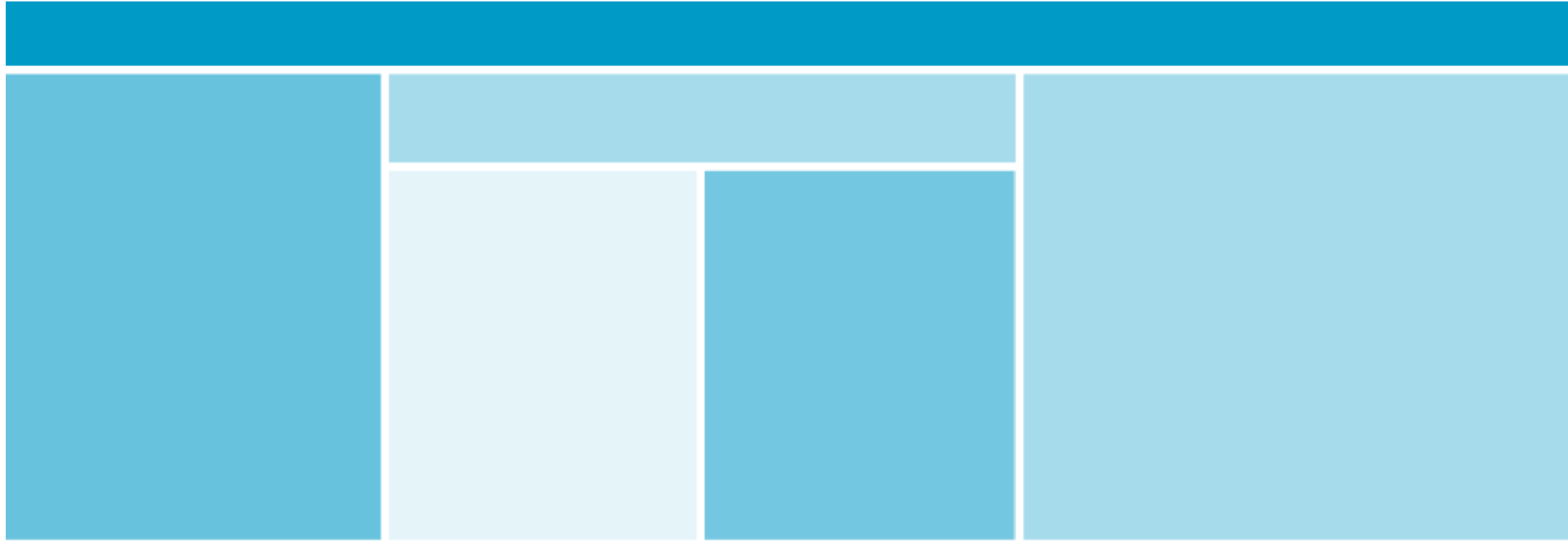




With all of us in mind

Quality Performance Report

Strategic Overview



February 2016

Table of Contents

	Page No
Introduction	4
Strategic Overview Dashboard	5 - 6
Finance - Overall Financial Position	7
Contracts - Trust - BDU	8
Workforce	9-11
Publication Summary	12-13
Glossary	14

Dear Board Member/Reader

Welcome to the Trust's Integrated Performance Report: Strategic Overview for February 2016 information unless stated. The integrated performance strategic overview report is a key tool to provide assurance to the Board that the strategic objectives are being delivered and to direct the Board's attention to significant risks, issues and exceptions.

The Trust continues to improve its performance framework to deliver the Trust IM&T strategy of right information in the right format at the right time. Performance reports are now available as electronic documents that allow the reader to look at performance from different perspectives and at different levels within the organisation.

Performance is reported through a number of key performance indicators (KPIs) using the Trust's balanced score card to enable performance to be discussed and assessed with respect to

- Business Strategic Performance – Impact & Delivery
- Customer Focus
- Operational Effectiveness – Process Effectiveness
- Fit for the Future - Workforce

KPIs provide a high level view of actual performance against target and assurance to the Board about the delivery of the strategic objectives and adhere to the following principles:

- Makes a difference to measure each month
- Focus on change areas
- Focus on risk
- Key to organisational reputation
- Variation matters

Strategic Overview Dashboard

Business Strategic Performance Impact & Delivery

1	Section	KPI	Source	Target	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Q1	Q2	Q3	National Average	Year End Forecast Position		
2	Monitor Compliance	Monitor Governance Risk Rating (FT)	M	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	4	
3		Monitor Finance Risk Rating (FT)	M	4	4	4	4	4	4	4	4	4	4	4	4	3	4	4	4		4	
4	CQC	CQC Quality Regulations (compliance breach)	CQC	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	4	
5	COQUIN	COQUIN Barnsley	C	Green	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	3	
6		COQUIN Calderdale	C	Green	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	3
7		COQUIN Kirklees	C	Green	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	3
8		COQUIN Wakefield	C	Green	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	3
9		COQUIN Forensic	C	Green	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Green	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	3
10	Infection Prevention	Infection Prevention (MRSAs & C.Diff) All Cases	C	6	0	0	0	2	1	0	0	0	0	0	0	0	0	3	0		4	
11	C-Diff	C Diff avoidable cases	C	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		4	
12	Outcomes	% SU on CPA in Employment	L	10%	6.55%	7.34%	7.18%	6.97%	7.38%	7.55%	7.68%	7.32%	7.37%	7.17%	7.25%	7.18%	7.55%	7.37%				
13		% SU on CPA in Settled Accommodation	L	60%	60.27%	65.26%	64.44%	57.79%	60.34%	62.81%	64.46%	63.39%	64.09%	63.56%	62.26%	64.44%	62.81%	64.09%				

