

National Guardian Freedom to Speak Up

Terms of Reference for the Pan-Sector Network

National Guardian's Office (NGO)

- Set up in 2016 in response to recommendations made in Sir Robert Francis' 'Freedom to Speak Up' review, the NGO provides leadership, support and guidance on speaking up in the NHS. Specifically, the NGO:
 - Provides training, guidance and support to the network of Freedom to Speak Up Guardians across secondary care in England;
 - Reviews cases where the handling of speaking up appears not to have met with good practice.
- The NGO is not a regulator. It carries out all aspects of its work in collaboration with relevant bodies and individuals, including NHS trusts and their workers.

Pan Sector network

- The NHS has much to learn from other sectors – many of whom have learnt from tragedies which could have been prevented if staff had been supported in speaking up.
- At the same time, other sectors have much to learn from the NHS, which has come a long way since the publication of the 'Freedom to Speak Up' review.
- For these reasons, the NGO set up the Pan Sector Network to enable cross-sector sharing and learning.

What we hope to achieve through the Pan Sector network

- We want meetings of the network to be opportunities to draw together cross-sector good practice in speaking up. The examples of good practice that arise in these meetings will then be collated and published by the NGO as reports on our website.

- Members of the network and others will be able to refer to these reports as valuable resources of information on how different sectors are supporting speaking up.
- By working together and sharing good practice, the NGO hopes that we can progress more efficiently to a point where all workers feel listened to and valued.

Membership

- The greater the representation of sectors in the network, the more valuable the good practice derived from the meetings will be. Therefore, we are proactively seeking to increase cross-sector representation in the network.
- We invite existing members to suggest to colleagues in other sectors to join the network.
- Individuals who are interested in the network may email the secretariat for further information (██████████@nationalguardianoffice.org.uk).
- We will reassess the criteria and process for membership including optimal numbers of members as the network develops. This will be discussed with the network.

Expectations from members

- To approach the network with a spirit of openness, collaboration and sharing.
- To commit to attending as many meetings as possible.
- To not represent (expressly or otherwise) membership of the network as an endorsement of your work or your organisation by the network or any of its members.

What you may expect from the National Guardian's Office

- To provide secretariat for the network.
- To organise and facilitate biannual meetings of the network.
- To disseminate learning gathered in each meeting with the network.
- To seek and act on feedback from members as appropriate.

Attendees Pan – Sector meeting 17 July 2017

NAME	Organisation	
Sir Robert Francis QC		Did not attend – send for information [REDACTED]
[REDACTED]	[REDACTED] (KPMG) [REDACTED] [REDACTED] [REDACTED]	[REDACTED]
[REDACTED]	CHFG (clinical human factors group)	[REDACTED]
Sarah Bickerstaffe (joining at 4pm)	Director of Strategy CQC	Sarah.bickerstaffe@cqc.org.uk
[REDACTED]	[REDACTED] NHSI	[REDACTED]
[REDACTED]	FTSU [REDACTED]	[REDACTED]
[REDACTED]	FTSU [REDACTED]	[REDACTED]
[REDACTED]	FTSU [REDACTED] [REDACTED]	[REDACTED]
[REDACTED]	Parliamentary and Health Service Ombudsman	[REDACTED]
[REDACTED]	[REDACTED] PHSO	[REDACTED]
[REDACTED]	[REDACTED] [REDACTED] Civil Aviation Authority	[REDACTED]
[REDACTED]	[REDACTED] NHS Providers	[REDACTED]
[REDACTED]	[REDACTED] -HSIB	[REDACTED]
[REDACTED]	[REDACTED] HSIB	[REDACTED]
[REDACTED]	[REDACTED] Institute of Business Ethics	[REDACTED]
[REDACTED]	[REDACTED] IBE	[REDACTED]
Sarah Bickerstaffe	Director of Strategy CQC	Joining at 16.00
[REDACTED]	[REDACTED] [REDACTED] [REDACTED]	Did not attend send for info [REDACTED]@dh.gsi.gov.uk

Next meeting:

[REDACTED]

Others to send to who could not attend but who were keen to be involved:

[REDACTED]@bbc.org.uk

[REDACTED]@cabinetoffice.gov.uk

[REDACTED]

[REDACTED]

[REDACTED]@fca.org.uk

ci@pcaw.org.uk

Ursula Gallagher – DCI PMS - CQC

National Guardian Freedom to Speak Up

National Guardian's Office Pan-Sector Meeting

17 July 2017 – 13.00 – 17.00

AGENDA

	Item	
13:00 – 13:45	Lunch	
13:45 – 14:15	Welcome and update from the National Guardian – Dr Henrietta Hughes	
14:15 – 14:30	Research findings into employees' views of speaking up - how to encourage a 'speak up' culture - [REDACTED] Institute of Business Ethics	
14:30 – 14:45	Reflections from the aviation industry – [REDACTED] CAA	
14:45 – 15:15	Tablework – who should be part of the network and what can a Pan Sector Network achieve	Tablework questions: <ul style="list-style-type: none"> • What sectors should be represented? • Who should represent those sectors? • What can a Pan Sector Network achieve?
15:15 – 15:45	Feedback, prioritisation and next steps	Feedback from the room Agreement to priorities and next steps
15:45 – 16:00	Reflections – Sir Robert Francis	
16:00 – 17:00	Drinks reception	

From: [REDACTED]@fca.org.uk]
Sent: 12 July 2017 12:16
To: [REDACTED]
Subject: RE: REMINDER: PAN -SECTOR SPEAKING UP EVENT - 17 JULY

[REDACTED]

I'm afraid that with annual leave and a new starter on Monday, no-one in the team has capacity to attend.

Apologies

[REDACTED]

[REDACTED]

[REDACTED] / Intelligence / Enforcement & Market Oversight



25 The North Colonnade
Canary Wharf
London
E14 5HS

Tel: [REDACTED]
www.fca.org.uk

Follow us:



From: [REDACTED] [mailto:[REDACTED]@nationalguardianoffice.org.uk]
Sent: 12 July 2017 12:12
To: [REDACTED]
Subject: RE: REMINDER: PAN -SECTOR SPEAKING UP EVENT - 17 JULY

Hi [REDACTED]

Many thanks for replying. I spoke to [REDACTED] in your team and wondered if you would like to come along to this first meeting?

Regards

[REDACTED]

From: [REDACTED]@fca.org.uk
Sent: 12 July 2017 12:01
To: [REDACTED]
Subject: FW: REMINDER: PAN -SECTOR SPEAKING UP EVENT - 17 JULY

[REDACTED]

Please accept my apologies for the delay in responding to you.

I'm afraid that I won't be able to attend on Monday. I wish you all the best for the event.

Regards

[REDACTED]
[REDACTED]
[REDACTED] / Intelligence / Enforcement & Market Oversight



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London
E14 5HS

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From: [REDACTED] [mailto:[REDACTED]@nationalguardianoffice.org.uk]
Sent: Tuesday, June 27, 2017 05:03 PM
To: [REDACTED]

[REDACTED]
[REDACTED]
Subject: REMINDER: PAN -SECTOR SPEAKING UP EVENT - 17 JULY

Dear colleagues

Further to Henrietta's email below inviting you to the above meeting, I don't appear to have received a response from you. It would be helpful, for catering purposes. if you could confirm whether you are able to attend or not by 30 June.

Many thanks.

Kind regards

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

[REDACTED] [@nationalguardianoffice.org.uk](mailto:[REDACTED]@nationalguardianoffice.org.uk)

Dear colleagues

When workers in the NHS are encouraged to, and supported in, speaking up, vital information comes forth that, ultimately, could save lives. When the barriers to speaking up in the NHS are overcome, hospitals develop a more open and transparent culture where workers are listened to, mistakes are learned from, and the quality of service and working environment for staff are improved.

The National Guardian's Office's ambition is to make speaking up business as usual and, through the creation of the Freedom to Speak Up Guardian role in the NHS we believe we are making steps in the right direction.

I know that the issues we face in the NHS are shared in other sectors and that we can all learn from each other's experiences. By working together, we can accelerate the pace of change so that the day when speaking up is business as usual in any sector comes sooner.

As a step towards starting a pan-sector dialogue about speaking up, I would like to invite you to a lunch and networking session on the 17 July starting at 13.00pm for lunch with drinks reception at 16.00pm to be held at 151 Buckingham Palace

Road. I hope that there will be representation from a wide range of industries at the event and that this informal gathering might prove a starting point for regular dialogue and will help us identify future opportunities for joint working. I am delighted that Sir Robert Francis, QC, will also be in attendance.

I would be grateful if you could let me know if you, or a representative, could attend the event. A response by 23 June would be appreciated

If you are aware of other contacts that could contribute to the group please let us know.

Kind regards

Henrietta

henrietta.hughes@nationalguardianoffice.org.uk

National Guardian
Freedom to Speak Up

From: National Guardian's Office

[mailto: [REDACTED]] **On Behalf Of** National Guardian's Office

Sent: 04 August 2017 09:27

To: [REDACTED]

Subject: [MARKETING] Pan Sector Network Meeting Report July 2017

National Guardian Freedom to Speak Up

Pan Sector Network Meeting Report

We would like to express our gratitude to you all for your attendance and valuable contributions at our first Pan Sector Network meeting on 17 July 2017 in London.

A key action from the meeting was to increase the scope and size of our representation. Can we therefore ask you to share this report throughout your organisation and beyond to your contacts and associates in other organisations that you feel should be invited to the next meeting. This will be held on **10 November 2017** - invitations to follow shortly.

Introduction

Speaking up, raising concerns and whistleblowing are all ways in which workers can escalate issues with the aim of improving safety and experience both of service users, customers and staff.

The Pan Sector Network is an opportunity for different parts of the economy to learn from each other's experiences, share best practice and by doing so lead to a paradigm shift of the way that workers who speak up are perceived, thanked and their concerns are acted upon. In some sectors people who speak up may be seen as trouble makers, however the more enlightened sectors of the economy, in particular those focused on safety, have developed safety cultures which see information as a gift and workers who speak up are thanked for doing so.

“Those who speak up when things go wrong in the NHS should be welcomed for the contribution they can make to patient

safety”

Sir Robert Francis, Freedom to Speak Up Review

In response to concerns about culture in the NHS, the Secretary of State for Health commissioned Sir Robert Francis to carry out an independent review: Freedom to Speak Up. The 20 principles and actions include the appointment of a National Guardian for the NHS and Freedom to Speak Up Guardians in every NHS trust and foundation trust. While recognising the excellent work happening in parts of the NHS to foster an open and transparent culture, it is clear that speaking up is not yet business as usual in the NHS.

The first Pan Sector Network meeting hosted by the National Guardian for the NHS, Dr Henrietta Hughes, took place on 17 July 2017. There were representatives from KPMG, Clinical Human Factors Group, NHS Improvement, CQC, Freedom to Speak Up Guardians from [REDACTED] NHS Trust, [REDACTED] Trust and [REDACTED] NHS Trust, Parliamentary and Health Service Ombudsman (PHSO), The Civil Aviation Authority, NHS Providers, The Healthcare Safety Investigation Board, The Institute of Business Ethics and staff from the National Guardian's Office.

Presentations

The network heard from Dr Hughes about the work of the National Guardian's Office and Freedom to Speak Up Guardians. All trusts and foundation trusts have guardians in place, over 500 people have the title, Freedom to Speak Up Guardian, Champion or Ambassador. Until the end of March 2017 2,850 people had spoken to their Freedom to Speak Up Guardian with approximately a quarter of the concerns about patient safety. Freedom to Speak Up Guardians work reactively, by listening to concerns raised by workers and also proactively, helping to foster the open and transparent

culture needed in the NHS.

██████████ of the Institute of Business Ethics described research findings into employees views about the barriers to speaking up and how organisations can encourage a speaking up culture.

██████████ of the Civil Aviation Authority gave his reflections on the speaking up culture in the aviation industry, that information is a gift, that people who speak up are thanked and that this is the expectation across the whole industry at all levels of the organisations.

Table Work Discussion

What sectors should be represented?

It was agreed that every sector would be welcomed and in particular industries where safety is a central concern. In order to get a wide range of views it would be ideal to have those who deliver services but also commissioners, regulators, professional bodies, individuals, representatives and independent groups. This should include as many sectors as possible including military, social care, police, fire, NHS, education, financial industry, academics, construction.

