

**From:** <REDACTED>  
**Sent:** 03 July 2018 09:32  
**To:** Benjamin, Jennifer <jennifer.benjamin@dhsc.gov.uk>  
**Cc:** <REDACTED>; <REDACTED>; <REDACTED>  
**Subject:** Follow up to meeting with SofS

Hi Jennifer

I've not seen any notes or action points from this meeting yet – has anything come your way? You will have also have seen that the scheduled meeting with MS C and MS H has been cancelled / postponed.

I think there were 3 actions from the SofS meeting:

- <Redacted – out of scope>
- Henrietta to join SofS on some of the visits he makes to trusts talking about patient safety
- Exploring the idea of the National Guardian laying an annual report before Parliament that includes recommendations for the system to improve speaking up (to be carried forward as part of the response to Gosport).

What's the best way to carry these forward? Do we need a quick follow-up meeting?

<REDACTED>

<REDACTED>  
[REDACTED]

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

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

**From:** [REDACTED]  
**Sent:** 28 August 2018 12:56  
**To:** Yiannikou, Jason  
**Cc:** [REDACTED]  
**Subject:** Government response to the Gosport Inquiry

Hi Jason

All good with you?

A wee while ago, the National Guardian and myself met with the previous(!) SofS. One action that came from that was exploring whether there should be a requirement for the National Guardian to lay a report before Parliament every year with recommendations for the 'system' on overcoming barriers to speaking up. It was suggested that that would be included in the response to the Gosport Inquiry. Jennifer (who was at the meeting) indicated that you were leading on the response? Has this particular item found its way to you? I could do with an update about what might be happening with this as we are looking at updating the MOU we have with our funding bodies and reporting requirements crop up there.

Copying in [REDACTED] and [REDACTED] who lead on all things NGO ...

And apologies in advance if you aren't the right person, if none of this makes any sense, and if I've got this all entirely wrong ....

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

**From:** [REDACTED] DHSC Official  
**Sent:** 28 August 2018 13:05  
**To:** [REDACTED] NGO Official  
**Cc:** Benjamin, Jennifer  
**Subject:** RE: Government response to the Gosport Inquiry

**Categories:** Urgent Task

Hi [REDACTED]

We included the suggestion of an annual report in a submission to MS(H). I've literally just asked for feedback today, so I will let you know what comes out of it. I will see if I can find out who I can speak to about the Gosport report/reports while Jason is away.

Best wishes  
[REDACTED]

**From:** <REDACTED> DHSC OFFICIAL  
**Sent:** Tuesday, 28 August 2018 14:41  
**To:** <REDACTED>; Yiannikou, Jason + NGO OFFICIAL  
**Cc:** <REDACTED>; Benjamin, Jennifer  
**Subject:** RE: Government response to the Gosport Inquiry

Hi <REDACTED>

<REDACTED> is away until next week, but just had a quick word with someone involved in the Gosport Inquiry and report. The potential for a NGO annual report wasn't included in the report. But as an independent report it possibly wouldn't have anyway.

As mentioned we did flag the annual report idea that came from the SoS meeting to MS(H) and MS(C), along with some other feedback on ideas that were raised with Henrietta both in the meeting with SoS and through the calls we held with you and Henrietta in June. UI'll let you know asap when I have more of an update on feedback.

Best wishes

<REDACTED>

**From:** <REDACTED> NGO OFFICIAL  
**Sent:** 09 October 2018 18:46  
**To:** Benjamin, Jennifer <jennifer.benjamin@dhsc.gov.uk>  
**Cc:** <REDACTED>; <REDACTED> DHSC OFFICIALS  
**Subject:** RE: Gosport

Okey doke ... let's go for 2pm ... I'll phone you ....  
<REDACTED>

From:  
Sent:  
To:  
Cc:  
Subject:

Benjamin, Jennifer  
11 October 2018 15:09

NGO OFFICIAL

DHSC  
OFFICIALS

Gosport response

OFFICIAL - SENSITIVE

[REDACTED]

Thanks for the call yesterday regarding the Department's preparations in responding to the Gosport Review. As discussed, there will be a chapter that focuses on listening to patients and staff. Within that we will want to refer to the role of the National Guardian and the former Secretary of State's commitment that she would publish an annual report:

Text withheld under S.35

[REDACTED]

We also discussed if there was scope to strengthen the role of the National Guardian and we have drafted the following:

Text withheld  
under S.35

I would appreciate it if you could come back with your thoughts asap and by close today (sorry for short deadline).

