



**Trust Board  
26 May 2022**

**Forward Planner**

<b>Presented for:</b>	Information and diary management
<b>Presented by:</b>	Linda Pollard, Chair
<b>Author:</b>	Jo Bray, Company Secretary
<b>Previous Committees:</b>	On-going up date to Board

<b>Trust Goals</b>	
The best for patient safety, quality and experience	✓
The best place to work	✓
A centre for excellence for research, education and innovation	✓
Seamless integrated care across organisational boundaries	✓
Financial sustainability	✓

<b>Key points</b>	
<p>The Forward Planner for reporting to Board has been updated and new information included in red text.</p> <p>All electronic diary appointments have been issued to support the corporate calendar.</p> <p>The Board area asked to note for 2022/23;</p> <ul style="list-style-type: none"> <li>• Changes to Audit and ID Ctte September meeting dates;</li> <li>• Addition of the Ex-O BDC on 11 April 2022;</li> <li>• DIT Ctte moved from 13 May to 20 May 22;</li> </ul> <p>Changes to membership of Committees have been communicated to all with relevant changes to diary appointments.</p> <p>The draft 2023/24 Corporate Calendar is included for information with diary appointments to follow.</p>	Information and diary management

## Forward Planner Financial Year April 2022 to March 2023

Blue text to be reported in Blue Box

Board Meeting Date	26 May 2022	28 July 2022	29 Sept 2022	24 Nov 2022	26 Jan 2023	30 March 2023
Description of the Report to Board	April	June	Aug	Oct	Dec	Feb
<b>INFO FROM CTTEES</b>						
All Cttee Annual Reports & work programmes for new financial year- Audit, F&P, QAC, Workforce, DIT, BDC, RMC, R&I (assurance at March Audit Cttee) <b>deferred operational pressures Jan/Feb – now to flow to 5 May Audit Cttee meeting and then May 2022 public Board</b>	<del>From all Cttee's -AR for assurance blue box. Work plans for BoD approval-</del>	<b>From all Cttee's -AR for assurance blue box. Work plans for BoD approval – July 2022</b>				
Audit Cttee Annual Report (assurance of Cttees reported to March Audit Cttee)	Audit Cttee AR					
<b>Audit Cttee</b>	5 May	16 June	10 Sept		3 Dec	4 March
<b>F&amp;P Cttee</b>	March, April mins	May, June mins	July, Aug mins	Sept, Oct mins	Nov, Dec mins	Jan, Feb mins
<b>QAC Cttee</b>	28 April mins	23 June mins	25 Aug	27 Oct mins	15 Dec	23 Feb mins
<b>DIT Cttee</b>	<del>13 May mins</del> 20 May		12 Aug mins	11 Nov mins		10 Feb mins
<b>Workforce Cttee</b>	19 May mins	13 July mins	15 Sept	17 Nov	5 Jan	16 March
<b>BDC</b>	April, May mins	June, July mins	Aug, Sept mins	Oct, Nov mins	Dec, Jan mins	Feb, March mins
<b>IDC</b>	10 May	12 July	14 Sept	8 Nov	10 Jan	7 March
<b>RMC</b>	April, May mins	June, July mins	Aug, Sept mins	Oct, Nov mins	Dec, Jan mins	Feb, March mins
<b>R&amp;I Cttee</b>	3 May mins	19 July		1 Nov		7 Feb mins
<b>T&amp;F Group – Covid Public Inquiry</b>	Summary updates post mtg	Summary updates post mtg	Summary updates post mtg	Summary updates post mtg	Summary updates post mtg	Summary updates post mtg
<b>Rem Cttee (Plus Extra Ordinary mtgs)</b>			30 July		26 Nov	
<b>West Yorkshire ISC (ICB) – flow of info – dates tbc</b>						
<b>Leeds Place Committee – flow of info – dates tbc</b>						
<b>WYAAT CiC - Updates</b> - work programme/projects - approvals - CiC (agenda & mins), Directors report	Directors Report <b>Draft mins - 27 April</b>	Directors Report	Directors Report <b>Draft mins - 27 July</b>	Directors Report <b>Draft mins 26 Oct</b>	Directors Report	Directors Report <b>Draft mins - TBC</b>
<b>Health &amp; Wellbeing B:B meetings</b>	<b>Draft mins – 22 March</b>	<b>Draft mins - TBC</b>			<b>Draft mins - TBC</b>	<b>Draft mins - TBC</b>
<b>QUALITY</b>						
Patient Story (LG)	Presentation	presentation	presentation	presentation	presentation	presentation
PPI (LG)		Annual Update				
Complaints (LG)		Yearend Report			Six month - IQPR	
<b>Duty of Candour (PW)</b> Built in to Serious Incident Report with Annual Report -Oct Via QAC and Board blue box or to report to Board				Annual Report from QAC to BoD		
Safeguarding (LG/KS)		Annual Report (public version) & Serious Case Reviews -Update (workshop) PREVENT – Annual Report			Serious Case Reviews -Update (workshop)	
PREVENT report to Workshop with supporting presentation						
Learning Disabilities and Autism Annual Report (LG/KS) <b>Blue Box (flow from QAC June mtg)</b>		Annual Report				
Maternity incentive scheme NHSR (QAC and flow to Board for approval)		QAC then to Board <b>TBC</b>				
Ockenden (LG, SG) Refresh from Kirkup review (LG,SG)  Via QAC and flow to Board	<i>Report to cover both – March 2022, as per Ruth May deadline</i>  <b>QAC April – flow to Board via Blue Box &amp; Chairs report</b>			<b>QAC Oct – flow to Board via Blue Box &amp; Chairs report</b>		
Surveys (LG) - F&FT updates (Patients)	Included in IQPR			Included in IQPR		
CQC – Action Plan Hospital Inspection (LG) <b>(Standing agenda item QAC) - 21-23 Aug 2018</b>  <i>Well Led Framework CQC assessment - 25 - 27 Sept 2018</i> <i>External review AQUA reported to Nov 2021 BoD-Workshop, Jan 2022 public Board - summary</i>	<i>Should any visit be announced – to be added to the agenda</i>		6 month update on action plans	Annual Assurance report		6 month update on action plans
Same Sex accommodation (LG) Reports to QAC	Annual declaration - No longer a requirement at Board					
Environment Audits (CR) National PLACE inspections		Report – local audits <i>(explore benchmarking options across WYAAT)</i>				<b>PLACE (CR)</b>

