

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

**From:** [REDACTED]  
**Sent:** 22 January 2018 09:29  
**To:** National Guardian's Office  
**Subject:** National Freedom to Speak Up Guardians' Conference

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,

[REDACTED]



Department  
of Health &  
Social Care

[REDACTED]  
[REDACTED]  
39 Victoria Street, London, SW1H 0EU  
E: [REDACTED] T: [REDACTED]

**From:** National Guardian's Office  
**Sent:** 23 January 2018 11:29  
**To:** [REDACTED]  
**Subject:** RE: National Freedom to Speak Up Guardians' Conference

Hi [REDACTED]

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

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

[REDACTED]  
[REDACTED]  
**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:
  - This what I am offering (something you are pleased with/good at)
  - This what I need (something you are struggling with/need help or advice)
  - 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

**Second session: 1 hour, 5 mins (hosted by HH and Events team)**

11.45-12.00	<b>Jeremy Hunt</b> – speech + Q&A	10 mins 5 mins
12.00-12.05	<b>Henrietta</b> – Feedback on some ideas from table work	5 mins
12.05-12.45	<b>Martin Bromiley</b> – keynote speech + Q&A	30 mins 10 mins
12.45-12.50	<b>Events team</b> – encourage delegates to look at speech bubbles during lunch and set up afternoon debate including login to 'Slido'	5 mins

**12.50-13.50 Lunch & review others learning (Arrange platform for debate) 1 hour**

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 (alternating between sides)* 12 mins
- *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 10 mins  
+ Q&A 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  
+ Q&A 10 mins  
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*

**From:** [REDACTED]  
**Sent:** 23 January 2018 11:32  
**To:** National Guardian's Office  
**Subject:** RE: National Freedom to Speak Up Guardians' Conference

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,

[REDACTED]

**From:** National Guardian's Office  
**Sent:** 23 January 2018 12:29  
**To:** [REDACTED]  
**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.

[REDACTED]

## **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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**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, 35 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:
  - This what I am offering (something you are pleased with/good at)
  - This what I need (something you are struggling with/need help or advice)
  - Leave contact details and make a commitment to take something away
- Network in break

11.00-11.20 **Table work** 20 mins

11.20-11.35 **Jeremy Hunt** – speech 10 mins  
+ Q&A 5 mins

**11.35-12.00 Break & network** (Identify interesting ideas on speech bubbles) 25 mins

Second session: 50 mins (hosted by HH and Events team)

- |             |   |                    |
|-------------|---|--------------------|
| 12.00-12.05 | Henrietta – Feedback on some ideas from table work  | 5 mins             |
| 12.05-12.45 | Martin Bromiley – keynote speech<br>+ Q&A   | 30 mins<br>10 mins |
| 12.45-12.50 | Events team – encourage delegates to look at speech bubbles during lunch and set up afternoon debate including login to 'Slido' | 5 mins             |

12.50-13.50 **Lunch & review others learning** (Arrange platform for debate) 1 hour

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*Delegates to consider their position on the following statement:*

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*Moderation panel of Dido Harding, David Behan & Henrietta)*

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- *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*
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+ Q&A 10 mins  
5 mins

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**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*



**From:**  
**Sent:**  
**To:**  
**Subject:**

[REDACTED]  
23 January 2018 12:30  
National Guardian's Office  
RE: National Freedom to Speak Up Guardians' Conference

Great - thanks!

Best,

[REDACTED]

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]

[REDACTED]  
[REDACTED]

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

[REDACTED]

**National Guardian  
Freedom to Speak Up**

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

Hiya,

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

Kind regards,

[REDACTED]



From: National Guardian's Office

Sent: 31 January 2018 11:58

To: [REDACTED]

Subject: RE: National Freedom to Speak Up Guardians' Conference

Hi [REDACTED]

Many thanks for the picture.

