

**Maidstone and Tunbridge Wells NHS Trust  
Job Description**

**Job Title:** Lead Freedom to Speak Up Guardian

**Band:** (if re-grade present band to be stated) 8A

**Division / Directorate:** People and OD

**Site:**

**Hours:**

**Reports to:** Director of Governance

**Accountable to:**

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**Job Summary:** The Freedom to Speak Up Guardian (FTSUG) is responsible for developing, implementing and leading on the Trusts vision and strategy for speaking up. They will provide leadership of FTSU across the Trust, identifying cases, escalating as required and ensuring that appropriate and timely signposting and advice is given.

The post holder will be a highly visible advocate in promoting and driving forward the FTSU agenda across the Trust, improving the experience of staff to speak up by providing specialist advice and support as well as identifying and addressing any barriers to speaking up. The Trust recognises the intrinsic link of employee safety to patient safety and good employee experience to good patient experience. This role will support development of our culture to improve patient and employee safety and experience.

The post holder will also work closely with colleagues in the People Function to support a positive just and learning culture in the Trust as well as holding responsibility for internal and external reporting of themes/trends and learning in line with requirements and set time frames.

**Working relationships:**

Areas of Responsibility:

- Works Trust-wide across all community sites
- Works with staff at all levels in the Trust

The post holder is required to deal effectively with staff of all levels throughout the Trust as and when they encounter them on a day to day basis. In addition,

the post holder will deal with the wider healthcare community and external organisations. This will include verbal, written and electronic media.

Of particular importance are working relationships with:

Internal to the Trust	External to the Trust
<ul style="list-style-type: none"> <li>• Chief Executive Officer</li> <li>• Board of Directors</li> <li>• Chief People Officer</li> <li>• People Function</li> <li>• Freedom to Speak Up Guardians</li> <li>• All staff</li> </ul>	<ul style="list-style-type: none"> <li>• National Freedom to Speak Up Office</li> </ul>

**Budget Responsibilities:** Dimensions, size of budgets managed / contributed to, physical assets or supplies.

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### Key Result Areas:

- Provide leadership, guidance in relation to FTSU in the Trust, and developing the Safe Space Champion Network, ensuring they are well supported and have the ability to support employees to speak up.
- Review the existing FTSUG provision in the Trust and ensure that the FTSUG represents the diversity of all staff groups and protected characteristics and that all staff have access to someone outside their immediate management chain who can advise and support them.
- Ensure staff are aware of, and have access to the FTSU to support and help them speak up, ensuring that inclusion for all staff roles and backgrounds is at the core of the service.
- Work in partnership with the communications team to develop and deliver communication and engagement interventions aimed at:
  - Increasing awareness and understanding of the FTSU Guardian, Safe Space Champion
  - Promote the speaking up process and sources of support and guidance, demonstrating the impact that speaking up is having on the Trust and appropriately celebrating speaking up.
- Work closely with the Chief Executive, Chief People Officer, Deputy Chief People Officer (OD), Head of Organisational Development and lead NED for FTSUG to develop a vision and long-term strategy for

speaking up and to be responsible for the implementation and delivery of the strategy.

- Escalate any patient or staff safety concerns to the Chief People Officer immediately so that appropriate and timely action can be taken.
- Monitor and evaluate the effectiveness of the FTSUG processes and service across the organisation, making recommendations for improvement to ensure they remain fit for purpose.
- Develop personal networks and peer relationships contributing to wider networking, including the Regional FTSUG network in order to share learning and best practice.

### **Freedom to Act**

- Interpret national guidance and local policy to guide decisions relating to FTSU across the Trust.
- Work independently and impartially, using own judgement to determine the advice provided to staff and Trust Senior Leaders.
- Work with independence and freedom to prioritise their actions to create the greatest impact on speaking up culture.
- Hold the Trust and its senior leadership to account for creating a culture of inclusion and speaking up.
- Implement processes to support speaking up and take action to make improvements where needed, displaying behaviours that encourage speaking up.

**Accountability** - The parameters and guidelines the post holder works within (the level at which they use their own initiative, i.e. supervisory capacity or freedom to initiate actions).

### **Communication and Relationship**

- Meet regularly with the Chief Executive, Chief People Officer and lead NED for FTSU to highlight areas of concern, feedback themes and share experiences and outcomes.
- Work closely with the CEO, Board of Directors and People Function to support the organisation in becoming a more open and transparent place to work and where staff are valued for speaking up.

