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	Type	Executive Lead	Author	Frequency	May	June (EO)	July	Sept	Nov	Jan	March
Date of meeting					28.5.25	25.6.25	30.7.25	24.9.25	26.11.25	28.1.26	25.3.26
Submission deadline					21.5.28	18.5.25	23.7.25	17.9.25	19.11.25	21.1.26	18.3.26
Quarter					Q1	Q1	Q2	Q2	Q3	Q4	Q4
Standing Items					May	June (EO)	July	Sept	Nov	Jan	March
Experience story (SU, Carer or staff)	V	Executive Director of Nursing, Professions & Quality	N/A	Standing	X	X	X	X	X	X	X
Experience story reflection	V	Executive Director of Nursing, Professions & Quality	N/A	Standing	X	X	X	X	X	X	X
Welcome, declaration of interest, minutes, matters arising and action log	V	Chair	N/A	Standing	X	X	X	X	X	X	X
Questions from Governors and the public	V	Chair	N/A	Standing	X	X	X	X	X	X	X
Chairs report	V	Chair	N/A	Standing	X	X	X	X	X	X	X
CEO report	📅	Chief Executive	Chief Executive	Standing	X	X	X	X	X	X	X
Board committee activity reports	📅	Non-Executve Directors	Coroprate Assurance team	Standing	X	X	X	X	X	X	X
Reflections on the meeting including unconscious bias	V	Chair	N/A	Standing	X	X	X	X	X	X	X
Any other urgent business	V	Chair	N/A	Standing	X	X	X	X	X	X	X
Public Board of Directors work programme	📅	Chair	N/A	Standing	X	X	X	X	X	X	X
Strategic Aim: Deliver Outstanding Care											
Quality & Safety					May	June (EO)	July	Sept	Nov	Jan	March
Clinical and Social Care (2021-2026) Strategy Annual review/ Progress update (approved July 2021)	📅	Executive Medical Director	Director Psychological Services Programme Lead	Annual					X		
Quality Account	📅	Executive Director of Nursing, Professions & Quality	Head of Quality	Annual		X					
Quality Assurance Report	📅	Executive Director of Nursing, Professions & Quality	Head of Clinical Quality Standards & Deputy DIPC	Bi-Annual			X			X	
Quality Improvement Bi-Annual Progress Report	📅	Executive Medical Director Executive Director of Nursing, Professions & Quality	Head of Continuous Improvement	Bi-Annual			X				X
Patient Safety Report Includes learning lessons and PSIRF (Learning and Safety Report)	📅	Executive Director of Nursing, Professions & Quality	Patient Safety Specialist	Quarterly	XD		X	X		X	X

Mortality report (Quarterly and Annual)		Executive Medical Director	Care standards lead	Quarterly	Q4 (annual)	D	X	Q1		Q2	Q3
Safe Staffing Bi-Annual Report and Declaration		Executive Director of Nursing, Professions & Quality	Head of Nursing	Bi-Annual				X			X
Eliminating mixed sex accommodation annual declaration		Executive Director of Nursing, Professions & Quality	Patient Safety Specialist	Annual	X						
Lived experience report including *Carers and Young Carers Strategy (2023-2026) Annual review/ Progress update *Service User Engagement and Experience Strategy (2022-26) / Progress update *PCREF update		Executive Director of Nursing, Professions & Quality	Head of Engagement and Experience Team Peer Suport work lead	Bi-Annual			X			X	
Safeguarding annual report (adults and children)		Executive Director of Nursing, Professions & Quality	Head of Safeguarding	Annual			X				
Use of force annual report/ Least restrictive practice plan		Executive Director of Nursing, Professions & Quality	Nurse Consultant Restrictive Practices Head of Nursing, Acute & Community Directorate	Annual				X		X	X Update
Suicide prevention annual report		Executive Medical Director	Patient Safety Specialist	Annual				X			
Freedom to Speak Up Guardian – annual update on progress with strategy		Associate Director of Communications and Corporate Governance	Freedom to Speak Up Guardian	Annual	X						✕
Guardian of Safe Working Quarterly and Annual Report		Executive Medical Director	Guardian of Safe Working	Quarterly	Q4			Q1	Q2		Q3
Controlled Drugs Accountable Officer (CDAO) Annual Report		Executive Medical Director	Deputy Chief Pharmacist	Annual				X			
Complaints Annual Report		Executive Director of Nursing, Professions & Quality	Head of Clinical Risk Head of Complaints	Annual			X				