Attendees committed to sharing the report to increase the scope and size of the network for future meetings by inviting others to join the network.

- Priority – all sectors where safety is a central concern, HSC, Police, Home Office
 - Professional Bodies
 - Public Concern At Work
 - Regulators
 - Those who deliver services
-

- People responsible for governance, commissioning, regulators
- Media – but may limit openness the groups – communications experts
- Whistle-blowers
- Representatives
- Unions
- Independent groups , i.e. KPMG
- CIPD – Human Resources
- Legal representatives – Law society
- Institute of Business Ethics membership
- Manufacturing
- Military
- Educators
- Bar Standards Board/SRA
- Church of England
- British Psychological Society : org psych institute
- NHS providers
- FCA Inc. American Representatives
- Adult social care
- ADAS
- Mental health services
- National Audit Office
- Parliamentary Health Service Ombudsman
- GSK,
- Diaggio
- Academics
- G4S
- BBC
- Rail
- Nuclear

Who should be here?

It was suggested that the membership could be fluid, with many different organisations within one sector but that there should be a core membership.

What are we trying to achieve?

The purpose of the network would be primarily to influence the attitude of organisations, the media and the public about whistle-blowers to reduce the stigma and to enhance the reputation of people who speak up for the benefit of their patients, customers and the public. It will share best practice and encourage consistency, for insight and education and to develop standards. There is also the impact on the bottom line, both financial and altruistic. The network would lead to shared learning and new perspectives, with narratives around positive outcomes and business values. It will foster a positive open culture where workers feel safe and supported to speak up. The network would also allow bench-marking across different industries, triangulation of information and consistency. There is the possibility that the network could operate like a think-tank.

Next steps

The founder members of the network agreed that future meetings should occur and that these should be hosted by the National Guardian's Office. A report from the meeting will be circulated and each member organisation will use their own connections to publicise the network and to increase the membership.

Please save the date

The next Pan Sector Network meeting will be on **Friday 10 November 1pm - 5pm**

If you would like to receive newsletters from the National Guardian's Office please email enquiries@nationalguardianoffice.org.uk

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Making speaking up business as usual in the NHS.

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enquiries@nationalguardianoffice.org.uk

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National Guardian's Office · 151 Buckingham Palace Road · London, London SW1W 9SZ · United Kingdom

MailChimp

-----Original Appointment-----

From: [REDACTED]

Sent: 08 August 2017 12:09

To: 'Sir Robert Francis QC' [REDACTED]

[REDACTED] Bickerstaffe, Sarah' (Sarah.Bickerstaffe@ccq.org.uk); [REDACTED]

[REDACTED] Hughes, Henrietta; [REDACTED]

Subject: Pan-Sector Network - 2nd Meeting

When: 10 November 2017 13:00-17:00 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

Where: 151 Buckingham Palace Road

Dear all

You will have received the report from the 1st meeting of the Network. Actions for those that attended was a commitment to share the report to increase the scope and size of the Network for future meetings by inviting others to join the network and for each member organisation to use their own connections to publicise the Network to increase the membership. For those of you unable to attend the 1st meeting I do hope you will be able to attend the November meeting.

The next meeting will be held on Friday the 10 November at 151 Buckingham Palace Road from 13.00pm. Please accept the invite if you are able to attend and please let me have names and email addresses for anyone else you think would be suitable and wish to join the Network so by the 6 October so that there is sufficient time to get the invitation to them.

If you have any items for the agenda please do let me have them by the 6 October.

Many thanks

Kind regards

[REDACTED]

[REDACTED]

Senior Administration Adviser

National Guardian's Office

151 Buckingham Palace Road | London | SW1W 9SZ

[REDACTED]

[REDACTED]@nationalguardianoffice.org.uk

<< OLE Object: Picture (Device Independent Bitmap) >>

From: [REDACTED]
Sent: 10 October 2017 11:50
To: National Guardian's Office
Subject: Meeting of the pan sector network

Dear colleague,

This is a reminder that the second meeting of the National Guardian Office's pan-sector network will be held at our offices (151 Buckinghamshire Palace Road, London, SW1W 9SZ) on Friday 10 November 2017. The meeting will begin with a light lunch at 13:00 and end with a drinks reception at 16:00.

These meetings are an opportunity for members of the network to discuss issues of significance to them. Therefore, please let me know if there are any talking points that you would like me to add to the agenda for the meeting.

The greater the breadth of background and knowledge in the network, the more valuable these sessions will be for all members. I would kindly ask you to invite peers across all sectors with interest in the speaking up and whistleblowing agenda to become a member of the pan-sector network. Those that are interested in joining can do so by contacting me with their details.

If you have any questions, my contact details are below.

Warm regards,

[REDACTED]

[REDACTED]

National Guardian's Office

151 Buckingham Palace Road | London | SW1W 9SZ

[Redacted]

[Redacted] [@nationalguardianoffice.org.uk](mailto:[Redacted]@nationalguardianoffice.org.uk)

**National Guardian
Freedom to Speak Up**

From: [REDACTED]
Sent: 17 November 2017 10:50
To: National Guardian's Office
Subject: National Guardian's Office - pan sector network

Dear colleague,

The next meeting of the pan-sector network will take place from **9:30 am to 12:30 pm on 26 January 2018**. The meeting will be followed by a light lunch and the opportunity to network with other delegates.

By way of background, the National Guardian's Office set up the pan-sector network to facilitate discussion and share learning across all sectors as to how to create and nurture an environment where speaking up is business as usual. I am confident that all sectors have lessons to impart and learn in this regard, and that together we can progress more efficiently to a place where all staff feel listened to and valued.

I will circulate an agenda for the meeting including guest speakers shortly. Should you have any questions, please do not hesitate to get in touch.

I look forward to seeing you at our meeting on 26 January.

Warm regards,

[REDACTED]

[REDACTED]

National Guardian's Office

151 Buckingham Palace Road | London | SW1W 9SZ

[REDACTED]@nationalguardianoffice.org.uk

National Guardian
Freedom to Speak Up

From: [REDACTED]
Sent: 17 November 2017 10:51
To: [REDACTED]
Subject: National Guardian's Office - pan sector network

Dear colleague,

The next meeting of the pan-sector network will take place from **9:30 am to 12:30 pm on 26 January 2018**. The meeting will be followed by a light lunch and the opportunity to network with other delegates.

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I will circulate an agenda for the meeting including guest speakers shortly. Should you have any questions, please do not hesitate to get in touch.

I look forward to seeing you at our meeting on 26 January.

Warm regards,

[REDACTED]
[REDACTED]
National Guardian's Office

151 Buckingham Palace Road | London | SW1W 9SZ

[REDACTED] [@nationalguardianoffice.org.uk](mailto:[REDACTED]@nationalguardianoffice.org.uk)

National Guardian
Freedom to Speak Up

From: [REDACTED]
Sent: 08 December 2017 09:41
To: [REDACTED]@mod.gov.uk'
Subject: Speaking up - pan sector network

Dear [REDACTED]

I hope you are well.

My name is [REDACTED] I am the [REDACTED] at the National Guardian's Office (NGO). I was passed on your details by the National Guardian Henrietta Hughes, with whom you met earlier this week.

As you may know, the NGO provides leadership, support and guidance on speaking up in the NHS, and was set up in response to recommendations made in Sir Robert Francis' 'Freedom to Speak Up' review. It supports and guides a network of Freedom to Speak Up Guardians and reviews cases where good practice in speaking up appears not to be met.

Because we believe the issues we face in creating an environment where workers in the NHS feel free to speak up are shared in other sectors, we set up the pan-sector network earlier this year to bring together individuals with interest in the speaking up and whistleblowing agenda to discuss challenges, provide updates and share lessons. By working together, we believe that we can accelerate the pace of change so that the day when speaking up is business as usual in any sector comes sooner.

The first meeting of the network earlier this year was attended by delegates from across, among others, the health, aviation, local authority sectors.

The next meeting of the network will take place at our offices (151 Buckinghamshire Palace Road, London, SW1W 9SZ) from 9:30 am to 12:30 pm on 26 January 2018. The meeting will be followed by a light lunch and the opportunity to network with other delegates.

The greater the representation across all sectors, the more vibrant the discussions and learning will be within the network. Therefore it would be great to welcome you among the delegates on 26 January.

I will circulate a detailed agenda in the next few weeks. Please let me know whether you think you would be able to attend.

Should you have any questions about the network or anything else, please do not hesitate to give me a call on [REDACTED] or simply respond to my email.

Warm regards,

[REDACTED]

[REDACTED]

National Guardian's Office

151 Buckingham Palace Road | London | SW1W 9SZ

[REDACTED] [@nationalguardianoffice.org.uk](mailto:[REDACTED]@nationalguardianoffice.org.uk)

National Guardian
Freedom to Speak Up

From: [REDACTED]
Sent: 15 December 2017 10:11
To: [REDACTED]
Subject: RE: Speaking up - pan sector network

Hi [REDACTED]

Yes, you did respond. Thank you for confirming.

I look forward to meeting you at the meeting next month.

Best regards,

[REDACTED]

From: [REDACTED] [mailto:[REDACTED]@mod.gov.uk]
Sent: 14 December 2017 18:26
To: [REDACTED]
Subject: RE: Speaking up - pan sector network

Hi, [REDACTED] Sorry, can't recall whether I responded, but certainly planning to be there.

Best regards,

[REDACTED]

[REDACTED] | Ministry of Defence |
[REDACTED] | Whitehall | London | SW1A 2HB | Phone [REDACTED]
| Mobile [REDACTED] | Email [REDACTED] | Twitter [REDACTED]



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Fraud Defence

From: [REDACTED] [mailto:[REDACTED]@nationalguardianoffice.org.uk]

Sent: 08 December 2017 09:41

To: [REDACTED] [REDACTED]@mod.gov.uk>

Subject: Speaking up - pan sector network

Dear [REDACTED]

I hope you are well.

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I will circulate a detailed agenda in the next few weeks. Please let me know whether you think you would be able to attend.

Should you have any questions about the network or anything else, please do not hesitate to give me a call on 0207 448 9209 or simply respond to my email.

Warm regards,

[REDACTED]

[REDACTED]

National Guardian's Office

151 Buckingham Palace Road | London | SW1W 9SZ

[REDACTED] [@nationalguardianoffice.org.uk](mailto:[REDACTED]@nationalguardianoffice.org.uk)

National Guardian
Freedom to Speak Up

Pan Sector Meeting - Friday 28 January 2016 - The Business School, White Palace Road, London SW1 - Attendee List

✓		Scott University	1
✓		Food Standards Agency	1
✓		Public Concern at Work	1
✓		BWP	1
✓		Surrey Police	2
✓		British Army	2
✓		English Institute of Sport	2
✓		NHS Providers	2
✓		NHS England	2
✓		[Redacted] NHS Trust	2
✓		[Redacted] NHS Trust	3
✓		Institute of Business Ethics	3
✓		Lloyds Banking Group	3
✓		Ministry of Defence	3
✓		NHS Improvement	3
✓		[Redacted] NHS Trust	3
✓		Civil Aviation Authority	4
✓		Credit Suisse	4
✓		Decent Solutions	4
✓		English Institute of Sport	4
✓		Parliamentary and Health Service Ombudsman	4
✓		[Redacted] NHS Foundation Trust	5
✓		[Redacted] NHS Foundation Trust	5
✓		Care Quality Commission	5
✓	Sarah Bickerstaffe	Surrey Police	5
✓	[Redacted]	Institute of Business Ethics	5
✓	[Redacted]	Nationwide	5

National Guardian Freedom to Speak Up

Dr Henrietta Hughes
National Guardian for the NHS

Closing remarks and Q&A

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[#FTSU](https://twitter.com/NatGuardianFTSU)



National Guardian Freedom to Speak Up

Dr Henrietta Hughes, National Guardian for the National Health Service

Dr Hughes took up the post of National Guardian in October 2016. Her role was a key recommendation from Sir Robert Francis QC in his Freedom to Speak Up Review, after he chaired the Mid Staffordshire NHS Foundation Trust Public Inquiry.

Dr Hughes provides leadership and support to the national network of Freedom to Speak Up Guardians in all NHS trusts who empower staff to speak up about patient/staff safety and experience. She also provides challenge, learning and support to the healthcare system as a whole by reviewing trusts' speaking up culture and the handling of concerns where there is evidence that good practice might not have been followed.

