



**The Leeds  
Teaching Hospitals**  
NHS Trust

**Trust Board  
28 March 2024**

## 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 draft Forward Planner for reporting to Board for 2024/25 has been updated and sent to the Executive Team for confirmation.</p> <p>The attached Corporate Calendar for 2024/25 is set out and the Board are to note that any immediate changes in the short term have been updated electronic diary appointments. The Corporate Calendar for 2025/26 has not yet being issued as diary appointments but members will receive clear email communication prior to these being.</p> | Information and diary management |

Forward Planner Financial Year April 2024 to March 2025 (updated 18 March 2024 – circulated to Exec Team)

Blue text to be reported in Blue Box

| Board Meeting Date   |       | 30 May 2024  |      | 25 July 2024  |     | 26 Sept 2024                              |     | 28 Nov 2024                            |     | 30 Jan 2025                                |     | 27 March 2025   |
|--|-------|--|------|---|-----|---|-----|--|-----|--|-----|---|
| 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 Ctte) NB commercial info Workshop vs public Board Blue Box |       | From all Cttee's   |      |   |     |   |     |  |     |  |     |   |
| Audit Cttee  |       | 2 May  |      | 26 June   |     | 5 Sept                                    |     |  |     | Dec/Jan tbc                                |     | 6 March   |
| F&P Cttee  |       | March, April mins  |      | May, June mins  |     | July, Aug mins                            |     | Sept, Oct mins                         |     | Nov, Dec mins                              |     | Jan, Feb mins   |
| QAC Cttee  |       | 22 April mins  |      | 20 June mins  |     | 15 Aug                                    |     | 17 Oct mins                            |     | 6 Dec                                      |     | 7 March mins  |
| DIT Cttee  |       |  |      | 7 June  |     | 6 Sept                                    |     |  |     | 15 Dec                                     |     | 15 March  |
| Workforce Cttee  |       | 22 May mins  |      | 18 July mins  |     | 19 Sept                                   |     | 21 Nov                                 |     | TBC  |     | TBC   |
| BDC  |       | April, May mins  |      | June, July mins   |     | Aug, Sept mins                            |     | Oct, Nov mins                          |     | Dec, Jan mins                              |     | Feb, March mins   |
| RMC  |       | April, May mins  |      | June, July mins   |     | Aug, Sept mins                            |     | Oct, Nov mins                          |     | Dec, Jan mins                              |     | Feb, March mins   |
| R&I Cttee  |       | 9 April mins   |      | TBC   |     | TBC                                       |     | TBC                                    |     | TBC  |     | TBC   |
| T&F Group – Covid Public Inquiry (currently stood down)  |       |  |      |   |     |   |     |  |     |  |     |   |
| 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<br>- work programme/projects - approvals<br>- CiC (agenda & mins), Directors report  |       | Directors Report<br><br>Draft mins - April                   |      | Directors Report  |     | Directors Report<br><br>Draft mins - July |     | Directors Report<br><br>Draft mins Oct |     | Directors Report                           |     | Directors Report<br><br>Draft mins - Jan  |