Customer Focus

14	Section	KPI	Source	Target	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Q1	Q2	Q3	National Average	Year End Forecast Position	
14	Complaints	% Complaints with Staff Attitude as an Issue	L	< 25%	12% 8/66	14% 6/44	13% 9/69	12% 9/73	12% 5/42	15% 6/41	12% 5/42	16% 9/58	15% 6/40	7% 4/57	13% 10/74	14% 23/179	13% 20/156			4	
15	Service User Experience	Friends and Family Test	L	TBC	89.00%	92.00%	87.00%	93.00%	89.00%	91.00%	88.00%	85.79%	89.00%	89.00%	88.00%	89.00%	91.00%	88.83%			
17	MAV	Physical Violence - Against Patient by Patient	L	14-20	Above ER	Above ER	Above ER	Within ER	Above ER	Above ER	Above ER	Above ER	Above ER	Above ER	Above ER	Above ER	Above ER	Above ER	Above ER		4
18		Physical Violence - Against Staff by Patient	L	50-64	Above ER	Above ER	Above ER	Above ER	Above ER	Above ER	Above ER	Above ER	Above ER	Above ER	Above ER	Above ER	Above ER	Above ER	Above ER		4
19	FOI	% of Requests for Information Under the Act Processed in 20 Working Days	L	100%	100% 24/24	100% 17/17	100% 24/24	100% 28/28	100% 20/20	100% 25/25	100% 19/19	100% 13/13	100% 19/19	100% 23/23	100% 23 request	100% 65/65	100% 73/73	100% (51/51)			4
20	Media	% of Positive Media Coverage Relating to the Trust and its Services	L	60%	92.00%	92.00%	92.00%	80.00%	75.00%	50.00%	40.00%	50.00%	Data avail month end	Data avail month end	Data avail month end	92.00%	68.00%			4	
21	Befriending services	% of Service users allocated a befriender or volunteer led group support (gardening/music/social) within 16 weeks	L	70%	50.00%	50.00%	50.00%	20.00%	20.00%	100%	100%	100%	100%	100%	100%	50.00%	20.00%	100%			4
22		% of Service Users Requesting a Befriender Assessed Within 20 Working Days	L	80%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		4
23		% of Potential Volunteer Befriender Applications Processed in 20 Working Days	L	90%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		4

Operational Effectiveness: Process Effectiveness

24	Section	KPI	Source	Target	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Q1	Q2	Q3	National Average	Year End Forecast Position		
24	Monitor Risk Assessment Framework	Max time of 18 weeks from point of referral to treatment - non-admitted	M	95%	99.11%	100%	99.86%	100%	99.32%	98.60%	99.86%	97.64%	100%	97.91%	99.18%	99.70%	99.28%	99.18%		4		
25		Max time of 18 weeks from point of referral to treatment - incomplete pathway	M	92%	98.06%	97%	99.82%	100%	97.31%	99.16%	98.92%	97.58%	100%	100.00%	98.80%	98.35%	98.76%	98.80%	93.10%		4	
26		Delayed Transfers Of Care	M	7.50%	2.69%	1.64%	2.06%	1.96%	1.70%	1.80%	3.49%	2.89%	2.42%	2.91%	2.78%	2.12%	1.83%	2.73%			4	
27		% Admissions Gatekept by CRS Teams	M	95%	93.28%	96.30%	97.20%	100%	95.90%	96.12%	95.49%	95.90%	96.77%	Data avail month 11	Data avail month end	95.51%	97.29%	95.69%			4	
28		% SU on CPA Followed up Within 7 Days of Discharge	M	95%	98.21%	100%	97.86%	97.70%	95.35%	100%	95.39%	95.60%	95.95%	97.73%	97.52%	98.66%	97.97%	95.50%	96.90%		4	
29		% SU on CPA Having Formal Review Within 12 Months	M	95%	96.37%	95.18%	97.92%	96%	86.57%	98.44%	86.88%	97.52%	98.56%	98.32%	96.72%	97.92%	98.44%	98.56%	97.67%		4	
30		Meeting commitment to serve new psychosis cases by early intervention teams QTD	M	95%	108.97%	102%	104.60%	147.59%	108.97%	113.25%	83.42%	99.48%	102.51%	64.10%	Data avail month end	104.60%	113.25%	102.51%			4	
31		Data completeness: comm services - Referral to treatment information	M	50%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		4	
32		Data completeness: comm services - Referral information	M	50%	94.00%	94%	96.80%	96.80%	96.80%	96.80%	96.80%	96.80%	96.80%	96.80%	96.80%	96.80%	96.80%	96.80%	96.80%			4
33		Data completeness: comm services - Treatment activity information	M	50%	94.00%	94%	96.80%	96.80%	96.80%	96.80%	96.80%	96.80%	96.80%	96.80%	96.80%	96.80%	96.80%	96.80%	96.80%			4
34	Data completeness: Identifiers (mental health)	M	97%	99.70%	100%	99.62%	100%	99.62%	99.54%	99.65%	99.55%	99.45%	99.25%	99%	99.62%	99.54%	99.45%			4		
35	Data completeness: Outcomes for patients on CPA	M	50%	78.83%	79.07%	77.63%	78.67%	77.64%	76.97%	78.40%	77.94%	78.58%	78.13%	76.84%	77.63%	76.97%	78.58%			4		
36	Compliance with access to health care for people with a learning disability	M	Compliant	Compliant	Compliant	Compliant	Compliant	Compliant	Compliant	Compliant	Compliant	Compliant	Compliant	Compliant	Compliant	Compliant	Compliant	Compliant			Compliant	
37	IAPT - Treatment within 6 Weeks of referral	M	75%	81.46%	76.52%	75.72%	73.70%	75.83%	77.98%	75.31%	72.28%	65.66%	70.06%	70.04%	77.84%	75.91%	71.62%					
38	IAPT - Treatment within 18 weeks of referral	M	95%	98.60%	98.90%	99.74%	99.09%	98.89%	99.38%	99.38%	99.67%	99.10%	98.15%	97.47%	99.09%	99.15%	99.37%					
39	Early Intervention in Psychosis - 2 weeks (NICE approved care package)	Early Intervention in Psychosis - 2 weeks (NICE approved care package)	M	50%	40.00%	81.82%	58.33%	56.25%	55.56%	80.00%	66.67%	84.60%	See below for new criteria.									
40		Early Intervention in Psychosis - 2 weeks (NICE approved care package) - Clock Stops		50%	National reporting commenced Q3.								85.19%	90.91%	88.24%	National reporting commenced Q3		85.19%				
41		Early Intervention in Psychosis - 2 weeks (NICE approved care package) - Waiting at month end		50%	National reporting commenced Q3.								25.00%	93.75%	60%	National reporting commenced Q3		25.00%				
42	Data Quality	% Valid NHS Number	C (FP)	99%	99.87%	100%	99.88%	99.71%	99.58%	99.76%	99.58%	99.30%	94.11%	99.58%	99.63%	99.88%					4	
43		% Valid Ethnic Coding	C (FP)	90%	99.05%	95%	94.86%	94.88%	94.90%	94.83%	94.73%	94.12%	99.31%	99.62%	94.44%	96.28%					4	

