

Action Plan Following National Guardian Case review
with links to actions required following completion of NHSI self review tool
 Responsible executive : Juliette Cosgrove Director of Nursing
 Date of Review : September 2017
 Action plan Approved by Trust Board : Feb 2018

	Delivered and Sustained
	Action Completed
	On track to deliver
	No progress / Not progressing to Plan

	Strategic Document	Strategic Objective	Area for improvement	Policy and improvement required	Target Date	Current Status	Executive role	Action Owner	Monitoring / Leads	Assurance Function	Frequency of Reporting	Notes / process for assurance	
1.1	Culture of raising concerns	politics and procedures	The trust should publish its new speaking up policy	Communication plan developed for the roll out of the policy in conjunction with stakeholders	13 Mar-18	BLUR	Chief Nurse (Juliette Grogan)	Deputy Chief Nurse (Jill Murphy)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Monthly	All staff familiar with policy when added Number of concerns raised through this forum Audit of implementation of policy Communication plan	
1.2	National Guardian Office	NHS Self-review tool	The trust should publish its new speaking up policy	Policy to be published on website and intranet	13 Mar-18	BLUR	Chief Nurse (Juliette Grogan)	Communication lead (Taryn Ellis)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Monthly	All staff familiar with policy	
2.1	National Guardian Office	NHS Self-review tool	The trust should take steps to ensure all existing and new workers are aware of the contents of the new freedom to speak up policy.	Develop communications plan to ensure that all relevant stakeholders are aware of the revised policy i.e. at staff handover or emails, attend team meetings, newsletter and video updates, vision panels, posters including Trust Policy and Guardian in Staff Induction programme	03 May-18	BLUR	Chief Nurse (Juliette Grogan)	Communication lead (Taryn Ellis)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Monthly	Number of concerns raised through this forum Evaluation of induction Programme Communication plan	
2.2	National Guardian Office	NHS Self-review tool	The trust should take steps to ensure all existing and new workers are aware of the contents of the new freedom to speak up policy.	Cover in induction programme for new starters and actions programme	03 May-18	BLUR	Chief Nurse (Juliette Grogan)	Communication lead (Taryn Ellis)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Monthly	Number of concerns raised through this forum Evaluation of induction Programme	
3.1	Culture of raising concerns	under leadership and culture	The trust should implement all aspects of its draft Freedom to Speak Up action plan, by the plan's stated completion dates	Develop governance structure to ensure that the relevant board committees monitoring the delivery of the action plan and monitoring regular updates are aware of the revised policy i.e. at staff handover or emails, attend team meetings and that risks are being mitigated. Delivery through Quality Improvement Delivery Group.	01 Feb-18	GREEN	Chief Nurse (Juliette Grogan)	Deputy Chief Nurse (Jill Murphy)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Annual	Governance structure Agenda and minutes from Quality Improvement Delivery Group and monitoring/assurance through sub committee (weeklies) Copies of reports Update to Board & Directors Action plan	
3.2	National Guardian Office	NHS Self-review tool	The trust should implement all aspects of its draft Freedom to Speak Up action plan, by the plan's stated completion dates	Regular updates provided by the Executive department to the senior management team and issues escalated to the executive	01 Feb-18	GREEN	Chief Nurse (Juliette Grogan)	Deputy Chief Nurse (Jill Murphy)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Annual	Agenda and minutes from Quality Improvement Delivery Group and monitoring/assurance through sub committee (weeklies) Copies of reports Update to Board & Directors Action plan	
3.3	National Guardian Office	NHS Self-review tool	The trust should implement all aspects of its draft Freedom to Speak Up action plan, by the plan's stated completion dates	Develop a clear communications plan to help communicate the vision and achieve staff buy in	01 Mar-18	BLUR	Director of HR/OD (Jane Reynolds)	Deputy HR Lead (Judith Cashman)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Monthly	Communication Plan Freedom to speak up report	
4.1	National Guardian Office	NHS Self-review tool	The trust should ensure that, in accordance with its own policies and procedures and in accordance with good practice, all those managers and leaders responsible for handling concerns provide feedback to every individual who speaks up, including any actions they intend to take in response.	Use with the policy delivery process to train all relevant staff through traineeships in line with the policy	13 Mar-18	BLUR	Chief Nurse (Juliette Grogan)	FTSU Guardian (Martin Abrams)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Quarterly	Number of concerns raised vs. feedback given (if appropriate) covered in Freedom to speak up report	