From: [REDACTED] NGO OFFICIAL

Sent: Thursday, 11 October 2018 18:31

To: Benjamin, Jennifer

Cc: [REDACTED]

Subject: RE: Gosport response

[REDACTED] DHSC OFFICIALS

Hi Jennifer

Please see attached with track changes and comments. Hopefully they give you a sense of where we are coming from – happy to chat through tomorrow too.

Three main points:

Text withheld  
under S.35

Hope helpful ...

[REDACTED]

Attachment withheld  
under S.35

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

Benjamin, Jennifer  
12 October 2018 06:35

[REDACTED] NGO OFICIAL

[REDACTED]  
Re: Gosport response

DHSC  
OFFICIALS

[REDACTED]  
Thanks for this. Helpful feedback.

Jennifer

Sent from my BlackBerry 10 smartphone.

From: <REDACTED> NGO OFFICIAL

Sent: 12 October 2018 11:26

To: <REDACTED>; <REDACTED> DHSC OFFICIALS

Cc: <REDACTED>; <REDACTED>; <REDACTED>; <REDACTED>; <REDACTED>; Benjamin, Jennifer  
<jennifer.benjamin@dh.gsi.gov.uk>; Vineall, William <william.vineall@dh.gsi.gov.uk>; McDonough,  
Lee <Lee.McDonough@dh.gsi.gov.uk>; Hughes, Henrietta  
<Henrietta.hughes@nationalguardianoffice.org.uk>; <REDACTED> Subject: Meeting of National  
Guardian with Ministers - Monday 15th October

Please find attached a short note to facilitate discussion at the meeting arranged for Monday.

If there are any questions, or anything I can help with, please do get in touch.

<REDACTED>

<REDACTED>

Head of Office

National Guardian's Office

<REDACTED> @nationalguardianoffice.org.uk

Office: 0207 448 9469

Attachment:

To: MS(H)  
MS(C)

From: Redacted (NGO)

cc: Dr Henrietta Hughes – National Guardian  
Redacted – NGO  
Redacted – DH  
Redacted – DH  
Redacted – DH  
Redacted – DH  
Redacted – DH  
Jennifer Benjamin – DH  
William Vineall – DH  
Lee McDonough – DH

Date: 12 October 2018

**National Guardian - update**

## Summary

1. Redacted – out of scope

## Action

2. Redacted – out of scope

### **Progress to date**

3. Redacted – out of scope
4. Redacted – out of scope
5. Redacted – out of scope
6. Redacted – out of scope

### **Next steps**

7. Redacted – out of scope
8. Redacted – out of scope

### **Asks**

#### *FTSUGs outside provider organisations*

9. Redacted – out of scope

#### *Responding to the Gosport Inquiry*

10. Gosport shone a spotlight on a number of barriers to speaking up that operate across the system and the threats to patient safety and the welfare of NHS workers that these pose. These include matters of hierarchy, leadership, conflicts of interest, and accountability, in addition to those most directly related to speaking up. In its work, the NGO sees these issues frequently, and FTSUGs encounter them regularly.

**The National Guardian would welcome the opportunity to discuss these issues and contribute further to DHSC's thinking on how to respond to make the system a safer place for workers to speak up, and a provider of consistent high-quality care.**

**From:** <REDACTED> NGO OFFICIAL

**Sent:** 12 October 2018 11:33

**To:** <REDACTED> DHSC OFFICIAL

**Subject:** FW: Meeting of National Guardian with Ministers - Monday 15th October

Hi <REDACTED>

Hope you are well – I've copied you into this note as Jennifer says that you are taking over some work on whistleblowing. I'm not sure how up-to-speed you are with our work and I'm not entirely sure where your work fits in or how responsibilities are being transferred. Would it be helpful if we have a catch-up? Happy for a telecon or equally happy to invite you down here (perhaps when you are visiting Victoria Street) or I'm happy to pop up to Leeds if helpful .... particularly if there are others in your team that might need a bit of briefing about what we do ...

