

**PUBLIC BOARD OF DIRECTORS ANNUAL WORK PROGRAMME 2024-25**  
As at 16.05.2024

**Notes:** Any additional reporting related to Health Inequalities is to be reflected. Work is taking place to consider the future approach to annual strategy reviews of the enabling strategies and around potential changes to the IPQR, and Transformation reporting.  
Controlled Drugs Accountable Officer (CDAO) Annual Report to be reported in September 2025, as requested by Chief Pharmacist

**Key:**  
D- Deferred

|  | Type | accountable director | Author | Notes | Specified frequency | May | June (EO) | July | Sept | Nov | Jan | March |
|--|------|----------------------|--------|-------|---------------------|-----|-----------|------|------|-----|-----|-------|
|  |      |                      |        |       |                     | Q1  | Q1        | Q2   | Q2   | Q3  | Q4  | Q4    |

**GENERAL STANDING ITEMS**

- Experience story (SU, Carer or staff)
- Experience story reflection
- Welcome, declaration of interest, minutes, matters arising and action log
- Chairs report (including Council of Governors/membership matters)
- CEO report
- Board committee activity reports (AAA) and approved minutes
- Reflections on the meeting including unconscious bias
- Questions from Governors and the Public
- Public Board of Directors forward plan
- Other standing items are reflected in specific strategic aims sections below:

|  | Type | accountable director | Author | Notes | Specified frequency | May | June (EO) | July | Sept | Nov | Jan | March |
|--|------|----------------------|--------|-------|---------------------|-----|-----------|------|------|-----|-----|-------|
|  |      |                      |        |       |                     | Q1  | Q1        | Q2   | Q2   | Q3  | Q4  | Q4    |

**Strategic aim – DELIVER OUTSTANDING CARE**

| <b>Quality &amp; Safety</b>   | Type | accountable director | Author   | Notes    | Specified frequency | May | June (EO) | July | Sept | Nov | Jan | March |
|---|------|----------------------|--|----------|---------------------|-----|-----------|------|------|-----|-----|-------|
|   |      |                      |  |          |                     | Q1  | Q1        | Q2   | Q2   | Q3  | Q4  | Q4    |
| Clinical and Social Care (2021-2026) Strategy Annual review/ Progress update (approved July 2021) | ☰    | Medical Director     | Director Psychological Services Programme Lead | post QAC | Annual              |     |           |      |      | X   |     |       |

|  |      |  |  |   |                     |     |           |            |      |     |     |       |
|--|------|--|--|---|---------------------|-----|-----------|------------|------|-----|-----|-------|
| Service User Engagement and Experience Strategy (2022-26) / Progress update received as part of QA reporting |      | Executive Director of Nursing, Professions and Quality                               | Executive Director of Nursing, Professions and Quality | post QAC, included in Lived Experience report                           | Annual              |     |           |            |      |     |     | X     |
| Carers and Young Carers Strategy (2023-2026) Annual review/ Progress update received as part of QA reporting |      | Executive Director of Nursing, Professions and Quality                               | Head of Experience                                     | post QAC, in the Lived Experience report                                | Annual              |     |           |            |      |     | X   |       |
| Quality Accounts   |      | Executive Director of Nursing, Professions and Quality                               | Head of Clinical Governance and Risk                   | post CoG, QAC and ARC   | Annual              |     | X         |            |      |     |     |       |
| Quality Assurance Report -   |      | Executive Director of Nursing, Professions and Quality                               | Head of Clinical Quality Standards & Deputy DIPC       | Post QAC<br>Includes annual review progress of Quality Strategy in July | Bi-annual           |     |           | X          |      |     | X   |       |
| Quality Improvement bi-annual progress report  |      | Executive Medical Director<br>Executive Director of Nursing, Professions and Quality | Head of continuous improvement                         | post QAC  | Bi-Annual           |     |           | X          |      |     | X   |       |
| <b>Quality &amp; Safety continued:</b>   | Type | accountable director   | Author   | Notes   | Specified frequency | May | June (EO) | July       | Sept | Nov | Jan | March |
|  |      |  |  |   |                     | Q1  | Q1        | Q2         | Q2   | Q3  | Q4  | Q4    |
| Quarterly Patient Safety Report Includes learning lessons and PSIRF post QAC                                 |      | Executive Director of Nursing, Professions and Quality                               | Patient Safety Specialist                              | Post QAC  | Quarterly           |     |           | X (Annual) |      |     | X   | X     |
| Safe staffing Bi-annual report + declaration (Sept)  |      | Executive Director of Nursing, Professions and Quality                               | Head of Nursing  | post QAC and PC (July/Jan) Declaration= September                       | Bi-Annual           |     |           | X (D)      | X    |     |     | X     |