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

Kind regards

[REDACTED]

[REDACTED]

[REDACTED]

National Guardian's Office

151 Buckingham Palace Road | London | SW1W 9SZ

[REDACTED]



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**National Guardian  
Freedom to Speak Up**

**From:**

[REDACTED]

**Sent:**

31 January 2018 12:00

**To:**

National Guardian's Office

**Subject:**

RE: National Freedom to Speak Up Guardians' Conference

Hiya,

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

Thanks,

[REDACTED]

**From:** freedomtospeakupconference=livegroup.co.uk@mg.livegroup.co.uk on behalf of National Guardian's Office <freedomtospeakupconference@livegroup.co.uk>  
**Sent:** 14 February 2018 13:56  
**To:** [REDACTED]  
**Subject:** National Freedom to Speak Up Conference 2018 - Registration complete

THIS IS AN AUTOMATICALLY GENERATED EMAIL. PLEASE DO NOT REPLY TO IT. IF YOU HAVE ANY QUERIES PLEASE USE THE [CONTACT FORM](#) ON THE WEBSITE.

## National Freedom to Speak Up Conference 2018

Tuesday, 6 March 2018

Dear [REDACTED]

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

### Summary

#### Details

[REDACTED]

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.livegroup.co.uk/ngoconference/> 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.livegroup.co.uk/ngoconference/>  
**Helpline:** 020 8481 3302  
**Email:** [freedomtospeakupconference@livegroup.co.uk](mailto:freedomtospeakupconference@livegroup.co.uk)

We look forward to seeing you there.

Kind regards

National Freedom to Speak Up Conference 2018

**From:** [REDACTED]  
**Sent:** 22 February 2018 13:14  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** DRAFT note for SofS - FTSU Conference 6th March  
**Attachments:** 20180214 - Briefing for SofS - amends.docx

[REDACTED]  
cc [REDACTED]

In haste, please see a DRAFT note that we are planning to send to SofS on Tuesday 27<sup>th</sup>. 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, [REDACTED] (copied in) by close Monday 26<sup>th</sup> February that would be great!

Cheers!

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

[REDACTED]  
**National Guardian**  
**Freedom to Speak Up**

DRAFT

To: PermSec - DH

From: [REDACTED]

cc: Dr Henrietta Hughes – National Guardian

[REDACTED]  
Lee McDonough – DH

William Vineall - DH  
[REDACTED]  
[REDACTED]  
[REDACTED]

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 1<sup>st</sup> 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



## DRAFT

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.

## DRAFT

### 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.

# DRAFT

Annex 1

## National Freedom to Speak Up Guardian Conference

### Outline Agenda

Timing	Activity
09:00 – 10:00	Registration and networking
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 “ <i>This house believes that increasing the diversity of the Freedom to Speak Up Guardian network will help improve equality in the NHS.</i> ” Chair: Yvonne Coghill, Director WRES Implementation Team Panel members: <ul style="list-style-type: none"><li>• Jo Wren, GMC</li><li>• Samantha Allen, CEO, Sussex Partnership FT</li><li>• Christine Mbabazi, Guardian, University Hospitals Southampton FT</li><li>• Marie Gabriel Chair, East London FT</li><li>• Roz Spinks, IBE</li><li>• Carol Love-Mecrow, Guardian, The Dudley Group NHS FT</li></ul>
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

**DRAFT**

**Annex 2**

**Speaking up – facts and figures**

From: [REDACTED]  
Sent: 22 February 2018 14:06  
To: [REDACTED]  
Subject: Minister at Freedom to Speak Up Conference

Hi [REDACTED]

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

Best wishes

[REDACTED]



Department  
of Health &  
Social Care

[REDACTED]  
[REDACTED]

Quarry House, Leeds, LS2 7UA

E: [REDACTED] | [REDACTED]  
P: [REDACTED]

**From:**

**Sent:**

**To:**

**Subject:**

[REDACTED]  
22 February 2016 14:08

[REDACTED]  
RE: DRAFT note for SofS - FTSU Conference 6th March

OK – please ignore the last email I can see now it's SoS attending the conference!

**From:**

**Sent:**

**To:**

**Subject:**

[REDACTED]  
22 February 2018 15:05

[REDACTED]  
RE: DRAFT note for SofS - FTSU Conference 6th March

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 .....

[REDACTED]

**From:**  
**Sent:**  
**To:**  
**Cc:**  
**Subject:**

[REDACTED]  
26 February 2018 13:11

[REDACTED] [REDACTED] [REDACTED]  
[REDACTED] [REDACTED]  
RE: DRAFT note for SofS - FTSU Conference 6th March

Hi [REDACTED]

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.
- 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 [REDACTED] [REDACTED] are able to assist in your absence.

