

## BOARD MEETING

25 May 2017

Paper Title:	Review of Board Integrated Performance Report (BIPR)
Section:	Public
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Agenda Item:	<b>11b</b>
Presented For:	Discussion

### 1. Purpose of this Report:

The purpose of this paper is to outline proposed changes to the Board Integrated Performance Report (BIPR).

### 2. Summary of Key Points

The Trust's Performance Management Framework 2016-18 indicates that the format and content of the BIPR is reviewed at least annually. The start of the new financial year 2017/18 presents the opportunity to undertake a wider review, linked to the work within Board Task and Finish Groups.

The format and content of the BIPR has been reviewed:

- to ensure it continues to meet Board requirements, including changing risks, priorities and commissioner and regulatory requirements;
- to streamline reporting to support escalation and monitoring of key risks by the Board and its Committees;
- to move to periodic reporting of areas where actions are expected to take time to impact and where visibility of trends would be helpful;
- to ensure hierarchical reporting via Committees to Board, removing duplication of reporting (other than where important for consideration or escalation), supporting deeper dives and escalation of key issues.

Initial changes made for the May BIPR (April 2017 data) are:

- update of the colour palate and logos used to reflect new NHS brand guidelines;
- streamlining of finance slides, focussing on finance key metrics, agency controls and cost improvement plan exceptions (with the detailed finance report considered by the Finance, Business and Investment Committee).

Further agreed changes will be effected in June and July as signaled at the April Board.

### 3. Board / Committee Consideration

Proposed changes to the structure and content of the Board integrated performance report are outlined in the attached table, for discussion and agreement.

In response to requirements within the well-led framework, the Board (via the task and finish groups) is now considering a three-monthly cycle to ‘theme’ Board meeting agendas. This will allow more detailed focus and discussion in each month of that cycle:

- Compliance;
- Quality; and
- Strategy.

The ‘theme’ will not prevent other discussion or essential decision making but will be more about the emphasis and time allocation for each meeting in the cycle.

Consequently changes to the Board Integrated Performance Report are proposed to ensure a good fit with this cycle, as follows:

Month in Quarter	Meeting Month	Reporting Month	Theme	BIPR Emphasis & Focus for discussion (key trends and effectiveness of actions)
1 <sup>st</sup>	Apr Jul Oct Jan	Mar June Sept Dec	COMPLIANCE	<ul style="list-style-type: none"> <li>• Control Total (in year and forecast) delivery</li> <li>• Cash, Capital, CIPs</li> <li>• NHSI Quarterly Submission</li> <li>• CQUIN returns &amp; financial forecast</li> </ul>
2 <sup>nd</sup>	May <b>Aug</b> Nov Feb	April <b>July</b> Oct Jan	QUALITY	<ul style="list-style-type: none"> <li>• Quality</li> <li>• Workforce components currently reported in Quality section of BIPR</li> </ul>
3 <sup>rd</sup>	Jun Sep <b>Dec</b> Mar	May Aug <b>Nov</b> Feb	STRATEGY	<ul style="list-style-type: none"> <li>• Activity (to support an improved understanding of demand and capacity)</li> <li>• Summary level dashboard of RAG'd KPIs by service area across all areas (quality, finance, activity, workforce etc) to support ‘at a glance’ visual triangulation of hotspots</li> <li>• Enabler function KPIs e.g. Informatics and Estates including Health &amp; Safety.</li> <li>• Explicit consideration of impact of quarter’s performance on CRR and BAF (assurances, controls/gaps, heatmap, risk level, actions status / required etc)</li> </ul>

Board members are asked to consider whether to also include a “Well led” or “Board Assurance” section within the BIPR, including:

- Monthly Committee Chair Slide: If this replicated the slide format for Committee Chair reporting to Council of Governors it could remove duplication of effort (but potentially lose detail) but Committee meeting timing could be problematic; and
- Quarterly Board Walkabouts slide (A simple table of visits in last 12 months to support triangulation of Board attention against ‘hotspots’ review – STRATEGY meeting). As details are discussed at Q&SC this would simply log ‘where’ had been visited.

The Board does not normally meet in August or December, meaning that the focus on quality and strategy would either not be accommodated in 1 (each) quarterly cycle, or would need to be re-allocated. Board views are invited on this issue.

#### 4. Financial and Legal Implications

None.

#### 5. Assurance

	Assurance provided?
Board Assurance Framework	Yes
CQC Themes (see below)	Yes
NHSI Single Oversight Framework	Yes

The BIPR provides assurance in relation to all CQC Themes:

<b>Safe:</b>	People who use our services are protected from abuse and avoidable harm.
<b>Caring:</b>	Staff involve people who use our services and treat them with compassion, kindness, dignity and respect.
<b>Responsive:</b>	Services are organised to meet the needs of people who use our services.
<b>Effective:</b>	Care, treatment and support achieves good outcomes, helps to maintain quality of life people who use our services and is based on the best available evidence.
<b>Well led:</b>	The leadership, management and governance of the organisation make sure it's providing high-quality care that is based around individual needs, encourages learning and innovation, and promotes an open and fair culture.

#### 6. Equality Impact Assessment

None

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

Proposals have been developed from discussion via the Executive Management Team (April and May) and Board Task and Finish Group (March and May).

#### 8. Risk Issues Identified for Discussion

None.

#### 9. Links to Strategic Drivers

Patient Experience	Quality	Value for Money	Relationships
The BIPR monitors progress within all four quadrants of the Trust's vision wheel.			

#### 11. Publication Under Freedom of Information Act

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

#### 12. Recommendations:

That the Board:

- discusses and approves changes to the format and content of the Board Integrated Performance Report; and
- agrees how to manage the absence of August and December board meetings (in relation to discussion of themes for that period).