



**The Leeds
Teaching Hospitals**
NHS Trust

**Trust Board
25 May 2023**

Forward Planner

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

Our Annual Commitments for 2023/24 are:	
Effectively develop and deploy new assets (buildings, equipment, IT)	✓
Reduce healthcare associated infections	✓
Improve staff retention	✓
Deliver the financial plan	✓
Reduce average length of stay by 0.5 days per patient	✓
Achieve the Access Targets for Patients	✓
Support a culture of research	✓

Trust Risks (Type & Category)				
Level 1 Risk	(✓)	Level 2 Risks	(Risk Appetite Scale)	Impact
Workforce Risk	✓	Workforce Supply	Cautious	↔ (same)
		Workforce Deployment	Cautious	↔ (same)
		Workforce Retention	Cautious	↔ (same)
		Workforce Performance	Cautious	↔ (same)
Operational Risk	✓	Business Continuity	Cautious	↔ (same)
		Health & Safety	Minimal	↔ (same)
		Information Governance	Cautious	↔ (same)
		Information Security	Cautious	↔ (same)
		Information Technology	Cautious	↔ (same)
		Physical Asset	Cautious	↔ (same)
Clinical Risk	✓	Capacity Planning	Cautious	↔ (same)
		Infection Prevention & Control	Minimal	↔ (same)

		Patient Experience	Minimal	↔ (same)
		Patient Safety & Outcome	Minimal	↔ (same)
		Research, Innovation & Development	Open	↔ (same)
Financial Risk	✓	Change Risk	Cautious	↔ (same)
		Counter-Fraud	Averse	↔ (same)
		Financial Management & Waste Reduction	Cautious	↔ (same)
		Financial Reporting	Minimal	↔ (same)
		Revenue Funding & Cash Management	Cautious	↔ (same)
		Supply Chain	Cautious	↔ (same)
External Risk	✓	Legal & Governance	Averse	↔ (same)
		Partnership working	Open	↔ (same)
		Regulatory	Averse	↔ (same)
		Strategic Planning	Cautious	↔ (same)

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 2023/24; <i>No Changes to Board or Committee dates have been issued</i> <i>We are currently looking to change the Workforce Committee meeting in July to bring forward by one week - TBC</i></p> <p>Changes to membership of Committees have been communicated to all with relevant changes to diary appointments.</p> <p>The draft 2024/25 Corporate Calendar is included for information and diary hold appointments issued to all.</p> <p>The forward plan of reports has been reviewed by the Executive Team and re-set for the coming year.</p>	Information and diary management

