From: National Guardian's Office  
Sent: 18 December 2017 14:03  
To: National Guardian's Office  
Subject: Save the date: National Freedom to Speak Up Guardian's Conference

Save the date: National Freedom to Speak Up Guardian's Conference

Tuesday 6th March 2018, 9am to 5pm  
The Emirates Stadium, Hornsey Rd, London. N7 7AJ  
Our next conference will be held at the home of Arsenal Football Club on Tuesday 6th March, so please save the date in your diary now!

It will be a great opportunity for you to hear from experts in the field and, further to the feedback from our last conference, there will also be lots of opportunity to network and learn from others. Registration will open at 9am, ready for a prompt start at 10am, and there will be the opportunity for regional networks to host their own meetings between 4pm and 5pm.

We'll be sending out a more detailed programme soon, as well as details about how to register online. In the meantime do please save the date and we look forward to seeing you on 6th March.

Yours faithfully  
Dr Henrietta Hughes  
National Guardian
Dear Dr Hughes,

The Secretary of State would be pleased to accept your kind invitation to your conference. We look forward to receiving more information soon.

Many thanks,

Department of Health & Social Care
From: National Guardian's Office  
Sent: 23 January 2018 11:29  
To:  
Subject: RE: National Freedom to Speak Up Guardian's Conference

Hi

Nice to speak to you earlier. I have attached the agenda for the National Freedom to Speak Up Guardian's Conference on Tuesday 6th March at The Emirates Stadium, Hornsey Rd, London, N7 7AJ (home of Arsenal Football Club)

We're delighted that the Secretary of State would like to join us and have given him a slot at the end of the first session at 11.20. I know that's ten minutes earlier than we discussed, so happy to move if that won't be possible – just didn't want him having to speak after too long a first session.

You mentioned him being able to attend for half an hour, so not only will this give him ten minutes to make a speech and five minutes to field questions, but it will also allow him 15 minutes in the break to talk more informally with guardians as they network.

Does that sound like the sort of thing he was thinking? Happy to amend as appropriate.

Kind regards

National Guardian's Office  
151 Buckingham Palace Road | London | SW1W 9SZ

National Guardian  
Freedom to Speak Up
Agenda for the
National Freedom to Speak Up Conference

Themes:
- Refreshing the vision around speaking up
- Learning from others and sharing good practice
- Highlighting issues and making commitments to improve
- Inspiration and motivation

Delegate expectations:
- To share experiences with people in similar speaking up roles
- To learn from people with a vision of the benefits of culture change and significant insight about the importance of speaking up
- To hear from people with responsibility for embedding speaking up into organisations
- To take away learning points to apply to speaking up roles
- To be inspired and motivated to do things better
8.00-9.00  Arrival/set-up  1 hour

9.00-10.00  Registration & networking  1 hour

First session: 1 hour, 20 mins (hosted by HH and Events team)

10.00-10.15  Henrietta – welcome & housekeeping:  15 mins

- Agenda for day
- Twitter and hashtag
- ‘Slido’* login for debate and questions/learning

10.15-10.55  Michael West – keynote speech  30 mins
+ Q&A  10 mins

10.55-11.00  Events team – Set up table work  5 mins

- ‘Swap shop’ idea – use of speech bubbles:
  o This what I am offering (something you are pleased with/good at)
  o This what I need (something you are struggling with/need help or advice)
  o Leave contact details and make a commitment to take something away
- Network in break

11.00-11.20  Table work  20 mins

11.20-11.45  Break & network  (Identify interesting ideas on speech bubbles)  25 mins
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>11.45-12.00</td>
<td>Jeremy Hunt – speech + Q&amp;A</td>
<td>10 mins</td>
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<td>Henrietta – Feedback on some ideas from table work</td>
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<td>Martin Bromiley – keynote speech + Q&amp;A</td>
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<td>12.45-12.50</td>
<td>Events team – encourage delegates to look at speech bubbles during lunch and set up afternoon debate including login to ‘Slido’</td>
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<td>12.50-13.50</td>
<td>Lunch &amp; review others learning (Arrange platform for debate)</td>
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Third session: 1 hour (hosted by Yvonne Coghill)

13.50-14.30 Debate – hosted by Yvonne Coghill 40 mins

Delegates to consider their position on the following statement:

'This house believes that increasing the diversity of the Freedom to Speak Up Guardian network will help improve equality and diversity in the NHS'

A panel of three on each side:
(TBC – 2 guardians, 2 from pan sector network, 1 CEO & 1 Chair.
Moderation panel of Dido Harding, David Behan & Henrietta)

- Format explained, ‘Slido’ sign in and vote 4 mins
- Introductions of panel members and moderators 4 mins
- 2 mins of argument from each panellist 12 mins
  (alternating between sides)
- Questions submitted via ‘Slido’ 10 mins
- 2 mins closing argument (one from each side) 4 mins
- Moderator’s comments, decision and ‘Slido’ comparison (before and after debate) 6 mins

14.30-14.45 David Behan – speech + Q&A 10 mins
  5 mins

14.45-14.50 Set up for final session 5 mins

Delegates asked to:
• Discuss in break with others learning from the day
• Post learning and questions via ‘Slido’
• Think about feedback for the day for evaluation forms

