

Key milestone			
No.	Description	Baseline finish date	Evidence key milestone has been achieved
1	There is a clear FTSU vision translated into a robust and realistic strategy that links speaking up with patient safety, staff experience and continuous improvement	Feb-19	Board approved vision and strategy published on intranet for staff.
2	The FTSU strategy has been developed using a structured approach in collaboration with a range of stakeholders (including the FTSU Guardian) and it aligns with existing guidance from the National Guardian.	Feb-19	Board approved vision and strategy published on intranet for staff.
3	Progress against the strategy and compliance with the policy are regularly reviewed using a range of qualitative and quantitative measures.	Jan-19	Progress reports against strategy appear as part of routine quarterly FTSU report to Trust Board.
4	The Board can state with confidence that workers know how to speak up; do so with confidence and are treated fairly.	Jul-19	Results from Staff Survey and external reviews of FTSU (including CQC visits)evidence workers knowing how to speak up.
5	Workers in all areas know, understand and support the FTSU vision, are aware of the policy and have confidence in the speaking up process.	Jul-19	Results from Staff Survey and external reviews of FTSU (including CQC visits)evidence workers are aware of policy and have confidence in process
6	Action is taken to address evidence that workers have been victimised as a result of speaking up, regardless of seniority.	Nov-19	All evidence of victimisation is highlighted to TB within FTSU reportWhere victimisation is identified this is escalated to Exec Dir for action.
7	Lessons learnt are shared widely both within relevant service areas and across the Trust.	Jan-19	Process in place which describes how lessons learnt are shared.

8	The handling of speaking up issues is routinely audited to ensure that the FTSU policy is being implemented.	Apr-19	Audit process documented and implemented. Audit results being routinely shared with assurance committee.
9	FTSU policies and procedures are reviewed and improved using feedback from workers.	Oct-19	Annual review process documented supported by those who have spoken up.
10	A diverse range of workers' views are sought, heard and acted upon to shape the culture of the organisation in relation to speaking up; these are reflected in the FTSU vision and plan.	Feb-19	FTSU vision and plan in place which demonstrate the views of workers.
11	Issues raised via speaking up are part of the performance data discussed openly with commissioners, CQC and NHSI.	Nov-18	Evidence is available where speaking up has been considered in performance discussions
12	The Trust's annual report contains high level anonymised data relating to speaking up as well as information on actions the Trust is taking to support a positive speaking up culture.	Sep-19	2018/19 Annual Report contains speaking up data.
13	Reviews and audits are shared externally to support improvement elsewhere.	Apr-19	Evidence of sharing reviews and audits through FTSU Guardians
14	Senior leaders use speaking up as an opportunity for learning that can be embedded in future practice to deliver better quality care and improve workers' experience.	Jan-19	Learning included within quarterly board report from FTSU Guardian.
15	The executive lead responsible for FTSU reviews the FTSU strategy annually, using a range of qualitative and quantitative	Feb-19	Report to Board detailing review of strategy by Exec Lead.

	measures, to assess what has been achieved and what hasn't what the barriers have been and how they can be overcome and whether the right indicators are being used to measure success.		
16	The FTSU policy and process is reviewed annually to check that they are fit for purpose and realistic; up to date; and takes account of feedback from workers who have used them.	Oct-19	Annual review process documented supported by those who have spoken up.
17	A sample of cases is quality assured to ensure: the investigation process is of high quality; that outcomes and recommendations are reasonable and that the impact of change is being measured. Workers are thanked for speaking up, are kept up to date through out the investigation and are told of the outcome. Investigations are independent, fair and objective; recommendations are designed to propote patient safety and learning; and change will be monitored.	Apr-19	Audit process documented and implemented. Audit results being routinely shared with assurance committee.
18	Positive outcomes from speaking up cases are promoted and as a result workers are more confident to speak up	Jan-19	Positive Comms and Included within quarterly board report from FTSU Guardian.
19	The CEO and Chair are responsible for ensuring the annual report contains information about FTSU.	Sep-19	2018/19 Annual Report contains speaking up data.
20	The Executive lead is responsible for overseeing the creation of the FTSU vision and strategy.	Jan-19	Board approved vision and strategy published on intranet for staff.