| Health & Wellbeing B:B meetings  |       | Draft mins –TBC  |      | Draft mins - TBC  |     |   |     |  |     | Draft mins - TBC                           |     | Draft mins - TBC  |
| QUALITY  |       |  |      |   |     |   |     |  |     |  |     |   |
| Patient Story (RT), Staff Story (JL)   |       | Staff Story  |      | Patient Story   |     | Patient Story                             |     | Staff Story<br>FTSU (AS)               |     | Patient Story                              |     | Patient Story   |
| Complaints (RT)  |       |  |      | Yearend Report -(to QAC)  |     |   |     |  |     | Six month report (to QAC)<br>BoD blue box  |     | Six month report (to QAC)<br>BoD blue box – to flow to 8 Feb QAC, then onto Board |
| Duty of Candour (MH)<br>Built into Serious Incident Report with Annual Report -Oct<br>Via QAC and Board blue box or Cttee Chairs report to Board   |       |  |      |   |     |   |     | Annual Report from QAC to<br>BoD       |     |  |     |   |
| Safeguarding (RT/KS)   |       |  |      | Annual Report (public version) &<br>Serious Case Reviews -Update<br>(workshop)<br>PREVENT – Annual Report |     |   |     |  |     | Serious Case Reviews -Update<br>(workshop) |     |   |
| PREVENT report to Workshop with supporting presentation<br>Learning Disabilities and Autism Annual Report (RT/KS)<br>Blue Box (flow from QAC June mtg)   |       |  |      | Annual Report   |     |   |     |  |     |  |     |   |
| Maternity incentive scheme NHSR (who ?)<br>(QAC and flow to Board for approval)  |       | Check requirements of the<br>submission                      |      |   |     |   |     |  |     | QAC then flow to Board                     |     |   |
| Ockenden (RT, who?)<br>Via QAC and flow to Board   |       | As per any new requirements –<br>updates from Sue            |      |   |     |   |     |  |     |  |     |   |
| Surveys (RT) - F&FT updates (Patients)   |       | Included in IQPR   |      |   |     |   |     | Included in IQPR                       |     |  |     |   |
| CQC – Action Plan Hospital Inspection (RT)<br>(Standing agenda item QAC) - 21-23 Aug 2018<br>Well Led Framework CQC assessment - 25 - 27 Sept 2018   |       | Should any visit be announced – to<br>be added to the agenda |      |   |     | Annual Assurance report<br>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)<br>NB likely to be Covid too – no report required 23/24 – para in<br>CE report   |       |  |      |   |     |   |     | Report                                 |     | Para CE report                             |     |   |
| Mortality (MH) To escalate to BoD changes to SHMI & HSMR-<br>as required   |       | As required  |      | As required   |     | As required                               |     | As required                            |     | As required<br>annual report from QAC      |     | As required   |
| Leaning from Deaths Q Report (ref in Chairs report from QAC -<br>public) (MH) QAC - Learning from Deaths - Public BoD  |       | Ref in QAC Chairs report<br>Q Report                         |      | Ref in QAC Chairs report<br>Q Report  |     |   |     | Ref in QAC Chairs report<br>Q Report   |     |  |     | Ref in QAC Chairs report<br>Q Report  |