14.50-15.15  **Break & network/discussion**  (Evaluation forms put on chairs)  25 mins

*Final session: 45 mins + 1 hour regional meeting (hosted by HH)*

15.15-15.30  **Simon Stevens** – speech  10 mins
+ Q&A  5 mins

15.30-15.55  **Henrietta** – concluding speech: where we are and developments
(reporting to Board advice, Train the Trainer etc.) and
round-up of questions and learning – using ‘Slido’
contributions  25 mins

15.55-16.00  Evaluation forms collected & people to regional meeting spaces
*(One member from another region to attend a different meeting)*

5 mins

16.00-17.00  **Regional meetings**  1 hour

17.00-17.30  **End/clear up**  30 mins

**Notes:**

*Where ‘Slido’ mentioned, it will actually be the in-house version.

All questions and learning to be shared via Slido – no roving mic/questions from the floor

Longer breaks to allow better networking and to coordinate with agenda items
Media invited to whole day
Hiya,

SofS will be coming directly from cabinet which finishes at 11 (in theory) although often overruns – hence why I suggested 11:30. What do you think?

Many thanks,
From: National Guardian's Office  
Sent: 23 January 2018 12:29  
To:  
Subject: RE: National Freedom to Speak Up Guardians' Conference

Yes you know what, let's have him speak after the break rather than before it. That way he can arrive at 11.30 during the break and have a cup of coffee and a chat with people before doing his speech as the first item of the second session at 11.45. That way even if he arrives a little late he won't miss his speaking slot.

I've attached an amended agenda.
Agenda for the

National Freedom to Speak Up Conference

Themes:

- Refreshing the vision around speaking up
- Learning from others and sharing good practice
- Highlighting issues and making commitments to improve
- Inspiration and motivation

Delegate expectations:

- To share experiences with people in similar speaking up roles
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12.05-12.45 Martin Bromiley – keynote speech
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All questions and learning to be shared via Slido – no roving mic/questions from the floor

Longer breaks to allow better networking and to coordinate with agenda items

Media invited to whole day
Great - thanks!

Best,
From: National Guardian's Office
Sent: 30 January 2018 16:34
To: [Redacted]
Subject: RE: National Freedom to Speak Up Guardians' Conference

Hi [Redacted],

We are just pulling together our website for delegates to confirm their attendance at the conference and wanted to include a couple of photos of speakers. Do you have any of the Secretary of State speaking that you could share? High definition ones ideally?

Kind regards

[Redacted]

National Guardian's Office
151 Buckingham Palace Road | London | SW1W 9SZ
Hiya,

The standard photo we give out is attached -- although afraid he's not speaking in it.

Kind regards,
Hi

Many thanks for the picture.

Do you have a high resolution image of the Secretary of State speaking that we could use?

Kind regards

Follow us on Twitter

National Guardian
Freedom to Speak Up
Hiya,

Afraid I don't. There are a few on a google image search which might work, though.

Thanks,
National Freedom to Speak Up Conference 2018
Tuesday, 6 March 2018

Dear [Name],

Thank you for taking the time to register to attend the National Freedom to Speak Up Conference 2018 at Emirates Stadium, London.

Summary

Delegate Type
Organisations

Venue
Emirates Stadium, London
Tuesday, 6 March 2018

Further information

If for any reason you are unable to attend, or need to change any of your registration details, please click here to update your details online.

Don't forget you can log in at any time and view all the latest event information at https://registration.livgroup.co.uk/ngccconference/ using your email address and personal password.

To add this event to your personal calendar click here.

If you have any queries in the meantime, please contact us:

Website: https://registration.livgroup.co.uk/ngccconference/
Helpline: 020 8481 3302
Email: freedomtospeakupconference@livgroup.co.uk;

We look forward to seeing you there.

Kind regards

National Freedom to Speak Up Conference 2018
In haste, please see a DRAFT note that we are planning to send to SoS on Tuesday 27th. Really grateful for thoughts / comments / anything you'd like to add in before we send it up. NOTE – we haven't got the 'useful facts and figures' section together yet but will do before we send it up.

I'm not in on Friday, and I'm training all day on Monday but, if you could send your comments to me. (copied in) by close Monday 26th February that would be great!

Cheers!

National Guardian's Office
151 Buckingham Palace Road | London | SW1W 9SZ
To: PermSec - DH

From:

cc: Dr Henrietta Hughes – National Guardian
Lee McDonough – DH
William Vineall - DH

Date:

National Freedom to Speak Up Conference
Tuesday 6 March 2018
The Emirates Stadium, Hornsey Rd, London. N7 7AJ

Summary

1. You have kindly agreed to speak at the National Freedom to Speak Up Conference on Tuesday 6 March 2018 at the Emirates Stadium. This note provides further details and suggests some points that you may wish to consider including in your address.

Action

2. We would be grateful for a response by 1st March so that we can finalise the agenda for the event.

The event

3. This is the third national conference for Freedom to Speak Up Guardians. Previous conferences have been focussed on Freedom to Speak Up Guardians (there is now a cohort of around 565 individuals in trusts acting as guardians or in a supporting role). However, this event has been designed for a wider audience.