Previously Medical Director for North Central and East London at NHS England, Dr Hughes combines her role with a day per week seeing patients, as she continues to practise as a GP in central London.

National Guardian
Freedom to Speak Up

Pan sector network (PSN) meeting

09:30 am to 12:30 pm, 26 January 2018

151 Buckingham Palace Road, London, London SW1W 9SZ

Please share your feedback regarding the PSN meeting in this brief survey.

Overall, please tell us how you rate the meeting on a scale from 1 (very poor) to 10 (excellent):									
1 (extremely poor)	2	3	4	5	6	7	8	9	10 (excellent)
If appropriate, please explain your answer									

What were the most beneficial aspects of the meeting?

What were the least beneficial aspects of the meeting?

--

What could we have done better?

--

What would you like to see discussed at the next meeting?

--

Your name and organisation (optional):

National Guardian Freedom to Speak Up

Pan Sector Network
Meeting

Dr Henrietta Hughes
National Guardian for the NHS

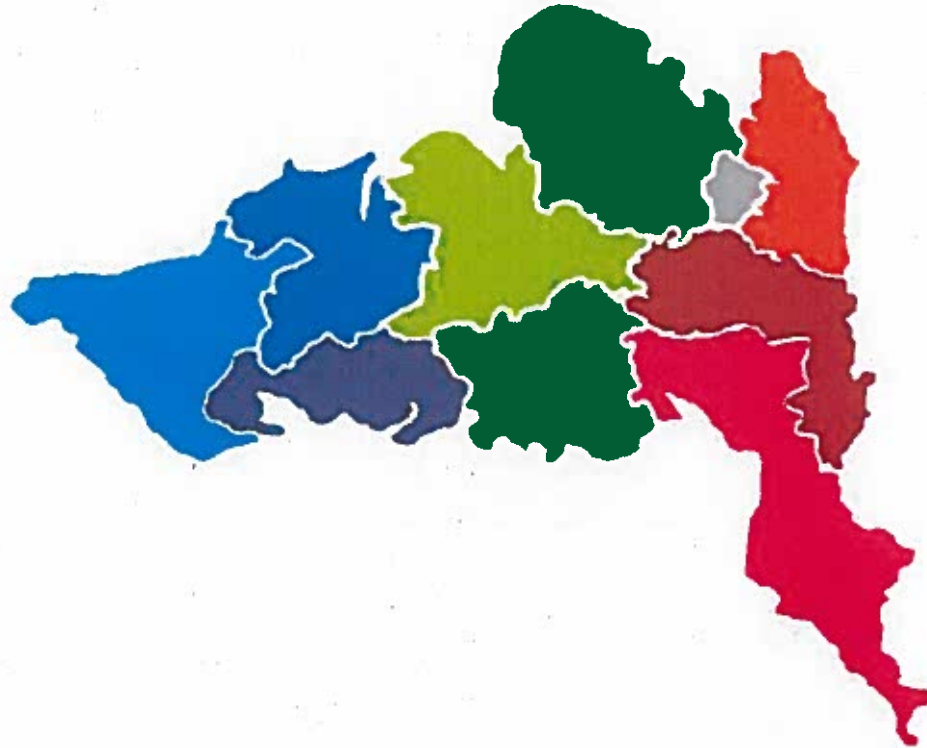
26 January

@NatGuardianFTSU

#FTSU



A year in numbers



233

640

70%

12

60

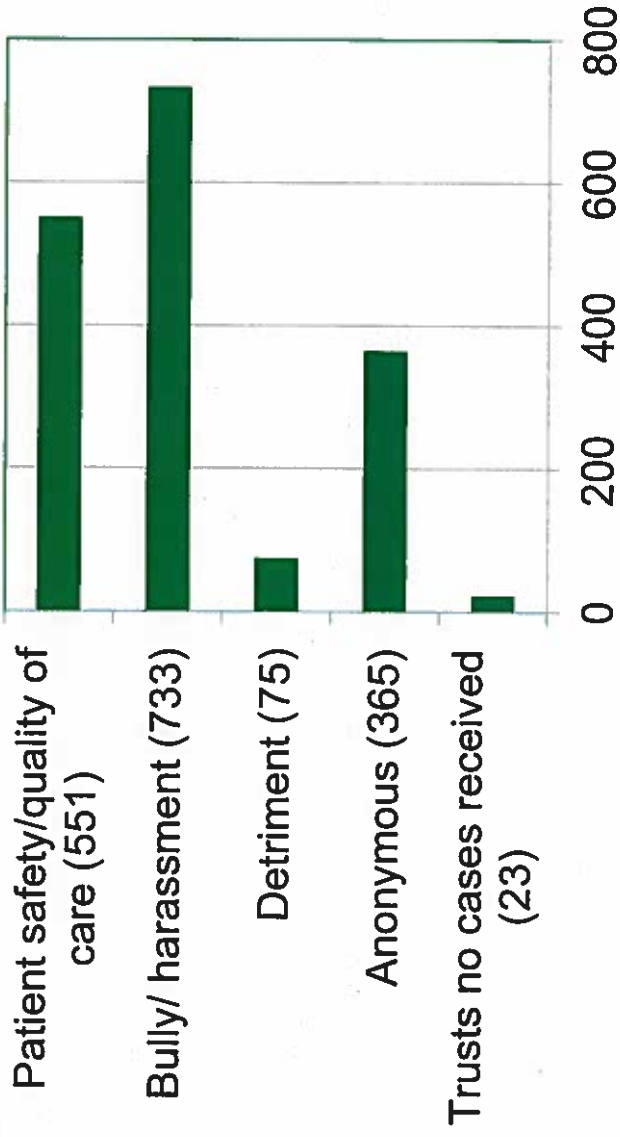
Speaking up is happening

6,700 cases

1,600 patient safety

Speaking up is happening Q2 data

1,611



Seeking feedback on performance

91%

10 principles for the guardian role



Fairness
Freedom to Speak Up Guardians should be appointed in a fair and open way



Conflict
Freedom to Speak Up Guardians should guard against potential conflicts caused by holding additional roles



Reach
The Freedom to Speak Up message should reach everyone - developing a local network of ambassadors can help with this



Diversity
All staff groups, especially the most vulnerable, need routes to enable them to speak up - staff networks can support this



Communication
Freedom to Speak Up messages should be included in training and feedback on how it generates change should be disseminated regularly



Partnership
Freedom to Speak Up Guardians need to forge strong partnerships with teams and individuals throughout their organisation



Leadership
Leaders should demonstrate their commitment to Freedom to Speak Up and CEOs and MDs should meet regularly with their Guardian



Openness
Freedom to Speak Up Guardians should present regular reports to their Board, in person



Feedback
Freedom to Speak Up Guardians should gather feedback on their performance

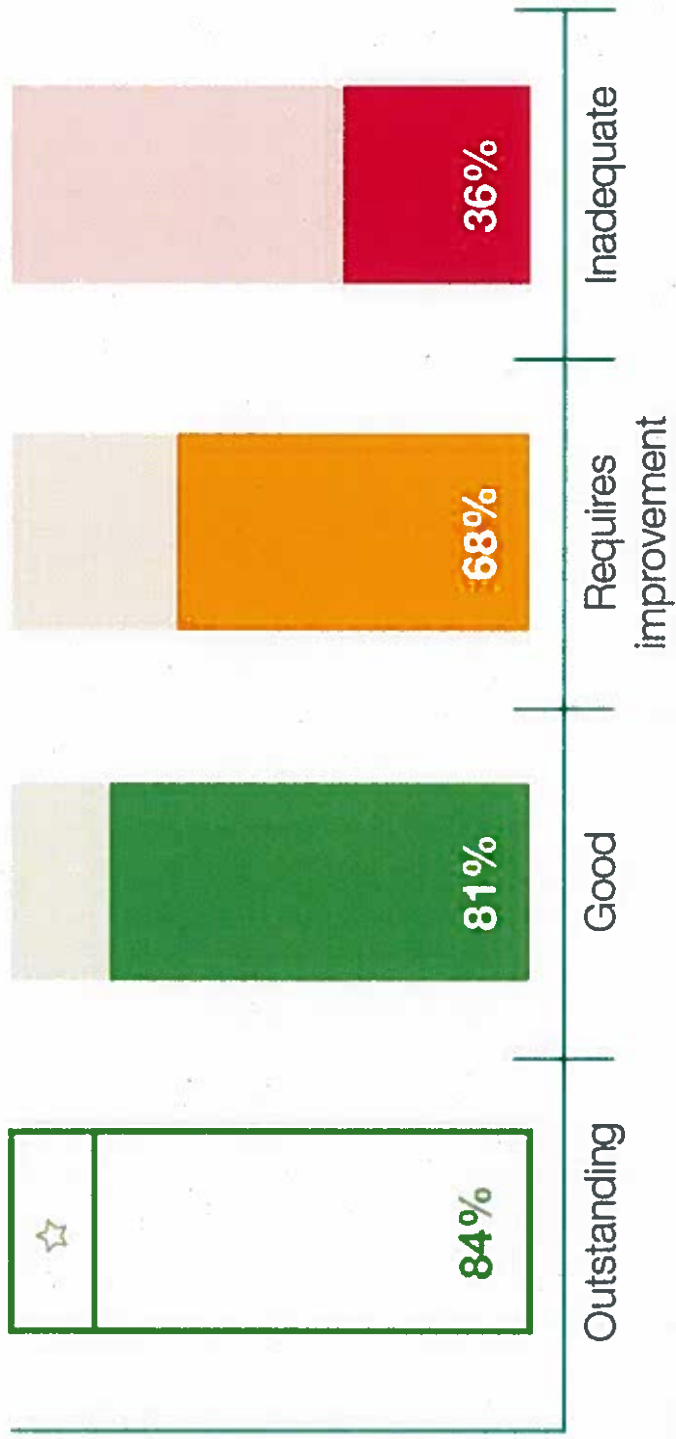


Time
Freedom to Speak Up Guardians should have enough time and other resources to meet the needs of workers in their organisation

Proportion of respondents agreeing or strongly agreeing with the statement



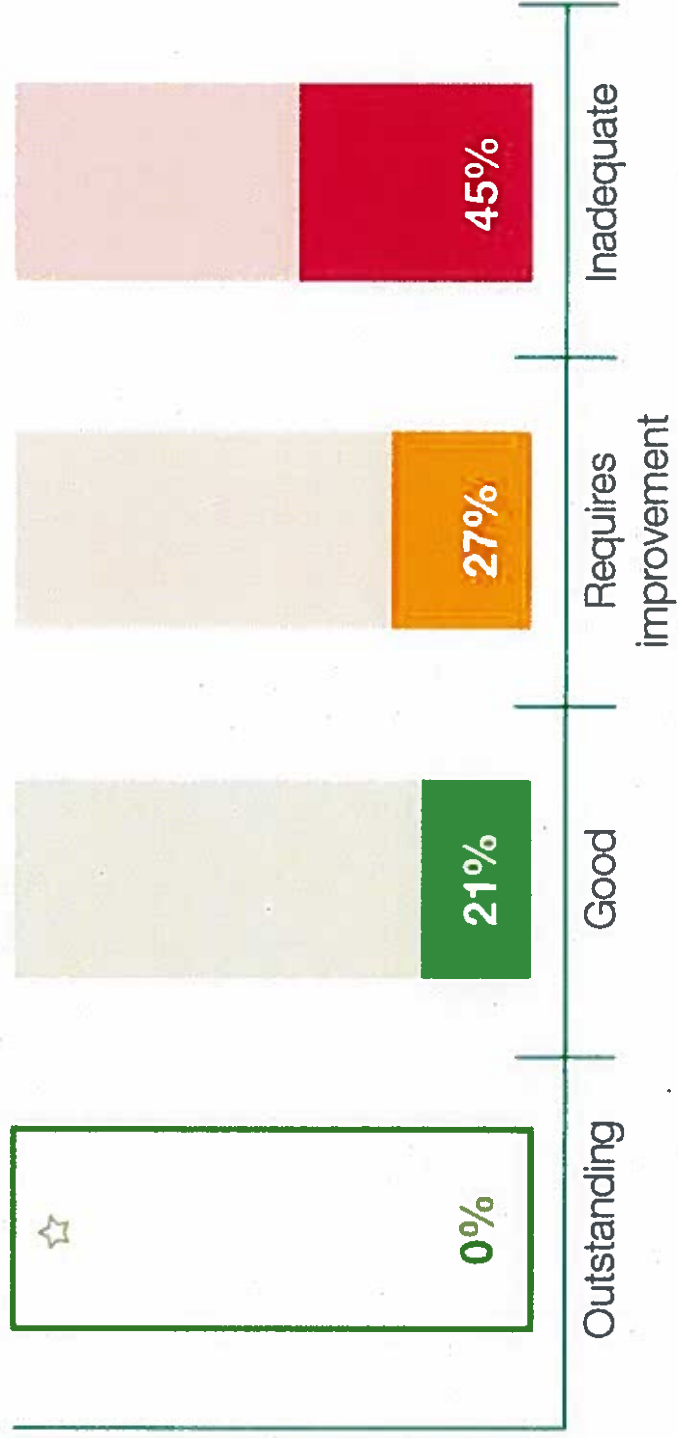
“Speaking up is taken seriously in my organisation.”