Regards,  
[REDACTED]



From: [REDACTED]  
Sent: 27 February 2018 12:24  
To: [REDACTED]  
Cc: [REDACTED]  
Subject: RE: DRAFT note for SofS - FTSU Conference 6th March

Thanks [REDACTED] (and thanks to [REDACTED] for the info!). Comments below ....

Hi [REDACTED]

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 FTSU 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 FTSU – 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.

**From:** [REDACTED]  
**Sent:** 27 February 2018 13:50  
**To:** MB-SOFS  
**Cc:** Hughes, Henrietta; [REDACTED]; McDonough, Lee; Vineall, William; [REDACTED]  
**Subject:** Briefing for National Freedom to Speak Up Conference  
**Attachments:** 20180227 - National Guardian's Conference - SofS briefing - final.docx; Emirates Stadium Travel Information.pdf

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

[REDACTED]  
[REDACTED]  
National Guardian's Office  
151 Buckingham Palace Road | London | SW1W 9SZ  
[enquiries@nationalguardianoffice.org.uk](mailto:enquiries@nationalguardianoffice.org.uk)



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

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

Hi [REDACTED]

Can you confirm that we used the correct email address for SoFS office please? We have [REDACTED]

Many thanks.

Kind regards  
[REDACTED]

[REDACTED]  
[REDACTED]  
National Guardian's Office  
151 Buckingham Palace Road | London | SW1W 9SZ  
[enquiries@nationalguardianoffice.org.uk](mailto:enquiries@nationalguardianoffice.org.uk)



Follow us on [Twitter](#)

**National Guardian  
Freedom to Speak Up**

**From:**  
**Sent:**  
**To:**  
**Subject:**

[REDACTED]  
27 February 2018 15:55

[REDACTED]  
RE: Briefing for National Freedom to Speak Up Conference

Hi [REDACTED]

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

Regards  
[REDACTED]



Department  
of Health &  
Social Care

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

Tel: [REDACTED]  
[REDACTED]

**From:**  
**Sent:**  
**To:**  
**Subject:**

[REDACTED]  
27 February 2018 18:11

[REDACTED]  
RE: DRAFT note for SofS - FTSU Conference 6th March

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 this? FTSUGs?

Best wishes

[REDACTED]

From: [REDACTED]  
Sent: 27 February 2018 16:43  
To: [REDACTED]  
Subject: RE: DRAFT note for Sof5 - FTSU Conference 6th March

Hi [REDACTED]

## 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 4<sup>th</sup> May).

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

Cheers!  
[REDACTED]

**From:**

/O=DOH/OU=EXCHANGE ADMINISTRATIVE GROUP  
(FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=CPAGED53 on behalf of [REDACTED]

**Sent:**

28 February 2018 09:35

**To:**

**Subject:**

[REDACTED]  
RE: DRAFT note for SofS - FTSU Conference 6th March

Many thanks for this info [REDACTED] - 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!

**From:** [REDACTED]  
**Sent:** 28 February 2018 10:31  
**To:** [REDACTED]  
**Subject:** RE: DRAFT note for SofS - FTSU Conference 6th March

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!

[REDACTED]



From: [redacted]  
Sent: 02 March 2016 09:52  
To: [redacted]  
Cc: [redacted]  
Subject: Lines for Tuesday's FTSU Conference

Importance: High



I'm conscious that SofS 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 SofS then for the National Guardian. What's your thoughts on lines on these?

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

- [redacted]

- "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 SofS 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!

[redacted]

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

[redacted]



**From:** [REDACTED]  
**Sent:** 02 March 2018 12:22  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** FW: Briefing for National Freedom to Speak Up Conference

Hi [REDACTED]

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]  
[REDACTED]  
National Guardian's Office  
151 Buckingham Palace Road | London | SW1W 9SZ  
[enquiries@nationalguardianoffice.org.uk](mailto:enquiries@nationalguardianoffice.org.uk)

National Guardian  
Freedom to Speak Up

To: SofS - DHSC

From: [REDACTED]

cc: Dr Henrietta Hughes – National Guardian

[REDACTED]  
Lee McDonough – DHSC

William Vineall - DHSC  
[REDACTED]  
[REDACTED]  
[REDACTED]

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.

