

CONTROLLED DOCUMENT**Freedom to Speak Up:
Raising Concerns Policy**

CATEGORY:	Policy
POLICY STATUS:	Reserved
CLASSIFICATION:	Human Resources
PURPOSE	To inform staff how to speak up to have any concerns listened to and acted on
Controlled Document Number:	153
Version Number:	7.1
Controlled Document Sponsor:	Chief People Officer
Controlled Document Lead:	Freedom to Speak Up Guardian
Will this Controlled Document impact upon any contracts held by the Trust?	<input type="checkbox"/> Yes ¹ <input checked="" type="checkbox"/> No
Approved By:	Board of Directors
Approved On:	April 2023
Review Date:	April 2026
Distribution:	<ul style="list-style-type: none">• Essential Reading for:• Information for: All staff

¹ If this Controlled Document will have an impact on any contracts held by the Trust, once approved, this will need to be sent to the Procurement Team requesting that it be added to the Procurement Policy Portal

Contents

Paragraph		Page
1	Speak Up – we will listen	3
2	Policy Statement	3
3	Equality and Health Inequalities Statements	4
4	Scope – who can speak up?	4
5	What can I speak up about?	5
6	We want you to feel safe to speak up	6
7	Who can I speak up to internally?	6
8	Who can I speak up to externally?	8
9	How should I speak up?	9
10	What will we do?	10
11	Advice and Support	12
12	Making a Protected Disclosure	12
13	Definitions	13
14	Role of the Freedom to Speak Up Guardian and Confidential Contacts	14
15	Duties	15
16	Implementation and Training	17
17	Monitoring	17
18	References	17
19	Associated Policy and Procedural Documentation	17

Appendices

Appendix A	What will happen when I speak up?	18
Appendix B	Internal Contacts	19
Appendix C	Monitoring Matrix	20

Version History

Version	Title	Issue Date
4.0	Policy for Raising Concerns in the Public Interest (Whistleblowing)	16/11/2011
5.0	Raising Concerns in the Public Interest (Whistleblowing) Policy	26/10/2017
6.0	Raising Concerns Policy	04/08/2021
6.1	Raising Concerns Policy	25/05/2022
7.0	Freedom to Speak Up: Raising Concerns Policy	13/06/2023
7.1	Freedom to Speak Up: Raising Concerns Policy	23/02/2024

1. Speak up – we will listen

We welcome speaking up and we will listen. By speaking up at work you will be playing a vital role in helping University Hospitals Birmingham NHS Foundation Trust (“the Trust”) to keep improving our services for all patients and the working environment for our staff.

This policy is for all our workers. 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”.

You may feel worried about raising a concern, and we understand this, but please don’t be put off. The senior leaders and entire board of the Trust are committed to an open and honest culture.

We want to hear about any concerns you have, whichever part of the organisation you work in. We will look into what you say and you will have access to the support you need.

We ask all our workers to 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](#).

2. Policy Statement

The NHS has developed a national policy on speaking up as a minimum standard for all NHS organisations, aimed at improving the experience of raising concerns in the NHS. It is intended to help to normalise the raising of concerns for the benefit of all patients and staff. Its aim is to ensure all matters raised are identified, considered appropriately, and used as opportunities for learning.

We have based our policy on the standard national policy. Our local process has been added to provide more details about how you can raise concerns, and how we will respond. We have also added elements to enhance the national policy based on our staff experience and the Trust’s organisational learning in to best practice in responding to concerns raised.

Facilitating speaking up promotes organisational learning and leads to better patient care and outcomes, and an improved staff experience. This will be achieved through the following objectives:

- i. To ensure staff at all levels are aware of the different routes to raise a concern, what they can expect when they do, what support is available,

- the applicable guidance/policies, and what feedback they will receive;
- ii. To ensure that staff can be confident that concerns can be raised openly and safely, and know that their concerns are being dealt with appropriately;
- iii. To ensure clinicians and managers at every level of the organisation provide staff with the opportunity to raise concerns;
- iv. To ensure that staff are aware of the role of the Freedom to Speak Up Guardian;
- v. This policy is separate to but supplements a number of other policies including but not limited to policies on Employee Relations, Incident Reporting, Equal Opportunities and Health and Safety.