<REDACTED>

From: <REDACTED> DHSC OFFICIAL

Sent: 17 October 2018 14:21

To: <REDACTED> NGO OFFICIAL

Cc: <REDACTED>; <REDACTED> DHSC OFFICIALS

Subject: RE: Meeting of National Guardian with Ministers - Monday 15th October

Hi <REDACTED>

Thank you for the email. My apologies for not replying sooner, but I now work part-time – with Monday, Tuesday and Thursday afternoon as my non-working times.

As you say, we (copyees and I) have recently taken over the Whistleblowing policy brief. So it would be really helpful to meet, possibly to begin with an introductory telecon followed up with a more substantial face-to-face meeting. <REDACTED> and I are Leeds based, whilst <REDACTED> is based at Victoria Street.

Shall we initially look at arranging a telecon in the next week or so? Or, if you or others think it a better approach, just go straight into a face-to-face meeting.

<REDACTED>

**From:** <REDACTED> NGO OFFICIAL  
**Sent:** 17 October 2018 15:51  
**To:** <REDACTED> DHSC OFFICIAL  
**Cc:** <REDACTED>; <REDACTED> DHSC OFFICIALS  
**Subject:** RE: Meeting of National Guardian with Ministers - Monday 15th October

Thanks <REDACTED>

Next week I could do anytime on Wednesday (24<sup>th</sup>) before 3pm ... anytime on that day fit with you for a telecon?

<REDACTED>

From: Benjamin, Jennifer

Sent: 22 October 2018 14:00

To: <REDACTED> NGO OFFICIALS

Cc: <REDACTED>; <REDACTED> DHSC OFFICIALS

Subject: Gosport - IN CONFIDENCE AND NOT FOR WIDER CIRCULATION WITHOUT PERMISSION

OFFICIAL - SENSITIVE

<REDACTED>

Please see a further revision to the Gosport response

text withheld under S.35

We are not sure if Ministers may still push for something further but we intend to send this version today.

Chapter 1 is the relevant chapter. The key text is pasted below:

Text withheld under S.35

Grateful for your comments.

In terms of the timetable, we still plan to go out for HA clearance this week, subject to further feedback from ministers on the latest draft of the response.

Text withheld  
under S.35

From: <REDACTED> NGO OFFICIALS

Sent: 22 October 2018 17:06

To: Benjamin, Jennifer <jennifer.benjamin@dhsc.gov.uk>

Cc: <REDACTED>; <REDACTED> DHSC OFFICIALS

Subject: RE: Gosport - IN CONFIDENCE AND NOT FOR WIDER CIRCULATION WITHOUT PERMISSION

Hi Jennifer

I think the first statement is quite broad and there may be very significant resource and other considerations brought into play depending on the detail. Given that, I'd suggest that something like the following might give us more scope for looking at what is currently happening and seeing what needs to change, before we set expectations about what that change might be:

*Text withheld under S 35*

I'd suggest one small addition to the second section:

*Text withheld under S. ~~36~~ 35*

Hope helpful! Easiest number to get me on if a chat would be helpful is: <REDACTED>

<REDACTED>

From: <REDACTED>

Sent: 23 October 2018 12:36

To: <REDACTED> NGO OFFICIAL

Cc: <REDACTED>; <REDACTED> DHSC OFFICIALS

Subject: RE: Meeting of National Guardian with Ministers - Monday 15th October

Hi <REDACTED>

My apologies for the delay in responding, although I think you have been in fairly regular contact with Jennifer.

Are you still free on Wednesday morning for an introductory telecon?

Thanks.

