



**The Leeds
Teaching Hospitals**
NHS Trust

**Trust Board
25 January 2024**

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 however the Board area asked to note for 2024/25;</p> <p>The Executive Team are meeting with CSU tri Teams for the for three days w/c 4 March and we are currently seeking an alternative date for the Audit Committee meeting planned for 7 March – TBC</p> <p>The Audit Committee December meeting will be moved to January in the meeting schedule to avoid clashing with the HMFA Conference - TBC</p> <p>Currently seeking an alternative date for the Workforce Committee planned for 17 May 2024 - TBC</p> <p>The dates of the new Research and Innovation Committee have been issued.</p> <p>The Board Timeout on 18 April 2024 has been amended to an Executive Strategy Day</p> <p>The draft 2025/26 Corporate Calendar is underway and in coming weeks will be 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 (updated 18 Jan 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 CTTEEEs												
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 (RT), Staff Story (JL)		Staff Story		Patient Story		Patient Story		Staff Story FTSU (AS)		Patient Story		Patient Story
Complaints (RT)				Yearend Report -(to QAC)						Six month report (to QAC) BoD blue box		Six month report (to QAC) BoD blue box – to flow to 8 Feb QAC, then onto Board
Duty of Candour (MH) Built into Serious Incident Report with Annual Report -Oct Via QAC and Board blue box or Cttee Chairs report to Board								Annual Report from QAC to BoD				
Safeguarding (RT/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 (RT/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 (RT, SG) Via QAC and flow to Board		As per any new requirements – updates from Sue										
Surveys (RT) – F&FT updates (Patients)		Included in IQPR						Included in IQPR				
CQC – Action Plan Hospital Inspection (RT) (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 (JM) Annual Report				July QAC - flow to Board								
Flu Checklist - sign off by Board (NHSE requirement) - (RT) NB likely to be Covid too – no report required 23/24 – para in CE report								Report		Para CE report		
Mortality (MH) 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) (MH) 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 (MH& KPO) Timeout sessions (May 2023 to include success factors of the new programme – action from May 2022 update)		Update										

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Description of the Report to Board	April		June		Aug		Oct		Dec		Feb	
PERFORMANCE												
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 Winter Plan (CS) TBC Post winter review and lessons learnt		IQPR		IQPR June Timeout Fundamental £ review		IQPR (Forecast Yearend) Fundamental £ review		IQRP Five Year £ Plan Dec F&P Cttee Fundamental £ review		IQPR Report plan 2024/25 Five Year £ Plan (was Nov)		IQPR March Board Timeout Fundamental £ review
				Reported assurance on process and internal audit report				RMC Sept (planning), F&P Cttee Oct, QAC Oct (monitoring quality during winter) Report to Board via Blue Box, tbc Cttee Chairs or separate 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) – (JL)						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) (JM, KR, BC)				Report – phase 1						Report – phase 2		Report – phase 2
Freedom to Speak Up (Guardian Report) Workforce Cttee – but required to be reported to Board New Report - FTSU – Exec Assurance of culture of speaking up (PW/JL)		Guardian Annual Report & Presentation (appendix self asses)						Six month Update report – self asses deferred from WFC to Jan		Guardian Six month Update report		New Exec report on assurance of culture of speaking up
Guardians of Safe Working - Annual update to Board (report in Quality Account) (MH) 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 Was reported Sept (as per flow from WFC)				
Medical Revalidation Report (MH) (Responsible Officer) Any excluded Dr to be reported		As required		As required		As required		As required		As required		As required
Clinical Excellence Awards (JL/MH) NB set out in new pay offer										Report to Board		
Nursing & Midwifery Strategy (RT&SG)				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 New Commitments for the year – Update from Exec mtgs with CSUs		CE report		CE report		CE report Mid year reviews commitments with Exec mtgs with CSUs		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 Annual planning guidance issued Xmas eve to flow to March Board		Progress in IQPR March Timeout – progress update on annual commitments
International & Commercial Strategy (JG) TBC – reporting below Board and flow to Board – post review of Strategy Director portfolio James TBC						Commercial explore PP reported						
Stakeholder Management Strategy (JG) Jane tbc				Report engagement of new strategy								
Alignment of Partnership working (PW) Twice year overview update In year mins of meetings shared for assurance						New style report						New style report
Estates Strategy (CR) – public Board SIUH master plan (CR, SW, JG) – workshop Board (draft)						Estates Strategy Annual Update/ Master plan - ?Oct Time Out as required						
Sustainability (CR)						Annual Report						