4.2	National Guardian Office	NHS Self-review tool	The trust should ensure that, in accordance with its own policies and procedures and in accordance with good practice, all those managers and leaders responsible for handling concerns provide feedback to every individual who speaks up, including any actions they intend to take in response.	Train all relevant managers and leaders	04-18	BLUR	Director HR/OD (Jane Reynolds)	Deputy HR Lead (Judith Cashman)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Annual	Number of staff trained Evaluation of training	
4.3	National Guardian Office	NHS Self-review tool	The trust should ensure that, in accordance with its own policies and procedures and in accordance with good practice, all those managers and leaders responsible for handling concerns provide feedback to every individual who speaks up, including any actions they intend to take in response.	Review process for feedback including training of relevant staff and make appropriate changes to the process	May-18	GREEN	Director HR/OD (Jane Reynolds)	Deputy HR Lead (Judith Cashman)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Monthly	Evaluation and review of process Change to process implemented	
5.1	Culture of Raising Concerns	measuring the effectiveness of speaking up processes	The trust should ensure the effectiveness of speaking up processes	Develop a process to gather feedback from staff that have raised concerns	Jul-18	BLUR	Director HR/OD (Jane Reynolds)	FTSU Guardian (Martin Abrams)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Monthly	Feedback shows that staff awareness and confidence in the Freedom to Speak Up policy is high	
5.2	National Guardian Office	NHS Self-review tool	The trust should put in place effective systems to monitor the development of a positive speaking up culture	Conduct a pulse survey to measure staff awareness/confidence of the time the revised speaking up policy is launched	Jul-18	BLUR	Director HR/OD (Jane Reynolds)	Deputy HR Lead (Judith Cashman)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Quarterly	Survey results	
5.3	National Guardian Office	NHS Self-review tool	The trust should put in place effective systems to monitor the development of a positive speaking up culture	Pilot focus groups 3 and 4 months to gather feedback and improvement suggestions	Jul 2018 and September 2018	BLUR	equivalent lead	FTSU Guardian (Martin Abrams)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Quarterly	Focus groups held Feedback received and suggestions incorporated as appropriate	
5.4	National Guardian Office	NHS Self-review tool	The trust should put in place effective systems to monitor the development of a positive speaking up culture	Feedback from staff e.g. via union or employee feedback	Jul-18	GREEN	Chief Nurse (Juliette Grogan)	Deputy Chief Nurse (Jill Murphy)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Monthly	Feedback received	
5.5	National Guardian Office	NHS Self-review tool	The trust should put in place effective systems to monitor the development of a positive speaking up culture	Analyse and interview feedback from patients	May-18	GREEN	Director HR/OD (Jane Reynolds)	Deputy HR Lead (Judith Cashman)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Monthly	Feedback received	
5.6	National Guardian Office	NHS Self-review tool	The trust should put in place effective systems to monitor the development of a positive speaking up culture	Establish discussion forum on the intranet or create a anonymous "post box"	Jul-18	BLUR	Chief Nurse (Juliette Grogan)	FTSU Guardian (Martin Abrams)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Weekly	Feedback received	
6.1	Culture free from bullying		The trust should develop an action plan to develop a working culture that is free from bullying, including providing anti-bullying training for all staff.	Identify good practice from other trusts	Apr-18	GREEN	Chief Nurse (Juliette Grogan)	Deputy Chief Nurse (Jill Murphy)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Quarterly	Review undertaken and areas of possible good practice shared and incorporated into Trust values and behaviours	
6.2	National Guardian Office		The trust should develop an action plan to develop a working culture that is free from bullying, including providing anti-bullying training for all staff.	Review bullying and harassment policy to ensure that expectations and consequences are clear	Apr-18	GREEN	Director HR/OD (Jane Reynolds)	Deputy HR Lead (Judith Cashman)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Annual	Policy reviewed	
6.3	National Guardian Office		The trust should develop an action plan to develop a working culture that is free from bullying, including providing anti-bullying training for all staff.	Review performance management policy to ensure that expectations and consequences are clear	Apr-18	GREEN	Director HR/OD (Jane Reynolds)	Deputy HR Lead (Judith Cashman)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Annual	Policy reviewed	
