2023/24

1. Purpose

- 1.1. This paper presents the Freedom to Speak Up [FTSU] Annual Report 2023/24 as **attached** at **Appendix 1** for consideration by the Board

2. Background

- 2.1. The OUH Freedom to Speak Up Policy¹ requires that the Board receive an annual report providing a thematic overview of speaking up by staff to the Trust's FTSU Guardians.

3. Freedom to Speak Up Annual Report 2023/24

- 3.1. The full Freedom to Speak Up [FTSU] Annual Report 2023/24, **attached** at **Appendix 1**, provides:
 - High level, anonymised data on cases formally opened after contact, including:
 - The reasons why people have spoken up;
 - The proportion of cases raised anonymously;
 - The incidence of detriment indicated;
 - Typical response times; and
 - Some feedback received from those who have spoken up.
- 3.2. Between 1 April 2023 and 31 March 2024, **95 cases** were opened by OUH FTSU Guardians. This compares to 94 in 2022/23, arresting a year-on-year decrease in the number of cases opened at OUH since 2021/22.
- 3.3. The number of cases opened does not represent the larger number of staff members across the Trust with whom the FTSU team has also engaged through monthly online Listening Events and other initiatives to raise awareness and remove barriers to speaking up, promoting the Trust's **#SpeakUpListenUpFollowUp** culture.
- 3.4. During 2023/24, the FTSU team at OUH recorded contact with **2,244** members of staff, in addition to which **1,007** staff dropped in at the FTSU Roadshows held on each of the four main hospital sites and OUH Cowley during national Speak Up month in October 2023, and in addition the

¹ approved by the Board in November 2022, the OUH FTSU Policy incorporates the provisions of the [updated national model FTSU policy](#) and associated [FTSU Guidance](#) published by NHS England and the National Guardian's Office [NGO] in June 2022

FTSU team engaged with **510** staff members at events held in collaboration with the **wellbeing team**.

- 3.5. An overview of some **themes** identified in the concerns raised can be found at *paragraph 2.13* of the full FTSU Annual Report 2023/24, and some examples of **how speaking up has made a difference** are given at *paragraphs 2.14 et seq*, including some **case studies** at *paras 2.16*.
- 3.6. The Annual Report also considers how the Trust's speaking up culture is measuring up, by reference to the [NHS Staff Survey 2023](#), in which the OUH had an overall score of **6.84 out of 10** in relation to the People Promise Element: "*We each have a voice that counts*" (*relating to Raising Concerns*). This is an improvement on last year's score, it is better than the national average and it is significantly better than poorly performing outliers, although with room for improvement to match the score of the best performing trusts.
- 3.7. During 2023/24, the importance of committing to a positive speaking up culture - with effective policies and processes enabling staff to raise concerns without fear of detriment - was further reinforced in [correspondence](#) sent to all trusts by NHS England in August 2023, in the wake of the verdict in the trial of Lucy Letby.
- 3.8. In October 2023, a new FTSU Lead Guardian took up post at OUH, and - with strong, visible support from the Board - the whole FTSU team spearheaded another successful Speak Up Month, on the national theme of **#Removing the barriers to speaking up**.
- 3.9. Demonstrating the Trust's commitment to breaking the barriers to speaking up, and in alignment with the Trust's *Eradication of Bullying and Harassment Programme*, significant progress was achieved in 2023/24 to deliver on procurement of an external web-based platform for anonymous reporting of concerns, supplementary to all existing channels.
- 3.10. At the time of writing, the Trust is preparing for an October 2024 launch of the [WorkInConfidence \[WiC\] Anonymous 2-way Speak Up](#) channel and associated **Case Management** tool, to provide an **additional channel** for those who would not otherwise have confidence to speak up without guaranteed anonymity; also providing a return path to facilitate an exchange of communication, whilst preserving anonymity. (*Ref paras 7.2 and 7.3 of the full FTSU Annual Report 2023/24*).

4. Conclusion

- 4.1. Throughout 2023/24 and continuing, the OUH FTSU team has continued to collaborate with colleagues in teams across the Trust, to consolidate improvements to the speaking up culture at OUH, underpinned by a commitment to embed a that culture throughout the organisation e.g.

