Chief Executive Officer
Appointment Brief
January 2020
Welcome

Protect is a unique charity, quite unlike any other in the UK. For a small charity, Protect makes an enormous impact to the 3,000 or so whistleblowers and their cases we support each year. We do this through providing a whistleblowing advice line with expert, legal advice and by partnering with organisations to help them to get whistleblowing arrangements and procedures right.

Whistleblowers play a huge role in society and help keep us all safe from risk, malpractice, and wrongdoing. Protect believes whistleblowing is a good thing, and we need more of it. Employers too, need to recognise the benefits of staff who speak up and there is much to be done to ensure staff feel safe about speaking up and that they will be commended not condemned for doing so.

In the three years I have been Chair, I have been extremely impressed with the dedication and passion from Protect staff, from our advisers, to the senior management team, including Francesca West our previous CEO.

Under Francesca’s leadership Protect has offered invaluable expertise to whistleblowers, attended conferences and round tables, undergone a successful rebrand, created and implemented our unique 360 Benchmark and gained approval for Protect’s campaign for a new Whistleblowing bill.

Protect is going from strength to strength. Last October, Protect marked its 25th anniversary and partnered with The Guardian newspaper to host a photographic exhibition of whistleblowers acknowledging their incredible impact on society. This was followed by a House of Lord reception, hosted by Lord Shinkwin, a whistleblower Protect had supported when he blew the whistle during his employment in the Third Sector.

The feedback we receive reinforces the value of our work. Opposite we have shared an example of this.

If you recognise the important role whistleblowers play in society and wish to lead the Protect team into their next exciting phase, we would very much like to hear from you.

Paul Boyle, Chair of Trustees
I am writing to convey my sincere thanks and appreciation for the exceptional support I have received from Protect as well as the extra time and care that you have taken throughout the worst year of my working life.

Though I will never regret whistleblowing, the effects of the aftermath were intense, including the emotional trauma and experience of isolation, which was not helped by ineffective union support.

It was immensely reassuring to find that there was an organisation with experience, knowledge and intelligence who understood my situation and had my best interests at heart.

I feel sure that without your support and guidance, I would not have had the strength to keep standing for the past 12 months. You are fantastic people providing a first class service to the people. Thank you for everything.
Back in 1993, when our charity, then called Public Concern at Work, was set up, whistleblowing was viewed very differently. Whistleblowers were largely seen as loners, mavericks, and even trouble-makers. And the idea of corporate whistleblowing, with staff employed in roles dedicated to whistleblowing, was light years away.

A series of disasters and scandals, including the capsizing of the Herald of Free Enterprise, the explosion at Alpha Piper oil rig, the Clapham Rail Crash, and the pillaging of the Mirror Group’s pension fund had rocked the UK. Exhaustive public inquiries highlighted workplace cultures were a serious part of the problem and revealed staff were often aware of dangers but felt they could not raise the matter internally. People did not feel it right, safe or acceptable to challenge malpractice, risk or misconduct in their workplace. We wanted to show the link between whistleblowing and accountability and to break the culture of cover-ups and complacency.

Today, scandals, of course still happen, as we have seen with the Mid Staffs Hospital inquiry and the recent Telford and Shrewsbury maternity scandal, Oxfam sex for aid, and sexual misconduct in Parliament, but there has been a definite sea-change in attitudes towards whistleblowing. Through our work, we know there is still much to be done. We’d like many more whistleblowers to be thanked and commended, not condemned for bravely speaking up on public interest issues.

Sometimes whistleblowing is called “speaking up” or “raising a concern”. It is all about ensuring that if someone sees something wrong in the workplace, they are able to raise this within their organisation, to a regulator, or wider.

Whistleblowing ultimately protects customers, staff, beneficiaries, and the organisation itself by identifying harm before it’s too late.