6.4	National Guardian Office		The trust should develop an action plan to develop a working culture that is free from bullying, including providing anti-bullying training for all staff.	Review training around values, behaviours etc and consequences of inappropriate behaviour	May-18	GREEN	Director HR/OD (Jane Reynolds)	OD Lead	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Quarterly	Training programme in place Values and behaviours incorporated into training programme	
6.5	National Guardian Office		The trust should develop an action plan to develop a working culture that is free from bullying, including providing anti-bullying training for all staff.	Communicate any changes to policies with a clear statement that bullying and harassment will not be tolerated.	May-18	GREEN	Director HR/OD (Jane Reynolds)	Deputy HR Lead (Judith Cashman)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Annual	Communication plan	
6.6	National Guardian Office		The trust should develop an action plan to develop a working culture that is free from bullying, including providing anti-bullying training for all staff.	Train managers to identify/recognise, prevent and address bullying and harassment	Dec-18	GREEN	Director HR/OD (Jane Reynolds)	Deputy HR Lead (Judith Cashman)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Monthly	Training programme in place Values and behaviours incorporated into training programme	
6.7	National Guardian Office		The trust should develop an action plan to develop a working culture that is free from bullying, including providing anti-bullying training for all staff.	Review HR staff to deal with bullying and harassment issues fairly and promptly and with the policy and procedure	Dec-18	GREEN	Director HR/OD (Jane Reynolds)	Deputy HR Lead (Judith Cashman)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Monthly	Training programme in place Values and behaviours incorporated into training programme	
6.8	National Guardian Office		The trust should develop an action plan to develop a working culture that is free from bullying, including providing anti-bullying training for all staff.	Develop an approach to monitor the impact of the changes	Apr-18	GREEN	Chief Nurse (Juliette Grogan)	Deputy Chief Nurse (Jill Murphy)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Monthly	Staff survey (culture indicators) improvement Pulse surveys undertaken and improvements identified	
6.9	National Guardian Office		The trust should develop an action plan to develop a working culture that is free from bullying, including providing anti-bullying training for all staff.	Provide regular updates to the board on progress and issues	May-18	GREEN	Chief Nurse (Juliette Grogan)	Deputy Chief Nurse (Jill Murphy)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Quarterly	Updates to Board Agenda and minutes	
6.10	National Guardian Office		The trust should develop an action plan to develop a working culture that is free from bullying, including providing anti-bullying training for all staff.	Develop communications/training/performance management approach that will maintain the momentum of a culture free from bullying and harassment	Sep-18	GREEN	Director HR/OD (Jane Reynolds)	OD Lead	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Quarterly	Communication plan	
7.1	Culture of visible leadership		Trust leaders should take appropriate steps to ensure that they are visible and accessible to all workers to promote a culture of visible leadership	Develop a monthly email/NHS/GD/OD work with all 15ing approach	01 Mar-18	GREEN	Chief Nurse (Juliette Grogan)	Deputy Chief Nurse (Jill Murphy)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Monthly	Pulse survey (visibility) undertaken to assess impact of availability	
7.2	National Guardian Office	NHS Self-review tool	Trust leaders should take appropriate steps to ensure that they are visible and accessible to all workers to promote a culture of visible leadership	monthly feedback/face-to-face meetings with Trust/ODS	01 Mar-18	GREEN	Director HR/OD (Jane Reynolds)	OD Lead	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Monthly	Attendance by executives Attendance by staff	
7.3	National Guardian Office	NHS Self-review tool	Trust leaders should take appropriate steps to ensure that they are visible and accessible to all workers to promote a culture of visible leadership	Improvement focus groups	01 Apr-18	GREEN	Director HR/OD (Jane Reynolds)	FTSU Guardian (Martin Abrams)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Monthly	Dates of focus groups Topics of focus groups Feedback and outcomes from focus groups Attendance levels	