Staff should not experience anyone in the Trust trying to dissuade them from raising a concern, particularly those related to health and safety of patients, staff or the public.

3. Equality and Health Inequalities Statements

Promoting equality and addressing health inequalities are at the heart of the Trust's values. Throughout the development of the policies and processes referred to in this document, we have:

- i. Considered the need to eliminate discrimination, harassment and victimisation, to advance equality of opportunity, and to foster good relations between people who share a relevant protected characteristic (as cited under the Equality Act 2010) and those who do not share it; and
- ii. Considered the need to reduce inequalities between patients in access to, and outcomes from healthcare services and to ensure services are provided in an integrated way where this might reduce health inequalities.

4. Scope – who can speak up?

Anyone who works or has worked in NHS healthcare, including pharmacy, optometry and dentistry can speak up. This encompasses any healthcare professionals, non-clinical workers, receptionists, directors, managers, contractors, volunteers, students, trainees, junior doctors, locum, bank and agency workers, and former workers.

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 workers with disabilities, or from a minority ethnic background or the LGBTQ+ community do not always feel able to speak up. This policy is for all workers and we want to hear all our workers' concerns.

5. What can I speak up about?

You can speak up about anything that gets in the way of patient care or affects your working life. 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;
- you feel the behaviours of others is affecting your wellbeing, or that of your colleagues or patients.

Speaking up is about all of these things.

Speaking up, therefore, captures a range of issues, some of which may be appropriate for other existing processes (for example, HR or patient safety/quality processes) [see the [Employee Relations Policy](#)]. As an organisation, we will listen and work with you to identify the most appropriate way of responding to the issue you raise.

Just a few examples might include (but are by no means restricted to):

- unsafe patient care;
- unsafe working conditions;
- a patient receiving adequate treatment, but their dignity being compromised;
- lack of, or poor response to a reported patient safety incident;
- new services being considered where staff have a patient or staff safety concern;
- inadequate induction or training for staff;
- suspicions of fraud (which can also be reported to our local counter-fraud team. The Trust's counter-fraud service is provided independently through KPMG and details can be found [here](#))
- a bullying or discriminatory culture;
- Management not addressing issues of concern.

For further examples, please see the [Health Education England video](#).

If in doubt, please speak up.

We would like you to raise the matter while it is still a concern. It doesn't matter if you turn out to be mistaken.

If you believe there is an imminent threat of serious harm to patients/staff/public, then you should raise the concern immediately in line with the Incident Reporting Policy, and/or carry out the appropriate preventative actions, escalating it quickly if it has not been addressed promptly.

6. We want you to feel safe to speak up

Your speaking up to us is a gift because it helps us identify opportunities for improvement that we might not otherwise know about.

We will not tolerate anyone being prevented or deterred from speaking up or being mistreated because they have spoken up.

7. Who can I speak up to internally?

7.1 Line Management

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 you to explore this option – it may well be the easiest and simplest way of resolving matters.

However, you have other options in terms of who you can speak up to if raising it with your line manager (or lead clinician or tutor) does not resolve matters, or you do not feel able to raise it with them. You can contact those set out below.

7.2 Senior Managers

You can contact any senior manager or director or Executive with responsibility for the subject matter you are speaking up about.

7.3 Patient Safety Issues

Patient safety issues should be reported on Datix in the first instance. Any immediate appropriate action that needs to be taken should be done so immediately, and the matter then documented on Datix.

The patient safety team or clinical governance team (where concerns relate to patient safety or wider quality) can be contacted via Patient-Safety.Team@uhb.nhs.uk or RiskManagement@uhb.nhs.uk.