| Board Meeting Date  |       | 30 May 2024  |      | 25 July 2024                                  |     | 26 Sept 2024  |     | 28 Nov 2024  |     | 30 Jan 2025   |     | 27 March 2025   |
|---|-------|--|------|---|-----|---|-----|--|-----|---|-----|---|
| Description of the Report to Board  | April |  | June |   | Aug |   | Oct |  | Dec |   | Feb |   |
| Leeds Improvement Method Update (MH& KPO)<br>Timeout sessions <i>(May 2023 to include success factors of the new programme – action from May 2022 update)</i>                               |       | Update   |      |   |     |   |     |  |     |   |     |   |
| <b>PERFORMANCE</b>  |       |  |      |   |     |   |     |  |     |   |     |   |
| IQPR - Performance (Exec team)<br>Exec Tem to review content aligned to 7 Annual Commitments  |       | IQPR   |      | IQPR  |     | IQPR  |     | IQPR   |     | IQPR  |     | IQPR  |
| Finance (SW)<br>Approve Financial Plan<br>Capital Programme<br>Five Year £ Plan<br>Quarterly Fundamental Financial Reviews  |       | IQPR   |      | IQPR<br><br>June Timeout Fundamental £ review |     | IQPR<br>(Forecast Yearend)<br><br>Fundamental £ review                  |     | IQRP<br>Five Year £ Plan<br><br>Dec F&P Cttee Fundamental £ review     |     | IQPR<br><br>Report plan 2024/25<br>Five Year £ Plan (was Nov)                       |     | IQPR<br><br>March Board Timeout<br>Fundamental £ review                       |
| Winter Plan (CS)<br><br>TBC Post winter review and lessons learnt   |       | Any learning to be reported ?  |      |   |     | Will this go to F&P Cttee then Board – when – plan for 24/25            |     |  |     |   |     |   |
| City Flow – Intermediate Care Redesign (PW)<br>Six month update or escalation by exception  |       |  |      |   |     | Six month update  |     |  |     |   |     | Six month update  |
| <b>WORKFORCE</b>  |       |  |      |   |     |   |     |  |     |   |     |   |
| Annual Review Establishments (October) – (JL)   |       |  |      |   |     | October – timeout as part of 5 year planning                            |     |  |     |   |     |   |
| People (JL)   |       | IQPR   |      | IQPR  |     | IQPR  |     | IQPR   |     | IQPR  |     | IQPR  |
| Staff Survey (JL)<br>Deep dive at Workforce Cttee in Jan local results<br>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) (RT, KR, BC) – pls confirm  |       |  |      | Report – phase 1                              |     |   |     |  |     | Report – phase 2  |     | Report – phase 2  |
| Freedom to Speak Up (Guardian Report)<br>Workforce Cttee – but required to be reported to Board<br><br>New Report - FTSU – Exec Assurance of culture of speaking up (PW/JL)                 |       | Guardian Annual Report & Presentation (appendix self asses)<br><br>New Exec Report for assurance |      |   |     |   |     | Six month Update report - self assess                                  |     |   |     |   |
| Guardians of Safe Working - Annual update to Board (report in Quality Account) (MH) Q reports to MESC (Workforce Cttee)   |       | Annual Report & Presentation<br>Report   |      |   |     |   |     |  |     |   |     |   |
| Violence against staff Annual Report (CR via PA)<br>Workforce Cttee NB - New standards (requirement to report to BoD) x2 pa (deep dive at Wfc then flow to BoD)                             |       |  |      |   |     |   |     | Report   |     |   |     |   |
| Medical Revalidation Report (MH)<br>(Responsible Officer)<br>Any excluded Dr to be reported   |       | As required  |      | As required                                   |     | Annual Report (PW)<br><br>As required                                   |     | As required  |     | As required   |     | As required   |
| Clinical Excellence Awards (JL/MH)  |       |  |      |   |     |   |     |  |     | Report to Board   |     |   |
| Nursing & Midwifery Strategy (RT&SG)  |       |  |      | Annual Report & video (update)                |     |   |     |  |     |   |     |   |
| <b>STRATEGY UPDATES</b>   |       |  |      |   |     |   |     |  |     |   |     |   |
| Corporate Objectives (PW) - Annual Commitments<br>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<br><br>New Commitments for the year – Update from Exec mtgs with CSUs                  |      | CE report                                     |     | CE report   |     | CE report<br><br>Mid year reviews commitments with Exec mtgs with CSUs |     | CE report   |     | Set out for 2023/24 in CE report  |
| Annual Plan - (JG)<br>Formal reporting of annual commitments and review of IQPR tbc – Exec Team & James   |       | Progress in IQPR   |      | Progress in IQPR                              |     | Progress in IQPR<br>Oct Timeout – progress update on annual commitments |     | Progress in IQPR<br>Q2   |     | Progress in IQPR<br>Annual planning guidance issued Xmas eve to flow to March Board |     | Progress in IQPR<br><br>March Timeout – progress update on annual commitments |
| International & Commercial Strategy (JG)<br>TBC – reporting below Board and flow to Board – post review of Strategy Director portfolio James TBC  |       |  |      |   |     | Commercial explore PP reported  |     |  |     |   |     |   |
| Stakeholder Management Strategy (JG)<br>Jane tbc  |       |  |      | Report engagement of new strategy             |     |   |     |  |     |   |     |   |
| Alignment of Partnership working (PW)<br>Twice year overview update<br>In year mins of meetings shared for assurance  |       |  |      |   |     | New style report  |     |  |     |   |     | New style report  |
| Estates Strategy (CR) – public Board<br>SJUH master plan (CR, SW, JG) – workshop Board (draft)<br>Pls confirm   |       |  |      |   |     | Estates Strategy Annual Update/ Master plan -?Oct Time Out as required  |     |  |     |   |     |   |