- in the launch of the new [‘Raising a concern’ staff website](#), to make it easier for staff to navigate the various routes and channels available for raising concerns, and
 - with procurement of an additional channel for raising concerns anonymously by OUH forming one of the key workstreams of the Trust’s *Eradication of Bullying and Harassment Programme*.
- 4.2. This collaborative approach adheres to NHS England’s [updated FTSU guidance and reflection and planning tool](#) which emphasises that:
- “speaking up sits within the wider context of a compassionate and inclusive culture, ... all elements of [which] are closely linked to Freedom To Speak Up, and must be implemented alongside it”*
- 4.3. The reflection and planning tool is being completed in 2024/25, to identify any actions required to develop FTSU arrangements at OUH; ensuring that staff can access the support required to meet their needs in relation to raising concerns.

5. Recommendations

- 5.1. The **Trust Board is asked to**
- **Consider** the Freedom to Speak Up Annual Report 2023/24 **attached** at Appendix 1.

Appendix 1

Freedom to Speak Up – Annual Report 2023/24

1. Purpose

1.1. This Annual Report provides the Board with an overview of the work of the Freedom to Speak Up Guardians, including contacts made and cases formally opened in the 12 months from April 2023 to March 2024, and outlines actions the Trust is taking to support a positive speaking up culture.

2. Recorded staff contacts and cases opened

2.1. The number of cases formally opened after staff contact with FTSU Guardians in 2023/24 is **95**, representing a small increase on the 94 cases opened in 2022/23, and arresting a year-on-year decrease since 2020/21.

2.2. The FTSU team has also engaged with a much larger number of staff through a range of initiatives aimed at raising awareness and removing barriers to speaking up. Through regular online Listening Events, induction sessions, walkabouts, and other events, the FTSU team recorded **contact with 2,244** members of staff in 2023/24.

2.3. In addition, during national annual Speak Up month in October 2023, **1,007** staff members **dropped in on FTSU Roadshows** which were held on each of the four main hospital sites and at OUH Cowley, and the FTSU team engaged with **510** staff members at events held in collaboration with the **wellbeing team**.

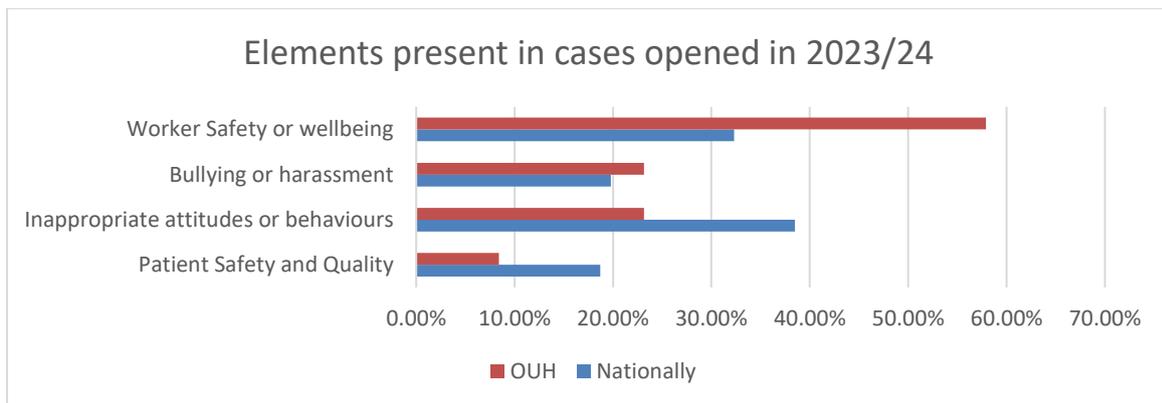
2.4. Year-on-year data on the number of contacts giving rise to a case being opened at OUH is provided in Table 1