**The event**

3. This is the National Guardian's first national conference. Previous events 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

# 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.
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 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**

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

Timing	Activity
09:00 – 10:00	Registration and networking
10:00 – 10:15	Welcome and housekeeping <b>Dr Henrietta Hughes, National Guardian</b>
10:15 – 10:55	“Speaking up for cultures of high quality and compassionate care” <b>Michael West, Head of Thought Leadership, King’s Fund</b>
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	<b>Jeremy Hunt MP</b> Secretary of State for Health and Social Care
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12:15 – 12:55	<b>Martin Bromiley</b> 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
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15:30 – 16:00	<b>Dr Henrietta Hughes,</b> National Guardian for the NHS

**Speaking up – facts and figures**

- The National Guardian's Office was established in April 2016. It has a budget of £1mill, and is funded equally by CQC, NHS(I) and NHS(E) though is functionally independent.
- Dr Henrietta Hughes is the National Guardian for the NHS. She is a former Medical Director for NHS England and is a GP, and continues to practice one day a week. Dr Hughes took up post in October 2016.
- All providers of NHS services subject to the standard contract are required to have a Freedom to Speak Up Guardian – this applies to trusts and foundation trusts, and independent providers who are contracted to provide NHS services.
- All trusts and foundation trusts have at least one Freedom to Speak Up Guardian.
- There are currently around **565** Freedom to Speak Up Guardians and individuals in a supportive role in trusts and foundation trusts.
- Provider organisations are responsible for the local recruitment and appointment of Freedom to Speak Up Guardians.
- The Freedom to Speak Up Guardian network is very diverse in terms of professional background, clinical specialism, and grade. Demographically, however, 91% of Freedom to Speak Up Guardians are white, and 79% are female. In light of this, the National Guardian's Office has recommended that trusts take action to ensure that all staff, particularly the most vulnerable, are able to speak up.
- Over the first three quarters of 2017/18, Freedom to Speak Up Guardians 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 Freedom to Speak Up Guardian said they will speak up again.
- 10 regional and 2 cross-regional networks have been established to support Freedom to Speak Up Guardians. These are Chaired and operated by Freedom to Speak Up Guardians.
- NHS England has produced guidance on Freedom to Speak Up in primary care, though there are no contractual requirements for primary care providers to appoint Freedom to Speak Up Guardians.



## EMIRATES STADIUM EVENTS

Getting to Emirates Stadium is simple, London's comprehensive public transport system will take you within a few minutes walk of the ground where clearly located pedestrian signs will help you find your way on-street.

### Tube and Rail

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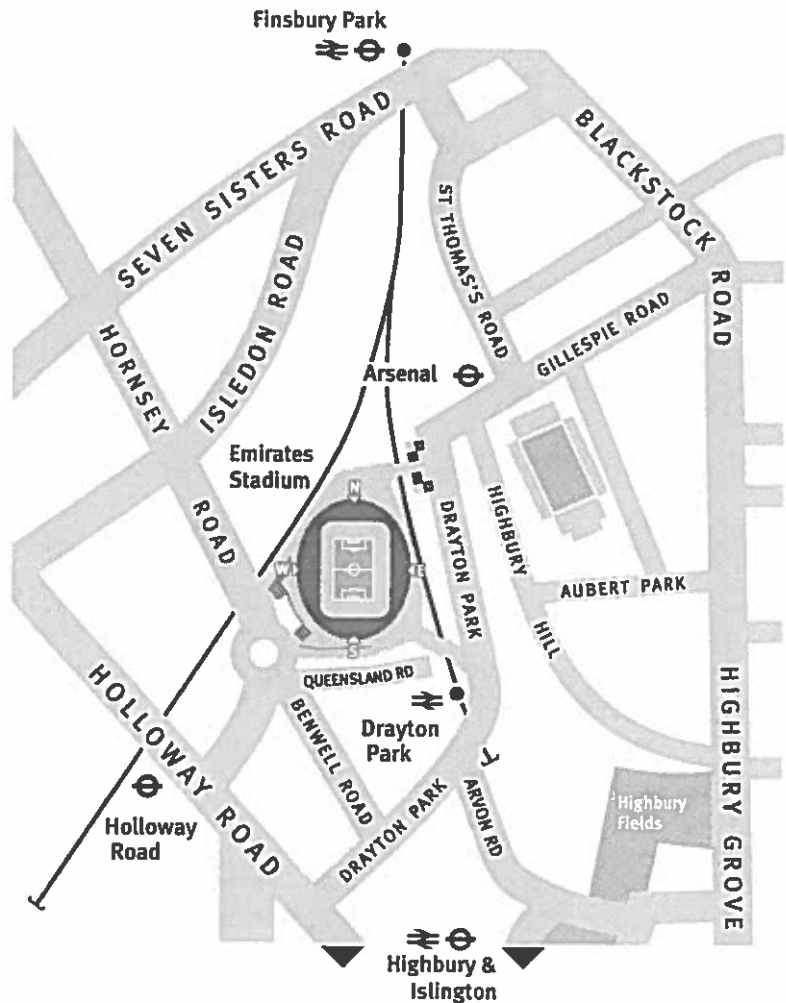
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### Entrances