7.4 Human Resources

You can contact the HR Advisory Service through first.contact@uhb.nhs.uk who may signpost you to relevant services, or if appropriate deal with the issue under the Employee Relations Policy.

7.5 Freedom to Speak Up Guardian (and Deputy) / Confidential contacts

Our Freedom to Speak Up Guardian:
Professor Julian Bion (Julian.Bion@uhb.nhs.uk)
email: FreedomToSpeakUpGuardian@uhb.nhs.uk;
tel: 0121 371 7221.

The Freedom to Speak Up Guardian can support you to speak up if you feel unable to do so by other routes. The Guardian will ensure that people who speak up are thanked for doing so, that the issues they raise are responded to, and that the person speaking up receives feedback on the actions taken. You can find out more about the Guardian role [here](#).

The Guardian provides independent and impartial advice to staff at any stage of speaking up, with access to anyone in the organisation, including the Chief Executive, or if necessary, outside the organisation.

Details of our Deputy Freedom to Speak Up Guardian(s) and Freedom to Speak Up Confidential Contacts can be found at www.uhb.nhs.uk/one-trust/ftsug

7.6 Health and Safety and Occupational Health

Staff safety issues should be reported on Datix in the first instance. Any immediate appropriate action that needs to be taken should be done so immediately, and the matter then documented on Datix.

For matters concerning staff safety, the Health and Safety department (Health&SafetyTeam@uhb.nhs.uk) and Occupational Health services (0121 371 7170 / OHEnquiries@uhb.nhs.uk) can be contacted. Further information can be found in the Incident Reporting Policy and the Health and Safety Policy.

7.7 Inclusion Team

If you have raised a concern specifically about discrimination with your line manager and you do not feel that it has been dealt with fully or fairly, then you can contact fairnessforall@uhb.nhs.uk explaining your concern and the action taken so far. This will be reviewed by the Inclusion Team who may be able to signpost or suggest other action.

7.8 Local Counter Fraud Team

Where concerns relate to suspicions of fraud (which can also be reported to our local counter-fraud team. The Trust's counter-fraud service is provided independently through Deloitte LLP and can be contacted via Lorna.Barry@nhs.net or 0121 695 5539).

7.9 Executive Director responsible for Freedom to Speak Up

The Chief People Officer, Cathi Shovlin, provides senior support for our speaking-up guardian and is responsible for reviewing the effectiveness of Freedom to Speak Up arrangements. She can be contacted via 0121 371 7601 / Cathi.Shovlin@uhb.nhs.uk

7.10 Non-Executive Director responsible for Freedom to Speak Up

The Non-Executive Director with responsibility for speaking up is Professor Jon Glasby who can be contacted in writing at University Hospitals Birmingham NHS Foundation Trust, Trust Headquarters, Mindelsohn Way, Birmingham B15 2GW, marking the correspondence 'Strictly Private and Confidential – Addressee Only'.

The Non-Executive Director can provide more independent support for the Guardian, as well as providing a fresh pair of eyes to ensure that investigations are conducted with rigor, and help escalate issues where needed.

All these people have been trained in receiving concerns and will give you information about where you can go for more support.

If for any reason you do not feel comfortable raising your concern internally, you can raise concerns with external bodies, listed on page 10.

8. Who can I speak up to externally?

The Trust encourages staff to explore all internal avenues for raising a concern initially. Alternatively, if you do not want to speak up to someone within your organisation, 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:

- - how NHS trusts and foundation trusts are being run
(this includes ambulance trusts and community and mental health trusts)
GP surgeries

- dental practices
- optometrists
- pharmacies

- 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.

Section 12 contains information about making a ‘protected disclosure’.

9. 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).

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 content that the person you speak up to knows your identity and that they can share this with those involved in responding.
- **Confidentially:** you are content 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 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.

In all circumstances, please be ready to explain as fully as you can the information and circumstances that prompted you to speak up.

We will keep your identity confidential, if that is what you want, unless we are required to disclose it by law (for example, by the police).

10. What will we do?

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.

