

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

Notes:

- Updates since the planner was last received at Board are in blue/strike through
- 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 which will be reflected in the next update.
- [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

Quality & Safety	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 Includes annual review progress of Quality Strategy in July (strategy item deferred to September). strengthen the front sheets of future reports to include more highlights on the 'so what' to support understanding on key issues to draw these to the attention of the committee and Board.	Bi-annual			X				X
Quality Improvement bi-annual progress report	☰	Executive Medical Director Executive Director of Nursing,	Head of continuous improvement	post QAC	Bi-Annual			X				X

		Professions and Quality										
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
Quarterly Patient Safety Report Includes learning lessons and PSIRF post QAC (Learning and Safety Report)	☰	Executive Director of Nursing, Professions and Quality	Patient Safety Specialist	Post QAC	Quarterly The Board asked that future reports include/clarify assurances against items highlighted in the report			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 and to include PCREF updates	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,	Nurse Consultant Restrictive Practices, Head of	Post MHLC (Sept) QAC – for information	Annual				X			

		Professions and Quality	Nursing, Acute and Community Directorate	Bi-annual reporting agreed – quality report update September (as part of Annual report) and March								
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 Assurance	Quarterly and 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 – report for 2025 to be received in September	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 Annual Appraisal & Revalidation Report	☰	Executive Medical Director	Responsible Officer (Sohbi Girgis, Medical Compliance Officer	For receipt at BoD in September in advance of submission of signed statement of	Annual				X			

compliance by CEO 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 (as a slide deck)			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 (as a slide deck) Note paper provided for Sep as received at FPC at request of DoS			X (D)	X			
Sustainability and Green Plan strategy 2022-26 progress update	☰	Executive Director of Finance	Sustainability lead	Post FPC	Annual (as a slide deck)						X	
Digital Strategy (2021-2025) – annual review / Progress update (approved Nov 2021)	☰	Executive Director of Finance	Executive Director of Finance	TBC	Annual (as a slide deck)							

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
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 *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 to be reflected				Self- assessment completed at June BoD. Outcome of self-assessment to be shared with BoD Sept, and action plan to be shared at October BoD - tbc					X tbc			
STRATEGY												
Strategy – see strategies listed under strategic Aims	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	Q3	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 Executive Medical Director	Executive Director of Finance	Post ARC	Annual			X				
Risk Management Framework review	☰	Director of Corporate Governance	Director of Corporate Governance	Post ARC in October	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				
Items covered in the Governance report continued:	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			
OTHER MATTERS	Type	accountable director	Author	Notes	Specified frequency	May	June (EO)	July	Sept	Nov	Jan	March

						Q1	Q1	Q2	Q2	Q3	Q4	Q4
Other items to be added as required												