Forward Planner Financial Year April 2023 to March 2024

Blue text to be reported in Blue Box

Board Meeting Date		25 May 2023		27 July 2023		28 Sept 2023		30 Nov 2023		25 Jan 2024		28 March 2024
Description of the Report to Board	April		June		Aug		Oct		Dec		Feb	
INFO FROM CTTEES												
All Cttee Annual Reports (work programmes, objectives, amends ToR for coming year)- Audit, F&P, QAC, Workforce, DIT, BDC, IDC, RMC, R&I (assurance at May Audit Cttee) NB commercial info Workshop vs public Board Blue Box		From all Cttee's										
Audit Cttee		4 May		27 June		7 Sept				7 Dec		7 March
F&P Cttee		March, April mins		May, June mins		July, Aug mins		Sept, Oct mins		Nov, Dec mins		Jan, Feb mins
QAC Cttee		20 April mins		22 June mins		24 Aug		26 Oct mins		6 Dec		22 Feb mins
DIT Cttee		20 April ExO		15 June		15 Sept				15 Dec		15 March
Workforce Cttee		17 May mins		12 July mins		13 Sept		22 Nov		17 Jan		13 March
BDC		April, May mins		June, July mins		Aug, Sept mins		Oct, Nov mins		Dec, Jan mins		Feb, March mins
IDC		9 May		4 July		19 Sept		14 Nov		9 Jan		5 March
RMC		April, May mins		June, July mins		Aug, Sept mins		Oct, Nov mins		Dec, Jan mins		Feb, March mins
R&I Cttee		21 April mins		23 May, 4 July		19 Sept		14 Nov		16 Jan		5 March
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 - April		Directors Report		Directors Report Draft mins - July		Directors Report Draft mins Oct		Directors Report		Directors Report Draft mins - Jan
Health & Wellbeing B:B meetings		Draft mins – March		Draft mins - TBC						Draft mins - TBC		Draft mins - TBC
QUALITY												
Patient Story (HC), Staff Story (JL)		Staff Story		Patient Story		Patient Story		Staff Story		Patient Story		Patient Story
Complaints (HC)				Yearend Report -(to QAC)						Six month report (to QAC) BoD blue box		
Duty of Candour (HM) 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 (HC/KS) PREVENT report to Workshop with supporting presentation				Annual Report (public version) & Serious Case Reviews -Update (workshop) PREVENT – Annual Report						Serious Case Reviews -Update (workshop)		
Learning Disabilities and Autism Annual Report (HC/KS) Blue Box (flow from QAC June mtg)				Annual Report								
Maternity incentive scheme NHSR (SG) (QAC and flow to Board for approval)		Sue – TBC nationally during summer, likely March Board										
Ockenden (HC, SG) Via QAC and flow to Board		As per any new requirements – updates from Sue										
Surveys (HC) - F&FT updates (Patients)		Included in IQPR						Included in IQPR				
CQC – Action Plan Hospital Inspection (HC) (Standing agenda item QAC) - 21-23 Aug 2018 Well Led Framework CQC assessment - 25 - 27 Sept 2018		Should any visit be announced – to be added to the agenda				Annual Assurance report Flow from QAC						
Environment Audits National PLACE inspections (CR)		Report – national benchmarking										
HCAI (HC) Annual Report				July QAC - flow to Board								
Flu Checklist - sign off by Board (NHSE/I requirement) - (HC) NB likely to be Covid too								Report				
Mortality (HM) To escalate to BoD changes to SHMI & HSMR- as required		As required		As required		As required		As required		As required annual report from QAC		As required
Leaning from Deaths Q Report (ref in Chairs report from QAC - public) (HM) 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 (HM&GK) Timeout sessions (May 2023 to include success factors of the new programme – action from May 2022 update)		Update										
PERFORMANCE												

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IQPR - Performance (Exec team) Exec Tem to review content aligned to 7 Annual Commitments		IQPR		IQPR		IQPR		IQPR		IQPR		IQPR
Finance (SW) Approve Financial Plan Capital Programme Five Year £ Plan Quarterly Fundamental Financial Reviews		IQPR		IQPR June Timeout Fundamental £ review		IQPR (Forecast Yearend) Fundamental £ review		IQRP Five Year £ Plan Dec F&P Cttee Fundamental £ review		IQPR Report plan 2021/22 Five Year £ Plan		IQPR March Board Timeout Fundamental £ review
Winter Plan (CS) TBC Post winter review and lessons learnt								RMC Sept (planning), F&P Cttee Oct, QAC Oct (monitoring quality during winter) Report to Board via Blue Box, tbc Cttee Chairs or seperate report				
City Flow – Intermediate Care Redesign (PW) Six month update or escalation by exception						Six month update						Six month update
WORKFORCE												
Annual Review Establishments (October)						October – timeout as part of 5 year planning						
People (JL)		IQPR		IQPR		IQPR		IQPR		IQPR		IQPR
Staff Survey (JL) Deep dive at Workforce Cttee in Jan local results Benchmarked data Include summary in CE report (RN)										Headlines BoD review @Workforce Cttee		Benchmark data published – report to Board
Chief Nurse Establishment Reviews (Nursing & Midwifery) (HC, KR, BC)				Report – phase 1								Report – phase 2
Freedom to Speak Up (PW & Guardian) Workforce Cttee – but required to be reported to Board		Annual Report & Presentation (appendix self asses)						Six month Update report - self assess				
Guardians of Safe Working - Annual update to Board (report in Quality Account) (HM) Q. reports to MESC (Workforce Cttee)		Annual Report & Presentation										
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 (HM) (HMCL - Responsible Officer) Any excluded Dr to be reported		As required		As required		Annual Report (PW) As required		As required		As required		As required
Clinical Excellence Awards (JL/HML) TBC										Report to Board		
Nursing & Midwifery Strategy				Annual Report & video (update)								
STRATEGY UPDATES												
Corporate Objectives (PW) - Annual Commitments CEO report at each Board, more detail Oct Timeout (with wider leadership group) & early Q4 feed into next year, also Cttee Chairs reports		CE report		CE report		CE report		CE report		CE report		Set out for 2023/24 in CE report
Annual Plan - (JG) Formal reporting of annual commitments and review of IQPR tbc – Exec Team & James		Progress in IQPR		Progress in IQPR		Progress in IQPR Oct Timeout – progress update on annual commitments		Progress in IQPR Q2		Progress in IQPR Approve Annual Plan for following year (Out put from Dec F&P Cttee)		Progress in IQPR March Timeout – progress update on annual commitments
International & Commercial Strategy (SW) TBC – reporting below Board and flow to Board – post review of Strategy Director portfolio James TBC												
Stakeholder Management Strategy (SW, JG) Jane tbc				Report engagement of new strategy								
Estates Strategy (CR) – public Board SJUH master plan (CR, SW, JG) – workshop Board (draft)						Estates Strategy Annual Update/ Master plan -?Oct Time Out as required						
Sustainability (CR) Green Plan Update						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 Cttee (Thresholds for approvals, or submissions to DHSC , and updates)		Report		Report		Report		Report		Report		Report