Strategic Overview Dashboard

Fit for the future Workforce

45	Section	KPI	Source	Target	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Q1	Q2	Q3	National Average	Year End Forecast Position
46	Sickness	Sickness Absence Rate (YTD)	L	4.4%	4.80%	5.10%	5.00%	4.80%	4.80%	4.90%	4.90%	4.90%	5.00%	5.00%	5.00%	5.00%	4.90%	5.00%		1
47	Appraisal	Appraisal Rate Band 6 and above	L	95%	Avail M3	Avail M3	56.80%	72.90%	80.30%	87.30%	89.50%	91.60%	92.90%	94.50%	97.33%	56.80%	87.30%	92.90%		4
48		Appraisal Rate Band 5 and below	L	95%	Avail M6	Avail M6	Avail M6	Avail M6	Avail M6	66.30%	75.80%	80.30%	83.60%	89.20%	96.59%	Avail M6	66.30%	83.60%		4
50	Mandatory Training	Aggression Management	L	80%	73.70%	73.65%	75.83%	77.04%	78.89%	78.85%	80.38%	80.78%	83.12%	82.53%	83.18%	75.83%	78.85%	83.12%		1
51		Equality, Diversity & Inclusion	L	80%	82.30%	84.55%	84.87%	85.76%	87.17%	88.28%	88.81%	89.37%	90.31%	90.58%	91.39%	84.87%	88.28%	90.31%		4
52		Fire Safety	L	80%	86.50%	86.24%	86.31%	86.55%	86.44%	85.33%	84.60%	84.83%	85.56%	83.78%	86.66%	86.31%	85.33%	85.56%		4
57		Food Safety	L	80%	65.20%	66.89%	69.00%	70.67%	71.80%	73.06%	74.30%	74.10%	75.79%	75.36%	76.99%	69.00%	73.06%	75.79%		1
54		Infection, Prevention & Control & Hand Hygiene	L	80%	80.60%	82.09%	82.82%	83.69%	85.25%	85.55%	85.58%	84.86%	85.84%	86.52%	88.24%	82.82%	85.55%	85.84%		4
55		Information Governance	L	95%	91.90%	92.55%	92.67%	92.76%	92.73%	91.96%	91.56%	89.06%	82.42%	95.12%	92.67%	91.96%	89.06%		4	
56		Safeguarding Adults	L	80%	82.80%	82.60%	84.14%	84.95%	86.16%	86.94%	87.74%	87.34%	88.34%	88.65%	89.40%	84.14%	86.94%	88.34%		4
57		Safeguarding Children	L	80%	84.70%	85.22%	86.00%	86.39%	87.12%	87.93%	86.12%	85.54%	87.68%	88.22%	89.21%	86.00%	87.93%	87.68%		4
58		Moving & Handling	L	80%	71.80%	73.66%	75.31%	77.40%	79.32%	80.37%	82.11%	83.03%	83.83%	84.57%	85.89%	75.31%	80.37%	83.83%		1
59		Safer Staffing	Safer Staffing - Fill Rate (Nurses)	L	90%	91.80%	94.20%	96.30%	94.40%	91.10%	92.80%	95.90%	97.60%	93.90%	93.70%		96.30%	92.80%		
60	Safer Staffing - Fill Rate (HCA's)		L	90%	117.60%	118.60%	115.40%	112.90%	112.90%	111.90%	116.10%	113.60%	114.30%	116.00%		115.40%	111.90%			4

KEY	
4	Forecast met, no plan required/plan in place likely to deliver
3	Forecast risk not met, plan in place but unlikely to deliver
2	Forecast high risk not met, plan in place but very unlikely to deliver
1	Forecast Not met, no plan / plan will not deliver
CCC	Care Quality Commission
M	Monitor
C	Contract
C (FP)	Contract (Financial Penalty)
L	Local (Internal Target)
ER	Expected Range
N/A	Not Applicable

Performance Indicator		Month 11 Performance	Annual Forecast	Trend from last month	Last 3 Months - Most recent		
					10	9	8
Trust Targets					10	9	8
1	Monitor Risk Rating	●	●	↓	●	●	●
2	REVISED £0.10m Surplus on Income & Expenditure	●	●	↓	●	●	●
3	Cash Position	●	●	↓	●	●	●
4	Capital Expenditure	●	●	↔	●	●	●
5	Delivery of CIP	●	●	↔	●	●	●
6	Better Payment Practice Code	●	●	↑	●	●	●

Key

●	In line, or greater than plan
●	Variance from plan ranging from 5% to 15%
●	Variance from plan greater than 15%

Summary Financial Performance

Overall the Trust is reporting a year to date deficit in February 2016 of £1.93 million which is £2.75 million behind the revised plan agreed with Monitor at Month 6. This is due predominantly to a delay in the sale of a Trust asset which had been expected to be completed in February 2016. We still anticipate that this sale will complete before the end of the financial year and as such are reporting Green performance against the annual I&E performance with an expectation that the £100,000 planned surplus will be achieved.

Unfortunately, the impact of this delay on our year to date position has affected our in month monitor risk rating. The February rating is a 3 (against a maximum of 4) which is showing as Red. We do not anticipate there will be any repercussions of this deterioration as long as the forecast position is achieved.

As at February 2016 the Trust Cost Improvement Programme is £1.15 million (13%) behind plan which is included in the financial position. The full year forecast performance against CIP is an under delivery of £1.35 million (14%) representing a small improvement from the January 2016 forecast position. We continue to work closely with budget holders to understand this position and the potential impact on 2016/17 plans.