<REDACTED>



Department  
of Health &  
Social Care

<REDACTED>

Resolution, Patient Experience and Maternity Branch

Department of Health and Social Care, 2S16, Quarry House, Leeds. LS2 7UE

T: <REDACTED>

E: <REDACTED>

From: [REDACTED] NGO OFFICIAL  
Sent: 23 October 2018 12:48  
To: <REDACTED> DHSC OFFICIAL  
Cc: <REDACTED>; <REDACTED> DHSC OFFICIALS  
Subject: RE: Meeting of National Guardian with Ministers - Monday 15th October

Hi <REDACTED>

I now have a telecon at 10am which might go on for a bit – but I should be free at 11am if that suits? Telecon details are below ... I can give you a general overview – but is there anything in particular you'd like me to cover?

CQC Conferencing Number:	<REDACTED>
CQC Conferencing Number (from Mobiles):	+<REDACTED>
7-Digit Access Code:	<REDACTED>
Temporary Chairperson Passcode:	<REDACTED>
Web Site:	<REDACTED>
Subscription Maximum:	<REDACTED>

From: <REDACTED> DHSC OFFICIAL  
Sent: 01 November 2018 09:05  
To: <REDACTED> NGO OFFICIAL  
Subject: IN CONFIDENCE - Listening to patients.chapter2.docx  
Sensitivity: Confidential

OFFICIAL - SENSITIVE

Hi <REDACTED>

I know you are 'out and about' this week, but we thought you would wish to be aware of the latest draft wording on whistleblowing in the Gosport response. Chapter 2 is attached.

As usual, please treat this as 'In Confidence' at this stage.

Thank you.

<REDACTED>

Attachment withheld  
under S.35.

From: <REDACTED> NGO OFFICIAL  
Sent: 01 November 2018 10:29  
To: <REDACTED>; Benjamin, Jennifer <jennifer.benjamin@dh.gsi.gov.uk>  
Subject: RE: IN CONFIDENCE - Listening to patients.chapter2.docx  
Importance: High  
Sensitivity: Confidential

Great thanks <REDACTED>

I should flag that para 1.8 as written will be problematic.

Text withheld under S.35

I'm caught up in a meeting until mid afternoon but happy to chat later if helpful ... I would really encourage this aspect of the Government response to be reconsidered.

<REDACTED>

From: <REDACTED> NGO OFFICIAL .

Sent: 01 November 2018 17:01

To: <REDACTED>; Benjamin, Jennifer <jennifer.benjamin@dhsc.gov.uk>

Subject: RE: IN CONFIDENCE - Listening to patients.chapter2.docx

Sensitivity: Confidential

Hi both

I've just got back to my laptop, taken another look at the draft and I've also spoken to the National Guardian. Can I add to these comments please?

Text withheld under  
S. 35

I'm on leave tomorrow but Henrietta (copied in) is happy to clear some space in her diary to discuss further and, if helpful, work through some of the drafting.

<REDACTED>

From: [REDACTED]

Sent: 01 November 2018 17:10

**To:**

Cc: [REDACTED], McDonough, Lee <Lee.McDonough@dh.gsi.gov.uk>; Vineall, William <william.vineall@dh.gsi.gov.uk>; Benjamin, Jennifer <jennifer.benjamin@dh.gsi.gov.uk>; [REDACTED]

William <william.vineall@dh.gsi.gov.uk>; Benjamin, Jennifer <jennifer.benjamin@dh.gsi.gov.uk>;

\_\_\_\_\_

Subject: RE: SoftS briefing for annual report

Hi

Perfect – yes that's absolutely fine.

Kind regards

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



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Freedom to Speak Up

[REDACTED]

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**From:** [REDACTED] DHSC OFFICIAL  
**Sent:** 02 November 2018 15:58  
**To:** [REDACTED]  
**Cc:** [REDACTED] McDonough, Lee; Vineall, William, Benjamin,  
Jennifer; [REDACTED] + NGO OFFICIAL  
**Subject:** RE: SofS briefing for annual report  
**Attachments:** 20181101 NGO foreword - final.docx  
**Categories:** Urgent Task

Hi [REDACTED]

SofS is happy to do the foreword; please see attached the text he has cleared.