What you can expect to happen after speaking up is set out in section 10.

We are committed to listening to our staff, learning lessons and improving patient care. On receipt the concern will be recorded and you will receive an acknowledgement within two working days. The central record will record the date the concern was received, whether you have requested confidentiality, a summary of the concerns and dates when we have given you updates or feedback.

10.1 Resolution and Investigation

We support our managers/supervisors to listen to the issue you raise and take action to resolve it wherever possible. In most cases, it's important that this opportunity is fully explored, which may be with facilitated conversations and/or mediation.

We may decide that your concern would be better looked at under

another process; for example, our process for dealing with bullying and harassment. If so, we will discuss that with you.

Where an investigation is needed, this will be objective and conducted by someone who is suitably independent (this might be someone outside the Trust 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 issues to prevent problems recurring. The investigation will be objective and evidence-based, and will produce a report that focuses on identifying and rectifying any issues, and learning lessons to prevent problems recurring.

Any employment issues that have implications for you/your capability or conduct or the capability or conduct of another individual identified during the investigation will be considered separately.

If your concern suggests a Serious Incident has occurred, an investigation will be carried out under the [Patient Safety Incident Response Framework](#) .

10.2 Communicating with you

We will treat you with respect at all times and will thank you for speaking up. We will discuss the issues with you to ensure we understand exactly what you are worried about. If we decide to investigate, we will tell you what process will be used for the investigation, 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).

10.3 How we will learn from your speaking up

We want speaking up to improve the services we provide for patients and the environment our staff 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.

10.4 Board oversight

The board will be given high level information about all concerns raised

by our staff through this policy and what we are doing to address any problems. We will include similar high level information in our annual report. The board supports staff raising concerns and wants you to feel free to speak up.

10.5 Review

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

11. Advice and support

Details on the local support available to you can be found in Appendix B. Your local staff networks can be a valuable source of support
<http://uhbhome/staff-networks.htm>

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

[Support available for our NHS people.](#)

[Looking after you: confidential coaching and support for the primary care workforce.](#)

NHS England has a [Speak Up Support Scheme](#) that you can apply to for support. You can also contact the following organisations:

[Speak Up Direct](#) provides free, independent, confidential advice on the speaking up process.

The charity [Protect](#) provides confidential and legal advice on speaking up.

The [Trades Union Congress](#) provides information on how to join a trade union.

[The Law Society](#) may be able to point you to other sources of advice and support.

[The Advisory, Conciliation and Arbitration Service](#) gives advice and assistance, including on early conciliation regarding employment disputes.

12. Making a ‘protected disclosure’

When certain types of concerns are raised with a reasonable belief that the disclosure is in the public interest, you are likely to be protected in raising your concern by ‘whistle blowing’ legislation in line with the Public Disclosure Act 1998. These relate to:

- Someone's health and safety being in danger;
- Damage to the environment;
- A criminal offence;
- An individual or the Trust not obeying the law;
- Covering up wrongdoing.

These can relate to things that have happened, are happening now, or are likely to happen.

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 Prevent or a legal representative.

13. Definitions

Defined Term	Meaning
Line Manager	The individual to whom the staff member reports
Managers	'Managers' is a term that applies across all staff whether clinical or not. This includes, but is not limited to, CDG Medical Directors, Ward Managers, Department Managers, Matrons.
Freedom to Speak Up Guardian	The Freedom to Speak Up Guardian and a Non-Executive Director with responsibility have been appointed by the Trust in response to the Francis Review (2015). The Guardian's purpose is to ensure that concerns raised by staff with the Guardian are appropriately addressed. The Guardian is an independent role and has unfettered access to senior Trust staff and the Board.
Confidential Contacts	The Guardian is supported by a network of trained Confidential Contacts across sites and functions to ensure a wide spread of contacts which provides staff with a breadth of organisational experience to choose from.