Year	Period covered	No of contacts	
		Half year	Full year
2017/18	8 months		56
2018/19	Q1 and Q2	39	
	Q3 and Q4	54	
	12 months		93
2019/20	Q1 and Q2	86	
	Q3 and Q4	55	
	12 months		141
2020/21	Q1 and Q2	92	
	Q3 and Q4	72	
	12 months		164
2021/22	Q1 and Q2	38	
	Q3 and Q4	78	
	12 months		116
2022/23	Q1 and Q2	37	
	Q3 and Q4	57	
	12 months		94
2023/24	Q1 and Q2	30	
	Q3 and Q4	65	
	12 months		95

Table 1 - Number of contacts (Source: OUH Lead FtSU Guardian)

Some comparisons with national data

- 2.5. The [NGO Annual Report on Speaking Up Data 2023/24](#) (published in July 2024) showed that across the country, 32,167 cases were raised with FTSU Guardians during the whole year 2023/24, representing a 27.6% increase on 25,382 cases recorded nationally in 2022/23, which had been a 25% increase on cases in 2021/22.
- 2.6. The number of FTSU cases opened at OUH increased from 94 in 2022/23 to 95 in 2023/24, arresting a year-on-year decrease observed since 2021/22.
- 2.7. Nationally, the most reported theme remained inappropriate attitudes or behaviour, which was reported as an element in 38.5% of cases (up from 30% in 2022/23), and bullying and harassment was reported to be an element in a further 19.8% of cases (*down* from 22% in 2022/23).
- 2.8. The theme of staff safety or wellbeing was reported as an element in 32.3% of cases reported across the country (up from 27.4%), and 18.7% of cases nationally involved an element of patient safety and quality (down from 19.3%).
- 2.9. A comparison with the breakdown of reasons why people spoke up at OUH in 2023/24 is provided in Graph 1.



Graph 1 – Comparison of the elements present in cases nationally and at OUH
 (Source: [NGO Annual Report on Speaking Up Data 2023/24](#) and OUH Lead FTSU Guardian)

- 2.1. At OUH, the most reported theme during 2023/24 (as it had been in 2022/23) was “staff safety or wellbeing”, which featured in 55 cases (58% of cases).
- 2.2. “Inappropriate attitudes or behaviour” was an element in 22 out of the total of 95 cases formally opened at OUH during 2023/24 (23% of cases).
- 2.3. Further, “bullying and harassment” was cited as the reason for contact with FTSU Guardians at OUH in 22 cases during that period (23% of cases)
- 2.4. In the same period, only 8 cases were reported at OUH on the theme of “patient safety and quality” (8% of cases).

2.5. A year-on-year comparison of data on the reasons for a case being opened following contact with OUH FTSU Guardians is provided in Table 2. (**NB** multiple reasons for contact may be identified in any single case).

Year-on-Year comparison of reasons why people speak up at OUH:

Element of:	2020/21	2021/22	2022/23	2023/24
Patient safety/quality	63	25	34	8
Behaviours incl. bullying & harassment	47	66	<i>Category then sub-divided; if re-amalgamated = 49</i>	<i>if re-amalgamated = 39</i>
Bullying and harassment	<i>Categories not previously sub-divided</i>		32	22
Other inappropriate attitudes or behaviour	<i>Categories not previously sub-divided</i>		17	17
Staff safety	<i>Not reported</i>	47	<i>Category then revised to include staff wellbeing</i>	
Staff safety or wellbeing	<i>Category didn't previously include staff wellbeing</i>		47	55
Reported suffering detriment	12	7	3	2

