

PUBLIC BOARD OF DIRECTORS ANNUAL WORK PROGRAMME 2024-25

As at 14.11.2024

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.

- Strategies – agreed to receive these once a year as a slide deck.
- Reference to the work commissioned in relation to fire door safety to be included in the Health and Safety report 2024/25 and in the Trust Annual Report for 2024/25
- Risk Management Framework refresh to be moved from November to July for ARC and Board.

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												
<ul style="list-style-type: none"> - 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	📄	Medical Director	Director Psychological Services Programme Lead	post QAC	Annual					X		

update (approved July 2021)													
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	Bi-annual			X				X	
Quality Improvement bi-annual progress report	☰	Executive Medical Director Executive Director of Nursing, Professions and Quality	Head of continuous improvement	post QAC	Bi-Annual			X				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	
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			X (Annual)				X	X

					highlighted in the report							
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 – Report for 2023/24 received September New Strategy with 3 year plan (2025-2028) to be presented to BoD in January 2025 post EMT, MHLC and QAC	☰	Executive Director of Nursing, Professions and Quality	Nurse Consultant Restrictive Practices, Head of Nursing, Acute and Community Directorate	Post MHLC (Sept) QAC – for information	Annual				X		X	X (update)
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 – September timing requested by the CDAO to be standing month going forward	📄	Executive Medical Director	Deputy Chief Pharmacist	straight to Board	Annual			D	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	For receipt at BoD in September in	Annual				X			




			Girgis, Medical Compliance Officer	advance of submission of signed statement of compliance by CEO or Chair by the end of October.								
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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)			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 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 as a slide deck	Annual/ Quarterly			X(D) (Q1)	X (Q1)D	X (Q1 & Q2)	-	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 update	☰	Executive Medical Director	Head of Population Health and Inequalities, Public Health Registrar	Post QAC	Bi-annual	X				X		
New Joint Health and Wellbeing Strategy, the 'Fair and Healthy Sheffield Plan'. (Included in the Bi-annual population health update to BoD in November 24)	☰	Director of Strategy	Director of Strategy	Straight to Board	One off					X		
Health Inequalities reporting including BoD self-assessment and draft inequality action plan (included in the Bi- annual population health update to BoD in November 24)	☰	Director of Strategy	Head of Population Health and Inequalities,	Post QAC	June (development Board) Oct (development Board)				X tbc	X		

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
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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/Board sign off (Oct Conf Board) Submission end 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	Annual			X (D)	X			
Annual Review of SFIs/SO and Scheme of Delegation	☰	Director of Corporate Governance and	Director of Corporate Governance and	Post FPC	Annual							X

		Executive Director of Finance	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 (SIRO) Executive Medical Director (Caldicott)	Executive Director of Finance	Post ARC	Annual			X				
Risk Management Framework review <i>proposed to be received annually in July</i>	☰	Director of Corporate Governance	Director of Corporate Governance	Post ARC in October	Annual	X D		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												
Learning Disability Programme review		Director of Operations	Director of Operations	Action from July BoD					X			