

Trust Board meeting (Part 1)		Date:	25 November 2015
Agenda item	Title	Executive Director lead and presenter	Report author
BD/15/192	Quarterly Review of Performance against Annual Objectives	Iain Tulley, Chief Executive	Emma Roberts
This report is for:			
Decision			X
Discussion			
To Note			
History			
None.			
The following impacts have been identified and assessed within this report			
Equality	This report identifies with x of the EDS		
Quality	None identified.		
Privacy	None identified.		
Executive summary of key issues			
<p>The Trust Board approved the Annual Objectives for 2015/16 at its meeting on 29 April 2015, and committed to report progress against those objectives through regular reports at quarterly intervals. In addition, monthly reports on the key issues relating to Strategic Priority Area 2 are provided each month through the Chief Executives Report.</p> <p>The Annual Objectives provide a key element of the corporate governance framework of the Trust, enabling the Trust Board to hold the leadership to account. Accompanying the objectives are a series of assurance ‘dashboards’, informed by the Trust’s Board Assurance Framework, which provide the board information pertaining to the achievement of objectives, and the assurance that the Board may rely upon that the controls in place are effective in relation to the achievement of these objectives at this stage in the year. The introduction of the Dashboard approach to depicting assurances and controls, alongside risks, has already been received by the Board at regular intervals through the year. The board uses the dashboard in order to demonstrate the interrelationship between the achievement of the objectives, the risks to achievements, the controls in place to mitigate the risks and the assurances that the controls are effective. This allows for meaningful interrogation of the robustness of assurances at Board level and the consequential impact of risk, mitigation and control on the achievement of operational and strategic objectives, and significant challenge about the robustness of the assurances.</p> <p>Executive Directors will provide the Board with commentary on progress made from the identified baseline performance, key points to note as highlighted by the dashboard and anticipated delivery timescales.</p>			
This report addresses these strategic priorities:			
We will deliver the best care			X
We will support and develop our staff			X
We will continually improve what we do			X
We will use our resources wisely			X
We will be future focussed			X

1 Introduction

1.1 Assurance Dashboards

The dashboard approach was devised to ensure that risks were identified against each objective and that the board had a clear mechanism by which to scrutinise the assurances against the management controls in place to mitigate each of the risks.

1.1.1 Reporting

Each dashboard is considered by the Executive routinely at meetings of the Executive Team, where individual dashboards are considered and debated in relation to management assurance gained from the controls against achievement of performance targets.

Additionally, the dashboards are then aligned with Board Committees, and at the last board meeting, it was agreed that in future, board committees would in a more formal way, review the risk mitigations contained in each dashboard as part of its overall escalation reporting to Board.

This has been programmed as part of the Board Committee workplan.

The dashboards are reviewed by the Board quarterly as part of its review of the assurance framework, and the Audit and Risk Committee carries out a deep dive of the underlying assurance framework on an annual basis.

1.1.2 Moving forward

Moving forward it is proposed to move away from a separate assurance framework, in favour of reliance on the dashboard mechanism of reporting, since this offers the board a more effective and triangulated mechanism to seek assurance against the controls in place against achievement of objectives.

The adoption of 'risk web' a software solution for the management of risk reporting will allow an opportunity for a wholesale review of risks, and the more appropriate drafting of risks. This rigour and discipline will, aligned with training which has been rolled out through 2015/16 help to focus discipline around the alignment of risks with objectives; and the identification of risks rather than issues.

2 Performance against achievement of objectives

The dashboards provide graphical representation of performance against each of the objectives for 2015/16.

Performance most areas is on track to achieve by year end. Some challenges have been experienced in relation to identifying mechanisms to measure the objective in a meaningful way, and learning has been brought to bear in relation to how best to improve this for the objective setting process next year.

Executive Directors will speak to their dashboards in the Board meeting to ensure that the Board can have an opportunity to challenge or seek assurance on any aspect.

3 2016/17 Annual Objectives

The Trust's Strategy Summit in October provided an opportunity for 58 senior leaders to review key strategic themes for Trust development in preparation for identifying 2016/17 annual objectives. A number of projects have been identified which will inform the priority tasks in 2016 (outlined in CEO report).

Learning from the annual objective setting and monitoring process this year a number of improvements will be made to strengthen our approach for 2016/17. Specific improvements include identifying interdependencies between objectives across strategic priorities and ensuring risks to objectives are identified alongside one another. Additionally, more focused

communication of our objectives throughout the organisation is planned in order to ensure shared purpose, focused effort and clear direction.

Starting in November, a survey opened to the whole workforce providing an opportunity for staff to offer up their thoughts as to what should be included in 2016/17 annual objectives. This information will be analysed and used to inform the identification of clear and SMART objectives which will be subject to consultation with our communities, co-ordinated by the Trust's community engagement worker.

Draft objectives will be discussed in Board seminar in January with final objectives coming to Board for approval in February 2016. This will allow February and March for communication with staff, stakeholders and other groups, supported by the Communications Team and bespoke marketing materials.

4 Recommendation

The Board is asked to **note** the Assurance Dashboards and the proposals for the timing of the consultation process in 2016/17.