Due to the delay in the sale of the Trust asset the cash position at the end of February 2016 is also behind plan although still showing an increase since January 2016. Although the sale of the asset is expected to be completed in March the cash transaction may not be achieved before the end of the financial year with the potential to impact on our year end cash position although this should not affect our Monitor rating.

Capital expenditure is £1.6 million (15%) behind plan at £9.15 million. This is predominantly due to the timing of IM&T purchases. As all orders have now been placed we are confident that this will be included in the March position resulting in the previously reported £500,000 underspend against the capital plan.

The Trust is committed to delivering against the Better Payment Practice Code. Performance at February is 96% of non NHS invoices and 91% of NHS invoices being paid within 30 days of receipt.

Trust Summary by BDU - Current Contract Performance - Position at month 10

Contract Variations	In progress	Completed	TOTAL
B BDU	£0.0	£1,013.0	£1,013.0
W BDU	£0.0	£62.2	£62.2
C BDU	£3.7	£0.0	£3.7
K BDU	£0.0	£0.0	£0.0
S DBU	£277.1	£94.0	£371.1
F BDU	£0.0	£0.0	£0.0
TOTAL CVs	£280.8	£1,169.2	£1,450.0

QQUIN Performance Q4 Forecast based on

Quarter	Quarter 3 £000s	Achieved	Variance	M10 Performance	Variance
Barnsley	£426.6	£378.6	£-48.0	£489.8	£-92.8
Wakefield	£136.1	£70.7	£-65.4	£115.8	£-177.2
Kirklees	£150.3	£76.6	£-73.7	£127.3	£-194.2
Calderdale	£67.4	£34.4	£-33.1	£57.1	£-87.2
Specialised	£75.4	£75.4	£0.0	£56.5	£-18.9
Forensics	£22.5	£22.5	£0.0	£397.4	£0.0
Trust Total	£878.4	£658.2	£-220.1	£1,244.0	£-570.3

QQUIN Performance Year-end Forecast

Quarter	Annual £000s	Forecast Achievement	Variance
Barnsley	£1,790.1	£1,441.3	£-348.8
Wakefield	£793.9	£465.6	£-328.4
Kirklees	£878.2	£495.0	£-383.3
Calderdale	£394.1	£200.1	£-194.0
Specialised	£301.7	£282.8	£-18.9
Forensics	£562.3	£562.3	£0.0
Trust Total	£4,720.4	£3,447.1	£-1,273.3

Key Contract Issues - Specialist

CAMHS – Future in Mind: additional investment made in 15/16 in all areas. The total funds available in 16/17 are £2.3m. We are working through extension the of CAMHS contract in Calderdale and Kirklees in 16/17. Calderdale & Kirklees CAMHS services will be out to tender in 17/18.
All services impacted by implementation of RiO v7 with a reduction in outcomed appointments logged on the system.
Learning disabilities: in line with the Transformation and staff consultation, we are working on the implementation of the agreed model through contracts.

Key Contract Issues - Health & Wellbeing

There is continued pressure in meeting smoking cessation targets. The 16/17 Health & Well Being contract in Wakefield is still subject to negotiation.

Key Contract Issues - Barnsley

The key contract issues are the resolution of the 0-19 contract position and substance misuse; both of which are commissioned by Barnsley MBC. 16/17 contract with CCG is expected to be completed within timescale.

QIPP Targets & Delivery for 2015/16

CCG	Target £000s	Planned £000s	Remainder £000s	RAG
Wakefield*	£1,790.0	£1,843.3	£53.3	***
Kirklees**	£1,000.0	£689.9	£-310.1	
Calderdale	£0.0	£0.0	£0.0	
TOTAL £000s	£2,790.0	£2,533.2	£-256.8	

* W target is cumulative covering 2014/15 & 2015/16: ** K includes Specialist LD scheme

*** W RAG remains at R as risks identified – see summary below

Key Points -

The CQUIN forecast is for significant underperformance in 15/16 linked to non-achievement of clustering targets. All services using RiO are impacted due to implementation of version 7. We are negotiating extenuating circumstances with Commissioners.
QIPP schemes agreed in 15/16 are making good progress.

KPIs and Penalties

Commissioner	Penalty £000s	Comment
Barnsley CCG	£6.0	MSK as at Mth 10

Key Contract Issues - Kirklees

Psychology 18 week pathway target is being maintained. IAPT is currently below target for recovery, 6 and 18 week waits. A number of areas of investment are being discussed with commissioners including police liaison, early intervention in Psychosis and CAMHS.

Key Contract Issues - Calderdale

We have been successful in achieving Qualified Provider status for IAPT in Calderdale. No significant issues in terms of contract performance. Key issue in contract negotiations is to ensure services are appropriately funded. This includes police liaison, intensive home based treatment, early intervention in Psychosis, CAMHS and dementia services.

Key Contract Issues - Forensics

We are mobilising the Forensic CAMHS prison service for 1st April start of contract. We are awaiting the outcome of a bid for Women's prison services. No significant issues with 15/16 contract. We are awaiting the response from the

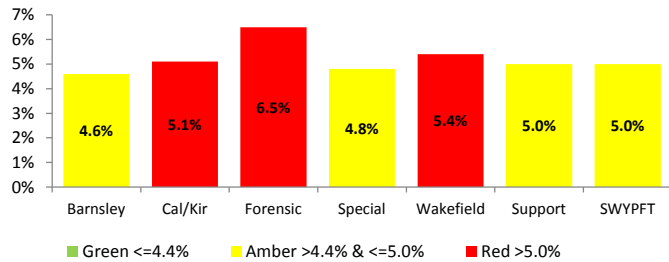
Key Contract Issues - Wakefield

No significant performance issues. 16/17 contract with CCG expected to be completed within timescale.