4. An audience of around 350 attendees is expected, including:
   - Guardians in trusts, independent providers, ALBs and other health and care organisations
   - Representatives from ALBs, professional regulators, and other leadership bodies
   - A number of trust CEOs
   - Representatives from other industries including the aviation industry, finance sector and civil service
   - A number of whistleblowers and individuals with experiences of speaking up
5. We should note that, whilst the audience are likely to be overwhelmingly supportive of the Freedom to Speak Up initiative, a small number of attendees are known to have had negative experiences of speaking up and are less supportive.

6. Attendance at the event is by invitation only. We are not expecting a large degree of press interest, though reporters from the Nursing Times and HSJ have been invited.

7. The event is designed to refresh the vision around speaking up, inspire delegates, and has a strong focus on encouraging delegates to share their expertise and support others. A number of high-profile speakers will be contributing to the day. The event will also feature a debate looking at the diversity of guardians – a lack of diversity amongst guardians is an issue that the National Guardian’s Office has highlighted previously.

8. An agenda for the day is included in Annex 1

Your speech

9. Your speaking slot is scheduled for 11:45 – 12:00, though you are welcome to attend during the break (11:20 – 11:45) and speak to delegates.

10. Your speaking slot is short but you may wish to consider including the following:
   - Acknowledge the importance of creating a culture where people can speak up as business as usual. This protects patients and improves the lives of NHS workers.
   - Speaking up is a key indicator of how well-led an organisation is – the best leaders are genuinely interested in what workers speak up about, and use this as an opportunity to learn and make quality improvements leading to better, safer care.
   - Note that other sectors, and other countries, are interested in the Freedom to Speak Up model being used in the NHS.
   - Thank the guardians in the room for the tireless support they are giving to people every day, many of whom are in crisis. They are also challenging and supporting their organisations to tackle barriers to speaking up.
   - Applaud the work that guardians are doing to support local networks which offer peer-to-peer support, and act as safe havens where experiences can be shared and learning can take place.
   - Welcome the efforts being made in the independent sector to implement the guardian role and create a positive speaking up culture. It would be helpful if you could encourage providers who so far have not nominated a Freedom to Speak Up Guardian to do so without delay.

11. Some basic facts and figures about speaking up are included in Annex 2

12. Questions throughout the event are being collated via an interactive app (Sli.do). If you wish to take questions we will arrange for the most popular question/s to be read out to you.
The venue

13. We have provided, separately, a note giving directions to the venue. If you are arriving by car please note we will need your make, model, registration number and approximate time of arrival.
# National Freedom to Speak Up Guardian Conference

## Outline Agenda

<table>
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<th>Activity</th>
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<tbody>
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<td>09:00 – 10:00</td>
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| 10:00 – 10:15| Welcome and housekeeping  
Dr Henrietta Hughes, National Guardian                                                                                               |
| 10:15 – 10:55| “Speaking up for cultures of high quality and compassionate care”  
Michael West, Head of Thought Leadership, King's Fund                                                                                 |
| 11:00 – 11:20| “Speaking up swap shop”  
An interactive session encouraging delegates to ‘swap’ offers of support and request support from others                             |
| 11:20 – 11:45| BREAK                                                                                                                                   |
| 11:45 – 12:00| Jeremy Hunt MP  
Secretary of State for Health and Social Care                                                                                       |
| 12:00 – 12:15| Sir David Behan  
Chief Executive, Care Quality Commission                                                                                              |
| 12:15 – 12:55| Martin Bromiley  
Clinical Human Factors Group  
“The evolution and application of human factors thinking”                                                                                      |
| 12:55 – 13:00| Announcements and preparation for Debate                                                                                                  |
| 13:00 – 14:00| LUNCH                                                                                                                                   |
| 14:00 – 14:45| Debate  
“This house believes that increasing the diversity of the Freedom to Speak Up Guardian network will help improve equality in the NHS.”  
Chair: Yvonne Coghill, Director WRES Implementation Team  
Panel members:  
- Jo Wren, GMC  
- Samantha Allen, CEO, Sussex Partnership FT  
- Christine Mbabazi, Guardian, University Hospitals Southampton FT  
- Marie Gabriel Chair, East London FT  
- Roz Spinks, IBE  
- Carol Love-Mecrow, Guardian, The Dudley Group NHS FT                                                                                      |
| 14:50 – 15:15| BREAK                                                                                                                                   |
| 15:15 – 15:30| Simon Stevens,  
Chief Executive, NHS England                                                                                                           |
| 15:30 – 16:00| Dr Henrietta Hughes,  
National Guardian for the NHS                                                                                                           |
Annex 2

Speaking up – facts and figures
Hi

Did you mention that a minister would be speaking at the FTSE Conference in a couple of weeks? If so do you have confirmation of who that will be?

Best wishes

Department of Health & Social Care

Quarry House, Leeds, LS1 7UA
From:
Sent: 22 February 2013 14:08
To:
Subject: RE: DRAFT note for SoS - FTSU Conference 6th March

OK – please ignore the last email I can see now it's SoS attending the conference!
No problem ... I'm just taking 5 minutes to catch up with the 34872389072 emails I have unread. Apologies if any of them are yours.
Hi,

Thanks for the draft note – I have no comments, but I’d like to have a few questions in respect of the bullet points:

- Interest from other sectors and countries – who are these and what are they specifically interested in? Do you have any examples that we can pick up on?
- Well-led organisations – is David Behan speaking to the benefits of creating positive cultures and the inclusion of FTSU in the well-led domain? Just need to know where the boundaries are on this.
- Applauding the ongoing work of the Guardians – again would you have any positive examples of individuals – that we could refer to?