Proportion of respondents agreeing or strongly agreeing with the statement



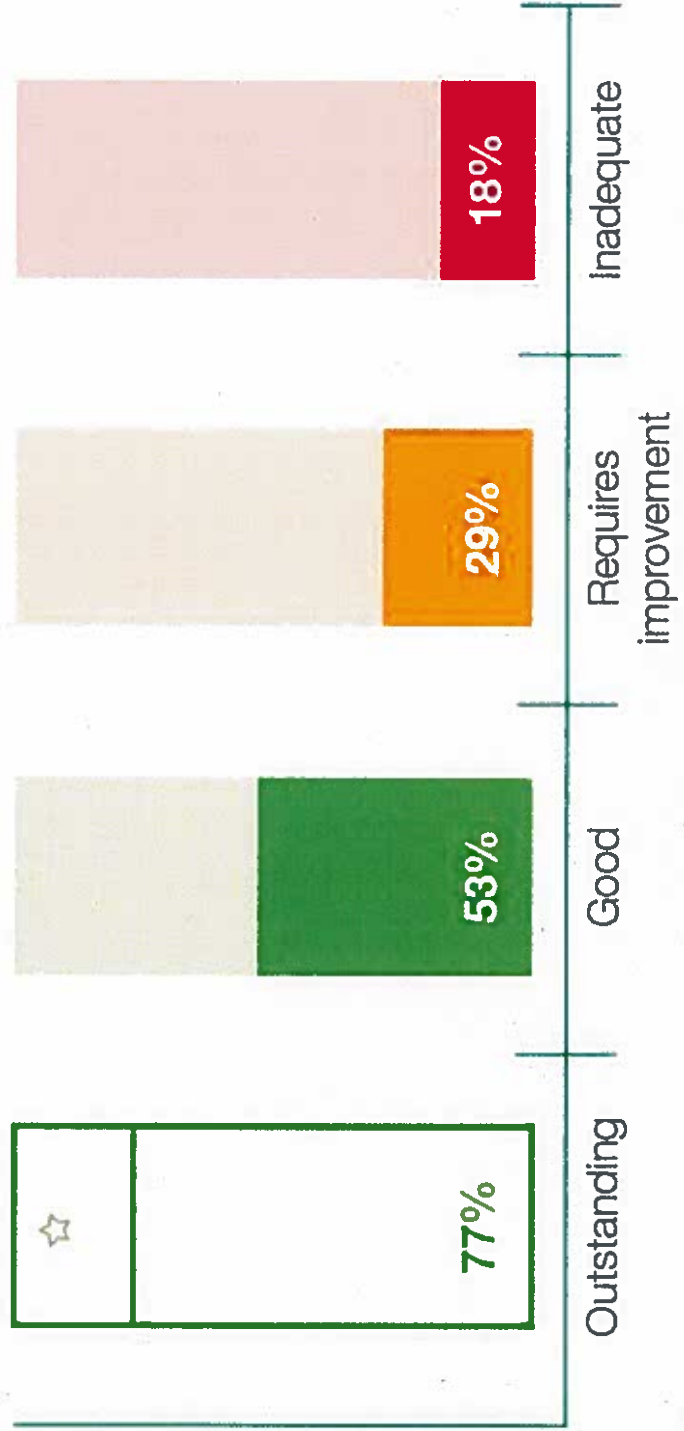
“There are significant barriers to speaking up in my organisation.”



Proportion of respondents agreeing or strongly agreeing with the statement



“Managers support staff to speak up.”



Further information

Contact the National Guardian's Office:
enquiries@nationalguardianoffice.org.uk

Visit the National Guardian's Office webpages:
<http://www.cqc.org.uk/content/national-guardians-office>

Follow us on Twitter:
[@NatGuardianFTSU](https://twitter.com/NatGuardianFTSU)



Thank you



LLOYDS
BANKING
GROUP



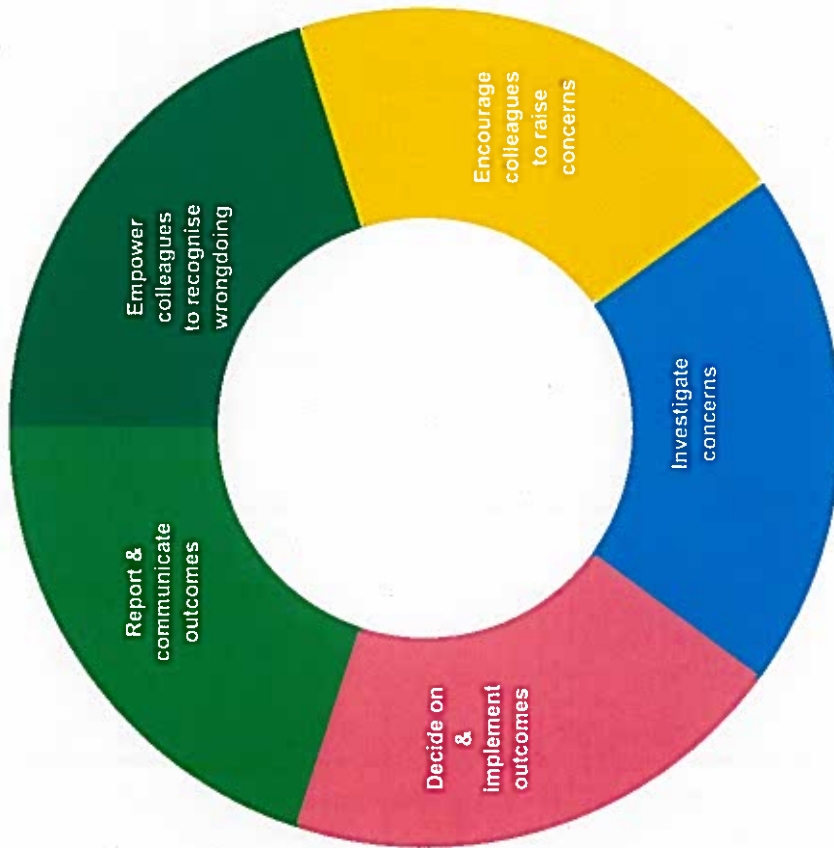
LLOYDS BANKING GROUP SPEAK UP

January 2018

Confidential

SPEAK UP PROCESS

The Group has an established Speak Up Champion, a dedicated team to handle disclosures and a 3rd party supplier which colleagues can contact anonymously. There is a clear Speak Up Policy that sets out its commitment to listening to colleague concerns and protecting those who raise concerns from any detriment. The Policy provides information on how concerns can be raised and to whom. It also confirms that the Group has zero tolerance of retaliation and provides assurance around confidentiality and anonymity where required.



1. Colleagues are encouraged to report concerns to their line manager. If a colleague is uncomfortable reporting to their line manager, they can raise their concern via any of the Speak Up channels.
2. Contacts are recorded and the facts are established. The allegation is triaged in order to establish who best to investigate and to differentiate grievances with concerns of wrongdoing.
3. An Investigator is assigned according to the nature of the issue. Investigations are impartial, thorough, consistent and confidential.
4. During the investigation, it is important that the colleague who raised the concern (reporter) is given periodic updates.
5. The Investigator is required to produce a final report setting out the conclusions from the investigation and the next steps.
6. Next steps are implemented which may include disciplinary action or may require training or policy refinement.
7. Communicating details of outcomes can be restricted, however feedback to the reporter at a high level should be carried out to provide reassurance the concerns have been taken seriously and acted upon.

FOSTERING A POSITIVE CULTURE



Steps the Group has taken over the years to foster a positive Speak Up culture and the challenges faced.

- Leadership
- Education & awareness
- Strengthened arrangements
- Providing feedback to reporters
- Seeking feedback from reporters
- Seeking feedback from colleague focus groups



Colleagues felt safe speaking up & were comfortable with the confidentiality offered



Many colleagues felt positive about the way their concern was handled



Some colleagues had noticed a positive difference since speaking up.



Colleagues would be willing to use Speak Up again if they witnessed wrongdoing

Surrey and Sussex Police Specialist Crime Command

Organisational Learning input

Date: 26 January 2018







Author: [REDACTED]



Surrey & Sussex

Policing Together

Contents

 Context
 Learning Organisations
 National Picture
 Work Stream discussions
 The Journey to now
 Wrap up and next steps

Context

It is crucial that we work together to prevent repeat mistakes so that we can protect the public and that we prevent crime, solve complex problems and protect the most vulnerable.

Current state

- Learning opportunities are captured from a number of different sources but not held in one location
- Staff do not feel supported when they make mistakes, increased scrutiny from IPCC, HMIC and Media
- Success is rarely celebrated
- Organisation reputation could be perceivable at risk

Future service delivery

- Scoping a Centrally held, technical, learning repository
- Outline benefit and proposals for us to move culture toward safe learning, challenging miss-held beliefs, embracing transparent leadership and decision making
- Professional standards will include good work and practice – improve staff well being
- Improved service delivery to communities and vulnerable people



Aim of this presentation

- Provide an overview of Organisational Learning within Surrey and Sussex Police
- Outline current state, backdrop and Vision
- Overview of the National policing view
- Update on next steps and challenges

Learning Organisations – How and benefits

Organisational learning is the process of creating, retaining and transferring knowledge within an organisation.

Learning from Review

Constructive learning from past experiences, e.g. operational debriefing
Challenge what is normal policy / routine
Make changes to current working practices
Gather organisational memory into one place

Learning to adapt

Utilise and share models of good practice, both internally and externally – free learning
Actively look for areas of learning across the organisations – AAlB, NHS star system
Explore different ways of working and learning
Ensure depth and scale of learning is increased, learning happens on many different levels

Requirements of a learning organisation

Shared vision amongst staff at all levels
Ability and willingness to adapt working practices to meet vision
Open, blame free, learning focussed environment
Leaders leading by example
Directed / active learning – learning collected and acted upon
Learning repository
Communication strategy regarding learning
Ensure feedback loops regarding learning are in place
Tools and techniques to capture and disseminate learning

Applied principles

Improved performance and continuous improvement

Changes in individual and team understanding, behaviour and performance can be measured in specific learning areas

Work stream discussions

As is.. ?

- What do we currently do to capture learning
- Where is that learning stored
- How do we share learning outside of the department / division / organisation

Culture

- How do we challenge culture of organisation?
- How do we embed the ethos that learning from genuine mistakes will improve our services?
- How do we challenge each other to reflect on decision making?
- Do we ask the question – is this ethical? How can we bring about change?

Centrally held repository

- Where is learning currently captured?
- What systems or processes are we currently using?
- What could a centrally held technical repository look like?
- What are our enablers? Challenges?

Summary

The decision making regarding the secondment opportunity identified as trial period and proof of concept better understood Four key areas as presented below



Research analysis

Surrey and Sussex have explored:

- The vision
- The As is
- The current backdrop
- Posed questions and considerations



Mission

This section captures details regarding:

- **If the Organisations work better together and allow staff to learn, we will make few mistakes thereby becoming more efficient, improving public confidence and organisational reputation**



Activity

This section captures details regarding:

- The **activity** undertaken by the project team to research Learning organisations, national Policing picture and identify quick, medium and long term solutions for change



Proposals

Summary of work

- Proposal to convene 2 steering groups leading on Culture and technical solution ACC governance
- Agreed TOR and outcomes
- Improved opportunity to manage risk and share learning at Strategic oversight board
- Tell people what we are doing
- Get practitioners involved

The purpose of this presentation was to give a broad overview of the organisational learning work within Surrey and Sussex police forces, to update on how national policing is progressing the concept and challenges.

