

BOARD MEETING**27 October 2016**

Paper Title:	Mid Year Review of Annual Plan 2016/17
Section:	Public
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Agenda Item:	10
Presented For:	Discussion

1. Purpose of this Report

The purpose of this paper is to review progress in implementation of the Annual Plan 2016/17 and to highlight objectives and priorities where there are risks to achievement, together with mitigating actions.

2. Summary of Key Points

In March 2016, the Board approved the Trust's Operational Plan for 2016/17. The Operational Plan is a key document, establishing annual priorities and ambitions for the Trust for the forthcoming year.

The Board and Committees already receive information and assurance about most of the key objectives of the 2016/17 Annual Plan. Appendix 1 summarises the main objectives and priorities and how each is reported to Board and/or Committees.

Delivery of the 2016/17 Plan informs the content of the Trust's Operational Plan for 2017/18 and 2018/19.

3. Board Consideration

The majority of the objectives outlined in the 2016/17 Plan are being successfully implemented. Directors, Deputy Directors and Heads of Service have identified the 2016/17 priorities that are not proceeding in accordance with the expectations set out in the 2016/17 Annual Plan. These are outlined in Appendix 2, together with mitigating actions.

The principal exceptions from the 2016/17 plan that may impact on 2017/18 onwards are:

- The Bradford and Craven and West Yorkshire Sustainability and Transformation Plans do not yet have a financially balanced plan.
- Delivery of the next phase of agile working. Business cases are being developed for service transformation and achievement of the 2017/18 cost improvement plans (CIPs) but this may result in unidentified CIPs.
- Pressures experienced on some inpatient wards due to high acuity and staffing vacancies.

- Adverse year to date financial performance with a number of plan risks requiring mitigating actions if the Trust is to achieve a planned surplus of £1,350k.

In addition are in-year changes with significant impact on the Trust, notably NHS Improvement's Single Oversight Framework that was published on 13 September 2016 and applies from 1 October 2016. The Board is receiving an assessment of impact at the October Board meeting.

4. Financial Implications

Revenue Capital

Delivery of the Trust's financial plan for 2016/17 supports delivery of statutory financial duties.

5. Legal Implications

There are no known legal implications arising from delivery of the 2016/17 plan.

6. Assurance

	Assurance provided?
Board Assurance Framework	Yes
CQC Themes	No
Monitor Risk Assessment Framework	Yes
Other (please specify):	

7. Equality Impact Assessment

None

8. Previous Meetings/Committees Where the Report Has Been Considered:

Audit Committee	<input type="checkbox"/>	Service Governance Committee	<input type="checkbox"/>	Remuneration Committee	<input type="checkbox"/>	Resources Committee	<input type="checkbox"/>
Executive Management team	<input checked="" type="checkbox"/>	Directors Meeting	<input type="checkbox"/>	Chair of Committee's Meeting	<input type="checkbox"/>	MH Legislation Committee	<input type="checkbox"/>

9. Risk Issues Identified for Discussion

The risks associated with delivery of the 2016/17 Annual Plan are reflected in the corporate risk register, which is considered by the Board quarterly. In particular:

Corporate objective	Corporate risks
2 Work with commissioners so that more people can access appropriate services locally	<ul style="list-style-type: none"> • If we fail to convince commissioners that we are capable of improving accessibility to local services, then they are more likely to market test those services via competitive procurement
3 Manage Trust	<ul style="list-style-type: none"> • If the Trust fails to accurately forecast and fully mitigate 2016/17

	resources to improve cost efficiency and productivity and deliver the planned financial position	<p>pressures to deliver key business and financial plan milestones then it may not secure STF funding, may fail to achieve the required revenue control total and planned FSRR and may ultimately face regulatory intervention.</p> <ul style="list-style-type: none"> If the Trust fails to develop and implement detailed workforce and updated resource / <u>delivery</u> plans for Agile working, then in-year and future year financial efficiencies are unlikely to be realised as planned; either at the anticipated value or timescale.
6	Manage the impacts of social care funding pressures and changes in local nursing and residential home sector provision	<ul style="list-style-type: none"> If volatility in the nursing and residential care home sector or LA budget reductions reduce care packages or support to individuals then demands on the Trust's community services is likely to increase with potential to impair quality, safety or performance and / or require additional Trust resourcing
11	Support a skilled, motivated and engaged workforce drawn from diverse backgrounds to continuously improve and develop	<ul style="list-style-type: none"> If the Trust fails to recruit, retain and engage a diverse workforce in the right numbers with the right skills, behaviours and experience to innovate in delivering holistic models of care, it will be unable to meet the needs of services users, carers and commissioners in terms of delivering high quality, safe, outcome based, patient focused care and support. This in turn will impact on achievement of safer staffing levels, meeting CQC and other regulatory requirements, reducing bank and agency usage and spend and effectiveness in winning tenders where new integrated models of care and working are required.

10. Links to Strategic Drivers

Patient Experience	Quality	Value for Money	Relationships
The 2016/17 plan sets out how the Trust will deliver against four outcome domains.			

11. Publication Under Freedom of Information Act

This paper has been made available under the Freedom of Information Act.

12. Recommendations:

That the Board:

- **Considers** progress in implementation of the 2016/17 Trust Plan;
- **Discusses** the potential risks to achievement of objectives and priorities and mitigating actions;
- **Identifies** key issues from the mid year review of the 2016/17 Trust Plan to inform the 2017/18 and 2018/19 Trust Plan.