You mention that some individuals might have a negative view regarding FTSU – any particular aspect(s) they were unhappy with please.

Happy to discuss when you’re back in the office if it would help. Unless you are able to assist in your absence.

Regards,
Thanks (and thanks to [redacted] for the info). Comments below:

Hi,

Thanks for the draft note — I have no comments, but I did have a few questions in respect of the bullets:

- **Interest from other sectors, and countries — who are these and what are they specifically interested in?** Do you have any examples that we can pick up on?

- **The office hosts a Pan-Sector Network, which meets to share learning across the sectors where speaking up processes are being developed.** The network's membership includes Financial Services Authority, Ministry of Defence, Surrey Police, Lloyds Banking, Office of Rail and Road, Ofcom and the English Institute of Sport. Internationally, we've had interest from the Scottish NHS and the Southern District Health Board in Dunedin, New Zealand.

- **Well-led organisations — is David Behan speaking to the benefits of creating positive cultures and the inclusion of FTGU in the well-led domain?** Just need to know where the boundaries are on this.

- **We are going to brief David to make the points about well-led. Henrietta is likely to touch on some of our research which indicates that guardians in organisations that are most highly rated by CQC feel that there are fewer barriers to speaking up and that managers are most supportive to staff in speaking up.**

- **Applauding the ongoing work of the Guardians — again would you have any positive examples of individuals — that we could refer to?**

- **I don't think we would want to name individuals but we would point out the work of Chairs and co-Chairs of our regional networks who take on that role voluntarily.** Their efforts have made a significant difference in creating a supportive network where guardians can share their experiences, gain the support of their peers, and learn from each other. We would also want to thank the cohort of guardians who have successfully applied to be regional training leads. This is not a paid role but they will be acting as ambassadors for the freedom to speak up movement and help ensure that new guardians are welcomed and receive the training they need as the network expands.

You mention that some individuals might have a negative view regarding FTGU — any particular aspect(s) they were unhappy with please.

- Some individuals, who are members of our Advisory Working Group, have suffered significant detriment in the past for speaking up. Some of these do not agree with Sir Robert's findings, or the development of the Freedom to Speak Up Guardian or National Guardian roles. They believe that the roles are 'unevidenced'. Some of these individuals believe that legal reform is needed to prevent people who speak up from receiving detriment and/or to ensure that they receive an appropriate remedy if they do suffer detriment. There are likely to be around half a dozen of these individuals at the event.
Dear all

Please find attached briefing for SofS to speak at the National Freedom to Speak Up Conference next Tuesday. We have requested a response by Friday 2 March if possible.

I have also attached a note giving directions to the venue.

Please let me know if you have any questions.

Kind regards

National Guardian's Office
151 Buckingham Palace Road | London | SW1W 6SZ
enquiries@nationalguardianoffice.org.uk

Follow us on Twitter

National Guardian
Freedom to Speak Up
From:
Sent: 27 February 2018 15:37
To:
Cc:
Subject: FW: Briefing for National Freedom to Speak Up Conference

Hi,

Can you confirm that we used the correct email address for Solis' office please? We have

Many thanks.

Kind regards

National Guardian's Office
151 Buckingham Palace Road | London | SW1W 9SZ
enquiries@nationalguardianoffice.org.uk

Follow us on Twitter

National Guardian
Freedom to Speak Up
Hi [Name],

We believe so – we just checking that the email has been received.

Regards

Patient Safety and Quality
2E11 Quarry House, Leeds, LS2 7UE

Tel: [Number]
Hi

Could I just clarify a few points with regards to the FTSU Guardians?

- The FTSU role is a paid role, with Guardians recruited by their trusts – some FTSUG’s in addition take on voluntary roles to help Chair regions and/or be training leads.
  - Are all FTSUG’s full time?
  - Do they take on the role in addition to other roles (e.g., doctors, nurses etc)?
  - Is it mixed – and open for the trust to decide what fits them the best?
- The Advisory Working Group – who tends to sit on these FTSUGs?

Best wishes
Hi

FTSUG role

The way the FTSUG role is implemented varies considerable.

Some trusts (a small number) do employ individuals to be full time FTSUGs. More typically, the role is taken on part time by an individual, or group of individuals, who also have other clinical or other duties. In some trusts, no ring-fenced time at all is given to individuals in the FTSUG role. Our line is that FTSUGs need the time, and other resources, that they need to meet the needs of workers in their organisation.

Perhaps the easiest way to get an overview of how the role is implemented is to look at the survey we did last summer. This also gives an overview of the professional background of the individuals in the posts.
http://www.cqc.org.uk/national-guardians-office/content/publications (the survey is the third document down)

Since the survey, the trend seems to be that trusts are expanding their guardian arrangements to help ensure that all workers have access to a guardian or ambassador/champion and also to help with the diversity point.