- Work closely with the Head of Organisational Development, HRBPs and the Equality, Diversity and Inclusion lead to understand and share concerns, trends and themes to enable proactive support and interventions and support cultural improvement
- Develop and maintain strong working relationships at all levels across the Trust, ensuring visibility and approachability are at the heart of all communications.
- Demonstrate strong persuasive skills to get buy in from the Board or other senior managers for initiatives relating to speaking up.
- Receive highly sensitive, contentious and complex information from employees across the Trust, ensuring information is treated appropriately and that action is taken in a sensitive manner.
- Produce and present complex, sensitive or contentious information in relation to speaking up to large groups of staff.

#### **Analytical/judgemental skills**

- Provide regular reports to the Board of Directors and act as a “critical friend” supporting these forums to ensure appropriate action is taken to create a speaking up culture.
- Produce and present complex reports in relation to speaking up, including the analysis of trends, creation of options appraisals and the making of recommendations to a senior level including the Board.
- Respond effectively to concerns and issues as they arise, using judgement to actively respond to issues that are being raised.
- Be the subject matter expert for the Trust in relation to speaking up, interpreting changes and developments in national guidance and being the known expert in their field.

#### **Planning and organisational**

- Develop a broad range of project plans and programmes around speaking up, including planning communication to staff, training, creation of business cases and stakeholder engagement.
- Formulate long term strategic plans for speaking up across the Trust, referencing national guidance and ensuring this is included in local plans.

- Undertake own CPD activity to maintain and develop further leadership and management competencies.
- Develop and co-ordinate the FTSUG service across the Trust to ensure FTSU is embedded within the cultural change process and reaches all parts of the organisation.

#### **Patient/Client care**

- Protect patient safety and quality of care, by promoting transparency and ensuring staff feel safe to speak up to promote an improved learning culture across the Trust.

#### **Responsibility for policy/service development**

- Provide expert input to the Trusts Whistleblowing/Raising a Concern Policy to ensure that the Freedom to Speak up service and process is accurately articulated and able to navigate to other formal and informal policies and process when need.
- Promote and raise awareness of speaking up by being a visible leader, delivering presentations to all groups of staff and managers, and ensuring information is widely available through posters, leaflets, screen savers and on both Trusts intranets.
- Participate in Trust induction programmes and ongoing education programmes for all staff so that staff understand how they can speak up and for managers how they respond to concerns and supporting staff appropriately. This will include the creation of relevant induction and training materials.
- Interpret national guidance and local policy to inform work, using judgement to ensure the best course of action in any given situation.
- Develop the FTSU service to ensure there is an awareness of the service and an understanding of the role of FTSUG throughout all teams in both Trusts.
- Continue to develop Safe Space Champions across the organisation.

#### **Financial/Physical Resources**

- Develop and contribute to business cases (CRICs) for the development of new projects, systems and services within the FTSU service

- Develop and implement cost savings schemes, both through service improvement and cash releasing schemes.
- Ensure that the service area is operated within Standard Orders, Standing Financial Instructions and appropriate rules and codes of conduct and procedure.

### **Human Resources**

- Build a collaborative working environment and an innovative culture.
- Manage, motivate, inspire and develop staff to ensure that they are able to deliver the service objectives.
- Develop, plan and deliver training to Safe Space Champions, people function and contribute to leadership development in the Trust to ensure they develop the appropriate skills to successfully implement the role.

### **Information Resources**

- Be responsible for and manage the FTSUG database of highly sensitive and confidential information, ensuring the database remains accurate up to date at all times.
- Provide regular reports from the FTSU database, triangulated with other data sources, i.e. staff survey to identify themes and trends and will work with the People Function and Senior Leaders to ensure that where intervention is required, it is undertaken.
- Produce and submit quarterly reports to the National Guardians Office on all relevant data and support the National Guardians Office in the case review process.

**Management Responsibility** – Level at which they supervise, teach, line manage, etc.

- Requirement to appraise staff and agree PDP's.

### **Physical Skills**

- Possess standard keyboard skills
- Be proficient in the use of Microsoft Office (PowerPoint, Word, Excel, Outlook & Teams)
- Requirement to travel to other sites as required.

**Physical effort**

- Carry out tasks involving a mixture of sitting, standing and walking.

