

**Trust Board
31 March 2022**

Forward Planner

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

Trust Goals	
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	✓

Key points	
<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"> • R&I Committee moved from 3 May 2022 to 10 May 2022 • Committee Chairs attending Audit Committee on 5 May to deliver Annual Reports • Risk Management Committee moved from 2 June 2022 to 9 June 2022 (due to Bank Holiday) • Extra-ordinary Audit and Board meetings on 16 June 2022 • R&I Committee August meeting moved to Tuesday 19 July 2022 • The date of the Audit Committee on 1 September is to be arranged with a date TBC <p>Changes to membership of Committees have been communicated to all with relevant changes to diary appointments</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
INFO FROM CTTEES						
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) deferred operational pressures Jan/Feb – now to flow to 5 May Audit Cttee meeting and then May 2022 public Board	From all Cttee's -AR for assurance blue box. Work plans for BoD approval-	From all Cttee's -AR for assurance blue box. Work plans for BoD approval – July 2022				
Audit Cttee Annual Report (assurance of Cttees reported to March Audit Cttee)	Audit Cttee AR					
Audit Cttee	5 May	16 June	10 Sept		3 Dec	4 March
F&P Cttee	March, April mins	May, June mins	July, Aug mins	Sept, Oct mins	Nov, Dec mins	Jan, Feb mins
QAC Cttee	28 April mins	23 June mins	25 Aug	27 Oct mins	15 Dec	23 Feb mins
DIT Cttee	13 May mins		12 Aug mins	11 Nov mins		10 Feb mins
Workforce Cttee	19 May mins	13 July mins	15 Sept	17 Nov	5 Jan	16 March
BDC	April, May mins	June, July mins	Aug, Sept mins	Oct, Nov mins	Dec, Jan mins	Feb, March mins
IDC	10 May	12 July	14 Sept	8 Nov	10 Jan	7 March
RMC	April, May mins	June, July mins	Aug, Sept mins	Oct, Nov mins	Dec, Jan mins	Feb, March mins
R&I Cttee	3 May mins	19 July		1 Nov		7 Feb mins
T&F Group – Covid Public Inquiry	Summary updates post mtg	Summary updates post mtg	Summary updates post mtg	Summary updates post mtg	Summary updates post mtg	Summary updates post mtg
Rem Cttee (Plus Extra Ordinary mtgs)			30 July		26 Nov	
West Yorkshire ISC (ICB) – flow of info – dates tbc						
Leeds Place Committee – flow of info – dates tbc						
WYAAT CiC - Updates - work programme/projects - approvals - CiC (agenda & mins), Directors report	Directors Report Draft mins - 27 April	Directors Report	Directors Report Draft mins - 27 July	Directors Report Draft mins 26 Oct	Directors Report	Directors Report Draft mins - TBC
Health & Wellbeing B:B meetings	Draft mins – 22 March	Draft mins - TBC			Draft mins - TBC	Draft mins - TBC
QUALITY						
Patient Story (LG)	Presentation	presentation	presentation	presentation	presentation	presentation
PPI (LG)		Annual Update				
Complaints (LG)		Yearend Report				Six month - IQPR
Duty of Candour (PW) 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) Blue Box (flow from QAC June mtg)						
Maternity incentive scheme NHSR (QAC and flow to Board for approval)		23 QAC then to Board TBC				
Ockenden (LG, SG) Refresh from Kirkup review (LG,SG) Via QAC and flow to Board	Report to cover both – March 2022, as per Ruth May deadline QAC April – flow to Board via Blue Box & Chairs report			QAC Oct – flow to Board via Blue Box & Chairs report		
Surveys (LG) - F&FT updates (Patients)	Included in IQPR			Included in IQPR		
CQC – Action Plan Hospital Inspection (LG) (Standing agenda item QAC) - 21-23 Aug 2018 Well Led Framework CQC assessment - 25 - 27 Sept 2018 External review AQUA reported to Nov 2021 BoD-Workshop, Jan 2022 public Board - summary	Should any visit be announced – to be added to the agenda		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 Suspended (Social distancing rules)- nationally will recommence 2023		Report – local audits (explore benchmarking options across WYAAT)				PLACE (CR)

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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 Blue Box BoD					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 & 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) QAC - Learning from Deaths - Public BoD	Ref in QAC Chairs report Q Report	Ref in QAC Chairs report Q Report		Ref in QAC Chairs report Q Report		Ref in QAC Chairs report Q Report
Leeds Improvement Method Update (PW&GK) Timeout sessions	Update					
Seven Day Service Board Assurance (PW) Report to QAC Blue Box BoD Suspended						
PERFORMANCE						
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 June Timeout Fundamental £ review	IQPR (Forecast Yearend) Fundamental £ review	IQPR Five Year £ Plan Dec Timeout Fundamental £ review	IQPR Report plan 2021/22 Five Year £ Plan	IQPR Fundamental £ review
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			
WORKFORCE						
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) Investment & Updates Regular updates Workforce Cttee -deep dives	Report	Report Annual Report	Report	Report	Report	Report
Freedom to Speak Up (JH & Guardian)	Annual Report & <i>Presentation</i> <i>(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 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 (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) <i>(HMCL - Responsible Officer)</i>			Annual Report (PW)			

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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)	Approve New strategy Deferred due to Covid Needs new date		Approve New strategy			6 month update
STRATEGY UPDATES						
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 SJUH master plan (CR, SW, JG) – workshop Board (draft)	Estates Strategy Annual Update Master plan ?					
Sustainability (CR)				Annual Report		
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			
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)					
GOVERNANCE, RISK & REGULATORY						
Standing Orders, SFI & Sclie 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) Submit to NHSI (by XX May 2022 - tbc) Publish by end June)	BoD - self cert					
Assurance & Risk -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
Yearend Process 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	Sign off by BoD BoD sign off AGS (JB) Sign off by BoD NB extra ordinary Board meeting 16 June - accounts			Draft Mins of AGM to report to BoD workshop		