Ultimately, CQC inspectors will make an assessment of how well the role is being implemented in a trust, and what the FTSU culture is like (in terms of how it supports the well-led domain). As part of our case review process we (the NGO) will also look for evidence on how the role is being implemented and assess how that relates to best practice as set out in the Francis Review – the two case reviews we have done so far are also on our webpages.

In the survey, we make 10 recommendations which reflect some of our key areas of concern we have around how the role is being implemented and, broadly, I think they are still the areas we are seeking assurance about and would want trusts to address.

Guardians who Chair regional networks or are training to be training leads have volunteered to take on those additional roles.

AWG

The AWG is principally for our wider group of stakeholders. I’m copying in [redacted] who will be able to give you a membership list and terms of reference etc for the group. It has, though, only met once (the next meeting is scheduled for 4th May).

I'm in training etc tomorrow but if it's simpler to have a chat, please do give me a call or [redacted] and I'll call you back when I can...

Cheers!
Many thanks for this info - very helpful.

I spoke to [redacted] last week, so we are on the ball with arranging the connecting. I'm really looking forward to it!
No probs

Any facts or figures you need for your own briefing for SofS (if you are doing one) just let me know

Also, you’ll see that I haven’t put anything in there about primary care .... It would be an opportunity to announce something if we can get to an agreed position by then but, if we do, I’m sure that the National Guardian would like to know about it first!
I’m conscious that SoS will be at the Conference on Tuesday. The National Guardian will have a few announcements to make, principally our new ‘universal’ job description for guardians (mentioned in my note on the proposed integrated approach) and also arrangements for this year’s freedom to speak up awards. There are also a couple of joint pieces of work we have lined up with HEE and NHS I that we should be able to say something about.

I think we should, at the very least, prepare for primary care and the independent sector to come up as questions if not for the SoS then for the National Guardian. What’s your thoughts on lines on these?

Of the top of my head I’d suggest options are

- Freedom to Speak Up in primary care is not within the NGO’s remit. The NGO is working alongside NHS E to support them in their work

On independent providers I think it would be helpful for SoS to remind them of their obligations – that was included in our note to him. A line might be something like:

- Independent providers of NHS services are contractually obliged to appoint a Freedom to Speak Up Guardian and put in place arrangements so that workers can speak up. I would encourage all providers to ensure that they work with the National Guardian’s Office to ensure that their guardians get the training and support they need, and to enable them to help their organisations put in place the best freedom to speak up arrangements possible.

Grateful for your thoughts today if possible please! We will be briefing the national guardian on Monday morning. We are at a pre-conference event from about 4pm on Monday so, please, if you need anything from me pre-conference please get in touch before then!

For quick calls, the easiest number to get me on is [redacted].

Will any of you be there on Tuesday?

Cheers!

National Guardian’s Office
151 Buckingham Palace Road | London, SW1W 0SZ
Hi,

Thank you for speaking on the phone just now. As discussed, please see attached briefing for SofS to speak at our National Freedom to Speak Up Conference next Tuesday.

Let us know if there's anything else we can do. It would also be helpful if we could have car registration details and information about SofS' arrival/departure.

Many thanks.

Kind regards

[Redacted]

National Guardian's Office
151 Buckingham Palace Road | London | SW1W 9SZ
enquiries@nationalguardianoffice.org.uk
National Guardian
Freedom to Speak Up

To: SofS - DHSC

From: [Redacted]

cc: Dr Henrietta Hughes – National Guardian
Lee McDonough – DHSC
William Vineall - DHSC

Date: 27 February 2018

National Freedom to Speak Up Conference
Tuesday 6 March 2018
The Emirates Stadium, Hornsey Rd, London. N7 7AJ

Summary

1. You have kindly agreed to speak at the National Freedom to Speak Up Conference on Tuesday 6 March 2018, at the Emirates Stadium. This note provides further details and suggests some points that you may wish to consider including in your address.

Action

2. We would be grateful for a response by close 2 March if possible so that we can finalise the agenda for the event.

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National Guardian
Freedom to Speak Up

5. We should note that, whilst the audience are likely to be overwhelmingly supportive of the Freedom to Speak Up initiative, a small number of attendees are known to have had negative experiences of speaking up and are less supportive.

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9. Your speaking slot is scheduled for 11:45 – 12:00, though you are welcome to attend during the break (11:20 – 11:45) and speak to delegates.

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   • Acknowledge the importance of creating a culture where people can speak up as business as usual. This protects patients and improves the lives of NHS workers.
   • Speaking up is a key indicator of how well-led an organisation is — the best leaders are genuinely interested in what workers speak up about, and use this as an opportunity to learn and make quality improvements leading to better, safer care.
   • Note that other sectors, and other countries, are interested in the Freedom to Speak Up model being used in the NHS.
   • Thank the guardians in the room for the tireless support they are giving to people every day, many of whom are in crisis. They are also challenging and supporting their organisations to tackle barriers to speaking up.
   • Applaud the work that guardians are doing to support local networks which offer peer-to-peer support, and act as safe havens where experiences can be shared and learning can take place.
   • Welcome the efforts being made in the independent sector to implement the guardian role and create a positive speaking up culture. It would be helpful if you could encourage independent providers who so far have not nominated a Freedom to Speak Up Guardian to do so without delay.