**Mental and emotional effort**

- Engage with highly complex topics and situations, requiring analysis and interpretation and where there may not be a precedent to guide decision-making.
- Frequent requirement for concentration when writing reports and responding to concerns or requests for advice.
- Work in a stressful and unpredictable environment, dealing with frequent interruptions for advice and noise levels
- Frequently exposed to distressing, stressful or emotionally sensitive situations, involving subjects such as bullying and harassment, staff welfare and wellbeing and grievances.
- Review of challenging information within health records, which may be at times distressing.
- Have emotional awareness when there is exposure to difficult or challenging situations within the organisation and / or with other colleagues.

**Responsibility for R&D**

- Undertake any research required as part of the role for example researching updates to national guidance or best practice in relation to the FTSU service.
- Undertake other audits as required i.e. the NHS staff survey.

**Working conditions**

- Office based, but will also involve attending meetings, moving around the organisation to ensure visibility including some travel.
- Occasionally work outside normal hours to achieve deadlines and business critical tasks.

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**General**

Take part in regular performance appraisal.

Undertake any training required in order to maintain competency including mandatory training, e.g. Manual Handling.

Contribute to and work within a safe working environment.

You are expected to comply with Trust Infection Control Policies and conduct him/herself at all times in such a manner as to minimise the risk of healthcare associated infection.

As an employee of the Trust, it is a contractual duty that you abide by any relevant code of professional conduct and/or practice applicable to you. A breach of this requirement may result in action being taken against you (in accordance with the Trust's disciplinary policy) up to and including dismissal.

You must also take responsibility for your workplace health and wellbeing:

- When required, gain support from Occupational Health, Human Resources or other sources.
- Familiarise yourself with the health and wellbeing support available from policies and/or Occupational Health.
- Follow the Trust's health and wellbeing vision of healthy body, healthy mind, healthy you.
- Undertake a Display Screen Equipment assessment (DES) if appropriate to role.

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**Job Description Agreement:**

Signature of post holder: \_\_\_\_\_ Date: \_\_\_\_\_

Name: \_\_\_\_\_

Signature of Manager: \_\_\_\_\_ Date: \_\_\_\_\_

Name: \_\_\_\_\_

**Statement:**



1. This job description is a broad reflection of the current duties. It is not necessarily exhaustive and changes will be made at the discretion of the manager in conjunction with the post holder.
2. Time scales for achievement and standards of performance relating to the duties and responsibilities identified in this job description will be agreed via the annual appraisal process with the post holder.
3. As an employee of Maidstone & Tunbridge Wells NHS Trust, the post holder will have access to confidential information. Under no circumstances should this be disclosed to an unauthorised person within or outside the Trust. The post holder must ensure compliance with the requirements of the Data Protection Act.
4. As an employee of the Trust, the post holder will be required to adhere to all Trust policies including Equal Opportunities where all employees are expected to accept individual responsibility for the practical implications of these policies.
5. The post holder is required to take reasonable care for the health and safety of themselves and others that may be affected by what they do while at work.
6. This post may require the post holder to travel across the Trust sites in the course of fulfilment of their duties.
7. The Maidstone & Tunbridge Wells NHS Trust has a no smoking policy.
8. Clinical Governance: You will be expected to take part in the processes for monitoring and improving the quality of care provided to patients. This includes risk management and clinical audit. If you engage in clinical research you must follow Trust protocols and ensure that the research has had ethical approval. You will be expected to ensure that patients receive the information they need and are treated with dignity and respect for their privacy.
9. All staff should be aware of their responsibilities and role in relation to the Trust's Major Incident Plan.
10. **INFECTION CONTROL AND HAND HYGIENE** - All Trust employees are required to be familiar with, and comply with, Trust policies for infection control and hand hygiene in order to reduce the spread of healthcare-associated infections. For clinical staff with direct patient contact, this will include compliance with Trust clinical procedures and protocols, including uniform and dress code, the use of personal protective equipment policy, safe procedures for using aseptic techniques, and safe disposal of sharps. All staff are required to attend mandatory training in Infection Control and be compliant with all measures known to be effective in reducing healthcare-associated infections.
11. All staff are required to fully participate in learning and development opportunities and ensure they remain compliant with statutory and mandatory training requirements throughout their employment with the Trust
12. All staff are required to fully comply with the NHS Code of Conduct.
13. **SAFEGUARDING CHILDREN** - Everyone employed by the Trust regardless of the work they do has a statutory duty to safeguard and promote the welfare of children. When children and/or their carers use our services it is essential that all child protection concerns are both recognised and acted on appropriately. You have a responsibility to ensure you are familiar with and follow the child protection procedures and the Trust's supplementary child protection guidance which is accessed electronically on the Trust's Intranet site. You have a responsibility to support appropriate investigations either internally or externally. To ensure you are equipped to carry out your duties effectively, you must also attend child protection training and updates at the competency level appropriate to the work you do and in accordance with the Trust's child protection training guidance.
14. **SAFEGUARDING ADULTS** - Everyone employed by the Trust regardless of the work they do has a duty to safeguard and promote the welfare of vulnerable adults. When patients and/or their carers use our services it is essential that all protection concerns are both recognised and acted on appropriately. You have a responsibility to ensure you are familiar with and follow Trust policies in relation to safeguarding vulnerable adults. You have a responsibility to support appropriate investigations either internally or externally. To ensure you are equipped to carry out your duties effectively, you must also attend vulnerable adult protection training and updates at the competency level appropriate to the work you do and in accordance with the Trust's vulnerable adult protection training guidance.
15. All staff are required to provide the highest levels of service in their work and to adopt the highest standards of behaviour as stated and implied in the Trust Values of PRIDE.

