

Board of Directors

SUMMARY REPORT

Meeting Date: 24 May 2023
 Agenda Item: 15

Report Title:	Performance Reviews	
Author(s):	Mr P Easthope, Executive Director of Finance, IMST & Performance	
Accountable Director:	Mr P Easthope, Executive Director of Finance, IMST & Performance	
Other meetings this paper has been presented to or previously agreed at:	Committee/Tier 2 Group/Tier 3 Group	Finance and Performance Committee (FPC)
	Date:	September 2022 January 2023 May 2023
Key points/ recommendations from those meetings	Paper is provided for assurance and triangulation to known issues. No areas of concern have been raised at FPC, as part of regular committee reporting relevant information is reported through the AAA report.	

Summary of key points in report

The triannual Directorate performance reviews have taken place in the 2022/23 financial year in accordance with the Performance Framework.

The purpose of the reporting into FPC is to provide the assurance that the Directorate performance reviews have taken place in accordance with the performance framework and what themes had emerged, thus giving the committee the opportunity to triangulate this with other information to be assured of consistency and that key issues are been addressed through the process.

The Executive-led performance reviews consider key challenges, achievements, issues, the current picture and looking forward. They are broader than a performance review e.g. strategy, transformation, system integration, showcase achievements and best practice.

The reviews enable oversight across the organisation, enable the Executive to understand risk, challenge areas of concern e.g. CIP delivery and ensure directorates have ownership of issues, engage and contribute to delivery. They provide a forum and mechanism for the Executive to enable delivery where directorates need support outside their control, either directly or moreover through ensuring directorates are supporting or working together on issues.

Throughout 2022/23 the reviews have focused on improving leadership, including developing a well-led assessment at directorate level, learning and development, showcasing improvements and issues.

The well-led assessment was introduced, with directorates assessing themselves against the eight domains. This enables us to check and challenge this assessment, ensuring directorate leadership can reflect on and evidence the assessments. Each directorate team understands where they are and what areas they are trying to improve for the next reviews.

Directorates are now showcasing improvements, where they identify the work done and importantly the outcome and how this will be sustained. One theme across directorates has been an under-celebration of our successes and therefore a missed opportunity for shared learning. We have challenged all directorates to consider how they can celebrate achievements, ensuring improvements are communicated across the organisation and share learning.

An area where we have seen some development but still has some way to go is ensuring all corporate directorates have an understanding of key performance indicators in relation to customer service and the impact for service users.

The reviews in March (reported in May) re-iterated areas where significant progress had not been made and where we expected to see progress in 2023/24; these included supervision, financial management and control and remaining hotspots for mandatory training.

Recommendation for the Board/Committee to consider:

Consider for Action		Approval		Assurance	X	Information	
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The report is provided for assurance that performance meetings are taking place in accordance with the Performance Framework and provides key themes to triangulate with other assurance sources including the IPQR reports and operational plan progress reports.

Please identify which strategic priorities will be impacted by this report:

Recover services and improve efficiency	Yes	X	No	
Continuous quality improvement	Yes	X	No	
Transformation – Changing things that will make a difference	Yes	X	No	
Partnerships – working together to make a bigger impact	Yes	X	No	

Is this report relevant to compliance with any key standards ? State specific standard

Care Quality Commission Fundamental Standards	Yes	X	No	
Data Security and Protection Toolkit	Yes	X	No	
Any other specific standard?				X

Have these areas been considered ? YES/NO | If Yes, what are the implications or the impact? If no, please explain why

Service User and Carer Safety, Engagement and Experience	Yes	X	No	
Financial (revenue & capital)	Yes	X	No	
Organisational Development /Workforce	Yes	X	No	
Equality, Diversity & Inclusion	Yes	X	No	
Legal	Yes	X	No	
Environmental sustainability	Yes	X	No	