11. Some basic facts and figures about speaking up are included in Annex 2
National Guardian
Freedom to Speak Up

12. Questions throughout the event are being collated via an interactive app (Sli.do). If you wish to take questions we will arrange for the most popular question/s to be read out to you.

The venue

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### Annex 1

**National Freedom to Speak Up Guardian Conference**

**Outline Agenda**

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East - Woolwich
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West - Highbury
Hi,

Please see below – can you check that the right person at SofS’ office gets this please? I don’t know if they’ve seen it.

Thanks!

Kind regards,

National Guardian’s Office
151 Buckingham Palace Road | London | SW1W 9SZ
enquiries@nationalguardianoffice.org.uk

Follow us on Twitter

National Guardian
Freedom to Speak Up
National Guardian
Freedom to Speak Up

To: SofS - DHSC

From: [Redacted]

c: Dr Henrietta Hughes – National Guardian
Lee McDonough – DHSC
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**Entrances**
North - Royal Oak
East - Woolwich
South - Dial Square
West - Highbury
05 March 2018 12:01
National Guardian's Office (freedomspeakupconference@livegroup.co.uk):

FW: National Freedom to Speak Up Conference 2018 - Registration complete

Hi,

Please accept my apologies but I will no longer be able to attend this conference. DHSC will be represented at the conference through [redacted] and William Vineall.

Best wishes

[redacted]
Dear [Name],

Thank you for registering for the National Freedom to Speak Up Conference at the Emirates Stadium on Tuesday 6 March. We are looking forward to welcoming you.

Our stellar line-up of speakers includes Dr Henrietta Hughes, the National Guardian for the NHS, as well as:

- Simon Stevens (Chief Executive, NHS England)
- Sir David Behan (Chair, Care Quality Commission)
- Martin Bromiley (Chair, Human Factors Group)
- Michael West (Head of Thought Leadership, the King’s Fund)

Ahead of your visit, please find below some useful information.

**Travel**

Getting to Emirates Stadium is best done via London’s comprehensive public transport system and following the pedestrian signs on street.

We would recommend taking the tube to Arsenal or Holloway Road, but there are alternative stations nearby too — click here for full details. Importantly, you should allow up to 15 minutes from disembarking the tube to arriving at the stadium entrance.

If you are coming from Arsenal tube station, turn right and follow the road round into Drayton Park. Walk the length of Drayton Park, past the ticket office and club shop, until you get to the Arsenal sign. See it cut in huge individual letters — you can’t miss it! At the ‘Arsenal’ sign, turn right and go over the bridge to the stadium and the entrance is off to your left.

If you are coming from Holloway Road tube station, turn right on Holloway Road and cross at the crossing and walk down Hornsey Road. The stadium should be in front of you. At the ‘Arsenal’ sign, go over the roundabout and you will see two ramps. Take the right ramp, go up the stairs and follow the stadium to the right where you will see Dial Square.

The entrance for the conference is Dial Square, South Side, between M and N turnstiles. The conference is taking place in the Dial Square Suite.

Guests are advised to expect security checks and should allow time for both this and registration, not to mention grabbing a cup of coffee and finding your seat. It would also be hugely beneficial to delegates to arrive in plenty of time to network with others.

**Agenda**

Registration commences at 9am, and the conference will begin at 10am, finishing at 4pm. The full agenda can be viewed here. Please note that you will need to have an Internet-enabled device such as a laptop, smart phone or tablet in order to pose questions and comments throughout the day. We will also be conducting live interactive voting at the conference as part of our debate. So, in order to participate fully, do please bring something with you to allow you to get online.

We look forward to seeing you there.

Kind regards,

National Guardian’s Office
Thanks sorry you won't be there .... Hope all is well....
From: [redacted]
Sent: 05 March 2018 12:12
To: [redacted]
Subject: RE: National Freedom to Speak Up Conference 2018 - Registration complete

Thanks - all is well!
From: [Name]
Sent: 05 March 2018 13:34
To: [Name]
CC: [Name]
Subject: FW: The 2018 National Freedom to Speak Up Conference - Tuesday 6 March

Hi,

the CQC will be waiting to meet SoS tomorrow – will be giving you a ring shortly could into
this email.

As to the entrance – please see highlighted text below.

Regards,

[Logo]
Department of Health & Social Care

Quality, Patient Safety and Investigations Team
2E11 Quarry House, Leeds, LS2 7UE
Tel: [Number]
From: [Redacted]
Sent: 05 March 2018 13:35
To: [Redacted]
Subject: RE: The 2018 National Freedom to Speak Up Conference - Tuesday 6 March

Thanks [Redacted]

What's the best number to get you on [Redacted]

Kind regards [Redacted]

Follow us on Twitter
From: [Redacted]
Sent: 05 March 2018 13:40
To: [Redacted]
Subject: RE: The 2018 National Freedom to Speak Up Conference - Tuesday 6 March

Thanks and

Just copying in the driver for reference. Feel free to chat on the number below!

All best,

[Redacted]
Apologies, will not email this time.
Hi

Just a quick ask that you check over the Q&A, most of the stats have come from your brief to SoFS, which I will send up as a 'just in case'.

Thanks
Freedom to Speak Up

Q What impact is the NGO having on highlighting negative behaviours?

A I believe that NHS staff have always wanted to speak up when they see that something is wrong, both as part of their professional duty, and because if fits with their values.