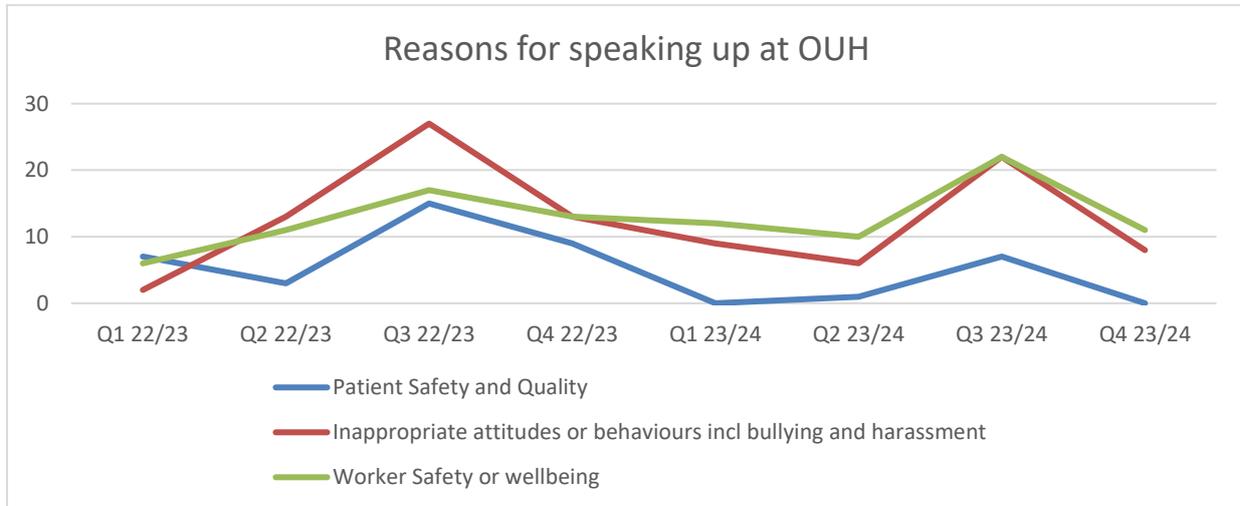
Table 2 – reasons for contacts with OUH FTSU Guardians, 2020/21 to 2023/24
(Source: OUH Lead FTSU Guardian)

Quarterly breakdown for 2022/23 and 2023/24:

Quarter by Quarter comparison	22/23 Q1	22/23 Q2	22/23 Q3	22/23 Q4	23/24 Q1	23/24 Q2	23/24 Q3	23/24 Q4
Element of patient safety/quality	7	3	15	9	0	1	7	0
Element of bullying and harassment	0	9	13	10	3	4	10	5
Element of other inappropriate attitudes or behaviour	2	4	14	3	6	2	11	3
Element of staff safety or wellbeing	6	11	17	13	12	10	22	11
Suffered detriment	0	1	2	0	0	0	1	1

Table 3 – reasons for contacts by quarter during 2022/23 and 2023/24
(Source: OUH Lead FTSU Guardian)

2.6. Trends in the reasons why people have spoken up at OUH over the past 2 years are represented in Graph 2.



Graph 2 – Reasons for speaking up at OUH 2022/23 and 2023/24
(Source: OUH Lead FTSU Guardian)

Anonymous reporting

2.7. Six cases were initially raised anonymously at OUH in Q1 of 2023/24, five in Q2, four in Q3, and 2 in Q4. (= 17.9% of all cases raised through FTSU at OUH in 2023/24).

2.8. This is significantly higher than the 2% of cases that were reported anonymously at OUH in 2022/23, and higher than the national average of 9.5% of cases raised anonymously in 2023/24.

2.9. To further break down barriers to speaking up, the Trust is committed to making it easier to raise concerns anonymously.

Detriment

2.10. During 2023/24, the FTSU team at OUH recorded only 2 cases indicating “detriment”, defined by the NGO as “disadvantageous and/or demeaning treatment for speaking up” (= 2% of cases at OUH, compared to a national average in 2023/24 of 4%).

Response times

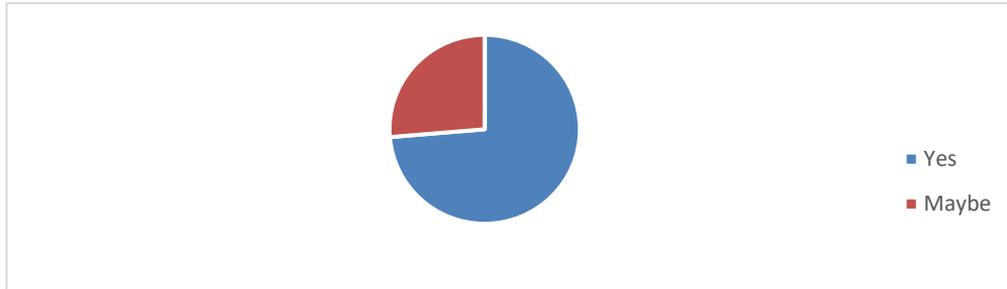
2.11. Throughout 2023/24, the average time taken for FTSU Guardians to provide an initial response to contact made was between 24 and 72 hours.

