



**The Leeds  
Teaching Hospitals**  
NHS Trust

**Trust Board  
28 September 2023**

**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 update to Board

<b>Our Annual Commitments for 2023/24 are:</b>	
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	✓

<b>Trust Risks (Type &amp; Category)</b>				
<b>Level 1 Risk</b>	<b>(✓)</b>	<b>Level 2 Risks</b>	<b>(Risk Appetite Scale)</b>	<b>Impact</b>
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;  <b>Audit Cttee Dec moved from 07/12 to 08/12;</b>  <b>IDC Sep moved from 19/09 to 18/09</b>  <b>New I&amp;R Cttee dates subject to change</b></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.  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	
<b>INFO FROM CTTEES</b>												
All Cttee Annual Reports (work programmes, objectives, amends ToR for coming year)- Audit, <a href="#">F&amp;P</a> , <a href="#">QAC</a> , <a href="#">Workforce</a> , <a href="#">DIT</a> , <a href="#">BDC</a> , <a href="#">IDC</a> , <a href="#">RMC</a> , <a href="#">R&amp;I</a> (assurance at May Audit Cttee) NB commercial info Workshop vs public Board Blue Box		From all Cttee's										
<b>Audit Cttee</b>		4 May		27 June		7 Sept				7 Dec		7 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>		20 April mins		22 June mins		24 Aug		26 Oct mins		6 Dec		22 Feb mins
<b>DIT Cttee</b>		20 April ExO		15 June		15 Sept				15 Dec		15 March
<b>Workforce Cttee</b>		17 May mins		12 July mins		13 Sept		22 Nov		17 Jan		13 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>		9 May		4 July		19 Sept		14 Nov		9 Jan		5 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>		21 April mins		23 May, 4 July		19 Sept		14 Nov		16 Jan		5 March
<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</b> (Plus Extra Ordinary mtgs)						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 <a href="#">Draft mins - April</a>		Directors Report		Directors Report <a href="#">Draft mins - July</a>		Directors Report <a href="#">Draft mins Oct</a>		Directors Report		Directors Report <a href="#">Draft mins - Jan</a>
<b>Health &amp; Wellbeing B:B meetings</b>		<a href="#">Draft mins – March</a>		<a href="#">Draft mins - TBC</a>						<a href="#">Draft mins - TBC</a>		<a href="#">Draft mins - TBC</a>
<b>QUALITY</b>												
Patient Story (HC), Staff Story (JL)		Staff Story		Patient Story		Patient Story		Staff Story FTSU (AS)		Patient Story		Patient Story
Complaints (HC)				Yearend Report -(to QAC)						<a href="#">Six month report (to QAC) BoD blue box</a>		
<a href="#">Duty of Candour (HM)</a> Built in to Serious Incident Report with Annual Report -Oct <a href="#">Via QAC and Board blue box or to report to Board</a>								<a href="#">Annual Report from QAC to BoD</a>				
Safeguarding (HC/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 <a href="#">Learning Disabilities and Autism Annual Report (HC/KS) Blue Box (flow from QAC June mtg)</a>				<a href="#">Annual Report</a>								
Maternity incentive scheme NHSR (SG) (QAC and flow to Board for approval)		<i>Sue – TBC nationally during summer, likely March Board</i>										
Ockenden (HC, SG) <a href="#">Via QAC and flow to Board</a>		<i>As per any new requirements – updates from Sue</i>										
Surveys (HC) - F&FT updates (Patients)		Included in IQPR						Included in IQPR				
CQC – Action Plan Hospital Inspection (HC) <b>(Standing agenda item QAC)</b> - 21-23 Aug 2018 <i>Well Led Framework CQC assessment - 25 - 27 Sept 2018</i>		<i>Should any visit be announced – to be added to the agenda</i>				<a href="#">Annual Assurance report Flow from QAC</a>						
Environment Audits National PLACE inspections (CR)		Report – national benchmarking										
<a href="#">HCAI (HC) Annual Report</a>				<a href="#">July QAC - flow to Board</a>								
Flu Checklist - sign off by Board (NHSE/I requirement) - (HC) <i>NB likely to be Covid too</i>								Report				
Mortality (HM) <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>As required annual report from QAC</i>		<i>As required</i>
Leaning from Deaths Q Report (ref in Chairs report from QAC - public) (HM) <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 (HM&GK) Timeout sessions <i>(May 2023 to include success factors of the new programme – action from May 2022 update)</i>		Update										
<b>PERFORMANCE</b>												

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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				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 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		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		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								
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) 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				

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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 (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) Deferred until Sept		Annual report (cover both) Deferred to January with new Medical Director accountability				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) Approved May 2022 (3 yr fundamental review)				Annual update scheduled May 2023								
Communication Strategy - (JW) - TBC <i>Update @June 2018 timeout</i>								Update deferred, review and include Summer of Connecting				
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				<del>Oct – Board timeout – wider leadership group – moving forward</del> – Deferred to March timeout by PW						March Board timeout – wider leadership group – moving forward)
Education & Training Strategy (SH, HM) <b>Annual Update ?</b>				Approval of the publication and marketing								
<b>GOVERNANCE, RISK &amp; REGULATORY</b>												
<b>Standing Orders, SFI &amp; Sche Delegation – in year as required</b> <b>Out put from Cttee Annual Reports review ToR</b>		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
<b>Assurance &amp; Risk</b> -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
<b>Yearend Process</b> 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 <del>Statement – BoD sign off – coming year</del>				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										
Draft mins from AGM - workshop								Workshop				
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)												

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(External review, every 3 yrs –summary public Board Jan 2022) Next external assessment required – summer 2024												
Information / assurance												
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) and Board May

Board Development

		Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24		
	2023-24		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									
	AM		Audit Committee											WEEK 1	AM
	PM		Risk Management Committee			Risk Management Committee								1	PM
WEEK 2		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		
	AM		Innovation District Cttee	Quality & Safety Assurance Group	Innovation District Cttee	Quality & Safety Assurance Group	Quality Assurance Committee (QAC)		Research & Innovation (R&I) Committee (P&R)	Quality Assurance Committee (QAC)	NEW Innovation District & Research Committee	Quality & Safety Assurance Group	NEW Innovation District & Research Committee	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		
	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	2	PM
WEEK 3		Thurs 13 April	Wed 17 May	Thurs 15 June	Wed 12 July NOW 5th JULY	Thurs 17 Aug	Wed 13 Sep	Tues 10 Oct	Tues 14 Nov	Wed 13 Dec	Wed 17 Jan	Thurs 15 Feb	Wed 13 March		
	AM	Quality & Safety Assurance Group	Workforce Committee	Digital and IT (DIT) Committee	Workforce Committee		Workforce Committee	NEW Innovation District & Research Committee	NEW Innovation District & Research 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			Thurs 14 Dec		Building and Development Committee (BDC)	Thurs 14 March	WEEK 3	PM
			Thurs 18 May		Thurs 13 July		Building and Development Committee (BDC)	Thurs 12 Oct	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	Quality & Safety Assurance Group		Fri 15 Dec	Board Timeout		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)	3	PM
WEEK 4		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		
	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								
			Audit Committee (PM)				Wednesday 20 Sep	Fri 20 Oct		Christmas period	Thurs 25 Jan			WEEK 4	AM
	AM		Thurs 25 May				Workforce Committee	Board Timeout (Day 2)			Board			WEEK 4	AM
	PM		Board											WEEK 4	PM
WEEK 5		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
	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
	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													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 appts 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

	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



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