Executive Summary:
The purpose of this paper is to:
- review progress in implementation of the Trust’s Operational Plan 2017/18 and 2018/19;
- highlight objectives and priorities where there are risks to achievement, together with mitigating actions;
- identify key issues that may impact on 2018/19 onwards, to inform the refreshed Trust Operational Plan for 2018/19 and 2019/20.

In March 2017, the Board approved the Trust’s Operational Plan for 2017/18 and 2018/19. The Operational Plan is a key document, establishing priorities and ambitions for the Trust for the forthcoming years.


Progress in delivering the objectives outlined in the Operational Plan is summarised in Appendix 1A. Priorities that are not proceeding in accordance with the expectations set out in the Operational Plan are outlined in Appendix 1B, together with mitigating actions.

The majority of objectives and priorities are being successfully implemented, with many examples of innovation. Appendix 2 highlights key successes in the first six months of 2017/18, including where the Trust is being recognised regionally and nationally. Celebrating successes is important because innovation breeds service improvement which results in better patient experience and outcomes.
Recommendations:
That the Board:

- **Considers** progress in implementation of the 2017/18 and 2018/19 Operational Plan;
- **Discusses** the potential risks to achievement of objectives and priorities and mitigating actions;
- **Identifies** key issues from the mid-year review of the 2017/18 and 2018/19 Operational Plan to inform the refreshed Trust Plan for 2018/19 and 2019/20.

Governance/Audit Trail:

| Meetings where this item has previously been discussed (please mark with an X): |
|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| Audit Committee | Quality & Safety Committee | Remuneration Committee | Finance, Business & Investment Committee |
| Executive Management Team | X | Directors | Chair of Committee Meetings | Mental Health Legislation Committee |
| Council of Governors | | | |

This report supports the achievement of the following strategic aims of the Trust:

- **Consolidation of Market Share**: being great in our patch  
  - | X |
- Manage the impacts of the whole system of reduced health and social care funding: working in partnership to develop cost effective out of hospital services and pathways to support the delivery of sustainable services  
  - | X |
- Secure Funding for new or expanded services  
  - | X |

This report supports the achievement of the following Regulatory Requirements:

- **Safe**: People who use our services are protected from abuse and avoidable harm  
  - | X |
- **Caring**: Staff involve people who use our services and treat them with compassion, kindness, dignity and respect  
  - | X |
- **Responsive**: Services are organised to meet the needs of people who use our services  
  - | X |
- **Effective**: 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.  
  - | X |
- **Well Led**: 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.  
  - | X |
- **NHSI Single Oversight Framework**  
  - | X |

Equality Impact Assessment:
Not applicable

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