Feedback on the experience of speaking up

2.12. In response to the question, “Given your experience, would you speak up again?”, in 2023/24, one in five people responded (20%), of whom:

- 74% (14 people) answered “Yes”

- 26% (5 people) answered “Maybe” (4 people) or “Don’t know” (1 person)
- Nobody answered “No”



Graph 3 – Feedback on whether people will speak up again (Source: OUH Lead FTSU Guardian)

Topics and themes in concerns raised

2.13. Concerns raised in 2023/24 have highlighted:

- That there are some individuals who express the wish to remain anonymous when raising a concern, so that they can maintain relationships with colleagues and/or their line manager;

the Trust is preparing to introduce in October 2024 an **additional channel** for raising concerns with a guarantee of anonymity – via [WorkInConfidence - Employee Listening & Engagement Tools](#) - a platform that is demonstrably separate from and independent of the Trust;

- That it is important to provide clear and constructive responses to anyone who raises a concern (via any of the available channels), so that they feel heard and valued;

there are still too many staff who say that they do not feel listened to when issues are raised;

- That, in the several instances where a concern was raised about bullying and harassment or other inappropriate attitudes or behaviour, those who raised the concern said that what they wanted was an assurance of an impartial perspective on the situation;

- That more support may be needed to improve staff safety and wellbeing, given the significant increase in the number of cases which have included that element;

the FTSU team is working collaboratively with the Wellbeing team to address this;

- That an increase in the number of Registered Nurses /Midwives reporting concerns in Q4 indicates some growing confidence in speaking up within this professional group;

Making a difference

- 2.14. The FTSU Guardians meet regularly with colleagues in divisional management, who confirm that this helps them to triangulate FTSU data with all other available sources of intelligence, so as to gain a better understanding of what key issues of concern need to be addressed.
- 2.15. Further, there is feedback from colleagues in the divisions that encouraging staff to speak up and raise a concern through the Freedom to Speak Up service has been found to:
- overcome communication breakdown, misunderstanding, and relationship tensions;
 - allow staff to demonstrate that they are not happy with a process or change; and
 - provide an alternative route to resolution when ongoing, long-standing concerns are not resolved by Directorate/Divisional colleagues.
- 2.16. Divisional managers have been able to provide some **case studies** to illustrate how they feel speaking up has made a difference.

Case study 1

In a recent consultation to change shift end times in a department, after a member of staff raised a concern through FTSU, it became apparent that the manager could have scoped the change with more stakeholders and could have been more transparent about the reason for this change. While the manager had followed the correct processes, it was clear that not all the staff felt listened to. The opportunity was then taken to reflect upon how a different communication approach might have fostered a more cohesive team approach to change and this is something that the manager is now using and sharing with colleagues across the division.

Case study 2

A member of staff raised concerns through FTSU about feeling stressed at work, citing why she felt she was being treated differently and unfairly, leading to her feeling that – much as she had loved her job - she couldn't do anything right and was afraid to make a mistake. After FTSU facilitated escalation of the concern, the member of staff had their concerns listened to at a senior level and felt that their voice had been heard. With ongoing support put in place for both the member of staff and their manager, the member of staff (although offered an opportunity to move) opted to stay in the job that she loved, and communication was improved across the team.

Case study 3

A group of staff in a team raised concerns through FTSU about how upset and anxious they felt about changes to their geographical location (on the

same site). They were also concerned about being asked to work more clinically-based on individual wards. The Division had been fully aware of the situation and had already initiated a very carefully considered process for the management of this change. However, some staff had not engaged with the opportunities that had been offered to meet and discuss the changes. After speaking up to a FTSU Guardian, staff received additional support, including additional meetings with Union representatives. Specific individual concerns were heard and resolved, e.g. one member of staff required some reasonable adjustments related to her health. With improved communication, one member of staff also raised other concerns of longer-standing which the Division was then able to address and resolve. The change has now been successfully embedded, and is working well.