Questions or observations?

From: [REDACTED]
Sent: 30 January 2018 14:12
To: National Guardian's Office
Subject: Pan sector network

Dear colleagues,

I would like to thank all of you who were able to attend the pan sector network meeting on 26 January 2018. The wealth of sectors and industries represented at the meeting – including finance, regulation, health, sports and aviation – ensured that there was much to discuss and learn.

I would like to express special thanks to our two speakers [REDACTED] of Lloyds Banking Group and [REDACTED] of Surrey Police, who spoke about the steps their organisations have taken, as well as the challenges they face, in fostering an environment where staff feel able to speak up. Please find attached copies of the slides from the meeting.

Please also find attached a feedback form that we kindly ask you to complete and return to help us learn what you found helpful about the meeting and how we can improve on delivering the network going forward. Please be assured that your answers will be treated confidentially.

We are interested in how organisations encourage their workers to speak up, and so we asked delegates at the meeting about how they encourage their workers to speak up. The leading answers provided were as follows:

- Senior leadership support for speaking up
- Speaking up being seen as an improvement activity
- Effective training on speaking up (inc. at induction)
 - Training on 'soft skills' inc. approachability (the benefits of people management)
- Offering a range of easy-to-use channels for individuals to speak up (inc. hotlines and anonymous reporting)
- Effective communication of (i) support for speaking up (ii) channels through which individuals may speak up and (iii) speaking up success stories (i.e. 'you said, we did')
- Having FTSUGs (or similar roles) in place, and
- Capable handling of speaking up cases (e.g. thanking individuals who speak up, managing their expectations, and providing meaningful feedback).

We will reflect on these answers to ensure that our training and guidance for Freedom to Speak Up Guardians and the NHS more generally encapsulates good practice on how workers can be encouraged to speak up. We suggest all members of the pan sector network to undertake a similar exercise.

The pan sector network: looking ahead

We propose to hold the next meeting of the network on Friday 8 June or Tuesday 26 June 2018. Please complete this quick [doodle poll](#) to indicate which of these dates would be most convenient for you.

At last week's meeting, we asked you what you would like to see discussed at the next pan sector event. The following were some of the answers provided:

- Evaluation of the impact of speaking up ('return on investment')
- Investigation of speaking up issues – what a good investigation looks like
- Transparency and feedback
- Information from the speaking up arrangements and how it's used in quality assurance, and
- How to collate speaking up data more widely across the organisation

A section of the feedback form attached also offers you the opportunity to suggest topics for discussion at the next pan sector meeting.

As always, please feel free to pass on my contact details to colleagues who may be interested in joining the pan sector network. The greater the representation of sectors, the more learning the network will yield.

Should you have any questions about any of the above or the pan sector network more generally, please do not hesitate to contact me via email or by telephone on 0207 448 9209.

Best wishes,

██████████

████████████████████

National Guardian's Office

151 Buckingham Palace Road | London | SW1W 9SZ

 [\[redacted\]@nationalguardianoffice.org.uk](mailto: [redacted]@nationalguardianoffice.org.uk)



Follow us on [Twitter](#)

National Guardian
Freedom to Speak Up

From: [REDACTED]
Sent: 27 March 2018 08:55
To: National Guardian's Office
Subject: National Guardian's Pan Sector Network

Dear colleague,

I am pleased to inform you that the next meeting of the National Guardian's pan-sector network will take place at our offices (151 Buckingham Palace Road, London, SW1W 9SZ) from 10 am- 1 pm on Friday 8 June 2018.

The last meeting of the network earlier this year was attended by representatives from a range of sectors including finance, health, sports and aviation. It included speakers from the private and public sector who spoke about the actions their organisations have taken, as well as the challenges they face, in encouraging an environment where staff feel able to speak up.

I look forward to seeing you all at our next meeting on June 8th.

Further information, including a full agenda of the day, will be with you shortly.

Please do not hesitate to get in touch should you have any questions in the meantime.

Kind regards,

[REDACTED]

[REDACTED]

National Guardian's Office

151 Buckingham Palace Road | London | SW1W 9SZ

[Redacted]

[Redacted] [@nationalguardianoffice.org.uk](https://nationalguardianoffice.org.uk)



Follow us on [Twitter](#)

National Guardian
Freedom to Speak Up

From: [REDACTED]
Sent: 22 May 2018 15:46
To: National Guardian's Office
Subject: Speaking up: pan sector network

Dear colleague,

Internet firms, healthcare providers, manufacturers, retailers; it is difficult to think of any sector that has not been hit by public scandals at some point.

That is why we created a pan sector network to enable cross-sector discussions and share learning. By working together, we want to get to a place where all workers feel safe to speak to up at the earliest opportunity, in the knowledge that they will be listened to and the issue they spoke up about acted upon.

The next meeting of the pan sector network will take place at our offices between 10 am to 1 pm on June 8th 2018. See [here](#) for further information about the event.

The meeting will include a presentation by the [REDACTED] at the Civil Aviation Authority, [REDACTED] who will be sharing good practice from the aviation sector concerning investigations. The NGO's [REDACTED] [REDACTED] will also discuss the NGO's reviews of how NHS and foundation trusts support their workers to speak up.

Please confirm whether you will be attending the meeting by responding to this email.

Should you have any questions, please do not hesitate to get in touch.

Many thanks,

[Redacted]

[Redacted]

National Guardian's Office

151 Buckingham Palace Road | London | SW1W 9SZ

[Redacted]

[Redacted] [@nationalguardianoffice.org.uk](mailto:[Redacted]@nationalguardianoffice.org.uk)



Follow us on [Twitter](#)

National Guardian
Freedom to Speak Up

**National Guardian
Freedom to Speak Up**

**National Guardian's Office
Pan Sector network meeting**

Time/date: 10:00 am – 13:00 pm, Friday 8 June 2018

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

Programme	
09:30 – 10:00	Registration (tea/coffee)
10:00 – 10:05	Introduction
10:05 – 10:35	An update from the National Guardian's Office (NGO) Dr Henrietta Hughes, National Guardian for the NHS
10:35 – 10:45	Terms of reference for the Pan Sector network Dr Henrietta Hughes
10:45 – 11:15	Group work: terms of reference
11:15 – 11:30	Break
11:30 – 12:00	NGO case review programme ██████████ NGO
12:00 – 12:15	Group work: independence and timeliness of investigations
12:15 – 12:55	Aviation Occurrence Investigation Process ██████████ Civil Aviation Authority
12:55 – 13:00	Closing remarks Dr Henrietta Hughes
13:00 – 13:30	Lunch

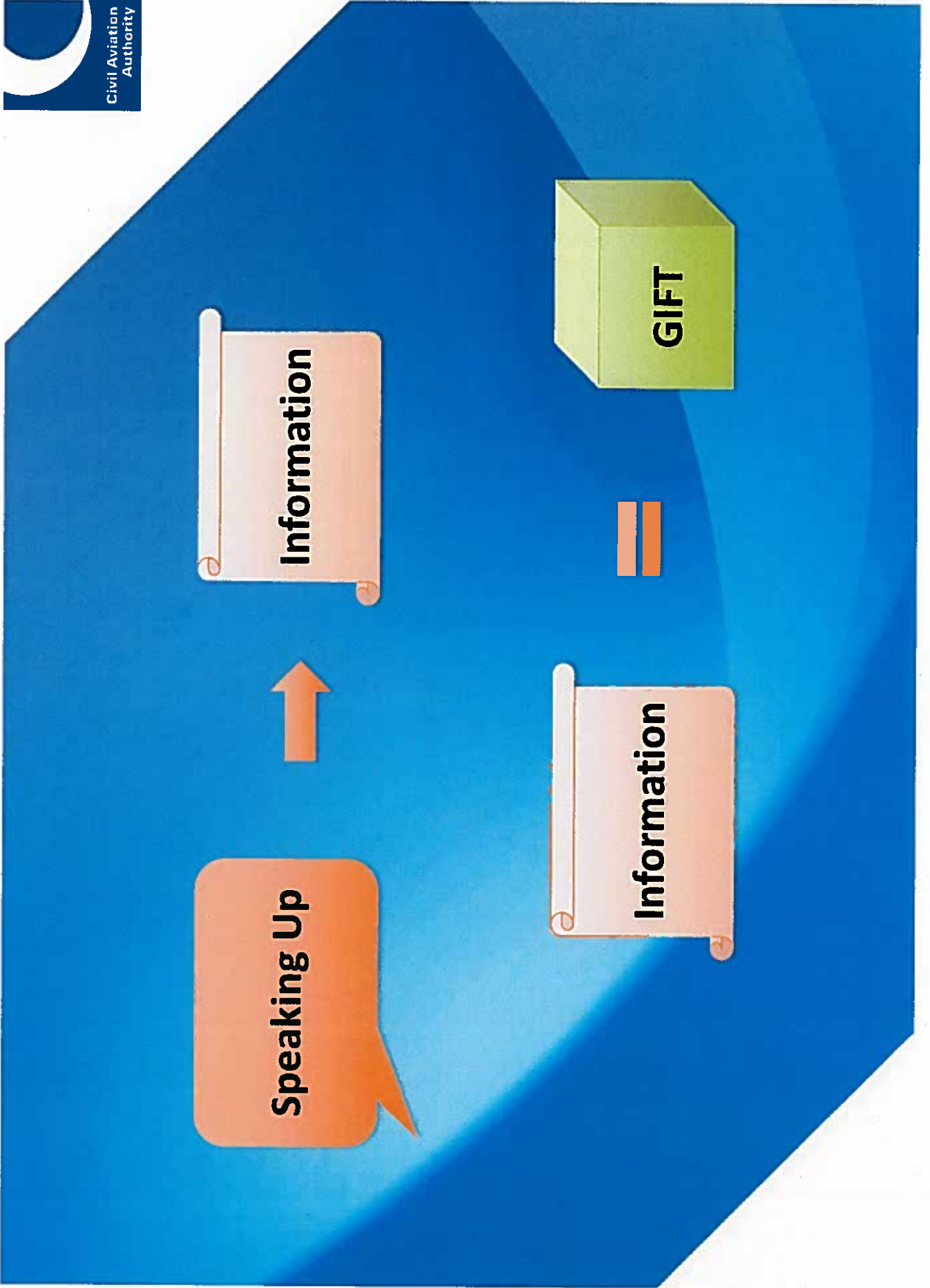
National Guardian
Freedom to Speak Up

Name	Organisation
██████████	██████████ NHS Foundation Trust
██████████	██████████ Hospitals NHS Trust
██████████	British Army
██████████	Cardiff University
Sarah Bickerstaffe	Care Quality Commission
██████████	Civil Aviation Authority
██████████	Credit Suisse
██████████	██████████
██████████	Dexterity Solutions
██████████	English Institute of Sport
██████████	English Institute of Sport
██████████	Food Standards Agency
██████████	Institute of Business Ethics
██████████	Institute of Business Ethics
██████████	Lloyds Banking Group
██████████	Ministry of Defence
██████████	Nationwide
██████████	NHS Providers
██████████	NHS England
██████████	NHS Improvement
██████████	██████████ NHS Trust
██████████	Parliamentary and Health Service Ombudsman
██████████	Prudential
██████████	Public Concern at Work
██████████	PwC
██████████	Surrey Police
██████████	Surrey Police



Safety Reporting
Civil Aviation Authority







**EC Regulation 376/2014 on the Reporting,
Analysis and Follow Up
of Occurrences in Civil Aviation**

**Entry into Force May 2014
Applicable from 15 Nov 2015**

EC Regulation 376/2014

Definition of Just Culture

A culture in which front-line operators or other persons are not punished for actions, omissions or decisions taken by them that are commensurate with their experience and training, but in which gross negligence, wilful violations and destructive acts are not tolerated

EC Regulation 376/2014

Organisations must implement a just culture

*Each organisation established in a Member State shall, after **consulting its staff representatives**, adopt internal rules describing how **'just culture' principles are guaranteed and implemented within that organisation.***