Research, innovation and effectiveness strategy / Progress update		Executive Medical Director	Deputy Director: Research	Annual							X
Patient-Led Assessment of the Care Environment (PLACE)		Director of Strategy	Head of Facilities and Health & Safety	Annual	X action plan			X			X
Premises Assurance Model (PAM)		Director of Strategy	Associate Director of estates and facilities	Annual				X			
Medical Annual Appraisal & Revalidation Report		Executive Medical Director	Responsible Officer: Sohbi Girgis, Medical Compliance Officer	Annual				X			
Independent Mental Health Homicide Review Action plan		Executive Director of Nursing, Professions & Quality	Executive Director of Nursing, Professions & Quality	As required	X						
Winter plan		Chief operating officer	Chief operating officer	Annual/as required				X			
Ligature Anchor point annual report		Executive Director of Nursing, Professions & Quality	Executive Director of Nursing, Professions & Quality	As required				X			
Strategic Aim: Effective Use of Resources					May	June (EO)	July	Sept	Nov	Jan	March
Performance and Quality											
Improvement and Change report		Director of Strategy	Head of PMO	Standing	X		X see notes	X	X	X	X
Integrated Performance and Quality Report (IPQR)		Executive Director of Finance	Business performance with input from Executive leads	Standing	X		X	X	X	X	X
Financial Performance Report		Executive Director of Finance	Executive Director of Finance	Standing	X		X	X	X	X	X
Finance Plan 2025-2026 *annual budget setting		Executive Director of Finance	Executive Director of Finance	Annual	X					X	X
Estates Strategy (2021-2026) annual review/progress update		Director of Strategy	Director of Strategy	Annual			D	X D			
Sustainability and Green Plan strategy 2022-26 progress update		Executive Director of Finance	Sustainability lead	Annual						X	

Digital Strategy (2021-2025) – annual review / Progress update (approved Nov 2021)		Executive Director of Finance	Executive Director of Finance	Annual							
Operational plan and priorities 2025/26		Director of Strategy	Deputy Director of Strategy and Planning	Annual	X				X	X	X
Annual Operational Plan 2026-27		Director of Strategy	Deputy Director of Strategy and Planning	bi- annual							X
Annual review of Performance Framework and KPIs		Executive Director of Finance	Executive Director of Finance	Annual					X		
Strategic Aim: Great Place to Work					May	June (EO)	July	Sept	Nov	Jan	March
People Strategy (2023-2026) (people delivery plan) / Progress update		Executive Director of People	Executive Director of People	Annual							X
Gender Pay Gap Report 2025		Executive Director of People	Head of Equality and Inclusion	Annual	X						
Clinical excellence awards		Executive Medical Director Executive Director of People	Executive Medical Director Executive Director of People	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	Annual			X	X			
Staff Survey results		Executive Director of People	Head of Equality and Inclusion	Annual							X
Annual Equality and Human Rights Report *Equality Objectives 2024-2028 in March 2024		Executive Director of People	Head of Equality and Inclusion Human Rights Officer	Annual					X (approval)		
Keeping our people safe at work					X				X		
Draft 2024 Equality Delivery System Report		Executive Director of People	Head of Equality and Inclusion	Annual	X					X	
10 point plan to imprve our resident doctor's working lives		Executive Medical Direcotr Executive Director of People	Executive Medical Direcotr Executive Director of People	as required				X			
Strategic Aim: Ensure Our Services Are Inclusive					May	June (EO)	July	Sept	Nov	Jan	March
Partnerships/ Transformation											
Systems and Partnerships briefing *including the SY MHLDA Provider Collaborative meeting notes *including SY MHLDA annual report		Director of Strategy and Chief Executive	Director of Strategy	Standing	X		X	X	X	X	X
Population health update		Executive Medical Director	Head of Population Health and Inequalities, Public Health Registrar	Bi-Annual	X			X			
Joint Health and Wellbeing Strategy, the ‘Fair and Healthy Sheffield Plan’. (Included in the Bi- annual population health update to BoD)		Director of Strategy	Director of Strategy	Adhoc	X				X		