|  |   |  |  |   |           |        |  |       |               |        |   |        |
|--|---|--|--|---|-----------|--------|--|-------|---------------|--------|---|--------|
| Eliminating mixed sex accommodation annual declaration | ☰ | Executive Director of Nursing, Professions and Quality | Patient Safety Specialist  | post QAC  | Annual    | X      |  |       |               |        |   |        |
| Mortality report (Quarterly and Annual)                | ☰ | Executive Medical Director                             | Patient Safety Specialist  | post QAC  | Quarterly | X (Q4) |  |       | X (Q1) annual | X (Q2) |   | X (Q3) |
| Lived Experience Report                                | ☰ | Executive Director of Nursing, Professions and Quality | Head of Engagement and Experience Team   | post QAC  | Bi-Annual |        |  | X     |               |        | X |        |
| Safeguarding Annual report (adults and children)       | ☰ | Executive Director of Nursing, Professions and Quality | Head of Safeguarding   | post QAC  | Annual    |        |  | X     |               |        |   |        |
| Use of Force Annual Report                             | ☰ | Executive Director of Nursing, Professions and Quality | Nurse Consultant Restrictive Practices, Head of Nursing, Acute and Community Directorate | Post MHLC (Sept) QAC – for information<br>Bi-annual reporting agreed – quality report update September (as part of Annual report) and March | Annual    |        |  |       | X             |        |   |        |
| Suicide Prevention Strategy Progress Report            | ☰ | Executive Medical Director                             | Patient Safety Specialist  | post QAC (deferred to Sept 2024, as agreed with Chair and CEO)  | Annual    |        |  | X (D) | X             |        |   |        |

| Quality & Safety continued   | Type | accountable director                                   | Author   | Notes   | Specified frequency | May    | June (EO) | July | Sept   | Nov    | Jan | March  |
|--|------|--|--|---|---------------------|--------|-----------|------|--------|--------|-----|--------|
|  |      |  |  |   |                     | Q1     | Q1        | Q2   | Q2     | Q3     | Q4  | Q4     |
| Freedom to Speak Up Guardian – annual update on progress with strategy                             | ☰    | Director of Corporate Governance                       | Freedom to Speak Up Guardian                   | post QAC/People   | Annual              |        |           |      |        |        |     | X      |
| Guardian of Safe Working Quarterly and Annual Report   | ☰    | Executive Medical Director                             | Guardian of Safe working                       | straight to Board   | Annual              | X (Q4) |           |      | X (Q1) | X (Q2) |     | X (Q3) |
| Controlled Drugs Accountable Officer (CDAO) Annual Report  | ☰    | Executive Medical Director                             | Deputy Chief Pharmacist                        | straight to Board   | Annual              |        |           | X    |        |        |     |        |
| Complaints Annual Report   | ☰    | Executive Director of Nursing, Professions and Quality | Head of clinical risk and Head of complaints   | post QAC  | Annual              |        |           | X    |        |        |     |        |
| Research, innovation and effectiveness strategy / Progress update (2022-2026) approved March 2022) | ☰    | Executive Medical Director                             | Deputy Director: Research                      | post QAC  | Annual              |        |           |      |        |        |     | X      |
| Patient-Led Assessment of the Care Environment (PLACE)   | ☰    | Director of Operations and Transformation              | Head of Facilities and Health & Safety         | Deferred from Jan 23. Outcome of Place assessments to Public BoD March 24; Action Plan to Strategy and Dev BoD in April 24. Action plan tracked at EMT. | Annual              | X      |           |      |        |        |     |        |
| Medical Revalidation Annual Report   | ☰    | Executive Medical Director                             | Responsible Office, Medical Compliance Officer | For receipt at BoD in September in advance of submission of signed statement of compliance by CEO   | Annual              |        |           |      | X      |        |     |        |

or Chair by the end of October.