Thanks  
[REDACTED]

One of my top priorities as Secretary of State is the incredible workforce that make up the health service and ensuring they can provide the best quality care for us, our family and friends in times of need. The nation's health is determined by the health of its workforce, the strength of their values, and dedicated sense of professional duty.

NHS workers cannot be expected to deliver world-class care if they suffer as a result of speaking up about concerns they have affecting patient safety and the lives of their colleagues. These workers speak up because of their exceptional sense of public service. They want to ensure that we receive the best possible care and that the NHS is the safest healthcare system in the world.

• We need to ensure that everyone feels equally able to speak up if we want to maintain the safest care for patients and to do this, we need to protect workers in the health service who speak up. The culture is changing and the NHS will be the better for it. I am determined to lead this change, ensuring that every possible avenue is open to those who wish to raise concerns.

So I welcome this annual report from the National Guardian. It highlights the excellent progress being made by her office and the national network of guardians to provide leadership, support and challenge to the health system so that speaking up becomes business as usual.

In order to create an effective speaking up culture, I'm calling on every part of the health and care system to play its part and lead by example. There are now over 800 workers in a Speaking Up role in NHS trusts, independent providers, arm's-length bodies and the Department of Health and Social Care.

Speaking up saves lives, improves the experiences of our colleagues and helps keep our loved ones safe.

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 02 November 2018 16:09  
**To:** [REDACTED]  
**Cc:** [REDACTED] McDonough, Lee; Vineall, William; Benjamin, Jennifer; [REDACTED]  
**Subject:** RE: SofS briefing for annual report  
**Categories:** Urgent Task

Hi [REDACTED]

Brilliant – thank you very much for getting this cleared.

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

**Who can you speak up to?**

**#SpeakUp  
ToMe**

**From:** <REDACTED> DHSC OFFICIAL  
**Sent:** 13 November 2018 15:43  
**To:** <REDACTED> NGO OFFICIAL  
**Subject:** Listening to patients.draftchapter.docx  
**Importance:** High  
**Sensitivity:** Confidential

**OFFICIAL – SENSITIVE**

Hi <REDACTED>

As discussed, I have attached a redraft of the Chapter you have previously seen, which I think takes on board the majority of your comments.

It has not yet been seen by the Gosport team itself or Ministers, and is some way from being a final document, so please treat in strict confidence.

We have a tight deadline, but comments welcome.

Thank you.

<REDACTED>

Attachment withheld  
under S.35

From: <REDACTED> NGO OFFICIAL  
Sent: 13 November 2018 16:10  
To: <REDACTED> DHSC OFFICIAL  
Subject: RE: Listening to patients.draftchapter.docx  
Sensitivity: Confidential

Hi <REDACTED>

This looks much better from our point of view – I really appreciate the time you and others have put into it. Just a few amends – though some are important for factual accuracy:

Text withheld  
under S.35

Hope all OK – I'm around still so please give me a tinkle on <REDACTED> if you need anything further ...

<REDACTED>

**From:** <REDACTED>

**Sent:** 13 November 2018 16:21

**To:** <REDACTED> *NGO OFFICIAL*

**Subject:** RE: Listening to patients.draftchapter.docx

**Sensitivity:** Confidential

Hi <REDACTED>

Thank you. All suggestions incorporated.

<REDACTED>



Department  
of Health &  
Social Care

<REDACTED>

Quality, Patient Safety & Investigations

Department of Health and Social Care, 2516, Quarry House, Leeds. LS2 7UE

T: <REDACTED>

E: <REDACTED>

From: [REDACTED]  
Sent: 27 November 2018 10:37  
To: Benjamin, Jennifer <jennifer.benjamin@dhsc.gov.uk>; [REDACTED]  
Subject: Following-up on Gosport response

Jennifer / [REDACTED] / [REDACTED]

Thanks so much for working with us in the run-up to the Government response to the Gosport report. There are obviously a few recommendations in there for us so would it be possible to chat through those and get a plan together? I will want to make sure that this all gets reflected in our business plan next year and will shortly need to start having conversations with our funding partners about what gets into the plan, what gets left out and, if necessary, discuss our budget if there is any suggestion that this might need to change.