7.4	National Guardian Office	NHS Self-review tool	Trust leaders should take appropriate steps to ensure that they are visible and accessible to all workers to promote a culture of visible leadership	Face to face update - meet Director of Nursing, OD, NHS & GGD as essential	Feb-18	GREEN	Director HR/OD (Jane Reynolds)	OD Lead	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Quarterly	Feedback of face to face undertaken to ascertain Feedback of face to face undertaken to ascertain Need rising to be added to audit staff	
7.5	National Guardian Office	NHS Self-review tool	Trust leaders should take appropriate steps to ensure that they are visible and accessible to all workers to promote a culture of visible leadership	Visions on the intranet	Feb-18	GREEN	Chief Nurse (Juliette Grogan)	FTSU Guardian (Martin Abrams)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Quarterly	Audit of website	

	National Guardian Office	NHS Self review tool	Trust leaders should take appropriate steps to ensure that they are visible and accessible to all workers to promote a culture of visible leadership.	All staff brief	01-Mar-18	000015	FTSU Guardian (Martin Abrams)	FTSU Guardian (Martin Abrams)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Monthly	Audit of number of staff briefings	
2.9	National Guardian Office	NHS Self review tool	Trust leaders should take appropriate steps to ensure that they are visible and accessible to all workers to promote a culture of visible leadership.	CDO weekly or monthly all staff caravans	01-Apr-18	000016	CDO	Communication Lead (Taryn Ellis)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Monthly	Audit of number of staff caravans	
6.1	National Guardian Office	NHS Self review tool	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 and report to the board evidence of this.	Identify good practice from other trusts	Apr-18	000017	FTSU Guardian (Martin Abrams)	FTSU Guardian (Martin Abrams)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Q1	Review undertaken and areas of possible good practice shared and incorporated into Trust values and behaviours	
6.2	National Guardian Office	NHS Self review tool	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 and report to the board evidence of this.	Develop a quality assurance process to audit case files to identify gaps in compliance with aspects of policy and good practice (Devon's team)	Apr-18	000018	Director HR/CO (Lore Reynolds)	FTSU Guardian (Martin Abrams)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Quarterly	Audit of policy	
6.3	National Guardian Office	NHS Self review tool	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 and report to the board evidence of this.	Review a sample of case files and make recommendations for improvements	Apr-18	000019	Chief Nurse (Juliette Campbell)	Deputy Chief Nurse (Jill Murphy)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Quarterly	Audit of policy	
6.4	National Guardian Office	NHS Self review tool	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 and report to the board evidence of this.	Implement the changes and monitor to assess the results	Apr-18	000020	Director HR/CO (Lore Reynolds)	Q2 lead	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Quarterly	Audit of policy Pulse survey of staff Report to Board Board agenda and minute	
6.5	National Guardian Office	NHS Self review tool	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 and report to the board evidence of this.	Report to board details of compliance with the policy and the learning identified.	May-18	000021	Director HR/CO (Lore Reynolds)	FTSU Guardian (Martin Abrams)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Quarterly	Report to board Board agenda and minute	
6.6	National Guardian Office	NHS Self review tool	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.	Recruitment process audits	Mar-18	000022	Director HR/CO (Lore Reynolds)	Deputy HR Lead (Juliette Campbell)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Quarterly	Audit of policy (recruitment)	
10.1	National Guardian Office	NHS Self review tool	The trust should provide all workers, including all managers, with regular, updated and mandatory training on speaking up and supporting and responding to people who speak up. The trust should monitor the effectiveness of this training.	Identify good practice from other trusts	Apr-18	000023	Director HR/CO (Lore Reynolds)	FTSU Guardian (Martin Abrams)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee		Review undertaken and areas of possible good practice shared and incorporated into Trust values and behaviours	
10.2	National Guardian Office	NHS Self review tool	The trust should provide all workers, including all managers, with regular, updated and mandatory training on speaking up and supporting and responding to people who speak up. The trust should monitor the effectiveness of this training.	Secure an external training company or develop in house training and gather materials to include how to investigate concerns, conflict resolution, how to reduce stress, how to give feedback in an effective way, how to respond to concerns raised about yourself, sign posting	Apr-18	000024	Director HR/CO (Lore Reynolds)	Deputy Chief Nurse (Jill Murphy)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Annual	Training programme in place Review of effectiveness of training Numbers trained	
