



**Trust Board
28 March 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 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 Cttee) 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 - 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 –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 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 (who?) (QAC and flow to Board for approval)	Check requirements of the submission				QAC then flow to Board	
Ockenden (RT, who?) 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

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Leeds Improvement Method Update (MH& KPO) Timeout sessions (May 2023 to include success factors of the new programme – action from May 2022 update)	Update					
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	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
Winter Plan (CS) 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) 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) (RT, KR, BC) – pls confirm		Report – phase 1			Report – phase 2	Report – phase 2
Freedom to Speak Up (Guardian Report) <i>Workforce Cttee – but required to be reported to Board</i> New Report - FTSU – Exec Assurance of culture of speaking up (PW/JL)	Guardian Annual Report & Presentation (appendix self asses) 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					
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 (MH) (Responsible Officer) Any excluded Dr to be reported	<i>As required</i>	<i>As required</i>	<i>As required</i>	<i>As required</i>	<i>As required</i>	<i>As required</i>
Clinical Excellence Awards (JL/MH)					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	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) Pls confirm				Estates Strategy Annual Update/ Master plan -?Oct Time Out as required		

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Sustainability (CR) Green Plan Update <i>Pls confirm</i>				Annual Report <i>?timeout Oct – blue box Nov</i>		
Estates & Facilities - Annual Report (CR) <i>Pls confirm</i> <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) <i>Approved March 2021</i> Population Health Management updates (HM) <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 LHTT/UoL <i>Approved Oct 2020 timeout</i> Single Annual Report to cover both <i>Outcome of the question to the March 24 Board ? when and what (in light of review by R&I Cttee)</i>		Annual report (cover both) <i>Deferred until Sept</i>	Annual report (cover both) <i>Deferred to January with new Medical Director accountability</i>		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 <i>(? Report to QAC) blue box to Board</i>		
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> <i>Phil and Jane pls confirm when and what ?</i>				<i>Update 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> <i>Phil and Magnus what do you want this to be ?</i>	Annual report and vision – Board timeout session 29 June			<i>Oct – Board timeout – wider leadership group – moving forward) – Deferred to March timeout by PW</i>		<i>March Board timeout – wider leadership group – moving forward)</i>
Education & Training Strategy (SH, HM) <i>Annual Update ?</i>		Approval of the publication and marketing July 2023				
Old Medical School Disposal (JG) <i>Key Dates xxxx James pls add</i>						
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 (JG x2 yearly to public (last agenda item for each Board timeout session – reflection) -CRR (CB & PW)	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 28 June yearend - Sign off by BoD</i> Submission deadline to NHSE 28 June	Receive by BoD public (published on website end June) 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 – 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 Re-approved 28 Jan 2024 (MCS) Q reporting on funding applications (to flow to F&P Cttee)	As required for future reviews					

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Emergency Preparedness (CS) Annual report 2023/24 (in full Quality Account) Resilience & Response Core Standards			Annual Report in QA		Clare & Helen to confirm when this will come to Board	
Patient Safety Incident Response Plan 2024-2026 and the Patient Safety Incident Response Framework Policy First reported March 2024 – needs to be every 2 yrs)						QAC then - Board approval – March 2024
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 Draft mins from AGM – workshop (JB)	Revised policy for approval			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) Next external assessment required – summer 2024 Close Loop AQUA & Prep for External Review – flow to May Board (PW & JB)	Report with proposal					
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) – James what /when is this an update ?						

BOARD TIMEOUT SESSIONS - PLAN FOR ITEMS

27 June 2024	24/25 October 2023 – 2 days	20 March 2024
<p>PM – Fundamental £ review</p> <p>Approve yeared 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>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>Pm – Fundamental Finical Review (or formal Board mtg)</p> <p>Annual Board to Board Meeting with Charity</p>
	<p>20 Oct</p> <p>Workforce plan</p>	

<p>Training and development</p> <p>Board Development</p>

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		
WEEK 1	AM	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	AM	
	PM		Audit Committee (inc. Cttee Annual Reports)				Audit Committee						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	Risk Management Committee	
	AM			Friday 7 June			Friday 6 September				Friday 6 December		Friday 7 March	AM	
	PM			Digital and IT (DIT) Committee			Digital and IT (DIT) Committee				Digital and IT (DIT) Committee		Digital and IT (DIT) Committee	PM	
WEEK 2	AM	Tuesday 09 April		Tuesday 11 June		Tuesday 06 August		Tuesday 08 October		Tuesday 10 December		Tuesday 11 February	Tuesday 11 March	AM	
	PM	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	PM	
										Wednesday 11 December					
	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	AM	
	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	Quality & Safety Assurance Group	Workforce Committee	Quality & Safety Assurance Group	Quality & Safety Assurance Group	PM
WEEK 3	AM	Thursday 18 April		Thursday 20 June		Thursday 15 August		Thursday 17 October		Thursday 19 December	Thursday 16 January	Thursday 20 February		AM	
	PM	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)		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	
WEEK 4	AM	Wednesday 24 April	Wednesday 22 May	Wednesday 26 June	Wednesday 24 July	Wednesday 25 September	Thursday 24 October	Wednesday 27 November		Thursday 23 January	Wednesday 26 February	Wednesday 26 March	AM		
	PM	Finance & Performance (F&P) Committee	Workforce 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	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								
	AM	Thursday 25 April		Thursday 27 June	Thursday 25 July	Thursday 26 September	Friday 25 October	Thursday 28 November					Thursday 27 March	AM	
	PM	Exec Timeout		Board Timeout	Board	Board	Board Timeout (day 2 of 2)	Board					Board	PM	
WEEK 5	AM		Wednesday 29 May			Wednesday 28 August		Wednesday 30 October			Wednesday 29 January			AM	
	PM		Finance & Performance (F&P) Committee			Finance & Performance (F&P) Committee		Finance & Performance (F&P) Committee			Finance & Performance (F&P) Committee			PM	
			Thursday 30 May								Thursday 30 January			AM	
	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

Yellow	Trust Board
Light Yellow	Trust Board Timeout
Pink	Finance and Performance (F&P) Committee
Red	Building Development Committee (BDC)
Blue	Audit Committee
Dark Blue	Risk Management Committee (RMC)
Cyan	Workforce Committee
Green	Quality Assurance Committee (QAC)
Dark Green	Quality and Safety Assurance Group (QSAG)
Purple	Digital and IT (DIT) Committee
Light Purple	Research & Innovation (R&I) Cttee