Date written 25/07/2023

Maidstone and Tunbridge Wells NHS Trust

**Lead Freedom to Speak Up Guardian  
Person Specification**

AREA	ESSENTIAL	DESIRABLE (for grading purposes this information is not taken into account)
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>• Masters' degree or equivalent qualification/experience.</li> <li>• Post graduate management qualification or equivalent experience.</li> <li>• Evidence of continued professional development.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Experience/ Knowledge</b>	<ul style="list-style-type: none"> <li>• Clear understanding of the FTSU requirements, regulation and guidance.</li> <li>• Excellent understanding of the current process for raising concerns within the Trust and wider NHS.</li> <li>• Cultural understanding of the broad spectrum of NHS workers.</li> <li>• Understanding of just and learning culture.</li> <li>• Ability to interpret and analyse complex facts/situations.</li> <li>• Ability to meet and deliver to set timeframes.</li> <li>• Ability to act as a mediator and broker solutions.</li> <li>• Working knowledge of the Trusts Governance Performance System – how to escalate risks and concerns.</li> <li>• Demonstrable recent experience of working within the NHS in leadership capacity.</li> <li>• Experience of working with staff at all levels and from a broad spectrum of roles and backgrounds.</li> <li>• Experience of providing effective support to staff in difficult work-related situations.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

	<ul style="list-style-type: none"> <li>• Previous management of complex concerns and issues in a management, staff-side or governance role.</li> <li>• Supporting individuals in difficult/complex situations.</li> <li>• Experience of working with diverse groups of staff at all levels throughout the Trusts.</li> <li>• Experience in coaching/mentoring.</li> <li>• Experience in report writing, presentation, influencing and persuasion, developing action plans to cover a range of complex activities.</li> </ul>	
<b>Skills</b>	<ul style="list-style-type: none"> <li>• Excellent report writing skills.</li> <li>• Excellent interpersonal and communication skills.</li> <li>• Highly developed negotiating and influencing skills.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Attributes</b>	<ul style="list-style-type: none"> <li>• Overtly demonstrable integrity.</li> <li>• Independent and the ability to be impartial.</li> <li>• Act as a role model, facilitator and leader with demonstrable values-based skills.</li> <li>• Naturally collaborative and inclusive to the broad spectrum of our workers and patients.</li> <li>• Ability to provide honest, timely, clear and values-based feedback to colleagues at all levels, irrespective of role.</li> <li>• High level of personal resilience.</li> <li>• Brave, courageous, strong sense of fairness.</li> <li>• Compassionate, caring nature.</li> <li>• Demonstrable track record of leading by example, strong values and driven by always doing the right thing.</li> <li>• Ability to work under pressure to tight and often challenging deadlines.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Additional</b>	<ul style="list-style-type: none"> <li>• Ability to travel to all Trust sites.</li> <li>• Flexible - need to flex hours to meet</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>



**Maidstone and  
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<b>requirements</b>	some staff out of hours/off site. <ul style="list-style-type: none"><li>• Able to attend and participate in all mandatory and statutory training events.</li></ul>	
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Date written 25/07/2023

## Organisational Chart