3. Assessing our speaking up culture: We each have a voice that counts

- 3.1. Since 2021, the principal measure of the health of a trust’s speaking up culture is how well it scores in the annual NHS Staff Survey on the element of the **People Promise** that measures (out of 10) how well an organisation can demonstrate that **“We each have a voice that counts (relating to raising concerns)”**.
- 3.2. In the results of the [NHS Staff Survey 2023](#) , the OUH had an overall score of **6.84 out of 10** in relation to the People Promise Element: **“We each have a voice that counts” (relating to Raising Concerns)**. This is an improvement on last year’s score, it is better than the national average and it is significantly better than poorly performing outliers, although with room for improvement to match the score of the best performing trusts.
- 3.3. Year on year comparison of the overall score is provided in Table 4.

				2021		2022		2023	
NHS Staff Survey National avge	(Score 1-10)			6.67		6.65		6.7	
Highest and lowest performers				Best: 7.31	Worst: 6.16	Best: 7.14	Worst: 6.16	Best: 7.16	Worst: 6.21
OUH Staff Survey Result				6.82		6.78		6.84	

Table 4 – Overall score for “We each have a voice that counts (relating to raising concerns)”

Source: NHS Staff Survey 2021 to 2023

- 3.4. Each trust’s score is based on responses to four key questions in the Staff Survey. In the 2023 Survey, OUH responses to all four questions had improved, and were better than the national average. The four questions are:

- “I would feel secure raising concerns about unsafe clinical practice”
 - in respect of which, 4,721 people at OUH agreed or strongly agreed, representing an improvement at 71.86% of responders (up from 71.3% in the 2022 survey), and bettering the national average of 70.24%;
- “I am confident that my organisation would address my concern”
 - in respect of which, 3,806 people at OUH agreed or strongly agreed, again representing an improvement at 58.5% of responders (up from 57.6% in the 2022 Survey), bettering the national average of 55.9%;
- “I feel safe to speak up about anything that concerns me in the organisation”
 - in respect of which, 4,200 people at OUH agreed or strongly agreed, representing an improvement at 64.07% (up from 62.6% in the 2022 Survey), and bettering the national average of 60.89%; and
- “If I spoke up about something that concerned me, I am confident my organisation would address my concern”
 - in respect of which, 3,409 people at OUH agreed or strongly agreed, representing an improvement at 52.41% (up from 50.1% in the 2022 Survey), and bettering the national average of 48.65%.

4. The National Guardian’s Office

- 4.1. During 2023/24, the NGO published [Updated Guidance on Recording Cases and Reporting Data - National Guardian's Office](#), and the latest [NGO Annual Report 2022 23](#) was laid before Parliament in November 2023.
- 4.2. In Q1, the NGO published the results of the FTSU Guardian Survey 2023: [Listening to Guardians: FTSU Guardian Survey 2023](#), which identified:
 - a sharp decline in Freedom to Speak Up guardians’ perception of the improvements in the Speak Up culture of the healthcare sector;and which revealed a national picture in which:
 - although more work is being done to act on barriers to speaking up, system pressures are adding to feeling that speaking up is futile.
- 4.3. Other NGO publications of note during 2023/24 have included:
 - [Fear and Futility: what does the staff survey tell us about speaking up in the NHS?](#) - reflecting on results that indicate “a worrying [national] picture of potentially increasing disillusionment and a feeling that speaking up is futile”;

- [NGO response to the Fit and Proper Person Framework](#), “recognising the negative consequences of defensive leaders who victimise people who speak up”, welcoming the strengthening of “processes so that this behaviour can be held to account”, and commending the [NHS England » NHS leadership competency framework for board members](#) as “putting listening and learning at the heart of governance”;
 - NGO’s [Response to Too Hot to Handle - National Guardian's Office](#), highlighting the recommendation for better use of Freedom to Speak Up guardians, “who as part of their role have a focus on encouraging their organisations to remove the barriers which workers face in speaking up – particularly Black and minoritized workers”, and whose training is “focused on equity, diversity and belonging in order to give all guardians an understanding of discrimination”.
- 4.4. The NGO continues to produce [Case Studies from the National Guardian's Office](#), sharing stories that aim to describe the current reality of speaking up in health.