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Description of the Report to Board	April	June	Aug	Oct	Dec	Feb
Suspended (Social distancing rules)- nationally will recommence 2023						
Ward Healthchecks (LG) (inc Hard Truths info) and safe staffing (inc 6month update to Board) Update international recruitment -Investment	Update report	Update report	Update report	Update report	Update report	Update report
HCAI (LG) Reported to Jan 2022 QAC and flow to Jan Board <a href="#">Blue Box BoD</a>					Annual Report (Blue Box)	
Flu Checklist - sign off by Board (NHSE/I requirement) - (LG) <i>NB likely to be Covid too</i>				Report		
Mortality (PW) <i>To escalate to BoD changes to SHMI &amp; HSMR- as required</i>	<i>As required</i>	<i>As required</i>	<i>As required</i>	<i>As required</i> <i>annual report from QAC</i>	<i>As required</i>	<i>As required</i>
Learning from Deaths Q Report (ref in Chairs report from QAC - public) (PW) <a href="#">QAC - Learning from Deaths - Public BoD</a>	Ref in QAC Chairs report <a href="#">Q Report</a>	Ref in QAC Chairs report <a href="#">Q Report</a>		Ref in QAC Chairs report <a href="#">Q Report</a>		Ref in QAC Chairs report <a href="#">Q Report</a>
Leeds Improvement Method Update (PW&GK) Timeout sessions	Update					
Seven Day Service Board Assurance (PW) Report to QAC Blue Box BoD Suspended						
<b>PERFORMANCE</b>						
Performance (Exec team)	IQPR	IQPR	IQPR	IQPR	IQPR	IQPR
Finance (SW) Approve 2021/22 Financial Plan Capital Programme Five Year £ Plan To include - Commissioners Contract	IQPR	IQPR <b>June Timeout Fundamental £ review</b>	IQPR (Forecast Yearend) <b>Fundamental £ review</b>	IQPR Five Year £ Plan <b>Dec Timeout Fundamental £ review</b>	IQPR Report plan 2021/22 Five Year £ Plan	IQPR <b>Fundamental £ review</b>
Contract /Activity – commissioners (CS)						Sign off by BoD
NHS I Planning Guidance (JG) Public Board					Draft	Sign off by BoD
Winter Plan (CS) <i>to Include Update from Discharge Collaborative , Out Patients (CS, PW), Updates on Wharfedale (CS) - all become part of re-set and Covid recovery Covid Recovery</i>	On-going	On-going	On-going	On-going	On-going	On-going
Partnerships: Finance and Collaboration between LTHT and Adult Social Care (Cath Roth to attend – assurance/audit trail)	Update LP requested attendance -Tim Riley		Assurance for winter planning			
<b>WORKFORCE</b>						
Annual Review Establishments (October)			October – timeout as part of 5 year planning			
Staff story (JL) <i>May 2021 – FTSU, Nov 2021 - Menopause</i>				Staff story		Staff Story
People (JL)	IQPR	IQPR	IQPR	IQPR	IQPR	IQPR
Staff Survey (JL) Include in CE report (RN)					Headlines BoD review @Workforce Cttee	Benchmark data published – report to Board
Nurse Staffing Overview (LG) <a href="#">Annual Nursing Workforce Report (Hazel Jones)</a> SNCT results	Report Jan results	Report Annual Report	Report June/July results	Report	Report	Report Jan results
Midwifery Workforce Report – (Helen C, Katie R, Sue G)			Report			Report
Chief Nurse Establishment Reviews (Helen C, Katie R, Lisa G)		Report – phase 1				Report – phase 2
Allied Health Professionals staffing principles & quality indicators (Bi-annual) – (Helen C, Katie R, Janice Martin)	<del>Report</del> <b>Deferred to July</b>	Report		Report		
Freedom to Speak Up (JH & Guardian)	Annual Report & <i>Presentation (appendix self asses)</i>			Six month Update report - self assess		
Guardians of Safe Working - Annual update to Board (report in Quality Account) (PW) Q reports to MESC (Workforce Cttee)	Annual Report & <i>Presentation</i>					
Equality & Diversity Move to Workforce Cttee						