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- East - Woolwich
- South - Dial Square
- West - Highbury





**From:** [REDACTED]  
**Sent:** 02 March 2018 12:55  
**To:** [REDACTED]  
**Subject:** FW: Briefing for National Freedom to Speak Up Conference  
**Attachments:** 20180227 - National Guardian's Conference - SofS briefing - final.docx; Emirates Stadium Travel Information.pdf

Hi [REDACTED]

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  
[REDACTED]

[REDACTED]  
[REDACTED]  
National Guardian's Office  
151 Buckingham Palace Road | London | SW1W 9SZ  
[enquiries@nationalguardianoffice.org.uk](mailto: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]

cc: Dr Henrietta Hughes – National Guardian

[REDACTED]  
Lee McDonough – DHSC

William Vineall - DHSC  
[REDACTED]  
[REDACTED]  
[REDACTED]

Date: 27 February 2018

National Freedom to Speak Up Conference  
Tuesday 6 March 2018  
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# National Guardian

## Freedom to Speak Up

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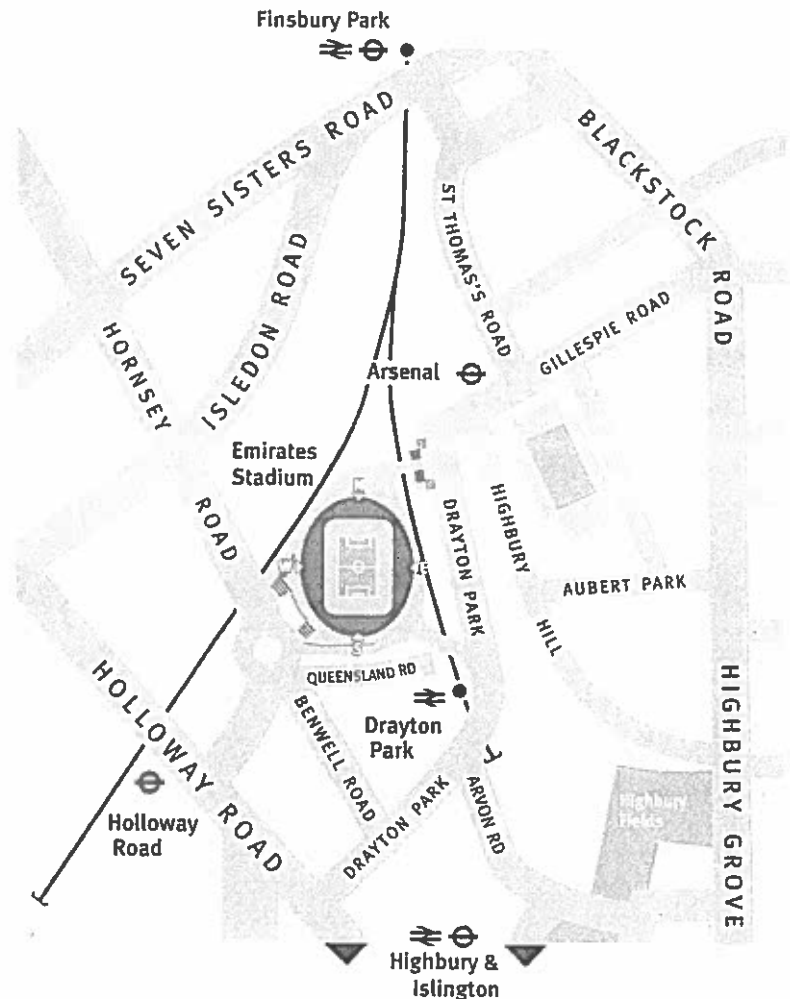
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### Entrances