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Green Plan Update						?timeout Oct – blue box Nov						
Estates & Facilities - Annual Report (CR) <i>Linked to ERIC data (published Sept)</i> 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
Leeds as Anchor Institution (JG)								Report				
Health Inequalities & Public Health Strategy (MH & 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 (MH & 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) Deferred until Sept		Annual report (cover both) Deferred to January with new Medical Director accountability				Annual report (cover both)		Annual report (cover both)
Quality Improvement Strategy 2020-25 (MH & JM) <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 deferred, review of Comms with PW to redefine strategy				
Genomic Medicine Service Alliance – annual report (MH, 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) – Deferred to March timeout by PW						March Board timeout – wider leadership group – moving forward)
Education & Training Strategy (SH, HM) <i>Annual Update ?</i>				Approval of the publication and marketing July 2023								
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 & CH) 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 – deferred to July CRR Report		BAF (aligned to 7 Commitments) CRR Report		CRR Report		CRR Report		BAF CRR Report		CRR Report
Yearend Process Annual Report (JB&JW) Annual Governance Statement (PW&JB) Annual Accounts (SW) External Audit Opinion (publish on website) Quality Account (includes annual report on Guardians of Safe Working for Drs – MH)		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						
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)										Report for approval minor amends		
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				Statement -BoD sign off - coming year		
Patient Safety Incident Response Plan 2024-2026 and the Patient Safety Incident Response Framework Policy <i>First reported March 2024 – needs to be every 2 yrs)</i>										Board approval – submission to ICB		
Health & Safety Annual Report (from RMC)		To receive at RMC - then Blue box Public										

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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										
Draft mins from AGM – workshop (JB)								Workshop				
Administration (JB)		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												
FOI Annual report (Blue Box - public) - (PJ)										Annual report		
Other issues and in year requests												
Bring forward from Sept 2023 – to July 2024 (PIN update on Private Patient Strategy (JG)												

BOARD TIMEOUT SESSIONS - PLAN FOR ITEMS

	29 June 2023		19/20 October 2023 – 2 days		18 Jan 2024 CANCELLED		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 AM Annual Commitments review AM or PM - Annual Commitments review PM -		AM – Annual Board to Board with Charity (each others key delivery and strategy moving forward) PM – Training & Development		Am – half day with Tri teams, Snr Clinical leaders, direct reports to Exec’s AM Annual Commitments review Pm – Fundamental Finical Review PM -	
			20 Oct Workforce plan					

Training and development

items to be covered; Learning Disability & Autism, Inclusive Conversations
NED session on VM/LIM – 28 April (Teams one hour) and Board May