We support whistleblowing in three ways:

- Confidential advice for individuals
- Ongoing support, training & consultancy for organisations
- Campaigning for better public policy & legal protection

We have advised around 40,000 people on our free, confidential advice line, trained thousands of managers, senior managers and board members and currently support hundreds of organisations to strengthen their internal whistleblowing or ‘speak up’ arrangements. We were closely involved in setting the scope and detail of the Public Interest Disclosure Act more than 20 years ago and we are campaigning for new whistleblowing legislation which will better protect more individuals and put the onus on employers to do more to protect employees who speak up to stop harm.

For more details of how we provide advice and support and our campaigning, click here.
Industry stats
Protect’s advice line stats over the last five years.

Health:
- Overall, the majority of calls we have received are from the health sector – 18%.
- The biggest concern for the health sector overall is patient safety. 31% of callers from the health sector have had concerns of patient safety.
- The largest percentage of calls for patient safety concerns was in 2013 – 70%, which has since decreased and (in 2018) is now at 51%.

Care:
- 17% of all calls we have received are from the care industry.
- The biggest concern for the care industry overall is the abuse of a vulnerable person. 21% of callers from the care industry have had concerns of abuse of a vulnerable person.
- Whereas overall most callers escalated their concerns to senior management, in the care industry most callers escalated their concerns to their manager – 49%.

Education:
- 16% of all calls we have received are from the education industry.
- The biggest concern for the education industry overall is ethical. 28% of callers from the education industry have had ethical concerns.
- The largest percentage of calls in the education industry with ethical concerns is 43% which has since steadily decreased and is currently at 22% in 2018. The biggest concern in this industry currently is Abuse of a vulnerable person which is 23%.

Charity:
- 9% of all calls we have received are from the charitable industry.
- The biggest concern for the charitable industry overall is financial malpractice. 35% of callers from the charitable industry have had financial malpractice concerns.
- The number of calls we have received from the charitable sector have surged from 6%-9% in 2006-2016 to 12%-13% in 2017 - 2018.

Financial services:
- 7% of all calls we have received are from the financial services industry.
- The biggest concern in the financial services industry overall is financial malpractice. 44% of callers from the financial services industry have had financial malpractice concerns.
- The largest percentage of calls for financial malpractice concerns was in 2013 – 84%, which has since decreased and (in 2018) is now at 46%.

Local Authorities:
- 7% of all calls we have received are from local authorities.
- The biggest concern in local authorities overall is financial malpractice. 30% of callers from local authorities sector have had financial malpractice concerns.
- From 2014-2016, ethical concerns overtook financial malpractice concerns as the biggest concern (25%-29%). Currently, working practices is the biggest concern; at 26% in 2017 and 33% in 2018.
Our ambition

Instrumental in lobbying for the Public Interest Disclosure Act 1998 (PIDA), which has helped hundreds of people over the years, we have made great progress, however we recognise new legislation is long overdue and we have more work to do.

The profile of whistleblowing has never been higher, but the challenges in protecting whistleblowers or bringing legal action are many and complex. Our services are crucial as they assist individuals in navigating the law and regulatory landscape, but the law also needs to change to keep pace with the changing workplace.

We have launched a draft Whistleblowing Bill that we will be lobbying Government and Parliamentarians to adopt and support.

As well as lobbying the Government and Parliament with our new Whistleblowing Bill we will be working with other whistleblowing groups and campaigners such as the Whistleblowing APPG, and civil society groups who are calling for change and better protection for whistleblowers.

Protect was a co-founder of WIN – the Whistleblowing International Network – who were key players in bringing about the EU Whistleblowing Directive. We will be working closely with WIN to campaign for change in the UK.