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Leeds as Anchor Institution (JG)								Report				
Health Inequalities & Public Health Strategy (HM & LJ) <i>Approved March 2021</i> Population Health Management updates (HM & LJ) <i>Requirement by NHSE – annually to Board</i>												Report (covers both)
R&I Strategy (HM & AI-Lyn Tan) <i>Approved 26 March 2020</i> Joint R&I Strategy LTHT/UoL <i>Approved Oct 2020 timeout</i> Single Annual Report to cover both				Annual report (cover both)								
Quality Improvement Strategy 2020-25 (HM & HC) <i>New strategy approved Nov 2022</i>								Annual Update on Strategy (? Report to QAC)				
Operational Transformation Strategy (CS) <i>Approved May 2022 (3 yr fundamental review)</i>				Annual update scheduled May 2023								
Communication Strategy - (JW) - TBC <i>Update @June 2018 timeout</i>								Update <i>deferred, review and include Summer of Connecting</i>				
Genomic Medicine Service Alliance – annual report (HM, Sarah Dempsey) <i>Update to June Board timeout, Oct (with wider leadership group)</i> F&P Cttee Q reporting of genomics laboratory service by Pathology CSU with AG as link ADOP (March).		Annual report and vision – Board timeout session 29 June				Oct- Board timeout – wider leadership group – moving forward)						
Education & Training Strategy (SH, HM) <i>Annual Update ?</i>				Approval of the publication and marketing								
GOVERNANCE, RISK & REGULATORY												
Standing Orders, SFI & Sche Delegation – in year as required Out put from Cttee Annual Reports review ToR		Update following each Cttee Review in prep for annual reports		As required		As required		As required		As required		As required
NHSE Provider Licence – Self-Certification (PW & RN) Requirement removed Code of Governance (Comply/explain) new requirement (JB)												Report
Assurance & Risk -Board Assurance Framework (PW & CB) x2 yearly to public (last agenda item for each Board timeout session – reflection) -CRR (CB & JH)		BAF – <i>deferred to July</i> CRR Report		BAF (aligned to 7 Commitments) CRR Report		CRR Report		CRR Report		BAF CRR Report		CRR Report
Yearend Process Annual Report Annual Governance Statement (PW&JB) Annual Accounts External Audit Opinion (need to publish letter on website) Quality Account (includes annual report on Guardians of Safe Working for Drs – HL)		Sign off by BoD BoD sign off AGS (JB) Sign off by BoD <i>Board timeout meeting 29 June yearend</i> - Sign off by BoD Submission deadline to NHSE 30 June		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 (Chair of Audit Panel/SW) <i>(approved BoD - Jan 2021)</i>												
SID report on Chairs Appraisal – public Board (SID)				Report								
Update on implementation of the MOU with Leeds Cares Re-approved 10 March 2022 (MCS) Q reporting on funding applications (to flow to F&P Cttee)		29 June Board timeout AM session with the Charity to include re of MOU										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 every 2 years – next RMC March 2024, flow BoD		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 (Well-led CQC) (External review, every 3 yrs –summary public Board Jan 2022) <i>Next external assessment required – summer 2024</i>												
Information / assurance												