14. Role of the Freedom to Speak Up Guardian and Confidential Contacts

The Freedom to Speak Up Guardian, supported by Deputy Freedom to Speak

Up Guardian(s), provides an independent pathway for raising concerns. The Guardian and a Non-Executive Director with responsibility for speaking up are supported by a network of Confidential.

The network of trained Confidential Contacts come from across sites and functions to ensure a wide spread of contacts which provides staff with a breadth of organisational experience to choose from.

- The Guardian, Deputy Guardian(s) and Confidential Contacts are neither advocates nor investigators, but help you to raise concerns where needed, signposting to appropriate Trust mechanisms to raise concerns, and ensuring policies are followed correctly, and that those that speak up receive feedback on the concern raised and are protected from detriment. The Guardian requests regular updates on progress from management, and follows up the reporting of concerns to a conclusion.
- You will be listened to and a note of your concerns will be recorded in complete confidence.
- You may be signposted to sources of advice and support, with follow-up to ensure that the concerns have been resolved.
- For complex concerns, the Guardian (or Deputy or Confidential Contact) will assist you in putting your concerns in writing but it is important that you are happy with both the tone and content of any report. It is the intention that the report is presented to the most appropriate person in management empowered to deal with the concerns raised. This process will be subject to approval by you as the person raising the concern, and confidentiality will be maintained throughout, although your consent may be sought for disclosure of details which may directly or indirectly identify you but which is necessary to facilitate a fair and impartial investigation of the concerns raised. It will always be your choice as to whether you consent to the lifting of confidentiality but you need to be aware that the decision you make may limit our ability to properly and fairly investigate the concerns raised.
- If a crime is alleged, or patient safety is imminently compromised, the Guardian will inform the Trust Leadership without requiring your consent, but while respecting the need for confidentiality.
- You will be asked for feedback on your experience of Speaking Up.
- It is not the role of the FTSUG function to require a specific resolution of a concern raised nor influence the investigation into the concerns. Representations can be made as to your preferences but it is for the Trust to endeavor to ensure an appropriate investigation and resolution. The FTSUG function can hold the Trust to account as to progress of the

investigation, provision of appropriate feedback to you and ensuring that you do not suffer a detriment as a result of raising a concern.

15. Duties

15.1 Chief Executive

The Chief Executive has overall responsibility for providing the Freedom to Speak Up Guardian Service.

15.2 Chief People Officer

The Chief People Officer has Board level responsibility for overseeing the implementation of this Policy, and meets regularly with the Freedom to Speak Up Guardian to discuss how it is being implemented and to discuss trends/themes.

The Chief People Officer and the HR senior leadership team will ensure that relevant policies and procedures are in place and implemented to support other relevant HR processes.

15.3 Freedom to Speak Up Guardian

The Freedom to Speak Up Guardian, supported by Deputy Freedom to Spak Up Guardian(s), will act as an independent and impartial source of support to staff at any stage of raising a concern, and will:

- Signpost and support individuals when considering speaking up and raising concerns;
- Raise awareness of how to raise concerns through the available structures and policies through training and communication campaigns;
- Ensure any investigations are being progressed and feedback given to staff;
- Provide regular anonymised reports to the Trust Board on themes and trends and an annual summary;
- Meet quarterly with Executive Directors and report every 6 months to the Trust Board and the Clinical Quality Monitoring Group to provide an update on issues raised and any trends/themes;
- Maintain and support a network of Confidential Contacts who in turn support the Freedom to Speak Up Guardian;
- Act as the link to the National Guardian and other NHS organisations.

15.4 Confidential Contacts

Confidential Contacts are members of staff from across the Trust that staff can talk to independently about an issue, who provides a supportive, confidential environment in which to discuss concerns and next steps.

- Support individuals when considering speaking up and raising concerns;
- Raise awareness of how to raise concerns through the available structures and policies;
- Ensure any investigations are being progressed and feedback given to staff;
- Report to the Freedom to Speak Up Guardian.