To learn more about this and our other proposals for change click here.
We are proud of the difference we make. In the 25 years since we were established we have had many successes to celebrate in the development of the legal framework for whistleblowing including:

- Drafting pioneering legislation on whistleblowing – the Public Interest Disclosure Act 1998 (PIDA) which has been used as the model for legislation across the globe
- Lobbied successfully for amendments to improve PIDA such as the introduction of vicarious liability for employers, moving good faith to be relevant to remedy only, and a requirement for regulators to publish annual reports
- Established the Whistleblowing Commission in 2013 who made a number of recommendations, including the development of a Code of Practice for Employers.
- Intervened in landmark Court of Appeal and Supreme Court cases leading to further amendments to the law, for example extending the definition of worker and defining the public interest test.
- Influenced the introduction of whistleblowing policy development in many sectors including financial services and the NHS
- Contributed to the development of an EU Whistleblowing Directive
- Lobbying for new whistleblowing legislation

Our work spans across a broad range of sectors and our diverse client list includes ITV, Lloyds bank, NHS Health Education England, Durham University, British Red Cross, Cath Kidston, Newcastle under Lyme Borough Council and Marie Curie, to name a few.

Our advice line gives us the opportunity to gain a deep insight into the scale and types of concerns of those working in the various sectors.

Simon Bleckly, Audit and Counter Fraud Manager, Corporate Services, Warrington Borough Council

“...The 360 Benchmark enables us to identify where we need to improve, and identify the key actions that we need to carry out in order to improve, but also to obtain assurance in those areas where we are performing well.

It is essential that the public trusts those organisations that spend money on their behalf and has confidence in their ability to identify and deal with wrongdoing. A key part of this is to ensure that there are processes in place to encourage staff and others to raise their concerns in a safe environment. Protect play a vital role in giving organisations the tools to do this: their new benchmarking service has enabled us not only to identify where we can improve our whistleblowing arrangements, but also to demonstrate where we are performing well.”
Currently our funds come mainly from subscriptions to our advice line and related services, income earned from our consultancy and training work with organisations together with charitable donations and legacies from individuals and organisations.

This income funds not only the advice line and services we offer but also our policy, research and public education work, and our management and governance activities.

Our unique whistleblowing tool, 360 Benchmark, has been in operation for around 18 months, and we are beginning to see the benefits of this. Throughout 2019, we have made strong progress with our revenue stream, and look to make a small surplus.

Going into 2020 we have a strong pipeline of business prospects.
Organisation chart

Governance

Our Board consists of eight Trustees, chaired by Paul Boyle.

Chair of Trustees
Paul Boyle OBE

Trustees
Geoff Dart
Richard Vize
Simon Gaysford
Alexander Gardiner
Karen Jordan
Frances Morris-Jones
David Widdowson
Role description

Role Purpose

- To advise the Trustees on the strategic direction of the organisation and to ensure implementation of Board decisions to promote the mission, vision and values of Protect through the delivery of our strategy and business plans
- To maximise Protect’s reach and impact, ensuring a national understanding of whistleblowing and the best possible support for whistleblowers
- To strengthen Protect’s income generation in order to enhance its influence on employer practices and enable it to support more whistleblowers
- To inspire and lead the Protect team, ensuring a culture of collaboration

Responsible to
Chair and Board of Trustees

Responsible for
Whole staff team, through five direct reports:
Legal Officer
Business Development Director
Head of Advice and Advocacy
Head of Policy
Head of Communications

Location
Bethnal Green, London

Salary
Competitive

Pension
8% contributory pension
Responsibilities

Strategic Direction and Governance

• Shape the organisation’s strategy and operational plans and policies
• Lead the delivery of Protect’s vision, values and mission
• With the Chair, ensure strong governance and that the Board has at its disposal sufficient resources, guidance and professional advice to perform its duties
• Supply all reports required by the Board in the exercise of its legal, financial and other responsibilities, in accordance with Charity Commission requirements

Advocacy and Alliances

• Act as ambassador for Protect, engaging with stakeholders (particularly civil servants, parliamentarians, local government leaders) to enhance the legal and policy framework for whistleblowing
• Represent Protect in the media as lead spokesperson
• Develop and maintain relationships with key influencers and decision makers that ensure opportunities for Protect are maximised
• Maintain strong relationships with strategic partner organisations to ensure collaboration and communication of Protect’s key expertise, knowledge and impact