- North - Royal Oak
- East - Woolwich
- South - Dial Square
- West - Highbury



**From:** [REDACTED]  
**Sent:** 05 March 2018 12:01  
**To:** National Guardian's Office (freedomtospeakupconference@livegroup.co.uk);  
[REDACTED]  
**Cc:** [REDACTED]  
**Subject:** FW: National Freedom to Speak Up Conference 2018 - Registration complete

Hi

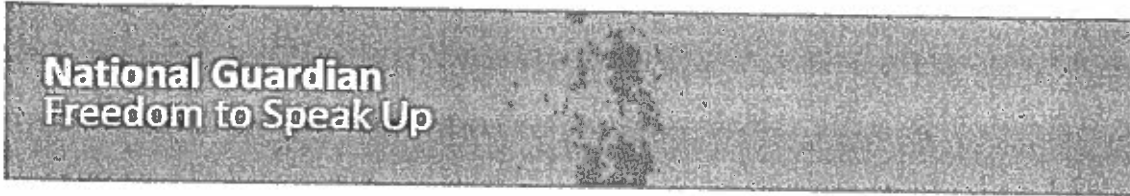
Please accept my apologies but I will no longer be able to attend this conference. DHSC will be represented at the conference through [REDACTED] and William Vineall.

Best wishes

[REDACTED]



**From:** [freedomtospeakupconference=livegroup.co.uk@mg.livegroup.co.uk](mailto:freedomtospeakupconference=livegroup.co.uk@mg.livegroup.co.uk)  
[mailto:[freedomtospeakupconference=livegroup.co.uk@mg.livegroup.co.uk](mailto:freedomtospeakupconference=livegroup.co.uk@mg.livegroup.co.uk)] **On Behalf Of** National Guardian's Office  
**Sent:** 05 March 2018 12:27  
**To:** [REDACTED]  
**Subject:** The 2018 National Freedom to Speak Up Conference - Tuesday 6 March



Dear [REDACTED]

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 Hetta Hughes, the National Guardian for the NHS, as well as:

Simon Stevens (Chief Executive, NHS England)  
Sir David Behan (Chief Executive, the 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 spelt out 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 post 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

**From:**

**Sent:**

**To:**

**Subject:**

[REDACTED]  
05 March 2018 12:41

[REDACTED]  
RE: National Freedom to Speak Up Conference 2018 - Registration complete

Thanks [REDACTED] sorry you won't be there .... Hope all is well ....

[REDACTED]

**From:**

**Sent:**

**To:**

**Subject:**

[REDACTED]

05 March 2018 12:42

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

Thanks [REDACTED] - all is well!

[REDACTED]

[REDACTED]

**From:**  
**Sent:**  
**To:**  
**Cc:**  
**Subject:**

[REDACTED]  
05 March 2018 13:34  
[REDACTED]  
[REDACTED]  
FW: The 2018 National Freedom to Speak Up Conference - Tuesday 6 March

Hi [REDACTED]

[REDACTED] the CQC will be waiting to meet SofS tomorrow - [REDACTED] will be giving you a ring shortly cc'd into this email

As to the entrance - please see highlighted text below.

Regards

[REDACTED]



Department  
of Health &  
Social Care

[REDACTED]  
Quality, Patient Safety and Investigations Team  
2E11 Quarry House, Leeds LS2 7UE  
Tel. [REDACTED]  
[REDACTED]

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]

[REDACTED]

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



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 [REDACTED] and [REDACTED]

Just copying in the driver [REDACTED] for reference. [REDACTED] feel free to chat on the number below!

All best,

[REDACTED]



Department  
of Health &  
Social Care

[REDACTED]

[REDACTED]

Department of Health and Social Care, 5<sup>th</sup> Floor North Wing, 59 Victoria St, Westminster,  
London, SW1H 0EU

E: [REDACTED] [REDACTED]

Policy Department 020 7089 6000

**From:** [REDACTED]

**Sent:** 05 March 2018 13:41

**To:** [REDACTED] [REDACTED]

**Cc:** [REDACTED]

**Subject:** RE: The 2018 National Freedom to Speak Up Conference - Tuesday 6 March

Apologies, with [REDACTED] email this time.