Healthcare staff need to feel confident and supported to raise concerns about patient at all times. The National Guardian’s role will include leading, advising and supporting the growing network of ‘Freedom to Speak Up’ Guardians within NHS trusts who are responsible for developing a culture of openness within their hospitals.

The National Guardian’s Office has been in place for over a year. It is good to see such a strong start has been made in recruiting a new and important network of individuals within NHS organisations.

As the National Guardian, Dr Hughes will also share and advise on good practice in responding to staff concerns, and provide challenge and support for the system so that it has a truly safe and open culture.

Q How extensive is the Freedom To Speak Up Guardian (FTSUG) network?

A All trusts and foundation trusts have at least one Freedom to Speak Up Guardian.

There are currently around 565 FTSUGs and individuals in a supportive role in trusts and foundation trusts.

10 regional and 2 cross-regional networks have been established to support FTSUGs. These are chaired and operated by Freedom to Speak Up Guardians.

Q What impact are FTSUGs having?

A This network does not have an easy job; as well as supporting individuals, local Guardians are there to challenge and change culture within their organisations so that barriers to speaking up, whatever they are, wherever they are, are identified and addressed.

These are early steps along the journey towards making ‘speaking up’ business as usual. No one can guarantee, or indeed believes, that the path being followed will be an entirely smooth one, but the NGO, FTSUs are becoming part of everyday NHS life.
Over the first three quarters of 2017-18, FTSUG in trusts have handled 4,654 cases – a third of those cases include an element of patient safety.

9 out of 10 people who have spoken up to a FTSUG said they will speak up again.

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**Bullying and harassment in the NHS**

**Q Where are the ‘teeth’ in the system to bring employers to account for bullying?**

**A** It is regrettable that ‘teeth’ might be needed to address such an issue. All employers will have their own procedures for dealing with bullying and harassment, and it is important they are well communicated, taken seriously, and applied.

As Freedom To Speak Up Guardians, you have a role to play supporting people who speak up and in encouraging a positive culture within your organisations. If Guardians come up against resistance or reluctance, then the issues can be escalated to the National Guardian for advice.

The first two NGO case reviews of Southport and Ormskirk NHS Trust and North Lincolnshire and Goole NHS foundation trust, have shone the light on organisations with bullying cultures. It will be interesting to see how the leadership teams within these trusts will respond to the recommendations, but what is clear is ‘doing nothing’ is not an option.

Similarly, the fact that the CQC now includes a reference to evidence in respect of Freedom to Speak Up within its well-led assessment framework is another example of how inaction by the leadership of a trust could result in a poor quality rating, and possible intervention / support to improve from NHSI.

What is more important is that leaders understand and make real the benefits of creating positive cultures, both for the staff that work within their organisations, and for the quality of services that patients have a right to expect.
National improvement and leadership development framework for the NHS

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A: In December 2016, the NHSI launched the National Improvement and Leadership Development Framework for people working in NHS-funded services. The first of its kind in England, it aims to develop capability and capacity in people to ensure sustainable health and care systems in the medium term.

The framework will help create five conditions common to high quality, high performing health and care systems in every local health and care system in England. The five conditions are:

- Leadership equipped to develop high quality local health and care systems.
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A NHSI has worked with the Kings Fund and the Centre for Creative Leadership to provide practical resources to enable providers to assess their own organisational cultures and then to implement actions and initiatives to develop compassionate leadership. These resources have been piloted and informed by the experiences of three NHS trusts.

Workforce Race Equality Standard report 2016

Q What did the NHS Workforce Race Equality Standard saying about experiences of BME and white staff in NHS trusts in England?

A In June 2016, The NHS Equality and Diversity Council published the WRES data for the first time. The report looked at four indicators, one of which looked at the percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months.

75% of all acute trusts showed a higher percentage of BME staff being harassed, bullied or abused by staff in comparison to White staff.

22% of acute trust returns (33 organisations) showed a lower percentage of BME staff report being harassed, bullied or abused by staff.

Five organisations reported the same response rate, indicating no gap between BME and White experience.
Whereas a much higher proportion of BME staff reported harassment, bullying or abuse by staff in the last 12 months compared to White staff, the levels of harassment, bullying, or abuse from patients relatives or the public were similar for White and BME staff.

The NHS Leadership Academy has launched Building Leadership for Inclusion – a programme which will set ambitious standards for leadership development and accountability or equality.

We will use the WRES data published last year as the baseline against which any future change is assessed.

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The NGO has recommended that trusts take action to ensure that all staff, particularly the most vulnerable, are able to speak up.

The debate at the conference this afternoon will consider the diversity of the FTSUG network and how increasing the diversity within it will improve equality in the NHS.
From: [Redacted]
Sent: 05 March 2018 14:46
To: [Redacted]
Subject: RE: The 2018 National Freedom to Speak Up Conference - Tuesday 6 March

Hi [Redacted],

Sorry, can't seem to get through on your line at the moment!

The address of the car park is Queensland Road, N7 7AJ and I just need to let the Emirates know the registration of the vehicle.

Do you want to try phoning me, or shall I try later?