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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	Receive by BoD public (published on website end June)	Assurance report from External Audit Cttee (on yearend /accounts) – formal letter			
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)						
Information / assurance						
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						
Other issues and in year requests						

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-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22		
		Thursday 1st April		Thursday 3rd June	Thursday 1st July		Thursday 2nd September	Tuesday 5 October	Tuesday 2nd November	Thursday 2nd December		Tuesday 1st February	Thursday 3rd March		
WEEK 1	AM									Audit Committee			Audit Committee	WEEK 1	AM
	PM	Risk Management Committee		Risk Management Committee	Risk Management Committee		Risk Management Committee	Board Timeout (with Clinicians)	Research & Innovation (R&I) Committee	Risk Management Committee		Research & Innovation (R&I) Committee	Risk Management Committee	WEEK 1	PM
	AM								Thursday 4th November	NB. HMFA Conference 6-10th December		Thursday 3rd February		WEEK 1	AM
	PM								Quality Assurance Committee (QAC)			Quality Assurance Committee (QAC)			WEEK 1
WEEK 2	AM	Thursday 8th April	Tuesday 4th May		Thursday 8th July	Tuesday 3rd August	Wednesday 8 September	Thursday 7th October	Tuesday 9th November		Thursday 6th January	Thursday 10th February	Tuesday 9 March	WEEK 2	AM
	PM	Quality Assurance Committee (QAC)	Workforce Committee		Quality Assurance Committee (QAC)		Quality Assurance Committee (QAC)	Quality Assurance Committee (QAC)	Research & Innovation (R&I) Committee		Quality Assurance Committee (QAC)	Quality Assurance Committee (QAC)	Innovation District Ctte	WEEK 2	PM
	AM		Research & Innovation (R&I) Committee					Research & Innovation (R&I) Committee	Risk Management Committee	Thursday 11th November	Risk Management Committee			WEEK 2	AM
	PM		Thursday 6th May			Thursday 5th August	Thursday 9 September		Workforce Committee			Friday 11th February	Thursday 10th March	WEEK 2	PM
WEEK 3	AM		Tuesday 11 May			Thursday 12th August	Wednesday 15th September			Wednesday 15th December	Wednesday 12th January		Wednesday 16th March	WEEK 3	AM
	PM		Research & Innovation (R&I) Committee			Quality & Safety Assurnace Group	Workforce Committee			Finance & Performance (F&P) Committee	Workforce Committee		Workforce Committee	WEEK 3	PM
	AM	Thursday 15th April	Thursday 13th May	Thursday 17th June	Thursday 15th July	Friday 13th August	Thursday 16th September	Thursday 14th October	Thursday 18th November	Thursday 16th December	Thursday 13th January	Thursday 17th February	Thursday 17th March	WEEK 3	AM
	PM	Quality & Safety Assurnace Group	Building and Development Committee (BDC)	Quality & Safety Assurnace Group	Quality & Safety Assurnace Group	Digital and IT (DIT) Committee	Quality & Safety Assurnace Group	Quality & Safety Assurnace Group	Quality & Safety Assurnace Group	Quality & Safety Assurnace Group	Quality & Safety Assurnace Group	Board Timeout	Quality & Safety Assurnace Group	Quality & Safety Assurnace Group	WEEK 3
WEEK 4	AM		Wednesday 19th May	Wednesday 23rd June		Tuesday 17 August		Thursday 21st October	Tuesday 23 November		Tuesday 18 January	Wednesday 23rd February		WEEK 4	AM
	PM		Finance & Performance (F&P) Committee	Finance & Performance (F&P) Committee				Board Timeout	Innovation District Ctte		Innovation District Ctte	Finance & Performance (F&P) Committee		WEEK 4	PM
	AM		Thursday 20th May	Thursday 24th June	Thursday 22nd July	Friday 20 August		Friday 22nd October	Thursday 25th November		Thursday 20th January	Thursday 24th February		WEEK 4	AM
	PM		Chairs of Committees	Board	Building and Development Committee (BDC)	Digital and IT (DIT) Committee		Board Timeout	REM Committee	Board		Quality & Safety Assurnace Group	Building and Development Committee (BDC)		WEEK 4
WEEK 5	AM	Wednesday 28th April	Thursday 25 May	Wednesday 30th June	Wednesday 28th July	Wednesday 25th August	Wednesday 29th September	Wednesday 27th October			Wednesday 26th January		Wednesday 30th March	WEEK 5	AM
	PM	Finance & Performance (F&P) Committee	EX-O Building and Development Committee (BDC)	Building and Development Committee (BDC)	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 5	PM
	AM		Friday 28th May		Thursday 29th July		Thursday 30th September				Thursday 27th January		Thursday 31st March	WEEK 5	AM
	PM		Audit Committee (AM - YearEnd)		REM Committee		Board - Public (AM)				Board		Board	WEEK 5	PM

V5- updated 22 April; Holf for Btime on 5 Oct (TBC)
V6 - updated 26 April: Ex-O BDC on 28 May
V7 - updated May 21 - Changes to Sep BoD
V8 - BDC in June moved to 30
V9 - QAC (Sep/ Oct/ Nov) changes
V10 - ID Committee meetings included (from Nov)
V12 - QAC meetin moved from 6 Jan to 3 Feb to meet new Ctte schedule

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