Safety Report Process



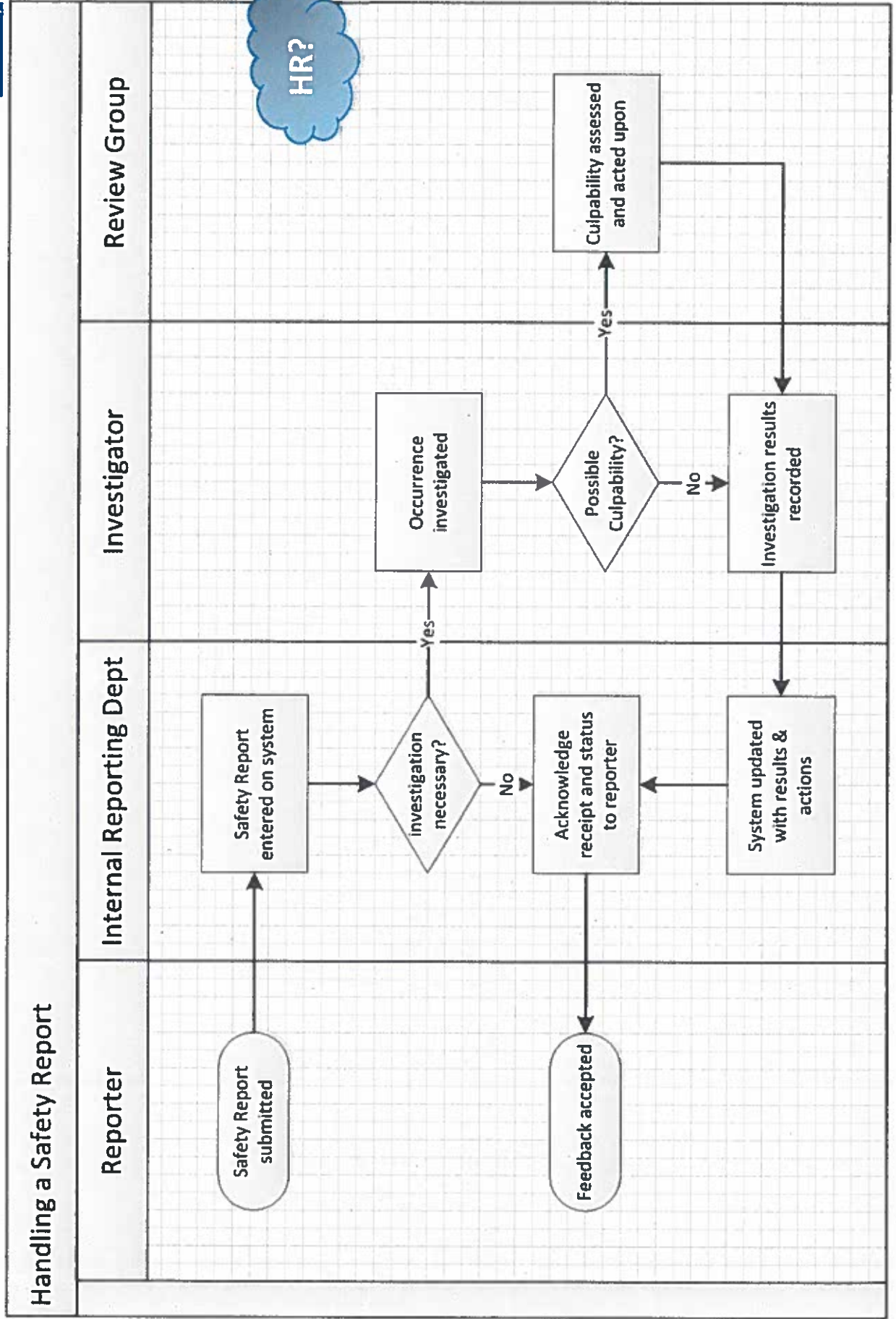
Process needs to cover:

- Report submission
- Recording the report
- Investigating the report – Who? Trained? Available?
- Feedback to the reporter
- Consideration of possible negligence
- Managing mitigations & corrective actions

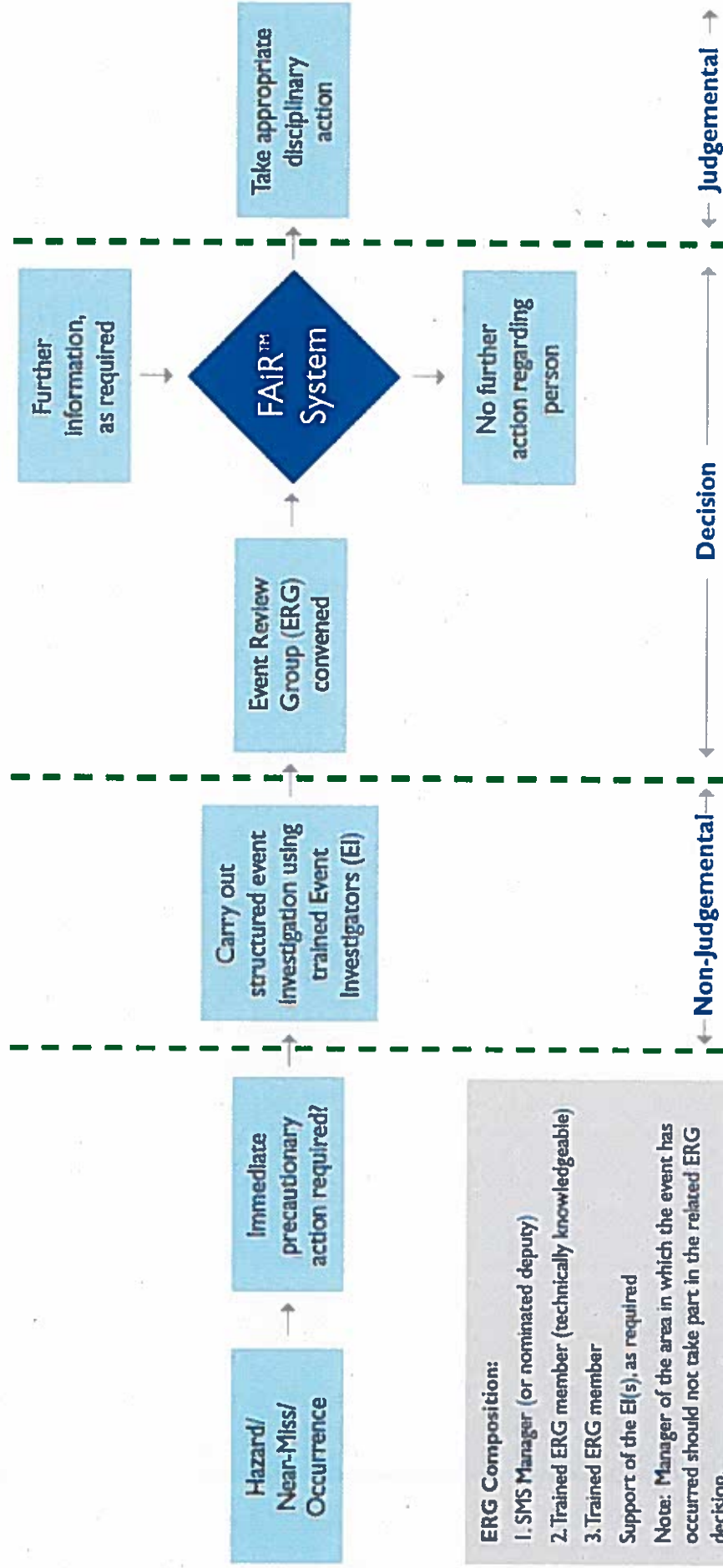
Also consider how:

- Staff are made aware of the process
- Successes are publicised
- Human Resources & Trade Union involvement

Basic Process - Transparency



FAiR™ System and SMS



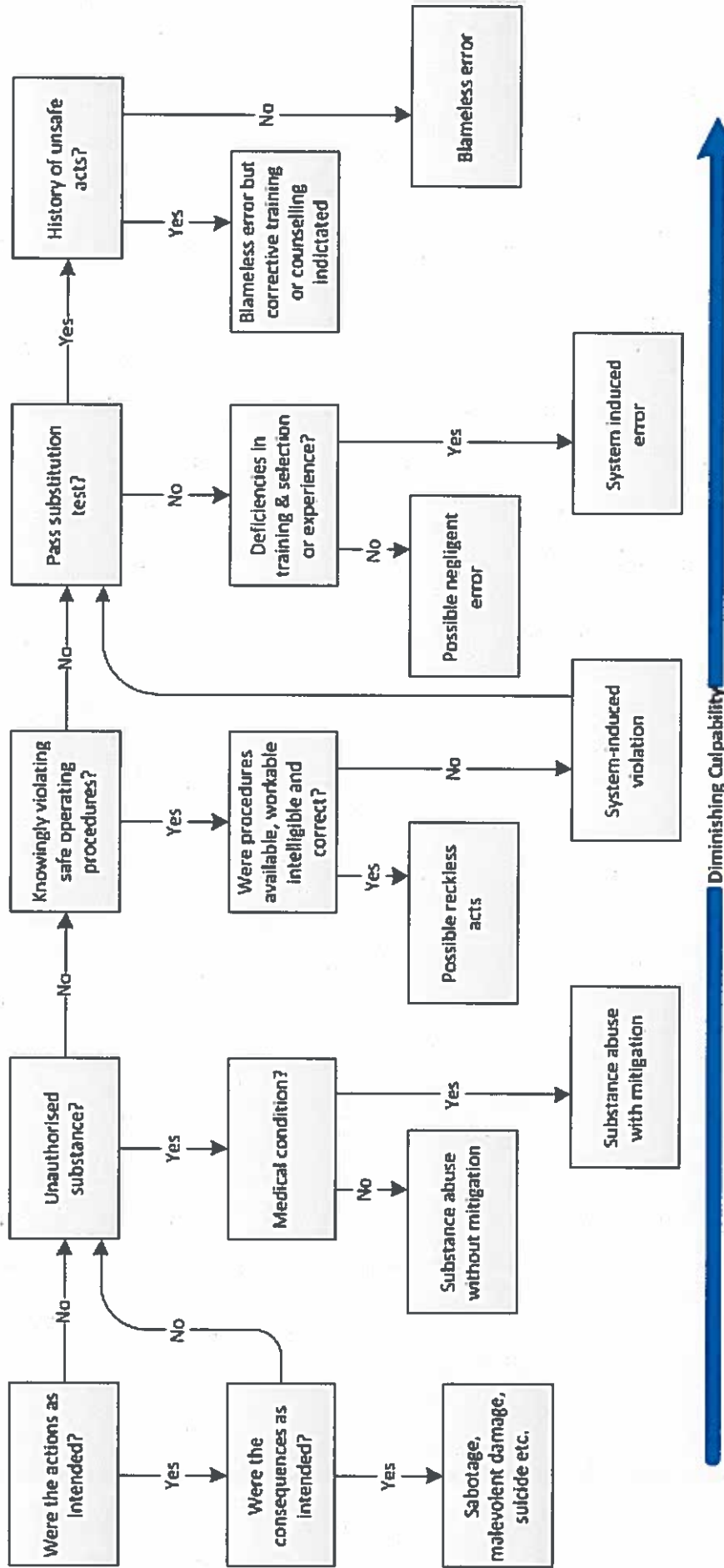
ERG Composition:

1. SMS Manager (or nominated deputy)
2. Trained ERG member (technically knowledgeable)
3. Trained ERG member

Support of the EI(s), as required

Note: Manager of the area in which the event has occurred should not take part in the related ERG decision.