Who is best for me to work with about this? And, would anyone be free on Thursday 6<sup>th</sup> December to discuss (currently I am pretty free for most of that day).

Cheers!

[REDACTED]  
[REDACTED]  
National Guardian's Office

[REDACTED]@nationalguardianoffice.org.uk

Office: 0207 448 9469

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**From:** [REDACTED]  
**Sent:** Tuesday, 27 November 2018 15:26  
**To:** [REDACTED]  
**Cc:** [REDACTED]; Benjamin, Jennifer; [REDACTED]  
**Subject:** FW: Following-up on Gosport response

Dear [REDACTED]

Jennifer has asked me to come back to you, she is currently off to Geneva to attend WHO.

In terms of the post- Gosport work, I am holding the pen on a the programme and in process (yet to start) a programme management plan. Be good to make sure we on the same page.

I am also leading on the second commitment around annual reporting, and would be good to touch base with you on that too. [REDACTED]

*Text withheld  
under S.35*

I am free on the 6<sup>th</sup>, any time before 13:00. Would you be free at 9:30am – I have a room in Victoria Street? Think [REDACTED] and Jennifer can both do the 6<sup>th</sup> at 9:30am.

Regards,  
[REDACTED]



Department  
of Health &  
Social Care

[REDACTED]  
Policy Advisor  
Quality, Patient Safety & Investigations Team  
5<sup>th</sup> Floor North  
39 Victoria Street, London SW1H 0EU  
E: [REDACTED]@dhsc.gov.uk  
T: [REDACTED]

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

Benjamin, Jennifer  
27 November 2018 16:10

NGO OFFICIAL

Re: Following-up on Gosport response

**Categories:**

Urgent Task

thanks

yes 6th good for me

Jennifer

Sent from my BlackBerry 10 smartphone.

From: <REDACTED> N.O OFFICIAL

Sent: 27 November 2018 17:30

To: <REDACTED> DHSC OFFICIAL

Cc: <REDACTED>; Benjamin, Jennifer <jennifer.benjamin@dhsc.gov.uk>; <REDACTED><REDACTED>

Subject: RE: Following-up on Gosport response

Great – let's do 09:30 am on the 6<sup>th</sup> ... I'm very happy to pop along to Victoria Street. Can you send a calendar invite please?

Text withheld under S.35

Cheers!

<REDACTED>

[REDACTED]

**From:** [REDACTED] DHSC OFFICIAL  
**Sent:** 28 November 2018 10:28  
**To:** [REDACTED] NGO OFFICIAL  
**Cc:** [REDACTED], Benjamin, Jennifer, [REDACTED]  
**Subject:** RE: Following-up on Gosport response

**Categories:** Urgent Task

Hello,

Have sent an invite.

Text withheld under S.35

Regards,

[REDACTED]

From: <REDACTED> NGO OFFICIAL

Sent: 28 November 2018 12:59

To: <REDACTED> DHSC OFFICIAL

Cc: <REDACTED>; Benjamin, Jennifer <jennifer.benjamin@dhsc.gov.uk>; <REDACTED>;

<REDACTED>Subject: RE: Following-up on Gosport response

Hi <REDACTED>

I've just looked back at <REDACTED>'s note of the meeting and the main points for me were:

- <Redacted – out of scope>
- <Redacted – out of scope>
- Positive narrative – we have some published 'positive' case studies (see our annual report here: <https://www.cqc.org.uk/national-guardians-office/content/publications> ) and have plans to produce a 'library' of cases. We just need to be mindful of issues around confidentiality and the sensitive nature of some of the issues involved. This is probably going to be a useful strand of work to support the new 'National Guardian Annual Report for Parliament' coming out of Gosport.
- <Redacted – out of scope>
- <Redacted – out of scope>