15.5 All staff who have concerns raised with them

All staff who have concerns raised with them are required to:

- Act promptly and professionally and compassionately;
- Where appropriate, take immediate steps to make the situation safe;
- Acknowledge the concern with the person who raised it;
- If the concern needs investigating further and the individual it has been raised with is able to do so, they will become the ‘designated contact’;
- Keep the person who raised the concern informed, including expected timescales, and feedback the resolution.

15.6 Managers

All managers are responsible for ensuring that staff are aware of this policy and its application, and for creating an environment in which staff are able to raise concerns freely, and without fear of reprisal. Managers should ensure that they have received appropriate training on the issues addressed within this policy and have an awareness of the work of the Freedom to Speak Up Guardian.

15.7 All staff

All staff have a responsibility to raise concerns at an early stage in line with this policy or other HR or Clinical Governance policy, and where appropriate to help resolve those concerns.

16. Implementation and Training

16.1 Implementation

This policy will be available on the Trust's Intranet and external internet site. The policy will also be disseminated through the management structure within the Trust.

Awareness raising of the role and regular communications with staff are managed through the Guardian's office.

16.2 Training

Confidential Contacts' training is conducted by the Guardian with the support of current Confidential Contacts.

The Guardian delivers a regular session at Trust induction for new staff.

The Guardian conducts regular Board seminars.

17. Monitoring

Appendix C provides full details on how the policy will be monitored.