**Strategic Aim – EFFECTIVE USE OF RESOURCES**








|  | Type | accountable director | Author | Notes | Specified frequency | May | June (EO) | July | Sept | Nov | Jan | March |
|--|------|----------------------|--------|-------|---------------------|-----|-----------|------|------|-----|-----|-------|
|  |      |                      |        |       |                     | Q1  | Q1        | Q2   | Q2   | Q3  | Q4  | Q4    |

- Transformation Portfolio report – post FPC Director of Strategy
- Systems and Partnerships briefing – Director of Strategy and Chief Executive

|  |   |                               |  |   |          |   |  |       |   |   |   |   |
|--|---|-------------------------------|--|---|----------|---|--|-------|---|---|---|---|
| Integrated Performance and Quality Report (IPQR)                                   | 📄 | Executive Director of Finance | Business performance with input from Executive leads               | Post assurance committees                           | Standing | X |  | X     | X | X | X | X |
| Monthly Finance report   | 📄 | Executive Director of Finance | Executive Director of Finance                                      | Post FPC  | Standing | X |  | X     | X | X | X | X |
| Finance strategy annual review / progress update                                   | 📄 | Executive Director of Finance | Deputy Director of Finance   | Post FPC  | Annual   |   |  |       | X |   |   |   |
| Estates Strategy (2021-2026) annual review/progress update                         | 📄 | Director of Strategy          | Director of Strategy and Director of Operations and Transformation | Post FPC Agreed to go to BoD in Sept.               | Annual   |   |  | X (D) | X |   |   |   |
| Sustainability and Green Plan strategy 2022-26 progress update                     | 📄 | Executive Director of Finance | Sustainability lead  | Post FPC  | Annual   |   |  |       |   |   | X |   |
| Digital Strategy (2021-2025) – annual review / Progress update (approved Nov 2021) | 📄 | Executive Director of Finance | Executive Director of Finance                                      | TBC   | Annual   |   |  |       |   |   |   |   |
| Annual Operational Plan 2024/25  | 📄 | Director of Strategy          | Deputy Director of Strategy and Planning                           | post FPC and COG (also goes to QAC and PC annually) | Annual   | X |  |       |   |   |   |   |
| Finance Plan 2024-2025   | 📄 | Executive Director of Finance | Executive Director of Finance                                      | post FPC  | Annual   | X |  |       |   |   |   | X |

|   |   |                               |                               |          |        |   |  |   |   |  |  |   |
|---|---|-------------------------------|-------------------------------|----------|--------|---|--|---|---|--|--|---|
| Annual Budget setting                           | 📄 | Executive Director of Finance | Deputy Director of Finance    | post FPC | Annual | X |  |   |   |  |  | X |
| Annual Directorate Performance Review           | 📄 | Executive Director of Finance | Executive Director of Finance | Post FPC | Annual |   |  |   | X |  |  |   |
| Annual review of Performance Framework and KPIs | 📄 | Executive Director of Finance | Executive Director of Finance | EMT x 2  | Annual |   |  | X |   |  |  |   |

## Strategic aim – GREAT PLACE TO WORK

|   | Type  | accountable director                                | Author  | Notes   | Specified frequency | May | June (EO) | July          | Sept      | Nov       | Jan | March       |
|---|---|---|---|---|---------------------|-----|-----------|---------------|-----------|-----------|-----|-------------|
|   |   |   |   |   |                     | Q1  | Q1        | Q2            | Q2        | Q3        | Q4  | Q4          |
| People Strategy (2023-2026) (people delivery plan) / Progress update  |    | Executive Director of People                        | Executive Director of People                            | annual review post People Committee   | Annual/Quarterly    |     |           | X (D)<br>(Q1) | X<br>(Q1) | X<br>(Q2) |     | X<br>(Q3/4) |
| Gender Pay Gap Report 2024  |    | Executive Director of People                        | Head of Equality and Inclusion                          | post people committee   | Annual              | X   |           |               |           |           |     |             |
| Clinical excellence awards  |    | Exec Medical Director/ Executive Director of People | Exec Medical Director/ Executive Director of People     | In CEO report – post people committee   | Annual              |     |           | X             |           |           |     |             |
| Workforce standards annual review – Disability Equality Standard (WDES) and the Workforce Race Equality Standard (WRES) |    | Executive Director of People                        | Head of Equality and Inclusion                          | moved from September in line with new national reporting requirements post people committee   | Annual              |     |           | X             |           |           |     |             |
| Staff Survey results  |    | Executive Director of People                        | Head of Equality and Inclusion                          | post People Committee   | Annual              |     |           |               |           |           |     | X           |
| Annual Equality and Human Rights Report<br>*Equality Objectives 2024-2028 in March 2024                                 |    | Executive Director of People                        | Head of Equality and Inclusion and Human Rights Officer | including proposed refreshed draft Equality Objectives (2024-2028) post People Committee and prior to final sign off in March 2024) Post CoG and People | Annual              |     |           |               |           | X         |     |             |
| NHS Equality Delivery System report   |  | Executive Director of People                        | Head of Equality and Inclusion                          | post People Committee   | Annual              |     |           |               |           |           | X   |             |