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		WEEK 1	PM
			Thurs 4 May			Thurs 3 Aug								WEEK 1	
	AM		Audit Committee											WEEK 1	AM
	PM		Risk Management Committee			Risk Management Committee								WEEK 1	PM
		Thurs 6 April	Tues 9 May	Thursday 8 June	Tuesday 4 July	Thurs 10 Aug	Tues 5 Sep	Thurs 5 Oct	Tues 7 Nov	Wed 6 Dec	Tuesday 9 Jan	Thurs 8 Feb	Tuesday 5 March		
WEEK 2	AM		Innovation District Cttee	Quality & Safety Assurance Group	Innovation District Cttee	Quality & Safety Assurance Group	Quality Assurance Committee (QAC)		Research & Innovation (R&I) Committee (PM)	Quality Assurance Committee (QAC)	NEW Ex-O Innovation District & Research Committee	Quality & Safety Assurance Group		WEEK 2	AM
	PM	Risk Management Committee			Research & Innovation (R&I) Committee			Risk Management Committee				NEW Innovation District & Research Committee		WEEK 2	PM
			Thurs 11 May		Thurs 6 July		Thurs 7 Sep		Thurs 9 Nov	Thurs 7 Dec	Thurs 11 Jan		Thurs 7 March	WEEK 2	
	AM		Quality & Safety Assurance Group		Building and Development Committee (BDC) - PM AM		Audit Committee		Quality & Safety Assurance Group	Audit Committee	Quality & Safety Assurance Group		Audit Committee	WEEK 2	AM
	PM				Risk Management Committee - PM		Risk Management Committee			Fri 8 Dec	Building and Development Committee (BDC)		Risk Management Committee	WEEK 2	PM
		Thurs 13 April	Wed 17 May	Thurs 15 June	Wed 12 July NOW 5th JULY	Thurs 17 Aug	Wed 13 Sep		Monday 13 November	Wed 13 Dec	Wed 17 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			Finance & Performance (F&P) Committee	Workforce 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		Extra-Ordinary Building Development Committee (single item) - PM	Audit Committee (PM - JBC)		Building and Development Committee (BDC)	Thurs 14 March	WEEK 3	PM
			Thurs 18 May		Thurs 13 July		Quality & Safety Assurance Group	Thurs 12 Oct	Thurs 16 Nov	Quality & Safety Assurance Group	Thurs 18 Jan		Building and Development Committee (BDC) (PM)	WEEK 3	
	AM				Quality & Safety Assurance Group		Building and Development Committee (BDC)	Quality & Safety Assurance Group	NEW Innovation District & Research Committee	Building and Development Committee (BDC)	Exec Timeout (FYI)		Friday 15 March	WEEK 3	AM
	PM		Building and Development Committee (BDC)		Building and Development Committee (BDC)		Digital and IT (DIT) Committee	Building and Development Committee (BDC)	Building and Development Committee (BDC)	Digital and IT (DIT) Committee			Digital and IT (DIT) Committee (AM)	WEEK 3	PM
		Thurs 20 April	Tuesday 23 May	Thurs 22 June		Thurs 24 Aug	Mon 18 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 Cttee (5pm) Single item	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				Tuesday 19 Sep							WEEK 4	PM
			Finance & Performance (F&P) Committee - AM				Research & Innovation (R&I) Committee							WEEK 4	
	AM		Audit Committee (PM)				Wednesday 20 Sep	Fri 20 Oct		Christmas Period	Thurs 25 Jan			WEEK 4	AM
	PM		Thurs 25 May				Workforce Committee	Board Timeout (Day 2)			Board			WEEK 4	PM
		Tues 25 April		Tuesday 27 June	Wed 26 July	Wed 30 Aug	Wed 27 Sep	Wed 25 Oct	Wed 29 Nov			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	Finance & Performance (F&P) Committee	WEEK 5	AM
	PM	Research & Innovation (R&I) Committee		Finance & Performance (F&P) Committee (AM)			AGM							WEEK 5	PM
		Wed 26 April		Thurs 29 June	Thurs 27 July		Thurs 28 Sep	Thurs 26 Oct	Thurs 30 Nov				Thurs 28 March	WEEK 5	
	AM	Finance & Performance (F&P) Committee		Board Timeout (Board to Board with LHC)	Board		Board	Quality Assurance Committee (QAC)	Board				Board	WEEK 5	AM
	PM													WEEK 5	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-Cttee moved to 20th (due to A/L) - nb Change reverted back to 13th
V8: End of Year Accounts Audit Cttee Meeting moved from 24/05 to 28/06 (to reflect national submission deadlines)
V9: end of year updates - diary apts updated
V10: R&I change of date from 25/04 to 23/05
V11: BDC 6 July moved to AM to avoid RMC clash
V12: QAC - 24 August meeting moved to 5 September
V13: R&I and ID Committees now merged (agreed 27 July 23) - 12 meetings per year
V14: Dec Audit Cttee moved from 07/12 to 08/12; AND, Sep IDC moved from 19/09 to 18/09
V15: New I&R Cttee - first meeting 16 Nov
V16: 20/10/23 Board TO day 2 cancelled in place of an Exec Timeout/ an additional Ex-O BDC meeting scheduled for 13/11/23; and, Dec Audit Cttee to be moved due to HMFA Conf with current suggestion of Wed 13 Dec - PM
BoD Timeout on 18/01/24 now Exec Timeout out

	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
	NEW Innovation District & Research Committee