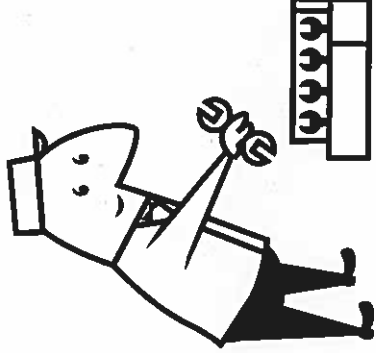
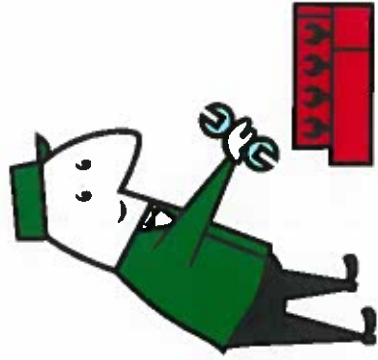
James Reason – Culpability Model



Substitution Test

Johnston (1995), a human factors specialist and an Aer Lingus training captain, has proposed the substitution test

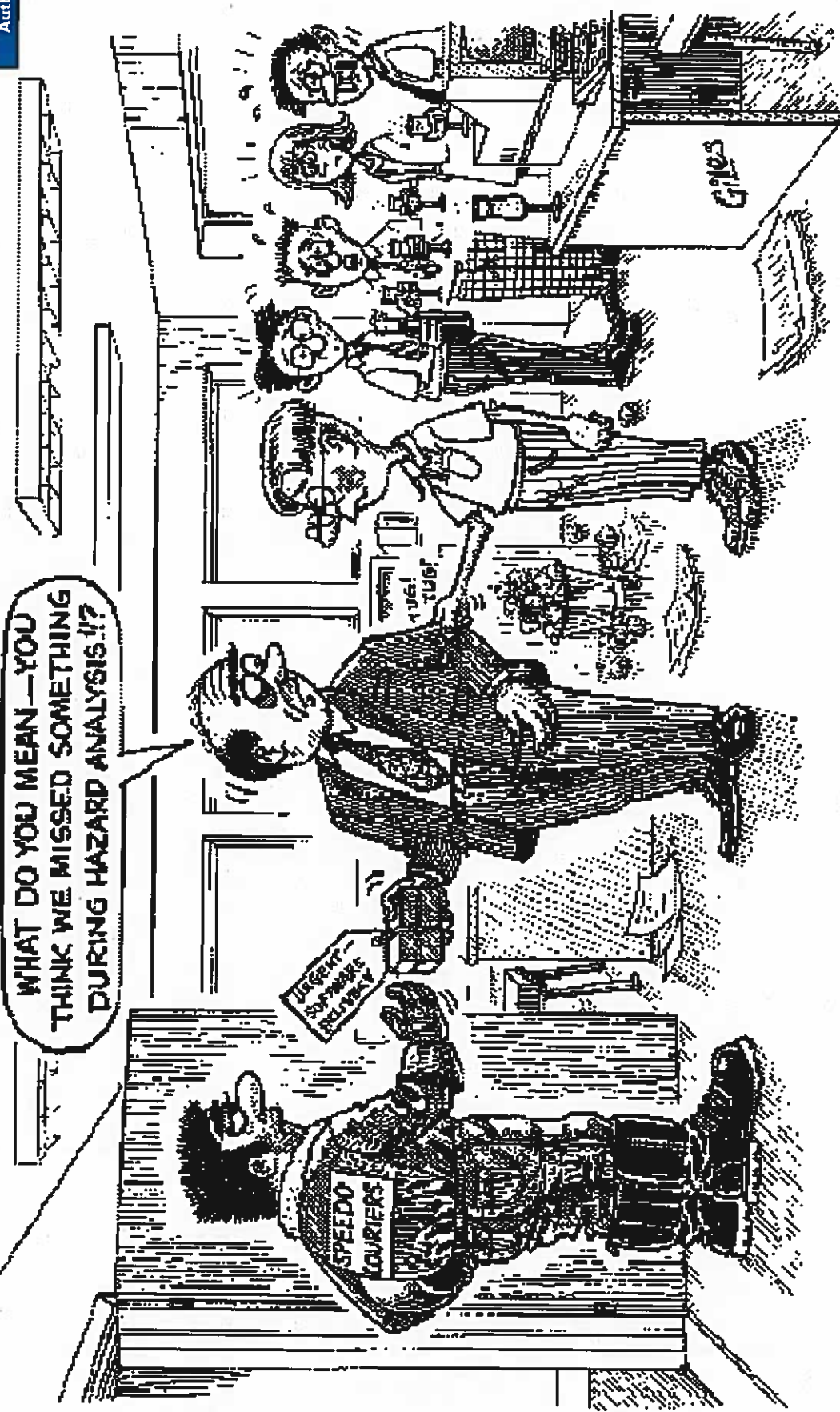
Apportioning blame has no material role to play, other than to obscure systemic deficiencies and to blame one of the victims



Determining Culpability



Determining Culpability Animation



WHAT DO YOU MEAN — YOU
THINK WE MISSED SOMETHING
DURING HAZARD ANALYSIS.!??

Just Culture should enable open reporting
leading to learning and improvement

Questions?

**National Guardian
Freedom to Speak Up**

**National Guardian's Office
Pan Sector network meeting**

Time/date: 10:00 am – 13:00 pm, Friday 8 June 2018

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

LIST OF ATTENDEES

████████	████	ACAS
████████	████	University of Exeter
████████	████████	NHS Improvement
████	████████	Credit Suisse
████	████	John Lewis Partnership
████	████████	UK Sport
████████	████████	University of Exeter
████	████████	████████████████████ NHS Foundation Trust
████	████████	English Institute of Sport
████	████████	English Institute of Sport
████████	████	ACAS
████████	████	Nationwide Building Society
████	████	RBS
████████	████████	████████████████████ NHS Trust
████	████████	Civil Aviation Authority
████	████████	Parliamentary and Health Service Ombudsman
████████	████████	University of Liverpool
████	████████	████████████████████ NHS Foundation Trust
████	████	Dexterity Solutions Limited
████████	████	KPMG
████████	████████	Care Quality Commission
████	████████	Sandhurst Gp HQ, RMAS

**National Guardian
Freedom to Speak Up**

Pan Sector meeting

10 am to 1 pm, 8 June January 2018

151 Buckingham Palace Road, London, London SW1W 9SZ

Please share your feedback regarding the PSN meeting in this brief survey.

Overall, please tell us how you rate the meeting on a scale from 1 (very poor) to 10 (excellent):									
1 (extremely poor)	2	3	4	5	6	7	8	9	10 (excellent)
If appropriate, please explain your answer									

What were the most beneficial aspects of the meeting?

What were the least beneficial aspects of the meeting?

--

What could we have done better?

--

What would you like to see discussed at the next meeting?

--

Your name and organisation (optional):

National Guardian
Freedom to Speak Up

Pan Sector Network Meeting

National Update

Dr Henrietta Hughes
National Guardian for the NHS

@NatGuardianFTSU



National Guardian
Freedom to Speak Up

Speaking up is about...



National Guardian
Freedom to Speak Up

Speaking up is about safety and experience



The Francis Report

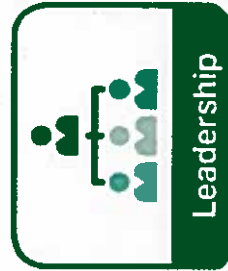
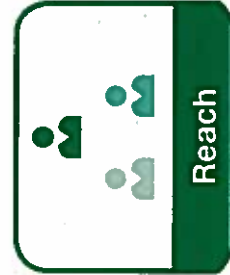


Freedom to Speak Up Guardians



Case Reviews

10 principles for the guardian role



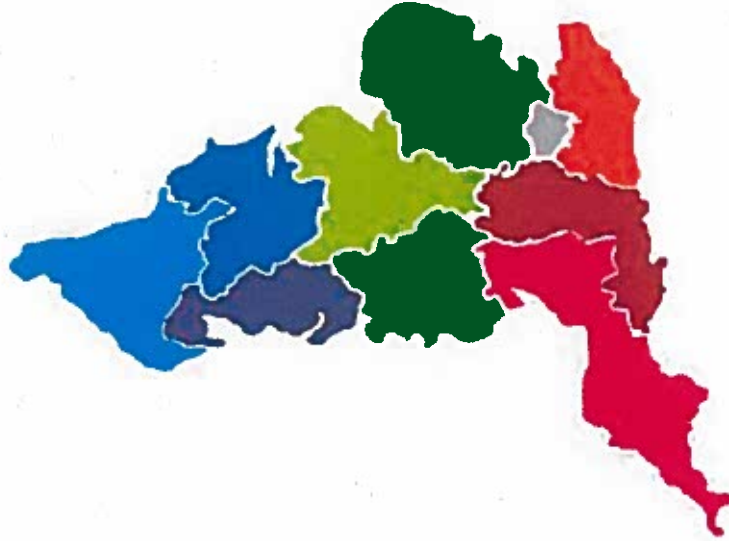
A year in numbers

>300

>720

12

70



Speaking up is happening

6,768 cases

45% include an element of bullying and harassment

32% include an element of patient safety

5% include perceived detriment

- Personal development
- Organisational development
- Job Description

National Guardian Freedom to Speak Up

Guardian Education and Training Guide
April 2018

National Guardian Freedom to Speak Up Freedom to Speak Up: Guardian Job Description June 2018

- Freedom to Speak Up Awareness Day**
- 1. Protect patient safety and the quality of care
 - 2. Promote research and innovation
 - 3. Increase staff morale
 - 4. Increase staff engagement and productivity
 - 5. Develop the leadership of the organisation
 - 6. Establish a culture of speaking up & listening
 - 7. Increase staff retention and reduce staff turnover

Freedom to Speak Up: Awareness Day

- 1. Help patients and carers to get the best possible care
- 2. Promote research and innovation
- 3. Increase staff morale
- 4. Increase staff engagement and productivity
- 5. Develop the leadership of the organisation
- 6. Establish a culture of speaking up & listening
- 7. Increase staff retention and reduce staff turnover

Case reviews

- 12-month pilot
- Southport and Ormskirk, Northern Lincolnshire and Goole, Derbyshire Community, Nottinghamshire Healthcare and Royal Cornwall
- Cases where inappropriate handling of workers' concerns indicated
- Makes recommendations
- Trusts are expected to implement an action plan
- Providers can refer cases for review

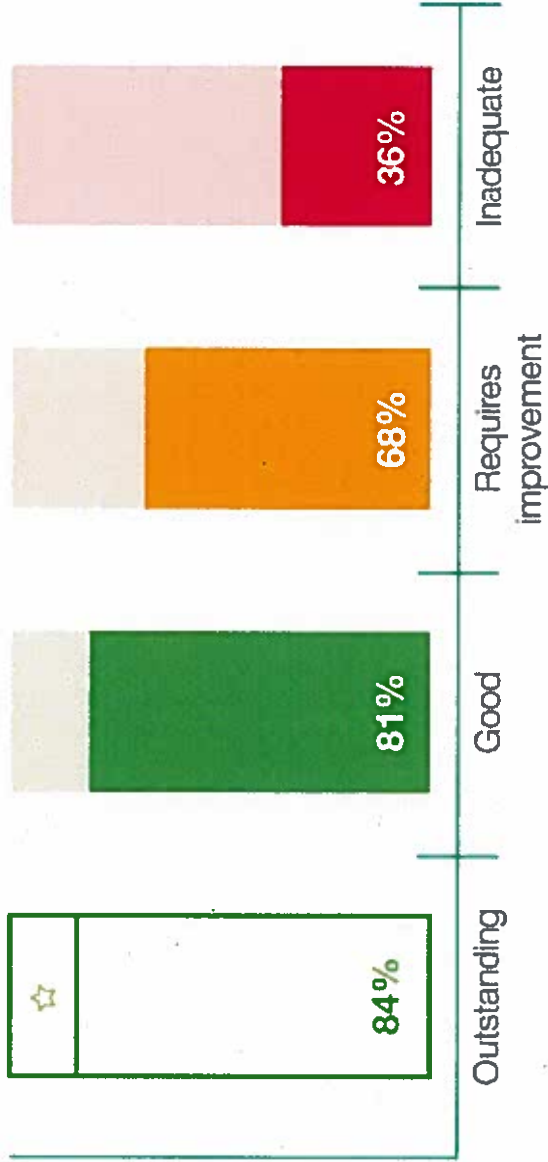


CQC inspections

- **How trusts support speaking up will potentially affect the overall rating inspectors give for the well-led domain of CQC inspections**
- 'Speaking up is being inspected as part of the well-led domain of CQC inspections
- FTSUGs should expect CQC inspectors to speak to them
- The NGO has worked with the CQC on guidance to inspectors on speaking up



“Speaking up is taken seriously in my organisation.”