10.3	National Guardian Office	NHS Self review tool	The trust should provide all workers, including all managers, with regular, updated and mandatory training on speaking up and supporting and responding to people who speak up. The trust should monitor the effectiveness of this training.	Include references to speaking up to other senior/supervisor training - i.e. manager/supervisor training	Sep-18	000025	Director HR/CO (Lore Reynolds)	FTSU Guardian (Martin Abrams)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Annual	Review of staff material Updated staff material with freedom to speak up details	
10.4	National Guardian Office	NHS Self review tool	The trust should provide all workers, including all managers, with regular, updated and mandatory training on speaking up and supporting and responding to people who speak up. The trust should monitor the effectiveness of this training.	Rollout training programme.	Dec-18	000026	Director HR/CO (Lore Reynolds)	Deputy HR Lead (Juliette Campbell)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Annual	Training programme in place Review of effectiveness of training Numbers trained	
10.5	National Guardian Office	NHS Self review tool	The trust should provide all workers, including all managers, with regular, updated and mandatory training on speaking up and supporting and responding to people who speak up. The trust should monitor the effectiveness of this training.	Obtain feedback/evaluation from training delegates and improve course as necessary	Sep-18	000027	Director HR/CO (Lore Reynolds)	Deputy HR Lead (Juliette Campbell)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Monthly	Training programme in place Review of effectiveness of training Numbers trained	
10.6	National Guardian Office	NHS Self review tool	The trust should provide all workers, including all managers, with regular, updated and mandatory training on speaking up and supporting and responding to people who speak up. The trust should monitor the effectiveness of this training.	FTSU to obtain feedback from workers about how supported they have felt by the person they raised their concerns with	Dec-18	000028	Director HR/CO (Lore Reynolds)	FTSU Guardian (Martin Abrams)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Monthly	Survey of those who have spoken up	
11	National Guardian Office	NHS Self review tool	The trust should ensure that appropriate steps are taken to protect the role of the guardian and any staff supporting that role, using methods that reach all workers.	Communication plan developed identifying roles and appropriate publicity material and content page developed	Sep-18	000029	Director HR/CO (Lore Reynolds)	Communication Lead (Taryn Ellis)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Monthly	Interest Publicity material Comms plan	
12.1	National Guardian Office	NHS Self review tool	The trust should ensure that it provides appropriate resources for the role of FTSU, in line with guidance provided by the NSG, including sufficient cover to support their work in their absence, and alternative routes to handle speaking up matters to overcome and possible conflicts.	Identify what FTSU/CO/union/mentor senior used trusts use and benchmark	May-18	000030	Director HR/CO (Lore Reynolds)	FTSU Guardian (Martin Abrams)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Quarterly	Review undertaken and areas of possible good practice shared and incorporated into Trust values and behaviours	
12.2	National Guardian Office	NHS Self review tool	The trust should ensure that it provides appropriate resources for the role of FTSU, in line with guidance provided by the NSG, including sufficient cover to support their work in their absence, and alternative routes to handle speaking up matters to overcome and possible conflicts.	Review FTSU needs and develop champion roles as necessary	Apr-18	000031	Chief Nurse (Juliette Campbell)	Deputy Chief Nurse (Jill Murphy)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Quarterly	Job description FTSUs Job description Champion roles Recruitment of both Regular meetings in place	
12.3	National Guardian Office	NHS Self review tool	The trust should ensure that it provides appropriate resources for the role of FTSU, in line with guidance provided by the NSG, including sufficient cover to support their work in their absence, and alternative routes to handle speaking up matters to overcome and possible conflicts.	Assess the impact of the extra resources by analysing staff feedback	May-18	000032	Director HR/CO (Lore Reynolds)	Deputy HR Lead (Juliette Campbell)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee		Number of concerns raised through this forum	