**Strategic Aim – Ensure our services are inclusive**

|   | Type | accountable director       | Author  | Notes    | Specified frequency | May | June (EO) | July | Sept | Nov | Jan | March |
|---|------|----------------------------|---|----------|---------------------|-----|-----------|------|------|-----|-----|-------|
|   |      |                            |   |          |                     | Q1  | Q1        | Q2   | Q2   | Q3  | Q4  | Q4    |
| Strategic updates from system, collaborative and partnership meetings see standing item | ☰    |                            |   |          |                     | X   |           | X    | X    | X   | X   | X     |
| Bi-annual population health updated   | ☰    | Executive Medical Director | Head of Population Health and Inequalities, Public Health Registrar | Post QAC | Bi-annual           | X   |           |      |      | X   |     |       |
| Health Inequalities reporting <b>to be reflected</b>                                    |      |                            |   |          |                     |     |           |      |      |     |     |       |

**STRATEGY**








| <b>Strategy – see strategies listed under strategic Aims</b> | Type | accountable director | Author               | Notes                   | Specified frequency | May | June (EO) | July | Sept | Nov | Jan | March |
|--|------|----------------------|----------------------|-------------------------|---------------------|-----|-----------|------|------|-----|-----|-------|
|  |      |                      |                      |                         |                     | Q1  | Q1        | Q2   | Q2   | Q3  | Q4  | Q4    |
| SHSC overarching strategic priorities review                 | ☰    | Director of Strategy | Director of Strategy | Post committees and CoG | Annual              |     |           |      |      |     |     | X     |



| GOVERNANCE  |      |   |  |   |                     |     |           |       |      |     |     |       |
|---|------|---|--|---|---------------------|-----|-----------|-------|------|-----|-----|-------|
|   | Type | accountable director  | Author   | Notes   | Specified frequency | May | June (EO) | July  | Sept | Nov | Jan | March |
|   |      |   |  |   |                     | Q1  | Q1        | Q2    | Q2   | Q3  | Q4  | Q4    |
| Board Assurance Framework   | ☰    | Director of Corporate Governance  | Director of Corporate Governance with Exec leads                   | Post assurance committees   | As outlined         |     |           | X     |      | X   | X   | X     |
| Corporate Risk Register   | ☰    | Director of Corporate Governance  | Head of Corporate Assurance  | Post assurance committees   | Standing            | X   |           | X     | X    | X   | X   | X     |
| Annual Report and Accounts  | ☰    | Director of Corporate Governance and Executive Director of Finance        | Director of Corporate Governance and Executive Director of Finance | Post ARC  | Annual              | D   | X         |       |      |     |     |       |
| Receipt of Head of Internal Audit Opinion and external audit report | ☰    | Internal and External Audit (via Exec Dir of Finance and Dir of Corp Gov) | N/A  | Post ARC  | Annual              | D   | X         |       |      |     |     |       |
| Emergency Preparedness, Resilience and Response Annual Report       | ☰    | Director of Operations  | Director of Operations   | Post ARC Submission sign off to be received for information in October, post ARC and Conf BoD in October. | Annual              |     |           |       |      | X   |     |       |
| Annual Health and Safety report                                     | ☰    | Director of Strategy  | Head of Facilities and Health and Safety                           | post EMT, QAC and People Committee (deferred to July as agreed with Chair and CEO)                        | Annual              |     |           | X     |      |     |     |       |
| Annual Update on Charity Governance                                 | ☰    | Executive Director of Finance   | Deputy Director of Finance   | Post FPC deferred to Sept BoD   | Annual              |     |           | X (D) | X    |     |     |       |
| Annual Review of SFIs/SO and Scheme of Delegation                   | ☰    | Director of Corporate   | Director of Corporate  | Post FPC  | Annual              |     |           |       |      |     |     | X     |