21	The Executive Lead is responsible for ensuring the FTSU guardian role has been implemented, using fair recruitment process in accordance with the example job description and other guidance published by the national guardian.	Jan-19	Report to Assurance Committee detailing review of FTSU role by Exec Lead.
22	The Executive lead is responsible for ensuring that the FTSU Guardian has a suitable amount of ring fenced time and other resources and there is cover for planned and unplanned absence.	Jan-19	Report to Board detailing review by Exec Lead.
23	The executive lead is responsible for ensuring that a sample of speaking up cases have been quality assured.	Apr-19	Audit process documented and implemented. Audit results being routinely shared with assurance committee.
24	The executive lead is responsible for conducting an annual review of the strategy and policy and process.	Feb-19	Report to Board detailing review of strategy by Exec Lead.
25	The executive lead is responsible for operationalising the learning derived from speaking up issues.	Jan-19	Learning included within quarterly board report from FTSU Guardian.
26	The executive lead is responsible for providing the board with a variety of assurance about the effectiveness of the trust's strategy , policy and process.	Feb-19	Report to Board detailing review of strategy by Exec Lead.
27	The Non Exec Lead is responsible for holding the CEO,exec lead and board to account for implementing speaking up strategy.	Nov-19	Evidence of challenge recorded in Board minutes.
28	The Non Exec Lead is responsible for challenging the board to reflect on whether it could do more to create a culture responsive to feedback and focussed on learning and continual improvement	Nov-19	Evidence of challenge recorded in Board minutes.

29	Dir of HR is responsible for ensuring that the FTSU Guardian has the support of HR staff and appropriate access to information to enable them to triangulate intelligence from speaking up issues with other information that may be used as measures of FTSU culture or indicators of barriers to speaking up.	Nov-19	Evidence of triangulation data within FTSU Guardian reports.
30	Dir of HR is responsible for ensuring that workers have the right knowledge, skills and capability to speak up and that managers listen well and respond to issues raised effectively.	Jul-19	Results from Staff Survey and external reviews of FTSU (including CQC visits)evidence workers knowing how to speak up.
31	Dir of Nursing and Medical Director are responsible for ensuring that learning is operationalised within the teams and departments that they oversee.		Process in place which describes how lessons learnt are shared.

Actions required to achieve milestones		
Description	Owner	Completion Date
Draft FTSU vision aligned to 2021 people strategy agreed through WOD&T	JW	10-Jan-19
Draft FTSU vision aligned to 2021 people strategy agreed through TB	JW	05-Feb-19
Approved FTSU vision published	JW	12-Feb-19
FTSU vision discussed through stakeholder groups BAME LGBT+	JW	31-Dec-18
Strategy approval as per No.1		
Progress included within quarterly FTSU report to TB	JW	07-Jan-19
FTSU Guardian escalates to Exec Directors all reported instances of victimisation	JW	Immediate
Lessons learnt process drafted and agreed with Exec Team	JW	31-Dec-19
Lessons learnt reported to Board Committee and PRMs	JW	Commencing Jan 19

Audit process developed and agreed with Exec Team	JW	31-Dec-19
Audit process to commence		01-Jan-19
Audit output included in quarterly report to Board	JW	30-Apr-19
FTSU policy/ procedure discussed through stakeholder groups BAME LGBT+ staff who have spoken up	JW	30-Jul-19
Feedback from review incorporated in updated policy	JW	31-Aug-19
Approval of updated policy at Trust Board	JW	30-Sep-19
As per No.2		
Record made of all occasions where speaking up data shared.	JW	Immediate
FTSU has been included in the draft structure and content document for 2018/19 annual report. Report not published until Sept 2019	JW	Complete
Record made of all occasions where speaking up audits shared.	JW	30-Apr-19
As per No.7		
To confirm Exec Lead. Latest guidance from National Guardian Office is that this should not be Dir of HR	Exec Team	30-Nov-19

Exec Lead conducts review	??	28-Feb-19
As per No.9		
As per No.8		
Develop with Comms way of communicating positive outcomes.	JW	31-Dec-19
As per No. 12		
As per No.1		

Review conducted by Exec Lead.	tbc	31-Jan-19
As per No.21	tbc	31-Jan-19
As per No.8		
Review conducted by Exec Lead.	tbc	28-Feb-19
As per No.7		
As per No.24		
Evidence challenge at Board.	GP	Immediate
Evidence challenge at Board.	GP	Immediate

Data available to Guardian	MR	Immediate
As per No.7		