WORKING DRAFT - 2024-2025													
DRAFT 2024-25		Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25
		Thursday 4 April	Thursday 2 May	Thursday 6 June	Thursday 4 July	Thursday 1 August	Thursday 5 September	Thursday 3 October	Thursday 7 November	Thursday 5 December		Thursday 6 February	Thursday 6 March
WEEK 1	AM		Audit Committee (inc.Cttee Annual Reports)				Audit Committee			Audit Committee (date dependant on HMFA Conf)			Audit Committee
	PM	Risk Management Committee	Risk Management Committee	Risk Management Committee	Risk Management Committee	Risk Management Committee	Risk Management Committee	Risk Management Committee	Risk Management Committee	Risk Management Committee		Risk Management Committee	Risk Management Committee
				Friday 7 June			Friday 6 September			Friday 6 December			Friday 7 March
	AM			Digital and IT (DIT) Committee			Digital and IT (DIT) Committee			Digital and IT (DIT) Committee			Digital and IT (DIT) Committee
WEEK 2	PM												
		Tuesday 09 April		Tuesday 11 June		Tuesday 06 August		Tuesday 08 October		Tuesday 10 December		Tuesday 11 February	Tuesday 11 March
	AM	Research & Innovation (R&I). Cttee		Research & Innovation (R&I). Cttee		Research & Innovation (R&I). Cttee		Research & Innovation (R&I). Cttee		Research & Innovation (R&I) Cttee Wednesday 11 December		Research & Innovation (R&I). Cttee	Workforce Committee
	PM									Finance & Performance (F&P) Committee			
WEEK 3	AM	Thursday 11 April	Thursday 9 May	Thursday 13 June	Thursday 11 July	Thursday 8 August	Thursday 12 September	Thursday 10 October	Thursday 14 November	Thursday 12 December	Thursday 9 January	Thursday 13 February	Thursday 13 March
	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	Quality & Safety Assurance Group	Quality & Safety Assurance Group	Quality & Safety Assurance Group	Workforce Committee	Quality & Safety Assurance Group	Quality & Safety Assurance Group
	AM	Building and Development Committee (BDC)	Building and Development Committee (BDC)	Building and Development Committee (BDC)	Building and Development Committee (BDC)	Building and Development Committee (BDC)	Building and Development Committee (BDC)	Building and Development Committee (BDC)	Building and Development Committee (BDC)	Building and Development Committee (BDC)	Risk Management Committee	Building and Development Committee (BDC)	Building and Development Committee (BDC)
WEEK 4	PM												
		Thursday 18 April		Thursday 20 June		Thursday 15 August		Thursday 17 October		Thursday 19 December		Thursday 20 February	
	AM	Quality Assurance Committee (QAC)		Quality Assurance Committee (QAC)		Quality Assurance Committee (QAC)		Quality Assurance Committee (QAC)		Quality Assurance Committee (QAC)		Quality Assurance Committee (QAC)	
	PM												
WEEK 5	AM		Thursday 16 May		Thursday 18 July		Thursday 19 September		Thursday 21 November		Thursday 16 January		Thursday 20 March
	PM		Workforce Committee		Workforce Committee		Workforce Committee		Workforce Committee		Quality & Safety Assurance Group		Board Timeout (AM with Tri and Snr Teams)
	AM										Building and Development Committee (BDC)		
WEEK 6	PM												
		Wednesday 24 April		Wednesday 26 June	Wednesday 24 July		Wednesday 25 September	Thursday 24 October	Wednesday 27 November	Christmas Period	Thursday 23 January	Wednesday 26 February	Wednesday 26 March
	AM	Finance & Performance (F&P) Committee		Finance & Performance (F&P) Committee	Finance & Performance (F&P) Committee		Finance & Performance (F&P) Committee	Board Timeout (day 1 of 2) (AM with Tri and Snr Teams)	Finance & Performance (F&P) Committee		Board Timeout (AM - Board to Board w. LHC)	Finance & Performance (F&P) Committee	Finance & Performance (F&P) Committee
	PM			Audit Committee (EoY)			AGM						
WEEK 7	AM	Thursday 25 April		Thursday 27 June	Thursday 25 July		Thursday 26 September	Friday 25 October	Thursday 28 November				Thursday 27 March
	PM	Board Timeout		Board Timeout	Board		Board	Board Timeout (day 2 of 2)	Board				Board
	AM												
WEEK 8	PM												
			Wednesday 29 May			Wednesday 28 August		Wednesday 30 October			Wednesday 29 January		
	AM		Finance & Performance (F&P) Committee			Finance & Performance (F&P) Committee		Finance & Performance (F&P) Committee			Finance & Performance (F&P) Committee		
	PM												
WEEK 9	AM		Thursday 30 May								Thursday 30 January		
	PM		Board								Board		
	AM												
WEEK 10	PM												
	AM												
	PM												

V1: DRAFT
V2: Updated to reflect merging of RIC and IDC (NB. currently no meeting scheduled for Dec)

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