Kind regards

[Redacted]

National Guardian
Freedom to Speak Up

Follow us on Twitter
From: [Redacted]
Sent: 05 March 2018 14:50
To: [Redacted]
Subject: RE: The 2018 National Freedom to Speak Up Conference - Tuesday 6 March

Hey,

Thanks for this. My phone has been playing up all week, so I think it best if you give me your number and I get in touch with you!

Vehicle detail [Redacted]

All best,

[Signature]

Department of Health & Social Care
Thanks for sharing... just a couple of amends where I think the past tense was used but we can bring things up to date.

At some point (but not today!) I would love to talk about the National Improvement and Leadership development Framework and the Centre for Creative Leadership work you mention – not sure how FTSU is reflected in those areas – I know we haven't had conversations and it might be helpful if we do at some point....

Tal
Freedom to Speak Up

Q What impact is the NGO having on highlighting negative behaviours?

A I believe that NHS staff have always wanted to speak up when they see that something is wrong, both as part of their professional duty, and because it fits with their values.

Healthcare staff need to feel confident and supported to raise concerns about patient care at all times. Freedom to Speak Up Guardians are there to ensure that happens, and the National Guardian is there to lead and support them in this. The role will include leading, advising and supporting them in this.

The National Guardian’s office has been in post for over a year, and the Office has been in place for over 18 months. It is good to see such a strong start and the rapid development of the guardian network in trusts and individual involvement from individuals within NHS organisations.

As the National Guardian, Dr Hughes will also share knowledge and advice on good practice in speaking up, responding to staff concerns, and providing challenge and support for the system so that it has a truly safe and open culture.

Q How extensive is the Freedom To Speak Up Guardian (FTSUG) network?

A All trusts and foundation trusts have at least one Freedom to Speak Up Guardian.

There are currently around 565 FTSUGs and individuals in a supportive role in trusts and foundation trusts.

10 regional and 2 cross-regional networks have been established to support FTSUGs. These are chaired and operated by Freedom to Speak Up Guardians.

Q What impact are FTSUGs having?

A The network does not have an easy job. As well as supporting individuals, local Guardians are there to challenge and change culture within their organisations so that barriers to speaking up, wherever they are, are identified and addressed.

These are early steps along the journey towards making ‘speaking up’ business as usual. No one can guarantee, or indeed believes, that the path being followed will be
an entirely smooth one, but the NGO FTSUs are becoming part of everyday NHS life.

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From: [Redacted]
Sent: 05 March 2018 15:00
To: [Redacted]
Subject: RE: The 2018 National Freedom to Speak Up Conference - Tuesday 6 March

Follow Up Flag: Follow up
Flag Status: Completed

Yes I'm on

Kind regards

National Guardian's Office
151 Buckingham Palace Road | London | SW1W 9SZ

National Guardian
Freedom to Speak Up
Hi

My name is [redacted] and I'm [redacted] for the National Guardian's Office.

Will SofS tweet about his speaking engagement at our National Freedom to Speak Up Conference?

Our Twitter is @NatGuardianFTSU and the hashtag for the event is #FTSU

I'll also be tweeting from the event tomorrow so if we could get some retweets from SofS or DHSC that'll be great.

Let me know what you think.

Many thanks.

Kind regards

[Redacted]

National Guardian's Office
151 Buckingham Palace Road | London | SW1W 9SZ
enquiries@nationalguardianoffice.org.uk

Follow us on Twitter

National Guardian
Freedom to Speak Up
Hi,

Apologies for the late change but SofS has requested the following slides for tomorrow – grateful if you could arrange this.

Thanks
Rt Hon Jeremy Hunt MP
Secretary of State for Health and Social Care

Number of Airline Fatalities per Year vs. Number of Passengers per Year

*Source: https://www.budget.gov.uk/
**Source: https://www.budget.gov.uk/
From: [Redacted]
Sent: 05 March 2018 17:14
To: [Redacted]
Cc: [Redacted]
Subject: RE: The 2018 National Freedom to Speak Up Conference - Tuesday 6 March

Dear [Redacted],

Many thanks for your message. I will speak to the Private Office with regard to this, who will be in touch with the Secretary of State on the day.

All best,

[Redacted]

Department of Health & Social Care

Department of Health and Social Care, 9th Floor North Wing, 83 Victoria St, Westminster, London, SW1H 0EU

Follow on Twitter [Redacted]
Hi

Thanks for talking on the phone just now - it's good to hear from you!

I was wondering if Jeremy would like to tweet about our National Freedom to Speak Up Conference or if we could get a retweet from Jeremy and DHSC?

Many thanks - your help with this will be greatly appreciated!

Kind regards,
Hi all

Many thanks for all your help with SofS' speaking slot at yesterday's conference – it is much appreciated.

As a follow up to the conference, we would like to publish the entire conference slide deck on our webpages, send them out to attendees and include them in our bulletin. The bulletin goes out to Freedom to Speak Up Guardians, Champions and Ambassadors at NHS trusts, independent providers and arms'-length bodies.

Do we have permission to share SofS' slides as part of our conference slide deck?

Kind regards

National Guardian's Office
151 Buckingham Palace Road, London | SW1W 0SZ
enquiries@nationalguardianoffice.org.uk

Follow us on Twitter

National Guardian
Freedom to Speak Up
Yes that's fine.

Thanks