Workforce

Human Resources Performance Dashboard - February 2016

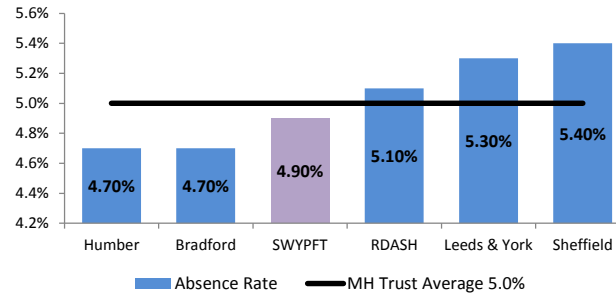
Sickness Absence



Current Absence Position - January 2016

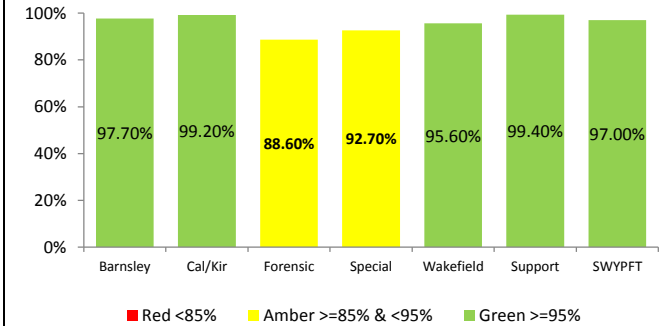
	Barn	Cal/Kir	Fore	Spec	Wake	Supp	SWYPFT
Rate	5.9%	5.9%	5.3%	4.6%	5.0%	4.9%	5.5%
Trend	↓	↔	↔	↔	↔	↑	↓

The Trust YTD absence levels in January 2016 (chart above) were above the 4.4% target at 5%.



The above chart shows the YTD absence levels in MH/LD Trusts in our region to the end of September 2015. During this time the Trust's absence rate was 4.9% which is below the regional average of 5%.

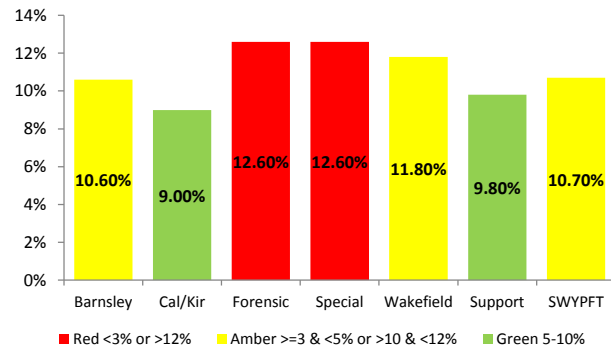
Appraisals - All Staff



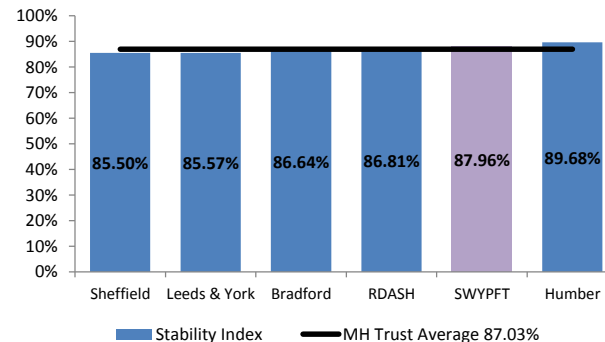
The above chart shows the YTD appraisal rates for all Trust staff to the end of February 2016.

The Trust's target for appraisals is 95% or above. All areas have shown improvement each month since the inclusion of Bands 1 to 5 in the figures in September 2015.

Turnover and Stability Rate Benchmark

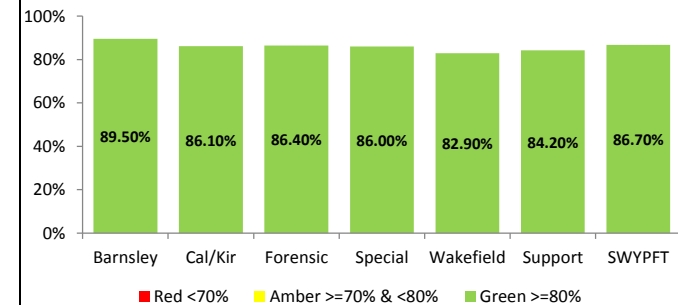


This chart shows the YTD turnover levels up to the end of February 2016.



This chart shows stability levels in MH Trusts in the region for the 12 months ending in October 2015. The stability rate shows the percentage of staff employed with over a year's service. The Trust's rate is better than the average compared with other MH/LD Trusts in our region.

Fire Lecture Attendance



The chart shows the YTD fire lecture figures to the end of February 2016. The Trust continues to achieve its 80% target for fire lecture training, with all areas having maintained their figures above target for several months.

Workforce - Performance Wall

Trust Performance Wall							
Month		Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16
Sickness (YTD)	<=4.4%	4.80%	4.90%	4.90%	5.00%	5.00%	5.00%
Sickness (Monthly)	<=4.4%	5.00%	4.90%	5.30%	5.40%	5.00%	5.50%
Appraisals (Band 6 and above)	>=95%	87.30%	89.50%	91.60%	92.80%	94.50%	97.30%
Appraisals (Band 5 and below)	>=95%	66.30%	75.80%	80.10%	83.50%	89.20%	96.60%
Aggression Management	>=80%	78.90%	80.40%	80.80%	83.10%	82.50%	83.20%
Equality and Diversity	>=80%	88.30%	88.80%	89.40%	90.30%	90.60%	91.40%
Fire Safety	>=80%	85.30%	84.60%	84.80%	85.60%	83.80%	86.70%
Food Safety	>=80%	73.10%	74.30%	74.10%	75.80%	75.40%	77.00%
Infection Control and Hand Hygiene	>=80%	85.50%	85.60%	84.90%	85.80%	86.50%	88.20%
Information Governance	>=95%	92.00%	91.60%	90.60%	89.10%	82.40%	95.10%
Moving and Handling	>=80%	80.40%	82.10%	83.00%	83.80%	84.60%	85.90%
Safeguarding Adults	>=80%	86.90%	87.70%	87.30%	88.30%	88.70%	89.40%
Safeguarding Children	>=80%	87.90%	86.10%	85.50%	87.70%	88.20%	89.20%
Bank Cost		£488k	£478k	£428k	£414k	£426k	£419k
Agency Cost		£637k	£772k	£770k	£606k	£527k	£774k
Overtime Cost		£38k	£30k	£37k	£22k	£31k	£30k
Additional Hours Cost		£67k	£74k	£87k	£89k	£64k	£70k
Sickness Cost (Monthly)		£482k	£475k	£546k	£533k	£515k	£576k
Vacancies (Non-Medical) (WTE)		351.54	324.2	306.46	316.89	353.49	380.25
Business Miles		270k	333k	347k	323k	327k	323k