5. Learning and Improvement

- 5.1. The FTSU team continues to promote the training modules developed by Health Education England working with the NGO, which are available on *My Learning Hub*:
- Module 1 “Speak Up” ([Speak Up](#)) – available for all staff
 - Module 2 “Listen Up” ([Listen Up](#)) – for all leaders; and
 - Module 3, “Follow Up” ([Follow Up](#)) - for senior leaders including executive and non-executive directors, and governors; to be undertaken after completion of Modules 1 and 2.
- 5.2. All staff are encouraged to undertake the ‘Speak Up’ e-learning module and, with the support of the BAME Staff Network, take-up by its members has been particularly targeted.
- 5.3. It is strongly recommended that the Speak Up and Listen Up modules be completed by all line managers, senior Trust leaders, and senior clinical staff, so that they can then support junior and other frontline staff in raising concerns. All senior leaders are urged to undertake the ‘Follow Up’ module, after they have completed Modules 1 and 2.
- 5.4. This approach is intended to encourage knowledge about how to speak up in all staff groups, while particularly targeting vulnerable groups and empowering senior leaders and middle managers to support the promotion of a healthy speaking up culture.
- 5.5. All members of the FTSU team have undertaken the e-learning modules.

- 5.6. The FTSU Guardians have also completed updated Guardians' training, launched by the NGO, and undertake mandatory annual refresher training. (In 2024/25, the annual refresher training this will include a focus on equity, diversity and belonging in order to give all guardians an understanding of discrimination).
- 5.7. FTSU Guardians also regularly attend and share learning at meetings of the Regional FTSU Network.

6. Ongoing development of FTSU arrangements at OUH

- 6.1. With the appointment of a new FTSU Lead Guardian at OUH in October 2023, priority was given to an assessment of the resources of the FTSU service, to ensure that they are appropriate to support the needs of staff in relation to raising concerns, both:
 - Proactively. – continuing to remove barriers to speaking up;
 - Reactively – responding in a timely way to all contacts made, opening cases and offering support as appropriate.
- 6.2. With the aim of breaking barriers to speaking up – recognising that a fear of detrimental repercussions is known to be one of the main barriers to speaking up - the Trust is preparing to introduce in October 2024 an **additional channel** for raising concerns with a guarantee of anonymity – demonstrably separate from and independent of the Trust.
- 6.3. The [WorkInConfidence - Employee Listening & Engagement Tools](#) [WiC] platform for 2-way anonymous communication (and the associated consolidated case management tool) has been procured to meet the key objective of giving people more confidence to speak up, through providing protection against reprisal, and facilitating constructive feedback to dispel the suspicion of futility.

7. Conclusion

- 7.1. The OUH FTSU team has continued to collaborate with colleagues in teams across the Trust, to consolidate improvements to the speaking up culture at OUH.
- 7.2. The consolidation of improvements to the Trust's speaking up culture has been underpinned by a commitment to embed that culture throughout the organisation e.g. in the launch of the new ['Raising a concern' staff website](#), to make it easier for staff to navigate the various routes and channels available for raising concerns.
- 7.3. This collaborative approach adheres to NHS England's [updated FTSU guidance and reflection and planning tool](#) which emphasises that:

“speaking up sits within the wider context of a compassionate and inclusive culture, ... all elements of [which] are closely linked to

Freedom To Speak Up, and must be implemented alongside it” (see [pages 36-44 of the guidance 'Building widespread cultural change' - the transformational information you need for culture and behavioural change](#))”

- 7.4. The reflection and planning tool will be completed during 2024/25, to identify any actions required to develop FTSU arrangements at OUH; ensuring that staff can access the support required to meet their needs in relation to raising concerns.
- 7.5. The FTSU Lead Guardian and team will continue to work in alignment with the Trust’s Strategy and the People Plan, contributing to the staff engagement programme, to help meet the on-going challenge to promote, create and sustain an open and transparent culture of speaking up, listening up and following up at OUH.

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OUH Freedom to Speak Up Lead Guardian