

Well-Led Review 2024

Action plan for development areas

KEY:

ACE	Acting Chief Executive
DCE	Deputy Chief Executive
COO	Chief Operating Officer
DoI	Director of Improvement
DDSP	Deputy Director of Strategy & Partnerships
DoP	Director of People
DoCA	Director of Corporate Affairs
FTSUG	Freedom to Speak Up Guardian

Actions – Leadership

No.	Area of Development	Action	Action Lead	Task Lead(s)	Delivery Date	Progress Update	Committee sign off
1	Unitary Board development	The Chair and ACE/DCE should design a structured board development plan to include actions and activities that support effective onboarding and integration of the new NEDs and other directors. The plan should include protected time to invest in “team building” and softer skills to ensure the Trust maintains a unitary board.	Chair and ACE/DCE	ACE/DCE	31/10/2025		People
2	Unitary Board development	Review and agree how appropriately detailed information on Trust performance/issues is shared with NEDs between committee meetings, to ensure NEDs are kept up to date in a timely manner.	ACE/DCE	ACE/DCE and COO	30/06/2025		People
3	Unitary Board development	The Chair and NEDs should agree the schedule of regular NED group catch-ups, given the context of new NED member appointments over the next few months.	Chair	DoCA	30/06/2025		People
4	Skills and experience	The Trust’s effective succession planning arrangements have ensured that the Board has remained stable following key Board changes over the last year. There remain recognised gaps at board level covering the areas of improvement, transformation and research. The Trust is recruiting to a	DoP	All Exec Dirs.	31/10/2025		People

No.	Area of Development	Action	Action Lead	Task Lead(s)	Delivery Date	Progress Update	Committee sign off
		Director of Improvement and NED recruitment is planned. The Chair and ACE/DCE should consider how experience and skills gaps can be closed as part of the ongoing Executive and NED recruitment process and as part of the board development programme.					

Actions – Improvement

No.	Area of Development	Action	Action Lead	Task Lead(s)	Due Date	Progress Update	Committee sign off
1	Prioritise and monitor	Establish buy in and support from the Board on the Trust improvement strategy and approach. This would include agreeing key improvement priorities and what can be achieved by when, and setting out key terms and definitions (e.g. improvement – quality, operational and financial, transformation, multi-year etc)	Chair	All Exec Dirs.	31/05/2026		Strategy and Partnerships
2	Embedding improvement culture	Revisit and reset governance processes and groups for developing and monitoring improvement work across the Trust. This would include consideration of the role of the Financial Improvement Cabinet/Improvement Cabinet and Quality and Safety Committee.	Dol	All Exec Dirs.	31/05/2026		Strategy and Partnerships
3	Embedding improvement culture	The Trust should develop a clear and detailed plan to share learning from improvement projects and agree the approach widely communicate improvement activities.	Dol	DDSP	31/05/2026		Strategy and Partnerships
4	Embedding improvement culture	The Trust should consider how all senior leaders at the Trust can input into the Trust improvement programme and activities, to drive and support delivery and send a message that improvement work is a responsibility of all leaders.	Dol	All Exec Dirs.	31/05/2026		Strategy and Partnerships
5	Developing capability and capacity	The Trust should consider how it can ringfence clinical and operational staff time to ensure improvement work is given more priority and focus.	Dol	DDSP	31/05/2026		Strategy and Partnerships

Actions – Strategy

No.	Area of Development	Action	Action Lead	Task Lead(s)	Due Date	Progress Update	Committee sign off
1	Long term trajectory	Build a clear and detailed plan based on the Board development day sessions to build longer term strategy	ACE/DCE	DoI DDSP	31/10/2025		Strategy and Partnerships
2	Long term trajectory	Link actions into three pillars of NHS plan alongside ICB plans and strategy, in particular PLACE based delivery.	ACE/DCE	DoI DDSP	31/10/2025		Strategy and Partnerships
3	Long term trajectory	Identify and release capacity to develop strategy, considering broader input/leadership at Board level and wider organisation.	ACE/DCE	DoI DDSP	31/10/2025		Strategy and Partnerships
4	Long term trajectory	Establish governance processes and groups for monitoring delivery, development and engagement of strategy.	ACE/DCE	DoI DDSP	31/10/2025		Strategy and Partnerships
5	Underpinning strategies	Reset, align and further develop underpinning strategies that enable the delivery of the longer-term strategy.	ACE/DCE	DoI DDSP	31/05/2026		Strategy and Partnerships
6	Underpinning strategies	Develop a long-term financial strategy that demonstrates the financial sustainability of the Trust which links into the system plans and strategy.	ACE/DCE	CFO	31/05/2026		Finance
7	Underpinning strategies	Ensure clinical, operational, workforce and financial strategies are further developed and aligned.	ACE/DCE	DoI DDSP	31/05/2026		Strategy and Partnerships