**From:**

**Sent:**

05 March 2018 14:18

**To:**

**Subject:**

20180305 NGO FTSU conference 6 March 2018, Q&A

**Attachments:**

20180305 NGO FTSU conference 6 March 2018, Q&A.docx

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



## National Guardian's Office Conference 6 March 2018

### 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. 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.

**Q Is this is such a good model, when will it be rolled out in primary care?**

A NHS England, which has responsibility for FTSU in primary care, has produced guidance on Freedom to Speak Up in primary care, though there are no contractual requirements for primary care providers to appoint FTSUGs.

What is important is that where FTSUGs have been appointed, they understand and can communicate what is expected of them, to encourage individuals to speak up.

[REDACTED]

**Q Is the message about FTSUGs in organisations getting through?**

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

All providers of NHS services subject to the standard contract are required to have a Freedom to Speak of Up Guardian – this applies to trusts and foundation trusts, and independent providers who are contracted to provide NHS services.

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.

**Q How do we encourage employers to take the FTSUG role seriously?**

A Provider organisations are responsible for the local recruitment and appointment of FTSUGs.

We know that the FTSUG network is very diverse in terms of professional background, clinical specialism, and grade. And the time commitment given to the FTSUG role varies across organisations.

The two case reviews published by the NGO will increase the focus on organisations and the need to change working practices and behaviours. Doing nothing will not be an option for these providers.

The CQC inclusion of FTSU as a source of evidence within its well-led domain assessment means that providers will need evidence that they are taking the matter seriously.

The NGO published its first annual report in October 2017. It reported that 4000 staff have spoken to FTSU Guardians over the first year, raising 1000 patient safety issues.

Without the NGO and Guardian network, many of those issues might have gone unreported, which is not good for patients, staff or the organisations themselves. Raising patient safety issues has created 1000 more opportunities to improve.

### **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**

### **Q: What action is being taken to support leadership development?**

**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.
- Compassionate, effective leaders at all levels.
- Knowledge of improvement methods and ability to use them at all levels.
- Enabling, supportive and aligned oversight.
- Support systems for learning at local, regional and national levels.

### **Q How can organisations develop compassionate leadership?**

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 say 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 on equality.

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

We know that the FTSUG network is very diverse in terms of professional background, clinical specialism, and grade. Demographically, however, 91% of FTSUGs are white, and 79% are female.

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

-R

**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 [REDACTED]

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 details [REDACTED]

All best,  
[REDACTED]



Department  
of Health &  
Social Care

[REDACTED]  
[REDACTED]  
Department of Health and Social Care, 1st Floor, 10 Whitehall, London, SW1H 0EU

[REDACTED]

**From:** [REDACTED]  
**Sent:** 05 March 2018 14:52  
**To:** [REDACTED]  
**Subject:** RE: 20180305 NGO FTSU conference 6 MArch 2018, Q&A  
**Attachments:** 20180305 NGO FTSU conference 6 MArch 2018 QA RP amends.docx

Thanks for sharing [REDACTED]... 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!) 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

[REDACTED]



## National Guardian's Office Conference 6 March 2018

### Freedom to Speak Up

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The National Guardian's has been in post. Office has been in place 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 other 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 speaking up ~~responding to staff concerns,~~ and provides challenge and support for the system so that it has a truly safe and open culture.

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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 [REDACTED]

Kind regards  
[REDACTED]

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

[REDACTED]  
[REDACTED]  
**National Guardian  
Freedom to Speak Up**

From: [REDACTED]  
Sent: 05 March 2018 15:37

To: [REDACTED]

Subject: RE: The 2018 National Freedom to Speak Up Conference - Tuesday 6 March

Hi [REDACTED]

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]

[REDACTED]  
[REDACTED]  
National Guardian's Office  
151 Buckingham Palace Road | London | SW1W 9SZ  
[enquiries@nationalguardianoffice.org.uk](mailto:enquiries@nationalguardianoffice.org.uk)



Follow us on [Twitter](#)

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

**From:** [REDACTED]  
**Sent:** 05 March 2018 20:11  
**To:** [REDACTED]  
**Cc:** Benjamin, Jennifer; [REDACTED] Vineall, William  
**Subject:** RE: The 2018 National Freedom to Speak Up Conference - Tuesday 6 March  
**Attachments:** FTSU slides 05.03.18.pptx