Barnsley District							
Month		Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16
Sickness (YTD)	<=4.4%	4.10%	4.10%	4.20%	4.30%	4.40%	4.60%
Sickness (Monthly)	<=4.4%	4.10%	4.20%	4.50%	5.10%	5.20%	5.90%
Appraisals (Band 6 and above)	>=95%	90.50%	92.10%	94.40%	95.60%	97.20%	98.20%
Appraisals (Band 5 and below)	>=95%	73.40%	83.30%	87.50%	89.80%	92.10%	97.20%
Aggression Management	>=80%	83.60%	83.50%	82.90%	84.10%	80.80%	82.60%
Equality and Diversity	>=80%	90.40%	90.70%	91.30%	92.60%	93.00%	93.60%
Fire Safety	>=80%	85.90%	84.70%	85.80%	86.20%	85.80%	89.50%
Food Safety	>=80%	80.70%	80.10%	75.70%	74.90%	72.70%	74.20%
Infection Control and Hand Hygiene	>=80%	86.60%	86.40%	87.00%	88.10%	87.80%	90.50%
Information Governance	>=95%	91.70%	92.10%	90.90%	90.50%	86.40%	96.20%
Moving and Handling	>=80%	82.60%	84.50%	85.10%	86.10%	86.40%	88.10%
Safeguarding Adults	>=80%	88.90%	90.00%	89.20%	89.80%	90.10%	91.00%
Safeguarding Children	>=80%	89.20%	87.90%	87.40%	89.00%	89.40%	90.40%
Bank Cost		£84k	£85k	£75k	£65k	£61k	£61k
Agency Cost		£157k	£119k	£200k	£130k	£170k	£168k
Overtime Cost		£19k	£10k	£17k	£8k	£17k	£16k
Additional Hours Cost		£31k	£35k	£40k	£36k	£33k	£33k
Sickness Cost (Monthly)		£137k	£138k	£155k	£175k	£199k	£230k
Vacancies (Non-Medical) (WTE)		100.85	92.75	85.33	87.34	108.19	124.09
Business Miles		111k	144k	148k	126k	132k	135k

Calderdale and Kirklees District							
Month		Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16
Sickness (YTD)	<=4.4%	4.70%	4.80%	5.00%	5.10%	5.00%	5.10%
Sickness (Monthly)	<=4.4%	5.20%	5.10%	6.60%	5.60%	4.80%	5.90%
Appraisals (Band 6 and above)	>=95%	97.50%	98.80%	99.70%	99.10%	99.70%	100.00%
Appraisals (Band 5 and below)	>=95%	76.50%	85.00%	88.80%	91.70%	92.50%	98.40%
Aggression Management	>=80%	83.00%	83.20%	82.80%	86.10%	87.30%	87.20%
Equality and Diversity	>=80%	89.80%	90.60%	91.60%	92.00%	93.20%	92.40%
Fire Safety	>=80%	85.40%	83.00%	83.20%	85.40%	83.00%	86.10%
Food Safety	>=80%	67.70%	69.50%	70.20%	72.00%	74.50%	74.10%
Infection Control and Hand Hygiene	>=80%	88.60%	88.60%	90.00%	90.40%	91.10%	90.70%
Information Governance	>=95%	92.80%	90.40%	89.80%	87.50%	83.30%	96.30%
Moving and Handling	>=80%	78.80%	81.30%	82.70%	83.40%	84.30%	85.20%
Safeguarding Adults	>=80%	85.20%	86.60%	86.80%	88.20%	88.90%	88.50%
Safeguarding Children	>=80%	87.20%	86.20%	86.50%	89.40%	91.00%	90.40%
Bank Cost		£134k	£117k	£124k	£114k	£123k	£147k
Agency Cost		£141k	£199k	£173k	£117k	£124k	£182k
Overtime Cost		£1k	£1k	£2k	£0k	£3k	£0k
Additional Hours Cost		£2k	£2k	£3k	£3k	£2k	£5k
Sickness Cost (Monthly)		£105k	£101k	£142k	£116k	£97k	£131k
Vacancies (Non-Medical) (WTE)		82.93	71.14	75.66	72.44	69.5	64.92
Business Miles		57k	65k	73k	61k	63k	62k

Forensic Services							
Month		Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16
Sickness (YTD)	<=4.4%	7.30%	7.20%	7.00%	6.80%	6.60%	6.50%
Sickness (Monthly)	<=4.4%	6.10%	6.80%	5.80%	5.70%	5.00%	5.30%
Appraisals (Band 6 and above)	>=95%	68.60%	70.00%	74.70%	84.70%	84.10%	86.60%
Appraisals (Band 5 and below)	>=95%	61.00%	66.20%	71.50%	77.60%	83.90%	89.20%
Aggression Management	>=80%	77.40%	78.20%	80.70%	81.70%	80.60%	80.20%
Equality and Diversity	>=80%	89.20%	90.40%	92.40%	92.80%	93.00%	92.90%
Fire Safety	>=80%	85.50%	87.30%	88.60%	89.00%	83.10%	86.40%
Food Safety	>=80%	65.40%	70.60%	73.50%	79.70%	79.60%	82.70%
Infection Control and Hand Hygiene	>=80%	85.80%	85.30%	84.40%	85.40%	87.00%	88.00%
Information Governance	>=95%	90.70%	91.70%	91.90%	90.80%	80.60%	93.00%
Moving and Handling	>=80%	84.00%	85.80%	87.60%	87.90%	88.80%	89.20%
Safeguarding Adults	>=80%	85.50%	88.50%	89.90%	91.50%	91.90%	92.10%
Safeguarding Children	>=80%	84.50%	85.30%	85.90%	87.70%	85.20%	86.10%
Bank Cost		£114k	£114k	£97k	£86k	£108k	£77k
Agency Cost		£96k	£122k	£68k	£68k	£92k	£143k
Overtime Cost		£0k	£0k	£2k	£0k	£-1k	£0k
Additional Hours Cost		£0k	£0k	£0k	£0k	£0k	£1k
Sickness Cost (Monthly)		£57k	£58k	£56k	£50k	£40k	£44k
Vacancies (Non-Medical) (WTE)		14.34	24.94	24.54	37.11	45.11	49.62
Business Miles		3k	9k	9k	12k	7k	4k