Actions – Partnerships

No.	Area of Development	Action	Action Lead	Task Lead(s)	Due Date	Progress Update	Committee sign off
1	External perceptions and relationships	Continue to push as being active player in system and develop system working and approach with ICB on financial improvement in particular.	ACE/DCE	DoI DDSP	31/05/2026		Strategy and Partnerships
2	External perceptions and relationships	Take leadership responsibilities on key areas of system development plans and pushing PLACE.	ACE/DCE	DoI DDSP	31/05/2026		Strategy and Partnerships
3	Strategic alignment	Use development of long-term strategy as basis of discussion, direction and leadership on system and ICB plans.	ACE/DCE	DoI DDSP	31/05/2026		Strategy and Partnerships
4	Strategic alignment	Fully engage with ICB on development of strategic plans and underpinning strategies.	ACE/DCE	DoI DDSP	31/05/2026		Strategy and Partnerships
5	Collaborate and co-develop	Work jointly with partners (system and wider) to co-develop and deliver plans and strategies which support the delivery of agreed long term plans.	ACE/DCE	DoI DDSP	31/05/2026		Strategy and Partnerships
6	Governance	Use the Partnerships and Communities Committee to monitor actions and ensure strategic alignment.	ACE/DCE	DoI DDSP	31/05/2026		Strategy and Partnerships

Actions – Freedom to Speak Up

No.	Area of Development	Action	Action Owner	Task Lead	Due Date	Progress Update	Committee sign off
1	Governance route	Review and streamline the governance route to Board for FTSU ensuring accountability at Committee level is clear.	DoCA	DoCA	30/06/2025		People
2	Governance route	Create time and space for discussion of FTSU concerns e.g. FTSU sub-cabinet.	DoCA	DoCA	31/08/2025		People
3	Governance route	Divisional leads to sit on this sub-cabinet (along with Executive Lead) to secure buy in from divisions which is currently variable. Consider whether the Executive Lead should be within the triumvirate to strengthen engagement across the divisions.	DoCA	DoCA	30/06/2025		People
4	Governance route	Consider implementing a tenure for the FTSU Guardian and Champion role, with an option to extend if both parties agree.	DoCA	DoCA	31/05/2025		People

No.	Area of Development	Action	Action Owner	Task Lead	Due Date	Progress Update	Committee sign off
5	Responsiveness	Review concerns raised to understand trends and activity and use this intelligence to redesign and promote pathways supported by clear support for managers to enable resolution.	DoCA	DoCA	30/09/2025		People
6	Responsiveness	Develop a communications plan – to include promotion of FTSU, sharing of success stories, and also promote other existing routes.	DoCA	DoCA	30/09/2025		People
7	Responsiveness	Establish a triage system to determine how concerns of varying natures will be dealt with, including expected response and resolution timeframes. This should be communicated to staff so there is a mutual understanding.	DoCA	DoCA	30/09/2025		People
8	Responsiveness	Identify training requirements for managers and determine frequency to empower and support managers to resolve concerns.	DoCA	DoCA	30/09/2025		People

No.	Area of Development	Action	Action Owner	Task Lead	Due Date	Progress Update	Committee sign off
9	Support	Ensure appropriate training is provided to managers to ensure they are supported in listening to and resolving concerns raised.	DoCA	DoP	30/09/2025		People
10	Support	Divisional buy-in/engagement through FTSU sub-cabinet – this will provide opportunity to close feedback loops, identify trends and share learning more widely.	DoCA	DoCA	31/06/2025		People
11	Support	Consider how to make best use of FTSU Champions – e.g. signpost, triage, cover/alternative point of contact for FTSUG.	DoCA	FTSUG	30/09/2025		People

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