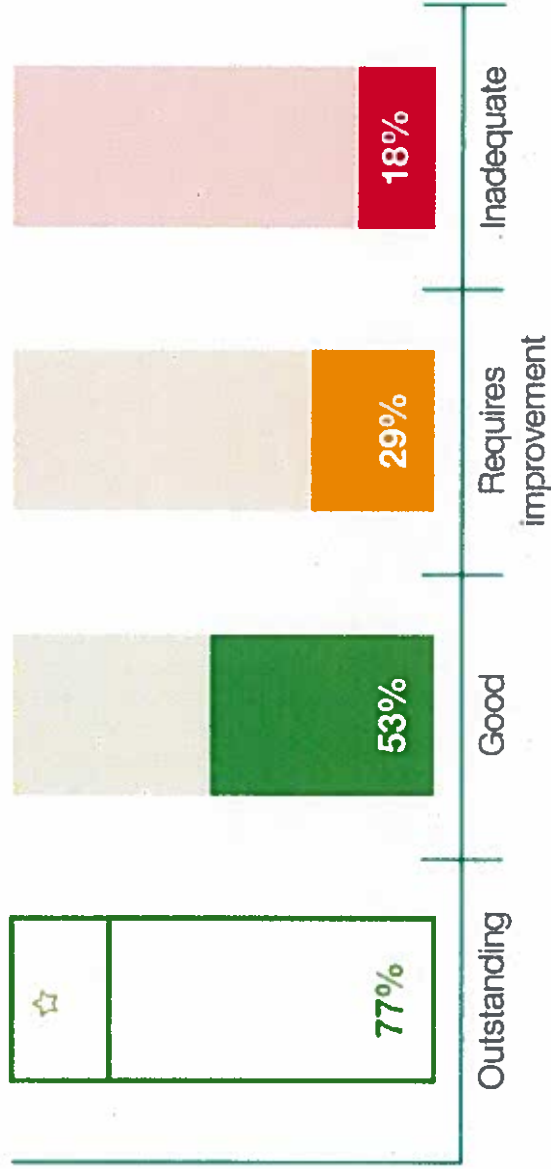


“There are significant barriers to speaking up in my organisation.”





“Managers support staff to speak up.”



National Guardian
Freedom to Speak Up

Working in partnership

NHS
Improvement

NHS
Health Education England



THE ASSOCIATION OF ANAESTHETISTS
of Great Britain & Ireland



NHS
England



General
Medical
Council



NHS
Resolution



Next steps

- Primary Care
- Independent Sector
- Nationwide adoption of recommendations
- Speaking Up Month – October 2018
- HSJ Award

National Guardian
Freedom to Speak Up

Pan Sector Network Meeting

Group work:
Terms of reference

Dr Henrietta Hughes
National Guardian for the NHS

@NatGuardianFTSU



**National Guardian
Freedom to Speak Up**

Pan Sector Network Meeting

Break



@NatGuardianFTSU

National Guardian
Freedom to Speak Up

Pan Sector Network Meeting

Case reviews



@NatGuardianFTSU



Francis Report Principle 15

- The National Guardian should review the handling of concerns raised by NHS workers and/or the treatment of the person or people who spoke up
- The review should advise NHS organisations to take appropriate action where they have failed to follow good practice
- Advise the relevant systems regulator to make a direction to that effect

Case reviews

- The NGO has started a 12-month pilot of a case review process
- Looking at cases where inappropriate handling of workers' concerns is indicated, and that will deliver wider systems learning
- Cases are prioritised where there is evidence of serious harm
- To be accepted, cases need to be practical to review and can't be under investigation from the police or NHS Protect

Case reviews

Trusts are expected to develop an action plan to respond to the recommendations a review makes, and will be monitored against that plan

All guardians should consider the recommendations made in reviews and assess whether their organisation needs to make any local changes in light of them

Standards against which we assess

- Francis Freedom to Speak Up Review
- NHSI-NGO guidance for trust boards on speaking up
- NHS Improvement standard speaking up policy for the NHS
- Common sense

Trusts collaborative working

- Working with the trust Freedom To Speak Up Guardian – planning, support, insights, responses
- Working with trust staff – insights, experiences, forums
- Working with trust leaders – commitment to the process, learning, provision of information, action plans

CQC collaborative working

- Referrals for case reviews from inspectors
- Case review findings and reports shared with relevant inspectors
- Review the implementation of recommendations with inspectors
- NGO provides guidance for inspectors on assessing speaking up during their inspection process

NHSI collaborative working

- Mutual referrals: NHSI to NGO for case reviews; NGO to NHSI where governance issues
- Where NGO conducts a case review – keep NHSI informed so that they can support trust to devise action plan to implement NGO recommendations
- Joint guidance for trust boards on FTSU in the NHS – used as examples of good practice against which the NGO's reviews
- Monitoring with NHS Improvement and CQC the implementation of trust action plans following reviews
- Liaising regarding support for trust boards

First case review report

National Guardian
Freedom to Speak Up

Southport and
Ormskirk Hospital
NHS Trust

A case review of speaking up
processes, policies and culture

23

Recommendations

NHS
Southport and Ormskirk
Hospital
NHS Trust

Q
Care Quality
Commission

First recommendations

- Examples of recommendations from the review of the speaking up culture and processes at Southport and Ormskirk Hospital NHS Trust:
- 'Within 12 months the trust should implement all aspects of its FTSU action plan, by the plan's stated completion dates.'
- 'Within 3 months the trust should ensure that it responds to the concerns raised by its workers strictly in accordance with its policies and procedures and in accordance with good practice.'
- 'Within 12 months the trust should take action to implement all the recommendations of its cultural review.'
- 'The CQC should where regulating matters relating to a fit and proper person test ... include the need for information provided by people who speak up to be considered when assessing whether a satisfactory FPP review has been carried out.'

The reviews so far

- Southport & Ormskirk NHS Trust – Published November 2017
- Northern Lincolnshire & Goole – February 2018
- Derbyshire Community Health Services NHS FT – June 2018
- Royal Cornwall Hospitals NHS Trust – ongoing
- Nottinghamshire Healthcare NHSFT - ongoing

The reviews so far

- 3 trusts
- Employing a total of c.14,000 workers
- 11 cases – inclusive of trust-wide and individual case studies
- 60 recommendations
- 2 trust action plans

- The trust concerned
- Care Quality Commission
- Bodies commissioned with investigating speaking up
- Government

The challenges so far

- Persuading trusts of the benefits of the process
- Scheduling and logistics
- Workers reluctant to speak up during a review
- Eliciting effective from trusts actions in response

Questions to consider

What steps should be taken to ensure that cases of speaking up are looked into –

Within reasonable timescales?

In a way which is suitably independent?

National Guardian
Freedom to Speak Up

Pan Sector Network Meeting

**Group work:
Independence and timeliness
of investigations**



@NatGuardianFTSU



Closing remarks

Henrietta Hughes

Pan Sector Network Meeting Friday 8 June 2018

Organization	Table	Color	Notes
[Redacted] NHS Foundation Trust	2	Red	
PBS	2	Red	
University of Exeter	1	Red	
English Institute of Sport	1	Red	
Nationwide Building Society	4	Yellow	
Care Quality Commission	1	Red	
Credit Suisse	7	Blue	
NHS Improvement	2	Blue	
Department of Health and Social Care	1	Red	
John Lewis Partnership	4	Yellow	
[Redacted] NHS Trust	2	Blue	
Department of Health and Social Care	1	Green	
Disasterly Solutions Limited	1	Green	
Parliamentary and Health Service Ombudsman	4	Yellow	
Department of Health and Social Care	2	Blue	
University of Liverpool	2	Red	
UK Sport	1	Red	
IPMG	3	Blue	
ACAS	2	Blue	
[Redacted] NHS Foundation Trust	3	Green	
University of Exeter	1	Green	
Sandhurst Gp HQ, RMAS	1	Green	
Civil Aviation Authority	1	Green	
English Institute of Sport	4	Yellow	
ACAS	4	Yellow	
University of Nottingham	1	Yellow	

From: [REDACTED]
Sent: 27 June 2018 17:15
To: National Guardian's Office
Subject: Pan Sector network

Dear colleagues,

I want to thank all of you who were able to attend the Pan Sector meeting on Friday 8 June. In particular, I want to thank [REDACTED] from the Civil Aviation Authority for his presentation on the operation of just culture in investigations in the aviation sector. I would also like to thank the National Guardian's Office's [REDACTED] [REDACTED] who spoke about the NGO's reviews of how NHS trusts support their workers to speak.

Please find attached copies of slides from the meeting.

Feedback

Thank you to all of you for your feedback regarding our last meeting. Many of you said that you found the sharing of ideas and networking to be the most useful aspects of the session. Attendees suggested that more time should perhaps be provided for discussions and table work in the future. Some attendees also said that the network would benefit from a greater breadth of sectors.

We will be mindful of your feedback as we prepare for our next event in September.

Table work: independent and timely investigations

One of the issues that we hear about at the NGO is that speaking up investigations sometimes take too long and lack the necessary independence. We therefore asked attendees at the meeting about their thoughts on what independence and timeliness means in the context of a speaking up investigation.

The following points were made by attendees regarding the question of independence:

- That policies should be in place to manage conflicts of interest;
- That parties who commission a speaking up investigation need to think and be able to justify why a particular individual has been asked to lead an investigation, and the arrangements in place to ensure that those involved in investigations are able to recuse themselves if they are conflicted;
- That those who are involved in speaking up investigations should have no vested interest in the investigation/outcome;
- That those involved in investigating a speaking up issue should not be related to or have a personal relationship with those with a direct interest in the investigation;
- That the investigator should not work in the service area in which the case they are investigating is based;
- That there should be a pool of investigators in case an alternative investigator is required in the event of a conflict;
- That those who carry out speaking up investigations should have the necessary expertise; and
- That investigations are not only independent but are seen to be independent as well.

Attendees also mentioned the potential need for outside (external) reviews to ensure structural independence.

Timeliness:

- That there should be standard response times incl. acknowledging receipt of a concern, though attendees disagreed on possible timeframes (e.g. acknowledgements within 24 hours or 5 days)
- That the timeliness of an investigation would depend on the nature of the concern (e.g. patient safety);
- That if the issue in question is mission/safety critical, an investigation should be launched within 1 week of the issue being raised;
- That the person who spoke up should be told how long the investigation is likely to take and is regularly kept up to date regarding the progress of the investigation.
- That investigations should be completed within three months if possible because of the stress that drawn-out investigations place on those who speak up.

We are keen to develop these suggestions and examples of good practice, so please do email me over the coming weeks with further information regarding what independence and timeliness means in the context of speaking up investigations and how this can be achieved.

Please also note that earlier this week the NGO published its report following its review of the speaking up culture and arrangements at Derbyshire Community Health Services Foundation Trust (DCHS). The report makes many recommendations including about ensuring independent and timely speaking up investigations. These recommendations are addressed to the Trust, the Government and others. This report can be found here: <https://tinyurl.com/yby8qx8t>.

Terms of reference for the Pan Sector network

This month's meeting was also used as an opportunity to discuss the draft terms of reference for the Pan-Sector network. I will be in touch in the coming weeks with an updated draft that takes into account the feedback we have received from members. I have attached the first draft once more for members who have not received it previously. If you have any feedback regarding this draft, please email them to me by the end of next week.

Please do not hesitate to get in touch should you have any questions.

Kind regards,

[Redacted]

[Redacted]

National Guardian's Office

151 Buckingham Palace Road | London | SW1W 9SZ

[Redacted] [@nationalguardianoffice.org.uk](mailto:[Redacted]@nationalguardianoffice.org.uk)



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**National Guardian
Freedom to Speak Up**

From: [REDACTED]
Sent: 04 July 2018 10:31
To: National Guardian's Office
Subject: Save the date: Pan Sector meeting on Friday 14 Sept @ Sandhurst

Dear colleague,

I hope you are well.

I am pleased to confirm that the next meeting of the Pan Sector network will take place from 9.30 am to 1.30 pm on **Friday 14 September** at the **Royal Military Academy Sandhurst**.

I want to thank Pan Sector member Bill Wright who very kindly arranged for the meeting to be hosted at Sandhurst on this occasion. The meeting will be followed by a guided tour of Sandhurst for those who can stay on for a bit longer.

Settlement agreements and speaking up

At the upcoming meeting on Friday 14 September, we would like to touch on the use of settlement agreements (and the confidentiality clauses within them) and the potential impact such contracts may have on speaking up. We are keen to hear from all members on this important subject so please let me know over the next two weeks if you have any suggestions for this meeting.

I will be in touch shortly with further information regarding the meeting inc. a full agenda and details on how to reach the venue.

Please do not hesitate to get in touch should you have any questions in the meantime.

Best wishes,

[REDACTED]

[REDACTED]

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