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FOI Annual report (Blue Box - public) - (PJ)										Annual report		
Other issues and in year requests												

BOARD TIMEOUT SESSIONS - PLAN FOR ITEMS

	29 June 2023		19/20 October 2023 – 2 days		25 Jan 2024		23 March 2024	
	Am - Board to Board Meeting with Charity PM – Fundamental £ review Approve yearned process Genomics Review BAF		19 Oct Am – half day with Tri teams, Snr Clinical leaders, direct reports to Exec’s Genomics AM or PM - Annual Commitments review PM -		Annual commitments item – review and planning for 24-25		Am – half day with Tri teams, Snr Clinical leaders, direct reports to Exec’s AM or PM Annual Commitments review PM -	
			20 Oct Workforce plan				PM – Fundamental £ review	

Training and development

items to be covered; Learning Disability & Autism, Inclusive Conversations

NED session on VM/LIM – 28 April (Teams one hour)

Board Development

2023-24		Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24		
			Tues-2 May	Thurs 1 June					Thurs 2 Nov		Thurs 4 Jan	Thurs 1 Feb			
WEEK 1	AM													WEEK 1	AM
	PM		Research & Innovation (R&I) Committee	Risk Management Committee					Risk Management Committee		Risk Management Committee	Risk Management Committee			PM
			Thurs 4 May			Thurs 3 Aug									
	AM		Audit Committee												AM
	PM		Risk Management Committee			Risk Management Committee									PM
		Thurs 6 April	Tues 9 May	Thursday 8 June	Tuesday 4 July	Thurs 10 Aug	Thurs 7 Sep	Thurs 5 Oct	Tues-7 Nov	Wed 6 Dec	Tuesday 9 Jan	Thurs 8 Feb	Tuesday 5 March		
WEEK 2	AM		Innovation District Ctte	Quality & Safety Assurance Group	Innovation District Ctte	Quality & Safety Assurance Group	Audit Committee		Research & Innovation (R&I) Committee (PM)	Quality Assurance Committee (QAC)	Innovation District Ctte	Quality & Safety Assurance Group	Innovation District Ctte	WEEK 2	AM
	PM	Risk Management Committee			Research & Innovation (R&I) Committee		Risk Management Committee	Risk Management Committee					Research & Innovation (R&I) Committee		PM
			Thurs 11 May		Thurs 6 July				Thurs 9 Nov	Thurs 7 Dec	Thurs 11 Jan		Thurs 7 March		
	AM		Quality & Safety Assurance Group		Building and Development Committee (BDC) - PM				Quality & Safety Assurance Group	Audit Committee	Quality & Safety Assurance Group		Audit Committee		AM
	PM				Risk Management Committee -PM					Risk Management Committee	Building and Development Committee (BDC)		Risk Management Committee		PM
		Thurs 13 April	Wed 17 May	Thurs 15 June	Wed 12 July	Thurs 17 Aug	Wed 13 Sep	Thurs 12 Oct	Tues 14 Nov	Wed 13 Dec	Tues 16 Jan	Thurs 15 Feb	Wed 13 March		
WEEK 3	AM	Quality & Safety Assurance Group	Workforce Committee	Digital and IT (DIT) Committee	Workforce Committee		Workforce Committee	Quality & Safety Assurance Group	Innovation District Ctte	Finance & Performance (F&P) Committee	Research & Innovation (R&I) Committee		Workforce Committee (AM)	WEEK 3	AM