13.1	National Guardian Office	NHS Self review tool	The trust should take appropriate steps to ensure that staff and vulnerable workers, including BME workers are free to speak up	Meet with BME support group to publicise the trust policy and to understand what barriers BME staff face	Apr-18	000033	Director HR/CO (Lore Reynolds)	Equality Lead	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Quarterly	Programme of support to BAME Number of BAME reporting concerns	
13.2	National Guardian Office	NHS Self review tool	The trust should take appropriate steps to ensure that staff and vulnerable workers, including BME workers are free to speak up	Develop solutions or provide the support needed to enable BME to feel confident to speak up	Jun-18	000034	Director HR/CO (Lore Reynolds)	Equality Lead	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Quarterly	Programme of support to BAME Number of BAME reporting concerns	
13.3	National Guardian Office	NHS Self review tool	The trust should take appropriate steps to ensure that staff and vulnerable workers, including BME workers are free to speak up	Monitor the effectiveness of the changes made	Jun-18	000035	Director HR/CO (Lore Reynolds)	Equality Lead	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Quarterly	Review undertaken	
14.1	National Guardian Office	NHS Self review tool	The trust should take appropriate steps to ensure that staff and vulnerable workers, including BME workers are free to speak up	Identify good practice from other trusts and recruit in line with policy	Jun-18	000036	Director HR/CO (Lore Reynolds)	Deputy HR Lead (Juliette Campbell)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Quarterly	Review undertaken and areas of possible good practice shared Successful recruitment	
15.1	National Guardian Office	NHS Self review tool	The trust should ensure that it provides appropriate resources for the role of FTSU, in line with guidance provided by the NSG, including sufficient cover to support their work in their absence, and alternative routes to handle speaking up matters to overcome and possible conflicts.	Take legal advice about what can be shared with workers	May-18	000037	Director HR/CO (Lore Reynolds)	Deputy HR Lead (Juliette Campbell)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Annual	All training is shared and embedded across the trust	
15.2	National Guardian Office	NHS Self review tool	The trust should seek to share the learning of its cultural review with its workers, taking all necessary steps to protect the confidentiality of individuals	Analysis of concerns (by themes) and share learning and accompanying action plan with staff	May-18	000038	Chief Nurse (Juliette Campbell)	FTSU Guardian (Martin Abrams)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Monthly	All training is shared and embedded across the trust	
16.1	National Guardian Office	NHS Self review tool	The trust should take appropriate steps to ensure that all aspects of its work are consistent with the Francis Freedom to Speak Up principles, including where it constitutes a FPU and Proper Person review.	Finance Policy for carrying out FPP investigations is in place	Apr-18	000039	Director HR/CO (Lore Reynolds)	Company for Auditing Charges	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Annual	FPP Policy Audit	
16.2	National Guardian Office	NHS Self review tool	The trust should take appropriate steps to ensure that all aspects of its work are consistent with the Francis Freedom to Speak Up principles, including where it constitutes a FPU and Proper Person review.	Develop a quality assurance process to audit a sample of FPP investigations to identify areas for improvement from and followed the investigation procedure and good practice	Apr-18	000040	Chief Nurse (Juliette Campbell)	Deputy Chief Nurse (Jill Murphy)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Annual	Audit of policy	
17	National Guardian Office	NHS Self review tool	Recommendation are directed at CDO and not the trust	Recommendation and action: support for staff during the speaking up process							Annual		

18.1	National Guardian Office	The trust should take steps to ensure that its policies and procedures are supportive of all workers affected by the speaking up process, including those who are the subject of concerns raised.	Identify good practice from other trusts i.e. multiple channels to raise concerns, counselling facilitated open and reflective discussions to generate solutions, team building, mediation etc.	Dec 17	BLU	Director HR/CO (Jane Royle)	Director HR/CO (Jane Royle)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee		Review undertaken and areas of possible good practice shared	
18.2	National Guardian Office	The trust should take steps to ensure that its policies and procedures are supportive of all workers affected by the speaking up process, including those who are the subject of concerns raised.	Review all relevant policies and procedures and amend accordingly.		AMBER	Director HR/CO (Jane Royle)	Director HR/CO (Jane Royle)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Quarterly	Identification of relevant policies	Evidence of review of relevant policies