**Importance:** High

Hi,

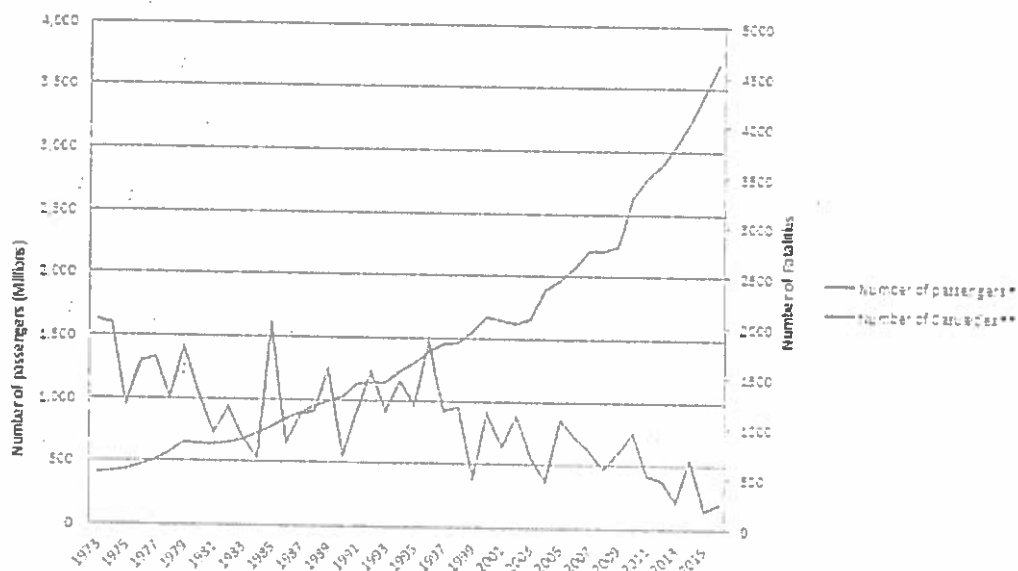
Apologies for the late change but SofS has requested the following slides for tomorrow – grateful if you could arrange this.

Thanks  
[REDACTED]



**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://data.worldbank.org/indicator/IS.AIR.PSGR?end=2016&locations=LW&name=de:total%20air%20passenger>  
\*\* source [https://aviation-safety.net/statistics/period\\_stats.php?rate=4](https://aviation-safety.net/statistics/period_stats.php?rate=4)

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

[REDACTED]  
[REDACTED]

Department of Health and Social Care, 9<sup>th</sup> Floor North Wing, 30 Victoria St, Westminster,  
London, SW1H 0EL

E: [REDACTED]

Policy Unit on Tames: [REDACTED]

From: [REDACTED]  
Sent: 06 March 2018 13:11  
To: [REDACTED]  
Subject: SoS tweet by National Guardian's Office on Twitter



National Guardian's Office  
(@NatGuardianFTSU)

06/03/2018, 12:26

@Jeremy\_Hunt, Secretary of State for Health and Social Care at @DHSCgovuk praises the important work of Freedom to Speak Up Guardians and the "cultural change that is happening on the ground in every NHS trust"  
#FTSU pic.twitter.com/C3SSF9vYeL

Hi [REDACTED]

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,  
[REDACTED]

From: [REDACTED]  
Sent: Wednesday, 7 March 2018 16:09  
To: [REDACTED]  
Cc: Benjamin, Jennifer; [REDACTED]; Vineal, William  
Subject: RE: The 2018 National Freedom to Speak Up Conference - Tuesday 6 March

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 to 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

[REDACTED]

[REDACTED]  
[REDACTED]

National Guardian's Office  
151 Buckingham Palace Road | London | SW1W 9SZ  
[enquiries@nationalguardianoffice.org.uk](mailto:enquiries@nationalguardianoffice.org.uk)



Follow us on [Twitter](#)

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

**From:** [REDACTED]  
**Sent:** 07 March 2018 16:19  
**To:** [REDACTED]  
**Cc:** Benjamin, Jennifer; [REDACTED] Vineall, William  
**Subject:** Re: The 2018 National Freedom to Speak Up Conference - Tuesday 6 March

Yes that's fine.

Thanks

[REDACTED]  
[REDACTED] Department of Health and Social Care  
T: [REDACTED] M: [REDACTED]

5/12/2018 16:19:15