	PM	Building and Development Committee (BDC)		Building and Development Committee (BDC)		Building and Development Committee (BDC)	Thurs 14 Sep Quality & Safety Assurance Group	Building and Development Committee (BDC)	Research & Innovation (R&I) Committee (PM)	Thurs 14 Dec Quality & Safety Assurance Group	Wed 17 Jan Workforce Committee	Building and Development Committee (BDC)	Thurs 14 March Quality & Safety Assurance Group (AM)		PM
			Thurs 18 May		Thurs 13 July		Building and Development Committee (BDC)		Thurs 16 Nov	Building and Development Committee (BDC)	Thurs 18 Jan		Building and Development Committee (BDC) (PM)		
	AM				Quality & Safety Assurance Group		Friday 15 Sep			Fri 15 Dec	Board Timeout		Friday 15 March		AM
	PM		Building and Development Committee (BDC)		Building and Development Committee (BDC)		Digital and IT (DIT) Committee		Building and Development Committee (BDC)	Digital and IT (DIT) Committee			Digital and IT (DIT) Committee (AM)		PM
		Thurs 20 April	Tuesday 23 May	Thurs 22 June		Thurs 24 Aug	Tuesday 19 Sep	Thursday 19 Oct	Wed 22 Nov		Wed 24 Jan	Thurs 22 Feb	Thursday 21 March		
WEEK 4	AM	Quality Assurance Committee (QAC)	Research & Innovation (R&I) Committee - PM	Quality Assurance Committee (QAC)		Quality Assurance Committee (QAC)	Innovation District Ctte	Board Timeout (Day 1)	Workforce Committee		Finance & Performance (F&P) Committee	Quality Assurance Committee (QAC)	Board Timeout	WEEK 4	AM
	PM	(AM) Ex-O DIT (annual report)	Wed 24 May Finance & Performance (F&P) Committee - AM				Research & Innovation (R&I) Committee								PM
			Audit Committee (PM)				Wednesday 20 Sep	Fri 20 Oct			Thurs 25 Jan				
	AM		Thurs 25 May				Workforce Committee	Board Timeout (Day 2)			Board				AM
	PM		Board												PM
		Tues-25 April		Tuesday 27 June	Wed 26 July	Wed 30 Aug	Wed 27 Sep	Wed 25 Oct	Wed 29 Nov	Christmas Period		Wed 28 Feb	Wed 27 March		
WEEK 5	AM			Audit Committee (PM) (EoY Accounts)	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	AM
	PM	Research & Innovation (R&I) Committee		Finance & Performance (F&P) Committee (AM)			AGM								PM
		Wed 26 April		Thurs 29 June	Thurs 27 July		Thurs 28 Sep	Thurs 26 Oct	Thurs 30 Nov				Thurs 28 March		
	AM	Finance & Performance (F&P) Committee		Board Timeout (Board to Board with LHC)	Board		Board	Quality Assurance Committee (QAC)	Board				Board		AM
	PM														PM

V1: Draft
V2 Date corrections in 2023/24 titles
V3 IDC moved from 5 Sep to 19 Sep
V4 July BDC moved to 6 July 22
V5 Revised schedule for R&I and DIT Committees
V6 29 June Timeout to include Board to Board with Leeds Hospitals Charity
V7 13 Sep 23 WRF Ctte moved to 20th (due to A/L) - nb Change reverted back to 13th
V8 End of Year Accounts Audit Ctte Meeting moved from 24/05 to 28/06 (to reflect national submission deadlines)
V9 end of year updates - diary appts updated
V10 R&I change of date from 25/04 to 23/05

	Trust Board
	Trust Board Timeout
	Finance and Performance (F&P) Committee
	Building Development Committee (BDC)
	Innovation District (ID) Committee
	Audit Committee
	Risk Management Committee (RMC)
	Workforce Committee
	Quality Assurance Committee (QAC)
	Quality and Safety Assurance Group (QSAG)
	Research and Innovation (R&I) Committee
	Digital and IT (DIT) Committee

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