18.3	National Guardian Office	The trust should take steps to actively promote the use of mediation, where appropriate, to resolve issues arising from speaking up	Develop guidance for staff so that they know how to support staff including when to offer mediation	Jul 18	BLU	Director HR/CO (Jane Royle)	Director HR/CO (Jane Royle)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Annual	Mediation usage	
18.4	National Guardian Office	The trust should take steps to actively promote the use of mediation, where appropriate, to resolve issues arising from speaking up	Awareness and training for staff	Jun 18	BLU	Director HR/CO (Jane Royle)	FTSU Guardian (Martin Abrams)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Quarterly	Staff trained	
18.5	National Guardian Office	The trust should take steps to actively promote the use of mediation, where appropriate, to resolve issues arising from speaking up	Request feedback from staff who have raised concerns and request mediation to further refine the process	Dec 18	BLU	Director HR/CO (Jane Royle)	FTSU Guardian (Martin Abrams)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Monthly	Feedback from staff who have used mediation process	
19.1: Review the work of BME and equality advice workers												
20.1	National Guardian Office	The trust should take all appropriate steps to address the concerns raised by BME workers in the trust 2018 survey.	Understand the issues raised and identify key actions		GREEN	Director HR/CO (Jane Royle)	Director HR/CO (Jane Royle)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee		Staff survey key actions relating to BME	
20.2	National Guardian Office	The trust should take all appropriate steps to address the concerns raised by BME workers in the trust 2018 survey.	Seek advice from WHEE team at NHS England about how to address issues and to improve trust and confidence in BME staff	Jul 18	BLU	Director HR/CO (Jane Royle)	Deputy HR Lead (Audrey Cushman)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Monthly	Good practice identified and shared	
20.4	National Guardian Office	The trust should take all appropriate steps to address the concerns raised by BME workers in the trust 2018 survey.	Once actions have been agreed and implemented - train all managers to be aware of and support BME needs	Jul 17	AMBER	Director HR/CO (Jane Royle)	Deputy HR Lead (Audrey Cushman)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Annual	Training of staff in place	
21.1	National Guardian Office	The trust should appoint an equality and diversity lead and ensure that position is appropriately resourced.	Develop JD	Jul 17	BLU	Director HR/CO (Jane Royle)	Deputy HR Lead (Audrey Cushman)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Annual	JD	
21.2	National Guardian Office	The trust should appoint an equality and diversity lead and ensure that position is appropriately resourced.	Role advertised	May 18	BLU	Director HR/CO (Jane Royle)	Deputy HR Lead (Audrey Cushman)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Not off	Advert	
21.3	National Guardian Office	The trust should appoint an equality and diversity lead and ensure that position is appropriately resourced.	Open and fair recruitment process	May 18	BLU	Director HR/CO (Jane Royle)	Deputy HR Lead (Audrey Cushman)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Not off	Process in line with policy	
22.1	National Guardian Office	The trust should take action to implement all the recommendations of its cultural review.	Develop governance structure to ensure that the relevant board committee is monitoring the delivery of the cultural review action plan and receiving regular assurance that progress is in line with the action plan and that risks are being mitigated	May 18	GREEN	Director HR/CO (Jane Royle)	Deputy HR Lead (Audrey Cushman)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Not off	Governance structure agreed and minutes from monitoring forum and assurance forum	Copies of reports
22.2	National Guardian Office	The trust should take action to implement all the recommendations of its cultural review.	Regular updates provided by the Executive sponsors at the senior management team and issues escalated to the executive management team	Jun 18	GREEN	Director HR/CO (Jane Royle)	Deputy Chief Nurse (Siti Murphy)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Quarterly	Updates on delivery of review	
23.1	National Guardian Office	The trust should consider requesting support from the NHS England WHEE Implementation Team to help meet the needs of its BME workers	See Recommendation 20.	Dec 18	GREEN	Director HR/CO (Jane Royle)	Deputy HR Lead (Audrey Cushman)	Monthly FTSU meeting	NHS Improvement Board Workforce Committee	Quarterly	Good practice identified and shared	
				Feb 19						Not off		