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Description of the Report to Board	April	June	Aug	Oct	Dec	Feb
Inclusion agenda items – Oct 2021 & March 2022 Board timeout meetings						
Gender Pay Gap (Nat. publication 31 March) Move to Workforce Cttee						
Violence against staff Annual Report (CR via PA) Workforce Cttee NB - New standards (requirement to report to BoD) x2 pa (deep dive at Wfc then flow to BoD)	Report		Report			
Medical Revalidation Report (PW) (HMCL - Responsible Officer) Any excluded Dr to be reported	As required	As required	As required	As required	As required	As required
NMC Revalidation (nursing & midwifery) (LG)		Annual Report - agreed 2017 - to be by exception				
Clinical Excellence Awards (JL)					Report to Board	
Caring the Leeds Way - Annual Report (LG) Nursing & Midwifery Strategy (caring the Leeds Way) approved Sept 2020	Annual Report & video (update)					6 month update
<b>STRATEGY UPDATES</b>						
Corporate Objectives (JH)						As defined for new £ year, app to CE report
Annual Plan -2022/23 (JG) Q reporting delivery against progress (JG) Annual Plan (forward planning) 2022/24 (JG)	Progress in IQPR	Progress in IQPR Q1 progress TBC	Progress in IQPR	Progress in IQPR Q2 progress	Progress in IQPR Approve Annual Plan for 2023/24	Progress in IQPR Q3 progress
International & Commercial Strategy (SW, JG)			Deferred until further notice – no work carried out during Covid			
Stakeholder Management Strategy (SW, JG)		Report on engagement of new strategy				
Estates Strategy (CR) – public Board SIUH master plan (CR, SW, JG) – workshop Board (draft)	Estates Strategy Annual Update Master plan ?					
Sustainability (CR)			Annual Report And launch Green Plan			
Estates & Facilities - Annual Report (CR) Linked to ERIC data (published Sept) Board to sample patient food				Annual report Food Tasting		
Building the Leeds Way (SW&MB) Assurance via BDC Thresholds for approvals, or submissions to DHSC, and updates	Report	Report	Report	Report	Report	Report
Leeds as Anchor Institution (JG)			Report			
Public Health Strategy (PW) Population Health Management updates (PW & LJ)				Report		
R&I Strategy (PW & Ai-Lyn Tan) Approved 26 March 2020 Joint R&I Strategy LTHT/UoL Approved Oct 2020 timeout Single Annual Report to cover both		Annual report (cover both)				
Quality Improvement Strategy 2020-25 (PW & LG) Strategy approved Board Sept 2021		Report draft to Board	Annual Update on Strategy			
Operational Transformation Strategy Approved May 2022 (3 yr fundamental review) - ?updates						
Communication Strategy - (JW) Update @June 2018 timeout				Update		
Genomic Medicine Service Alliance – annual report (PW) Update to workshop F&P Cttee Q reporting of genomics laboratory service by Pathology CSU with AG as link ADOP (March).	Annual Report (discussion)					
<b>GOVERNANCE, RISK &amp; REGULATORY</b>						
Standing Orders, SFI & Schemes Delegation Annual review and TOR update (as per review process Cttee AR)						Update following each Cttee Review in prep for annual reports
NHS I Provider Licence – Self-Certification (JH & RN)	BoD - self cert					