Specialist Services							
Month		Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16
Sickness (YTD)	<=4.4%	5.10%	5.10%	5.00%	4.80%	4.80%	4.80%
Sickness (Monthly)	<=4.4%	5.00%	4.70%	4.60%	4.80%	4.40%	4.60%
Appraisals (Band 6 and above)	>=95%	60.50%	68.70%	73.80%	75.10%	77.90%	91.80%
Appraisals (Band 5 and below)	>=95%	44.00%	47.50%	53.60%	64.80%	71.30%	94.00%
Aggression Management	>=80%	73.40%	76.40%	77.10%	79.80%	81.20%	81.60%
Equality and Diversity	>=80%	89.60%	89.90%	90.00%	90.50%	90.10%	91.30%
Fire Safety	>=80%	82.20%	83.20%	82.10%	84.60%	85.10%	86.00%
Food Safety	>=80%	69.10%	69.00%	71.20%	73.70%	73.20%	74.50%
Infection Control and Hand Hygiene	>=80%	83.80%	84.00%	84.30%	85.90%	86.30%	87.40%
Information Governance	>=95%	89.10%	90.10%	90.20%	89.50%	85.20%	95.90%
Moving and Handling	>=80%	82.20%	82.50%	83.10%	83.10%	84.80%	85.70%
Safeguarding Adults	>=80%	84.70%	83.20%	82.00%	84.40%	84.80%	86.60%
Safeguarding Children	>=80%	85.40%	84.90%	81.30%	85.60%	87.70%	87.80%
Bank Cost		£38k	£31k	£28k	£32k	£25k	£21k
Agency Cost		£127k	£228k	£216k	£146k	£59k	£173k
Overtime Cost		£2k	£1k	£1k	£1k	£2k	£2k
Additional Hours Cost		£7k	£5k	£7k	£11k	£4k	£9k
Sickness Cost (Monthly)		£54k	£53k	£55k	£45k	£43k	£44k
Vacancies (Non-Medical) (WTE)		50.41	45.31	44.49	40.71	39.15	49.08
Business Miles		29k	30k	39k	40k	36k	37k

Support Services							
Month		Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16
Sickness (YTD)	<=4.4%	4.70%	4.70%	4.80%	5.00%	5.00%	5.00%
Sickness (Monthly)	<=4.4%	5.30%	4.80%	5.40%	6.00%	5.40%	4.90%
Appraisals (Band 6 and above)	>=95%	94.80%	95.90%	96.50%	96.90%	98.50%	99.00%
Appraisals (Band 5 and below)	>=95%	54.80%	71.10%	72.70%	74.80%	89.70%	99.60%
Aggression Management	>=80%	68.60%	72.40%	74.30%	78.60%	78.50%	78.90%
Equality and Diversity	>=80%	78.10%	78.70%	78.90%	80.40%	80.90%	84.10%
Fire Safety	>=80%	86.00%	84.60%	84.30%	83.50%	80.90%	84.20%
Food Safety	>=80%	93.60%	90.10%	89.20%	89.90%	87.30%	91.00%
Infection Control and Hand Hygiene	>=80%	81.20%	82.30%	76.80%	78.30%	79.20%	82.00%
Information Governance	>=95%	92.80%	91.70%	89.60%	86.60%	71.30%	90.90%
Moving and Handling	>=80%	78.80%	81.10%	81.50%	81.90%	82.70%	84.80%
Safeguarding Adults	>=80%	84.80%	84.90%	84.50%	85.40%	85.90%	86.90%
Safeguarding Children	>=80%	90.30%	83.70%	82.80%	84.80%	85.50%	88.60%
Bank Cost		£35k	£60k	£14k	£39k	£38k	£42k
Agency Cost		£103k	£71k	£40k	£74k	£33k	£42k
Overtime Cost		£0k	£4k	£0k	£0k		£0k
Additional Hours Cost		£19k	£22k	£19k	£20k	£17k	£13k
Sickness Cost (Monthly)		£69k	£61k	£68k	£84k	£80k	£72k
Vacancies (Non-Medical) (WTE)		42.54	51.48	36.73	37.2	43.98	41.82
Business Miles		38k	42k	35k	48k	45k	42k

Wakefield District							
Month		Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16
Sickness (YTD)	<=4.4%	5.30%	5.30%	5.40%	5.50%	5.40%	5.30%
Sickness (Monthly)	<=4.4%	5.70%	5.60%	5.90%	5.80%	4.80%	5.00%
Appraisals (Band 6 and above)	>=95%	87.40%	88.10%	90.20%	91.80%	95.10%	97.90%
Appraisals (Band 5 and below)	>=95%	64.30%	68.40%	76.70%	81.30%	87.00%	93.90%
Aggression Management	>=80%	79.30%	82.90%	82.80%	84.20%	82.10%	83.80%
Equality and Diversity	>=80%	91.70%	92.20%	92.20%	92.60%	91.50%	92.70%
Fire Safety	>=80%	84.60%	86.10%	84.70%	85.20%	82.50%	82.90%
Food Safety	>=80%	67.60%	68.60%	69.70%	69.50%	68.80%	70.40%
Infection Control and Hand Hygiene	>=80%	84.10%	83.80%	81.80%	82.00%	85.30%	86.70%
Information Governance	>=95%	93.30%	92.60%	91.50%	89.00%	84.40%	87.00%
Moving and Handling	>=80%	73.60%	74.00%	75.70%	77.60%	78.30%	79.00%
Safeguarding Adults	>=80%	89.70%	89.70%	88.90%	89.00%	88.20%	89.70%
Safeguarding Children	>=80%	86.40%	85.60%	85.30%	86.30%	86.40%	87.70%
Bank Cost		£83k	£71k	£90k	£78k	£72k	£71k
Agency Cost		£12k	£34k	£73k	£71k	£49k	£66k
Overtime Cost		£16k	£14k	£14k	£12k	£10k	£12k
Additional Hours Cost		£9k	£9k	£13k	£12k	£7k	£9k
Sickness Cost (Monthly)		£60k	£63k	£70k	£64k	£55k	£56k
Vacancies (Non-Medical) (WTE)		55.47	36.58	34.71	40.49	45.96	48.79
Business Miles		31k	43k	44k	37k	44k	43k