| Board Meeting Date   |       | 30 May 2024  |      | 25 July 2024  |     | 26 Sept 2024  |     | 28 Nov 2024   |     | 30 Jan 2025                           |     | 27 March 2025   |
|--|-------|--|------|---|-----|---|-----|---|-----|---------------------------------------|-----|---|
| Description of the Report to Board   | April |  | June |   | Aug |   | Oct |   | Dec |                                       | Feb |   |
| Sustainability (CR)<br>Green Plan Update<br><i>Pls confirm</i>   |       |  |      |   |     | Annual Report<br><i>?timeout Oct – blue box Nov</i>   |     |   |     |                                       |     |   |
| Estates & Facilities – Annual Report (CR) <i>Pls confirm</i><br><i>Linked to ERIC data (published Sept)</i><br>Board to sample patient food  |       |  |      |   |     |   |     | Annual report<br><br>Food Tasting   |     |                                       |     |   |
| Building the Leeds Way (SW&MB)<br>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)<br><i>Approved March 2021</i><br>Population Health Management updates (HM)<br><i>Requirement by NHSE – annually to Board</i>   |       |  |      |   |     |   |     |   |     |                                       |     | Report (covers both)  |
| R&I Strategy (MH & AI-Lyn Tan)<br><i>Approved 26 March 2020</i><br>Joint R&I Strategy LTHT/UoL<br><i>Approved Oct 2020 timeout</i><br>Single Annual Report to cover both<br><i>Outcome of the question to the March 24 Board ? when and what (in light of review by R&amp;I Cttee)</i> |       |  |      | <del>Annual report (cover both)</del><br><i>Deferred until Sept</i> |     | <del>Annual report (cover both)</del><br><i>Deferred to January with new Medical Director accountability</i>      |     |   |     | <del>Annual report (cover both)</del> |     | <i>Annual report (cover both)</i>                                     |
| Quality Improvement Strategy 2020-25 (MH & JM)<br><i>New strategy approved Nov 2022</i>  |       |  |      |   |     |   |     | Annual Update on Strategy<br><i>(? Report to QAC) blue box to Board</i>         |     |                                       |     |   |
| Operational Transformation Strategy (CS)<br><i>Approved May 2022 (3 yr fundamental review)</i>   |       |  |      | Annual update scheduled May 2023                                    |     |   |     |   |     |                                       |     |   |
| Communication Strategy - (JW) - <i>TBC</i><br><i>Update @June 2018 timeout</i><br><i>Phil and Jane pls confirm when and what ?</i>   |       |  |      |   |     |   |     | <del>Update</del> <i>deferred, review of Comms with PW to redefine strategy</i> |     |                                       |     |   |
| Genomic Medicine Service Alliance – annual report (MH,) <i>Update to June Board timeout, Oct (with wider leadership group)</i><br><i>Phil and Magnus what do you want this to be ?</i>   |       | Annual report and vision – Board timeout session 29 June   |      |   |     | <del>Oct – Board timeout – wider leadership group – moving forward</del> <i>– Deferred to March timeout by PW</i> |     |   |     |                                       |     | <i>March Board timeout – wider leadership group – moving forward)</i> |
| Education & Training Strategy (SH, HM)<br><i>Annual Update ?</i>   |       |  |      | Approval of the publication and marketing July 2023                 |     |   |     |   |     |                                       |     |   |
| Old Medical School Disposal (JG)<br><i>Key Dates xxxx James pls add</i>  |       |  |      |   |     |   |     |   |     |                                       |     |   |
| GOVERNANCE, RISK & REGULATORY  |       |  |      |   |     |   |     |   |     |                                       |     |   |
| Standing Orders, SFI & Sche Delegation – in year as required<br><i>Out put from Cttee Annual Reports review ToR</i>  |       | 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)<br><i>Requirement removed</i><br>Code of Governance (Comply/explain) new requirement (JB)   |       |  |      |   |     |   |     |   |     |                                       |     | Report  |
| Assurance & Risk<br>-Board Assurance Framework (JG x2 yearly to public (last agenda item for each Board timeout session – reflection)<br>-CRR (CB & PW)  |       | CRR Report   |      | BAF (aligned to 7 Commitments)<br>CRR Report                        |     | CRR Report  |     | CRR Report  |     | BAF<br>CRR Report                     |     | CRR Report  |
| Yearend Process<br>Annual Report (JB&JW)<br>Annual Governance Statement (PW&JB)<br>Annual Accounts (SW)<br>External Audit Opinion (publish on website)<br>Quality Account (includes annual report on Guardians of Safe Working for Drs – MH)   |       | Sign off by BoD<br>BoD sign off AGS (JB)<br>Sign off by BoD<br><i>Board timeout meeting 28 June yearend - Sign off by BoD</i><br>Submission deadline to NHSE 28 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)<br><i>(approved BoD - Jan 2021 – one year extension March 2024</i>  |       |  |      |   |     |   |     |   |     | Report                                |     |   |
| SID report on Chairs Appraisal – public Board (SID)  |       |  |      | Report  |     |   |     |   |     |                                       |     |   |
| Update on implementation of the MOU with Leeds Cares<br>Re-approved 28 Jan 2024 (MCS)<br>Q reporting on funding applications (to flow to F&P Cttee)  |       | As required for future reviews   |      |   |     |   |     |   |     |                                       |     |   |