Health Inequalities statement reporting including BoD self-assessment and draft inequality action plan (included in the Bi- annual population health update and reported in the Annual Report)		Director of Strategy	Head of Population Health and Inequalities,	Annual		X		X			
Strategy											
Strategy – see strategies listed under strategic Aims					May	June (EO)	July	Sept	Nov	Jan	March
SHSC Trust strategy		Director of Strategy	Director of Strategy	Annual	X			X			
Communication and Engagement strategy		Associate Director of Communications and Corporate Governance	Associate Director of Communications and Corporate Governance with Executive leads	Annual			X		X		
Governance					May	June (EO)	July	Sept	Nov	Jan	March
Board Assurance Framework		Associate Director of Communications and Corporate Governance	Associate Director of Communications and Corporate Governance with Executive leads	As outlined	X		X	X	X		X
Corporate Risk Register		Associate Director of Communications and Corporate Governance	Head of Corporate Assurance	Standing	X		X	X	X	X	X
Annual Report and Accounts *including the Health Inequalities statement		Associate Director of Communications and Corporate Governance Executive Director of Finance	Associate Director of Communications and Corporate Governance Executive Director of Finance	Annual		X					
Receipt of Head of Internal Audit Opinion and external audit report		Internal and External Audit (via Executive Director of Finance & Associate Director of Communications and Corporate Governance)	N/A	Annual		X					
Emergency Preparedness, Resilience and Response Annual Report		Director of Operations	Director of Operations	Annual					X	X	
Annual Health and Safety report		Director of Strategy	Head of Facilities and Health and Safety	Annual			X	X			
Annual Update on Charity Governance		Executive Director of Finance	Deputy Director of Finance	Annual			X				
Annual Review of SFIs/SO and Scheme of Delegation		Associate Director of Communications and Corporate Governance Executive Director of Finance	Associate Director of Communications and Corporate Governance Executive Director of Finance	Annual	X						X
Annual Mental Health Act Scheme of Delegation		Executive Medical Director	Head of Mental Health Legislation	3 yearly ? Annual				X			

IG, Cyber secrity and AI Annual Report (inc SIRO/Caldicott)		Executive Director of Finance (SIRO)	Executive Director of Finance Exceutive medical director	Annual			X				
Risk Management Framework review proposed to be received annually in July		Associate Director of Communications and Corporate Governance	Head of corporate assruance	Annual			X				
Items covered in the Governance Report					May	June (EO)	July	Sept	Nov	Jan	March
Non-Executive Director (NED) Champion roles and membership of committees		Associate Director of Communications and Corporate Governance	Associate Director of Communications and Corporate Governance	Annual							X
Declarations, gifts and hospitality register		Associate Director of Communications and Corporate Governance	Associate Director of Communications and Corporate Governance	Annual	X		X			X update	
FFP declarations		Associate Director of Communications and Corporate Governance	Associate Director of Communications and Corporate Governance	Annual			X				
Use of Seal		Associate Director of Communications and Corporate Governance	Associate Director of Communications and Corporate Governance	Annual			X				
Any proposed changes to the Constitution for approval		Associate Director of Communications and Corporate Governance	Associate Director of Communications and Corporate Governance	Annual			X				
Modern Slavery and Human Trafficking statement		Associate Director of Communications and Corporate Governance	Associate Director of Communications and Corporate Governance	Annual			X				
Covid-19 inquiry update		Associate Director of Communications and Corporate Governance	Associate Director of Communications and Corporate Governance	As required							
Annual reports from the Board Assurance Committees post receipt at their committees (including reviews of effectiveness work plans for 2025/26 and reviews of TORs)		Chairs and Executive Leads	Executive Leads	Annual			X				
Board review of effectiveness		Associate Director of Communications and Corporate Governance	Associate Director of Communications and Corporate Governance	Annual				X	X		
Other Matters					May	June (EO)	July	Sept	Nov	Jan	March
Rio programme update				as required		X					
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