Income Generation

• Drive an increase in Protect’s income by increasing subscribers in all sectors by increasing engagement with UK workplaces and through building alliances with other organisations whose objectives can be enhanced by effective whistleblowing arrangements
• Promote the organisation to potential donors

People, Operations and Finance

• Provide overall management of all resources and staff in order to meet Protect’s agreed plans and strategies
• Provide inspiring and effective leadership to Protect staff to deliver their best for Protect’s mission, building a culture of high achievement and accountability where all staff are valued and well equipped to do their job through the provision of guidance and coaching to managers
• Ensure strong financial management of the Charity, including generating budgets, preparation of annual accounts and overseeing all required reporting
• Ensure the organisation’s corporate policies and practices are up to date and relevant in the current environment and that the organisation is managed in line with current best practice, including effective risk management.

This job description is not contractual and is liable to change over time.
Person specification

Beliefs

• Passion for protecting the public interest and a belief in the benefits of a “speak up culture”

Experience

• Demonstrable experience of leadership at CEO or senior director level
• Experience of operating at Board level and capable of working with and alongside the Board
• Proven experience of developing and implementing strategies that successfully deliver objectives
• Experience of acting as ambassador, engaging with external stakeholders to achieve impact and change
• Proven track record of increasing achievement, income and scope within the charity, private or public sector
• Proven track record of developing and maintaining strategic senior relationships
• Demonstrable impact of effecting new business development relationships
• A successful record of engaging, supporting and motivating staff to perform to the best of their abilities
• Proven experience of creating and sustaining high performance culture with a track record of success in driving impact
• Experience of managing service delivery in a customer-focused way
• Strong financial experience, including the ability to plan resources appropriately and understand financial reports

Skills

• Excellent knowledge of business development with a successful track record of leading income growth through personal relationships
• Sound understanding of the legal environment and its importance for Protect
• Strong understanding of the charity sector
• Excellent communications, presentation, senior-level influencing and interpersonal skills
• Consummate, senior level external representation skills and proven ability to act as a media spokesperson
• Highly developed analytical and problem solving
• Excellent negotiating skills and the ability to influence others
How to apply

To apply to become a Chief Executive Officer of Protect, please upload a CV and a supporting statement of no more than two pages of A4 via the link below.

As an inclusive employer Protect actively encourages applications from people of all backgrounds and cultures.

We ask that you complete the equal opportunities information online when you submit your application via our website. The information collected will be treated as confidential, used for statistical purposes only, and will not be treated as part of your application.

Finally, please ensure that you have included your contact number and email address, as well as any dates when you will not be available or might have difficulty with the indicative timetable.

Applications should be made via the Prospectus website at: www.prospect-us.co.uk/jobs/details/HQ00176563

Recruitment Timetable

<table>
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<tr>
<th>Event</th>
<th>Date</th>
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<tbody>
<tr>
<td>Deadline for applications</td>
<td>Monday 3rd February 2020</td>
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<tr>
<td>Interviews with Prospectus</td>
<td>Monday 10th – Thursday 20th February 2020</td>
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<tr>
<td>Site visits at Protect’s offices</td>
<td>Tuesday 3rd March 2020</td>
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<td>Panel interviews</td>
<td>Wednesday 11th March 2020</td>
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These dates may be subject to change and applicants will be advised in advance should this happen.

Recruitment Process

Should you decide to make a formal application, you will receive feedback within seven working days of the closing date.

Queries

If you have any queries on any aspect of the appointment process, need additional information or would like to have an informal discussion, please contact Anna Gardet or Roberta Giubilini at Prospectus on 020 7691 1920, or email anna.gardet@prospect-us.co.uk roberta.giubilini@prospect-us.co.uk
Created by the Prospectus Talent Attraction team.

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