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Description of the Report to Board	April	June	Aug	Oct	Dec	Feb
Submit to NHSI (by XX May 2022 - tbc) Publish by end June)						
<b>Assurance &amp; Risk</b> -Board Assurance Framework (JH &CB) -CRR (CB & JH)	BAF CRR Report	CRR Report	CRR Report	BAF (Sept Audit Cttee) - Nov BoD) CRR Report	CRR Report	CRR Report
<b>Yearend Process</b> Annual Report -Annual Governance Statement (JH&JB) Annual Accounts NB no longer audit letter - assurance report with accounts with a separate report to Audit Cttee Sept - then Board Quality Account (includes annual report on Guardians of Safe Working for Drs - PW- with Q reports to E&T Cttee) – Quality Account TBC assurance by Ext Audit	Sign off by BoD BoD sign off AGS (JB) Sign off by BoD NB extra ordinary Board meeting 16 June - accounts Sign off by BoD	Receive by BoD public (published on website end June)	Assurance report from External Audit Cttee (on yearend /accounts) – formal letter	Draft Mins of AGM to report to BoD workshop		
Appointment of External Auditors (SW) (approved BoD - Jan 2021)						
Update on implementation of the MOU with Leeds Cares Re-approved 10 March 2022 Q reporting on funding applications (to flow to F&P Cttee)						Review January Board to Board session with the Charity 10 March 2022
Emergency Preparedness (CS) Annual report 2021/22 (in full Quality Account) Resilience & Response Core Standards				Annual Report in QA Statement -BoD sign off - coming year		
Health & Safety Annual Report (from RMC)	To receive at RMC - then Blue box Public					
Annual Fire Safety Report (from RMC)						Received at Feb RMC - Blue box Public
Health & Safety Policy (CB via KA) BoD approval March 2018	Revised policy for approval					
Administration	Code of Conduct and Nolan Principles (JB)	BoD Insurance (JB) Declarations				Fit and Proper Person test (JB) - Update
External review of BoD Gov - every 3 yrs (External review, every 3 yrs – carried out summer 2021 reported to Nov Board workshop 2021 and summary public Board Jan 2022)						
<b>Information / assurance</b>						
FOI Annual report (Blue Box - public) - (PJ)					Annual report	
External Assurers Report (PW) Sept 2017 - BoD agreed to go to QAC						
Visitor access policy (JW) No longer required at Board – new policy approved Jan 2022, to report to QAC						
<b>Other issues and in year requests</b>						

**BOARD TIMEOUT SESSIONS - PLAN FOR ITEMS**

30 June 2022	21/22 October 2022 – 2 days	19 Jan 2023	10 March 2023
Chairs meeting James to confirm strategy sessions  30mins T&D session – Learning Disability & Autism  Linda & Jo – Board development sessions  PM – Fundamental £ review Board training & Development	Chairs meeting Am – half day with Snr Clinical Leaders (Phils team to organise) Face to Face meeting  Workforce plan	Chairs meeting	Chairs meeting Board to Board Meeting with Charity

Training and development items to be covered; Learning Disability & Autism, Inclusive Conversations, Cyber

Carried out safeguarding – 10 March 2022 (in addition to mandatory training)

		Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23		
WEEK 1	AM		Audit Committee	Queen Jubilee			Audit Committee			Audit Committee	Workforce Committee		Audit Committee	WEEK 1	AM
	PM		Risk Management Committee			Research & Innovation (R&I) Committee	Risk Management Committee		Research & Innovation (R&I) Committee	Risk Management Committee	Risk Management Committee	Risk Management Committee	Risk Management Committee	WEEK 1	PM
WEEK 2	AM		WEEK 2; Tuesday 10 May											WEEK 2	AM
	PM		Innovation District Cttee			Risk Management Committee			Risk Management Committee					WEEK 2	PM
WEEK 3	AM	Thursday 7 April	Research & Innovation Committee (moved from 3rd)		Thursday 7 July	Thursday 11 Aug	Wednesday 7 September	Thursday 6 October	Tuesday 8 Nov		Tuesday 10 Jan	Tuesday 7 Feb	Tuesday 7 March	WEEK 3	AM
	PM	Risk Management Committee	Thursday 12 May		Risk Management Committee	Building and Development Committee (BDC)		Risk Management Committee	Thursday 10 Nov			Research & Innovation (R&I) Committee		WEEK 3	PM
WEEK 4	AM		Quality & Safety Assurance Group	Thursday 9 June		Friday 12 Aug	Thursday 8 Sep		Quality & Safety Assurance Group	Thursday 8 Dec	Thursday 12 Jan	Thursday 9 Feb	Thursday 9 March	WEEK 4	AM
	PM		Building and Development Committee (BDC)	Risk Management Committee		Digital and IT (DIT) Committee	Quality & Safety Assurance Group		Building and Development Committee (BDC)	Friday 11 Nov	Building and Development Committee (BDC)	Building and Development Committee (BDC)	Building and Development Committee (BDC)	WEEK 4	PM
WEEK 5	AM	Thursday 19 May	Workforce Committee	Thursday 16 June	Tuesday 12 July		Wednesday 14 Sep	Thursday 13 October	Thursday 17 Nov	Wed 14 Dec	Thursday 19 Jan	Friday 10 February	Thursday 16 March	WEEK 5	AM
	PM	Extra-Ordinary BDC (single item)		(AM) Extra-Ordinary AUDIT & BOARD (Accounts Sign-off)	Wednesday 13 July		Innovation District Cttee	Quality & Safety Assurance Group	Workforce Committee	Finance & Performance (F&P) Committee	Board Timeout	Digital and IT (DIT) Committee	Workforce Committee	WEEK 5	PM
WEEK 6	AM	Thursday 14 April	Friday 20 May		Thursday 14 July		Thursday 15 Sep			Thursday 15 December				WEEK 6	AM
	PM	Building and Development Committee (BDC)	Digital and IT (DIT) Committee		Building and Development Committee (BDC)		Innovation District Cttee				Quality Assurance Committee (QAC)			WEEK 6	PM
WEEK 7	AM		Wed 25 May	Thursday 23 June	Tuesday 19 July	Thursday 25 August		Thursday 20 Oct	Wed 23 Nov		Wed 25 Jan	Wed 22 Feb	Thursday 23 March	WEEK 7	AM
	PM		Finance & Performance (F&P) Committee	Quality Assurance Committee (QAC)		Quality Assurance Committee (QAC)		Board Timeout	Finance & Performance (F&P) Committee		Finance & Performance (F&P) Committee	Finance & Performance (F&P) Committee	Board Timeout	WEEK 7	PM
WEEK 8	AM		Thursday 26 May					Friday 21 Oct	Thursday 24 Nov		Thursday 26 Jan	Thursday 23 February		WEEK 8	AM
	PM		Board					Board Timeout	Board		Board	Quality Assurance Committee (QAC)		WEEK 8	PM
WEEK 9	AM	Wed 27 April		Wed 29 June	Wed 27 July	Wed 31 Aug	Wed 28 Sep	Wed 26 Oct					Wed 29 March	WEEK 9	AM
	PM	Finance & Performance (F&P) Committee		Finance & Performance (F&P) Committee	Finance & Performance (F&P) Committee	Finance & Performance (F&P) Committee	Finance & Performance (F&P) Committee	Finance & Performance (F&P) Committee	Finance & Performance (F&P) Committee				Finance & Performance (F&P) Committee	WEEK 9	PM
WEEK 10	AM	Thursday 28 April		Thursday 30 June	Thursday 28 July		Thursday 29th Sep	Thursday 27 October					Thursday 30 March	WEEK 10	AM
	PM	Quality Assurance Committee (QAC)		Board Timeout (AM with Lead Clinicians)	Board		Board	Quality Assurance Committee (QAC)					Board	WEEK 10	PM

Version 1: 1 August 2021 (Nb. Chairs of Cttee meetings not included but will take place after each Timeout)  
 Includes new bi-monthly ID Cttee  
 V2: Addition of Audit and Ex-O Board on 16 June 22 (accounts sign-off), Audit Cttee on 25 May no longer required  
 V3: 2 Aug R&I Cttee moved to 19 July  
 V4: R&I Cttee moved from 3 May to 10 May  
 V5 - changes to Audit and ID Cttee September meeting dates, and Ex-O BDC on 11 April

		Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24		
WEEK 1	2023-24														
	AM		Research & Innovation (R&I) Committee			Research & Innovation (R&I) Committee									AM
	PM			Risk Management Committee						Risk Management Committee		Risk Management Committee	Risk Management Committee		PM
	AM		Thurs 4 May			Thurs 3 Aug								FRIDAY 1 March	AM
	PM		Audit Committee											Board Timeout	PM
WEEK 2		Thurs 6 April	Tues 9 May	Thursday 8 June	Tuesday 4 July	Thurs 10 Aug	Tuesday 5 Sep	Thurs 5 Oct	Tues 7 Nov	Wed 6 Dec	Tuesday 9 Jan	Tues 6 Feb	Tuesday 5 March		
	AM		Innovation District Ctte	Quality & Safety Assurance Group		Quality & Safety Assurance Group			Research & Innovation (R&I) Committee	Quality Assurance Committee (QAC)		Research & Innovation (R&I) Committee		AM	
	PM	Risk Management Committee	Thurs 11 May		Innovation District Ctte		Innovation District Ctte	Risk Management Committee	Thurs 9 Nov		Innovation District Ctte	Thurs 8 Feb	Innovation District Ctte	PM	
	AM		Quality & Safety Assurance Group		Thurs 6 July	Friday 11 Aug	Thurs 7 Sep		Quality & Safety Assurance Group	Thurs 7 Dec	Thurs 11 Jan	Quality & Safety Assurance Group	Thurs 7 March	AM	
	PM		Fri 12 May		Digital and IT (DIT) Committee	Audit Committee			Fri 10 Nov	Audit Committee	Quality & Safety Assurance Group	Friday 9 Feb	Audit Committee	PM	
WEEK 3		Wed 17 May		Wed 12 July		Wed 13 Sep		Tues 14 Nov	Wed 13 Dec	Wed 17 Jan		Wed 13 March			
	AM		Workforce Committee		Workforce Committee		Workforce Committee			Finance & Performance (F&P) Committee	Workforce Committee		Workforce Committee	AM	
	PM								Innovation District Ctte					PM	
	AM	Thurs 13 April	Thurs 18 May	Thurs 15 June	Thurs 13 July	Thurs 17 Aug	Thurs 14 Sep	Thurs 12 Oct	Thurs 16 Nov	Thurs 14 Dec	Thurs 18 Jan	Thurs 15 Feb	Thurs 14 March	AM	
	PM	Quality & Safety Assurance Group		Quality & Safety Assurance Group		Quality & Safety Assurance Group	Quality & Safety Assurance Group	Quality & Safety Assurance Group		Quality & Safety Assurance Group	Board Timeout		Quality & Safety Assurance Group	PM	
WEEK 4		Wed 24 May						Thursday 19 Oct	Wed 22 Nov	Wed 24 Jan					
	AM		Finance & Performance (F&P) Committee					Board Timeout (Day 1)	Workforce Committee		Finance & Performance (F&P) Committee			AM	
	PM		Audit Committee											PM	
	AM	Thurs 20 April	Thurs 25 May	Thurs 22 June		Thurs 24 Aug		Fri 20 Oct			Thurs 25 Jan	Thurs 22 Feb		AM	
	PM	Quality Assurance Committee (QAC)	Board	Quality Assurance Committee (QAC)		Quality Assurance Committee (QAC)		Board Timeout (Day 2)			Board	Quality Assurance Committee (QAC)		PM	
WEEK 5		Wed 26 April		Wed 28 June	Wed 26 July	Wed 30 Aug	Wed 27 Sep	Wed 25 Oct	Wed 29 Nov			Wed 27 Feb	Wed 28 March		
	AM	Finance & Performance (F&P) Committee		Finance & Performance (F&P) Committee	Finance & Performance (F&P) Committee	Finance & Performance (F&P) Committee	Finance & Performance (F&P) Committee	Finance & Performance (F&P) Committee	Finance & Performance (F&P) Committee			Finance & Performance (F&P) Committee	Finance & Performance (F&P) Committee	AM	
	PM						AGM							PM	
	AM			Thurs 29 June	Thurs 27 July		Thurs 28 Sep	Thurs 26 Oct	Thurs 30 Nov				Thurs 29 March	AM	
	PM			Board Timeout (with Lead Clinicians)	Board		Board	Quality Assurance Committee (QAC)	Board				Board	PM	