Monitor

Implementing the Forward View: supporting providers to deliver

This report is for NHS provider organisations and is part of a series of planned roadmaps that draw on messages from the NHS shared planning guidance, and set out the key priorities for the organisations responsible for delivering high quality health and care this year and beyond. Each roadmap will reflect a shared vision for the health and care sector as set out in the NHS five year forward view about the challenges ahead, and the choices to be faced about the kind of health and care service required in 2020.

[Click here for report](#)

Monitor

2016/17 national tariff payment system: a consultation

This consultation seeks feedback on proposals which are aimed at giving commissioners and NHS providers the space to manage increasing demand, restore financial balance, and to make ambitious longer term plans to improve patient care. Monitor and NHS England are specifically seeking views on the approach to price setting for 2016/17; the impact of the proposed changes to the national tariff; the proposals for local payment arrangements; and the approach to enforcing the national tariff. The

[Click here for consultation](#)

NHS England

The Five Year Forward View for mental health

This is the final report of an independent taskforce set up by NHS England as part of its Five year forward view to build consensus on how to improve services for people of all ages. It gives a frank assessment of the state of current mental health care across the NHS, highlighting that one in four people will experience a mental health problem in their lifetime and the cost of mental ill health to the economy, NHS and society is £105bn a year. The report proposes a three-pronged approach to improving care through prevention, the expansion of mental health care such as seven day access in a crisis, and integrated physical and mental health care.

[Click here for report](#)

Care Quality Commission (CQC)

CQC's strategy 2016 to 2021: shaping the future - consultation document

This is the third in a series of documents in which the CQC have asked for help to develop a strategy for the next five years. This consultation covers: their vision for regulating the quality of health and adult social care services; the proposals set out on how the CQC aim to achieve this; and the equality, diversity and human rights impacts which have been considered. The consultation is open until 14 March 2016.

[Click here for consultation](#)

Publication Summary cont....

This section of the report identifies publications that may be of interest to the Trust and its members.

Bed availability and occupancy: Quarter ending December 2015

Statistics » Direct Access Audiology waiting times for December 2015

Mixed Sex Accommodation Breached - January 2016

NHS foundation trust bulletin: 17 February 2016

Improving access to psychological therapies report, November 2015 final, December 2015 primary and most recent quarterly data (Q2 2015/16)

Mental health and learning disabilities statistics monthly report: final November and provisional December

NHS sickness absence rates: October 2015

NHS workforce statistics: November 2015, provisional statistics

Glossary

ADHD	Attention deficit hyperactivity disorder	LD	Learning Disability
AQP	Any Qualified Provider	Mgt	Management
ASD	Autism spectrum disorder	MAV	Management of Aggression and Violence
AWA	Adults of Working Age	MBC	Metropolitan Borough Council
AWOL	Absent Without Leave	MH	Mental Health
B/C/K/W	Barnsley, Calderdale, Kirklees, Wakefield	MHCT	Mental Health Clustering Tool
BDU	Business Delivery Unit	MRSA	Methicillin-resistant Staphylococcus aureus
C&K	Calderdale & Kirklees	MSK	Musculoskeletal
C. Diff	Clostridium difficile	MT	Mandatory Training
CAMHS	Child and Adolescent Mental Health Services	NCI	National Confidential Inquiries
CAPA	Choice and Partnership Approach	NHS TDA	National Health Service Trust Development Authority
CCG	Clinical Commissioning Group	NHSE	National Health Service England
CGCSC	Clinical Governance Clinical Safety Committee	NICE	National Institute for Clinical Excellence
CIP	Cost Improvement Programme	NK	North Kirklees
CPA	Care Programme Approach	OOA	Out of Area
CPPP	Care Packages and Pathways Project	OPS	Older People's Services
CQC	Care Quality Commission	PbR	Payment by Results
CQUIN	Commissioning for Quality and Innovation	PCT	Primary Care Trust
CROM	Clinician Rated Outcome Measure	PICU	Psychiatric Intensive Care Unit
CRS	Crisis Resolution Service	PREM	Patient Reported Experience Measures
CTLD	Community Team Learning Disability	PROM	Patient Reported Outcome Measures
DoV	Deed of Variation	PSA	Public Service Agreement
DQ	Data Quality	PTS	Post Traumatic Stress
DTOC	Delayed Transfers of Care	QIA	Quality Impact Assessment
EIA	Equality Impact Assessment	QIPP	Quality, Innovation, Productivity and Prevention
EIP/EIS	Early Intervention in Psychosis Service	QTD	Quarter to Date
EMT	Executive Management Team	RAG	Red, Amber, Green
FOI	Freedom of Information	RiO	Trusts Mental Health Clinical Information System
FT	Foundation Trust	Sis	Serious Incidents
HONOS	Health of the Nation Outcome Scales	S BDU	Specialist Services Business Delivery Unit
HSCIC	Health and Social Care Information Centre	SK	South Kirklees
HV	Health Visiting	SMU	Substance Misuse Unit
IAPT	Improving Access to Psychological Therapies	SU	Service Users
IG	Information Governance	SWYFT	South West Yorkshire Foundation Trust
IHBT	Intensive Home Based Treatment	SYBAT	South Yorkshire and Bassetlaw local area team
IM&T	Information Management & Technology	TBD	To Be Decided/Determined
Inf Prevent	Infection Prevention	WTE	Whole Time Equivalent
IWMS	Integrated Weight Management Service	Y&H	Yorkshire & Humber
KPIs	Key Performance Indicators	YTD	Year to Date