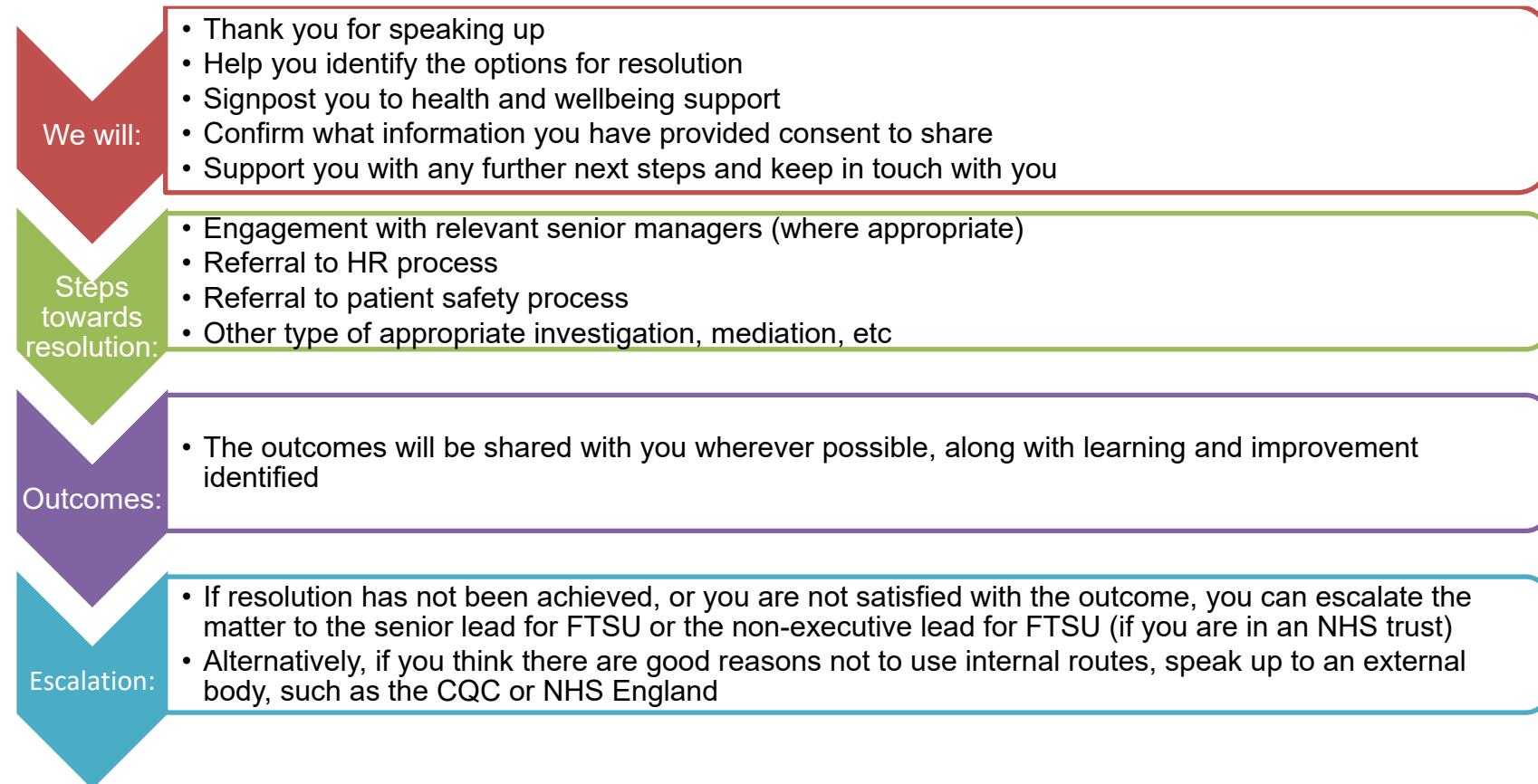
18. References

Freedom to Speak Up Review
Public Interest Disclosure Act 1998
NHS Whistleblowing Guidance
National Guardian Guidance

19. Associated Policy and Procedural Documentation

Reporting and Management of Incidents including Serious Incidents Policy
Counter Fraud and Corruption Policy
Employee Relations Policy
Grievance and Disputes Procedure
Dignity at Work Procedure
Disciplinary Procedure
Equal Opportunities in Employment Policy
Alcohol and Substance Misuse at Work Policy

Appendix A: What will happen when I speak up



Appendix B: Internal Contacts

Freedom to Speak Up Guardian

Professor Julian Bion

Email: FreedomToSpeakUpGuardian@uhb.nhs.uk / Julian.Bion@uhb.nhs.uk

Tel: 0121 371 7221

Confidential Contacts

<https://www.uhb.nhs.uk/one-trust/ftsug>

Occupational Health

<http://uhbhome/occupational-health.htm>

<http://uhbhome/contact-occupational-health.htm>

HR Advisory Service

First.Contact@uhb.nhs.uk

<http://uhbhome/contact-human-resources.htm>

Staff Side

JointUnionOffice@uhb.nhs.uk

Tel: 0121 371 6686

Health and Safety

<http://uhbhome/health-and-safety.htm>

<http://uhbhome/contact-the-health-and-safety-team.htm>

Inclusion Team

fairnessforall@uhb.nhs.uk

Staff Networks

<http://uhbhome/staff-networks.htm>

Appendix C

Monitoring Matrix

MONITORING OF IMPLEMENTATION	MONITORING LEAD	REPORTED TO PERSON/GROUP	MONITORING PROCESS	MONITORING FREQUENCY
Quarterly anonymised external reporting to National Guardian Office	Freedom to Speak Up Guardian	National Guardian's Office	External publication of anonymised data	Quarterly
Quarterly meetings with the Trust leadership and four-monthly meetings with the Chair of the Trust Board	Freedom to Speak Up Guardian	Trust leadership	Discussion of key issues, confidential or non-attributable as required by the contacts.	Quarterly
Anonymised summary of contacts and concerns, reported to the Board	Freedom to Speak Up Guardian	Trust Board, public sessions	The Guardian provides regular reports detailing concerns raised by staff, evaluating the Trust's responses, providing feedback from contacts, and describing lessons learned. An update on training and staff communications is also included	3-6 monthly, and an annual report
Quarterly meetings with the Trust's Confidential Contacts and with the Non-Executive Director for the Speaking Up service	Freedom to Speak Up Guardian	Non-Executive Director for the Speaking Up service	Minutes are maintained by the Guardian of the open section of the meeting with the FTSU Confidential Contacts	Quarterly