|   |   |  |  |           |        |  |  |  |   |  |  |  |
|---|---|--|--|-----------|--------|--|--|--|---|--|--|--|
|   |   | Governance and Executive Director of Finance | Governance and Executive Director of Finance |           |        |  |  |  |   |  |  |  |
| Annual Mental Health scheme of delegation | ☰ | Exec Medical Director                        | Head of Mental Health Legislation            | post MHLC | Annual |  |  |  | X |  |  |  |

| Governance continued:  | Type | accountable director  | Author                           | Notes    | Specified frequency | May | June (EO) | July | Sept | Nov | Jan | March |
|--|------|---|----------------------------------|----------|---------------------|-----|-----------|------|------|-----|-----|-------|
|  |      |   |                                  |          |                     | Q1  | Q1        | Q2   | Q2   | Q3  | Q4  | Q4    |
| Data and Information Governance Annual Report (inc SIRO/Caldicott)         | ☰    | Executive Director of Finance<br><a href="#">Executive Medical Director</a> | Executive Director of Finance    | Post ARC | Annual              |     |           | X    |      |     |     |       |
| Risk Management Framework review   | ☰    | Director of Corporate Governance  | Director of Corporate Governance | Post ARC | Annual              |     |           |      | X    |     |     |       |
| Items covered in the Governance report:                                    | Type | accountable director  | Author                           | Notes    | Specified frequency | May | June (EO) | July | Sept | Nov | Jan | March |
|  |      |   |                                  |          |                     | Q1  | Q1        | Q2   | Q2   | Q3  | Q4  | Q4    |
| - Non-Executive Director (NED) Champion roles and membership of committees | ☰    | Director of Corporate Governance  | Director of Corporate Governance | Post ARC | Annual              |     |           |      |      |     |     | X     |
| - Declarations, gifts and hospitality register                             | ☰    | Director of Corporate Governance  | Director of Corporate Governance | Post ARC | Annual              | X   |           |      |      |     |     |       |

|   |   |                                  |                                  |   |                      |     |           |      |      |     |     |       |
|---|---|----------------------------------|----------------------------------|---|----------------------|-----|-----------|------|------|-----|-----|-------|
| - FFP declarations  |    | Director of Corporate Governance | Director of Corporate Governance | Post ARC  | Annual               |     |           | X    |      |     |     |       |
| - Use of Seal   |    | Director of Corporate Governance | Director of Corporate Governance | Post ARC  | Annual               |     |           | X    |      |     |     |       |
| <b>Items covered in the Governance report continued:</b>  | Type  | accountable director             | Author                           | Notes   | Specified frequency  | May | June (EO) | July | Sept | Nov | Jan | March |
|   |   |                                  |                                  |   |                      | Q1  | Q1        | Q2   | Q2   | Q3  | Q4  | Q4    |
| - Any proposed changes to the Constitution for approval   |    | Director of Corporate Governance | Director of Corporate Governance | Post CoG/ ARC pre AMM                           | Annual (if required) |     |           | X    |      |     |     |       |
| - Modern Slavery and Human Trafficking statement  |    | Director of Corporate Governance | Director of Corporate Governance | Post people                                     | Annual               | D   |           | X    |      |     |     |       |
| - Covid-19 inquiry update   |    | Director of Corporate Governance | Director of Corporate Governance | As required                                     | Annual               |     |           | X    |      |     |     |       |
| - Annual reports from the Board Assurance Committees post receipt at their committees (including reviews of effectiveness work plans for 2023/24 and reviews of TORs) |  | Chairs and Executive Leads       | Executive Leads                  | Post receipt at committees in Q4 and ARC in May | Annual               |     |           | X    |      |     |     |       |
| - Board review of effectiveness   |  | Director of Corporate Governance | Director of Corporate Governance | Straight to Board                               | Annual               |     |           |      | X    |     |     |       |
| <b>OTHER MATTERS</b>  | Type  | accountable director             | Author                           | Notes   | Specified frequency  | May | June (EO) | July | Sept | Nov | Jan | March |