[illegible]

## BOARD TIMEOUT SESSIONS - PLAN FOR ITEMS

|  |   |  |  |  |  |  |  |  |
|--|---|--|--|--|--|--|--|--|
|  | 27 June 2024  |  | 24/25 October 2023 – 2 days  |  |  |  | 20 March 2024  |  |
|  | <p>.....</p> <p><b>PM – Fundamental f review</b></p> <p>Approve yearned process</p> <p>Review BAF</p> |  | <p>19 Oct</p> <p>Am – half day with Tri teams, Snr Clinical leaders, direct reports to Exec’s</p> <p>AM Annual Commitments review</p> <p>.....</p> <p>AM or PM - Annual Commitments review</p> <p>PM -</p> |  |  |  | <p>Am – half day with Tri teams, Snr Clinical leaders, direct reports to Exec’s</p> <p>AM Annual Commitments review</p> <p>.....</p> <p><b>Pm – Fundamental Finical Review (or formal Board mtg)</b></p> <p>Annual Board to Board Meeting with Charity</p> |  |
|  |   |  | <p>20 Oct</p> <p>Workforce plan</p>  |  |  |  |  |  |

## Training and development

## Board Development

| 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                           | AM                                       |
|          | 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                 | PM                                       |
|          |                    |   | 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            | AM                                       |
|          | PM                 |   |  |  |  |  |  |  |  |  |  |   | PM                                       |
|          | Tuesday 09 April   |   | Tuesday 11 June                          |  | Tuesday 06 August                        |  | Tuesday 08 October                       |  | Tuesday 10 December                      |  | Tuesday 11 February                      | Tuesday 11 March                          |  |
| WEEK 2   | 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        |  | Research & Innovation (R&I) Cttee        | Workforce Committee                       | AM                                       |
|          | PM                 |   |  |  |  |  |  |  | Finance & Performance (F&P) Committee    |  |  |   | PM                                       |
|          |                    | 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                        |
|          | AM                 | 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         |
|          | PM                 | 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) |
|          | Thursday 18 April  |   | Thursday 20 June                         |  | Thursday 15 August                       |  | Thursday 17 October                      |  | Thursday 19 December                     | Thursday 16 January                        | Thursday 20 February                     |   |  |
| WEEK 3   | AM                 | Quality Assurance Committee (QAC)           |  | Quality Assurance Committee (QAC)        |  | Quality Assurance Committee (QAC)        |  | Quality Assurance Committee (QAC)                      |  | Quality Assurance Committee (QAC)          | Quality & Safety Assurance Group         | Quality Assurance Committee (QAC)         | AM                                       |
|          | PM                 |   |  |  |  |  |  |  |  |  | Building and Development Committee (BDC) |   | PM                                       |
|          |                    | Thursday 16 May                             |  | Thursday 18 July                         |  | Thursday 19 September                    |  | Thursday 21 November                                   |  | Fri day 17 January                         |  | Thursday 20 March                         |  |
|          | AM                 | Workforce Committee                         |  | Workforce Committee                      |  | Workforce Committee                      |  | Workforce Committee                                    |  | Audit Committee                            |  | Board Timeout (AM with Tri and Snr Teams) | AM                                       |
|          | PM                 |   |  |  |  |  |  |  |  |  |  |   | PM                                       |
|          | Wednesday 24 April | Wednesday 22 May                            | 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                        |  |
| WEEK 4   | AM                 | Finance & Performance (F&P) Committee       | Workforce 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) |  | Board Timeout (AM - Board to Board w. LHC) | Finance & Performance (F&P) Committee    | Finance & Performance (F&P) Committee     | AM                                       |
|          | PM                 |   |  | Audit Committee (EoY)                    |  |  | AGM                                      |  |  |  |  |   | PM                                       |
|          |                    | Thursday 25 April                           |  | Thursday 27 June                         | Thursday 25 July                         |  | Thursday 26 September                    | Friday 25 October                                      |  | Thursday 28 November                       |  | Thursday 27 March                         |  |
|          | AM                 | Exec Timeout                                |  | Board Timeout                            | Board                                    |  | Board                                    | Board Timeout (day 2 of 2)                             |  | Board                                      |  | Board                                     | AM                                       |
|          | PM                 |   |  |  |  |  |  |  |  |  |  |   | PM                                       |
|          | Wednesday 29 May   |   |  |  | Wednesday 28 August                      |  | Wednesday 30 October                     |  |  | Wednesday 29 January                       |  |   |  |
| WEEK 5   | AM                 |   | Finance & Performance (F&P) Committee    |  |  | Finance & Performance (F&P) Committee    |  | Finance & Performance (F&P) Committee                  |  | Finance & Performance (F&P) Committee      |  |   | AM                                       |
|          | PM                 |   |  |  |  |  |  |  |  |  |  |   | PM                                       |
|          |                    | Thursday 30 May                             |  |  |  |  |  |  |  | Thursday 30 January                        |  |   |  |
|          | AM                 |   | Board                                    |  |  |  |  |  |  | Board                                      |  |   | AM                                       |
|          | PM                 |   |  |  |  |  |  |  |  |  |  |   | PM                                       |

V1: DRAFT  
V2: Updated to reflect merging of RIC and IDC (NB. currently no meeting scheduled for Dec)  
V3 May WRF Cttee change of date

|  |   |
|--|---|
|  | 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         |