<REDACTED>

**From:** <REDACTED> *NGO OFFICIAL*

**Sent:** Wednesday, 19 December 2018 16:00

**To:** <REDACTED>; <REDACTED>; <REDACTED>; <REDACTED>; *DHSC OFFICIALS* <REDACTED>; Benjamin, Jennifer

**Subject:** RE: Freedom To Speak Up Guardians in Arm's-Length Bodies

Thanks <REDACTED> and thanks all. We aren't quite closed for Christmas but I do want to take this opportunity to acknowledge all the work you've put in around speaking up and thank you for your support, guidance, challenge (where needed) and good humour (which is always needed!) through the year. [REDACTED] and [REDACTED] have been there through the year and I really appreciate the wise counsel you have given me, and your support with the many random questions I've had.

The last couple of weeks have, to some extent, been testimony to how fast everything is moving and how easy it is to not keep up with developments and not link everyone together who needs to be linked together. I know [REDACTED] is taking the lead with the Gosport response,

*Text withheld as out of scope*

Given all of that, I'd really appreciate some time with all or at least some of you early next year to give you an update and work together so that we are working together as simply and easily as possible. I'll set something up ...

... if I don't get chance to catch up with you over the next couple of days please do accept my very best wishes for a great Christmas and a lovely rest. There will be plenty to do when we all get back ....!

<REDACTED>

**From:** Benjamin, Jennifer

**Sent:** 20 December 2018 07:20

**To:** <REDACTED> **NGO OFFICIAL**

**Subject:** Re: Freedom To Speak Up Guardians in Arm's-Length Bodies

<REDACTED>

Thanks for this. I would like to find a way of regularizing our contact with you and to help you, ensure you're clear who is doing what within our team. Would be good to discuss before the Christmas break as I'm off after today.

Are you free for a call today?

0

Jennifer

From: <REDACTED> *NGO OFFICIAL*  
Sent: 03 January 2019 17:02  
To: Benjamin, Jennifer <jennifer.benjamin@dhsc.gov.uk>  
Subject: RE: Freedom To Speak Up Guardians in Arm's-Length Bodies

Hi Jennifer

Happy New Year! Hope you had a good break.

Sorry, we didn't get chance to talk through this before the break. I've got a list of things that we do need to work with DHSC on – some probably requiring more urgent action than others. If nothing else it would be really helpful for some agreement on who I can work with on each of these things – and just to make sure that you are in the loop and if there is anyone else we need to involve we know about it.

I'll trawl diaries for a quick phone call hopefully early next week.

Things just off the top of my head are:

[REDACTED]  
<Redacted – out of scope>

[REDACTED]  
<Redacted – out of scope>

#### **Annual Report for Parliament**

Would be helpful to have an early discussion about what the expectations and processes would be for this so we can budget and plan accordingly. Again, something for <REDACTED> as a Gosport recommendation?

[REDACTED]  
<Redacted – out of scope>

[REDACTED]  
I'm not sure now whether <REDACTED> or <REDACTED> are leading on this but discussions ought to take place soonish [REDACTED]

*Withheld as  
out of scope*

#### **Case review recommendation**

There is the recommendation for DHSC made in our case review on Derbyshire Community Health Services NHS FT, we worked with [REDACTED] on this at the time and will need a 3-month update on progress as part of our follow-up to the report. Should we continue to work with [REDACTED]?

#### **"Recommendation 14**

*Within 12 months, The Department for Health and Social Care should commission NHS Employers to develop and communicate guidance to NHS trusts and foundation trusts that will help ensure HR policies and processes do not present real or perceived barriers to speaking up. This should focus on how trusts can ensure that investigations into*

*speaking up matters are undertaken by suitably independent persons and are completed within reasonable timescales, to enable workers who speak up to have trust and confidence in the process.*

*Guidance should also be provided on how to support individuals who are speaking up about a grievance to prevent undue burdens being placed on those individuals and to ensure that they receive the support they need at what is likely to be a difficult and stressful time."*

### **General updates**

Very happy to update anyone on general activities and strands of work that are developing, including progress with the work on settlement agreements. Anything we can do to make this as systematic as possible would be good.

Cheers!

<REDACTED>