



**The Leeds  
Teaching Hospitals**  
NHS Trust

**Trust Board  
30 January 2025**

**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 2024/25 are:</b>	
Reduce wait for patients	✓
Reduce Healthcare Acquired Infections by 15%	✓
Reduce our carbon footprint through greener care	✓
Use our existing digital systems to their full potential	✓
Strengthen participation and growth in research and innovation	✓
Deliver the financial plan	✓
Be in the top 25% performing Trusts for staff retention	✓

<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 Forward Planner for reporting to Board for 2024/25 has been updated and confirmed by to the Executive Team.</p> <p>The 2025/26 Corporate Calendar is included and temporary diary-hold appointments circulated.</p>	Information and diary management

Forward Planner Financial Year April 2024 to March 2025

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, <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 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		9 Jan		11 March
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		11 June		6 Aug		8 Oct		10 Dec		11 Feb
T&F Group – Covid Public Inquiry (currently stood down)												
Rem Cttee (Plus Extra Ordinary mtgs)				27 June						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  <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>
Health & Wellbeing B:B meetings		<a href="#">Draft mins –TBC</a>		<a href="#">Draft mins - TBC</a>						<a href="#">Draft mins - TBC</a>		<a href="#">Draft mins - TBC</a>
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)						<a href="#">Six month report (to QAC)</a> <del>BoD blue box</del>		<a href="#">Six month report (to QAC)</a> 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								<a href="#">Annual Report from QAC to BoD</a>				
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 <a href="#">Learning Disabilities and Autism Annual Report (RT/KS)</a> <a href="#">Blue Box (flow from QAC June mtg)</a>				<a href="#">Annual Report</a>								
Maternity incentive scheme NHSR (RT) (QAC and flow to Board for approval)		<i>Check requirements of the submission</i>								<a href="#">QAC then flow to Board</a>		
Ockenden (RT.) <a href="#">Via QAC and flow to Board</a>		<i>As per any new requirements – updates from Sue</i>										
Surveys (RT) - F&FT updates (Patients)		Included in IQPR						Included in IQPR				
CQC – Action Plan Hospital Inspection (RT) <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</a> <a href="#">Flow from QAC (was reported in April 2024 – re align for 2024/25)</a>						
Environment Audits National PLACE inspections (CR)		Report – national benchmarking										
<a href="#">HCAI (JM) Annual Report</a>				<a href="#">July QAC - flow to Board</a>								
Flu Checklist - sign off by Board (NHSE requirement) - (RT) <i>NB likely to be Covid too – <a href="#">no report required 23/24 – para in CE report</a></i>								<del>Report</del>		<a href="#">Para CE report</a>		
Mortality (MH) <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</i> <i>annual report from QAC</i>		<i>As required</i>
Leaning from Deaths Q Report (ref in Chairs report from QAC - public) (MH) <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>

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Leeds Improvement Method Update (MH& KPO) Timeout sessions <i>(May 2023 to include success factors of the new programme – action from May 2022 update)</i>		<del>Update</del> Was June timeout session										
PERFORMANCE												
IQPR - Performance (Exec team) Exec Team 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 ?						Report to Oct F&P Cttee and then flow to Board				
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) –				Report – phase 1						Report – phase 2		<del>Report – phase 2</del>
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)  New Exec Report for assurance for 2025		  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		As required		As required		As required		As required		As required		As required
Clinical Excellence Awards (JL/MH) No longer required to be reported to Board – change in national system										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 & JG		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) JW & JG (every 2 yrs)				Report engagement of new strategy – is this the new style report for partnership working ?								
Alignment of Partnership working (PW) Twice year overview update In year mins of meetings shared for assurance						New style report						New style report

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Estates Strategy (CR) – public Board SJUH master plan (CR, SW, JG) – workshop Board (draft) TBC						Estates Strategy Annual Update/ Master plan -?Oct Time Out as required						
Sustainability (CR) Green Plan Update						Annual Report						
Board to sample patient food								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 LTHT/UoL <i>Approved Oct 2020 timeout</i> Single Annual Report to cover both <i>In year development of new 5 yr strategy tbc</i>												
Quality Improvement Strategy 2020-25 (MH &RT) New strategy approved Nov 2022								Annual Update on Strategy (? Report to QAC) blue box to Board		Annual Update on Strategy (? Report to QAC) blue box to Board		
Operational Transformation Strategy (CS) Approved May 2022 (3 yr fundamental review)				Annual update scheduled May 2023								
Communication Strategy - (JW) – Approved Sept 2024		Revised strategy				Approved Sept						
Genomic Medicine Service Alliance – annual report (MH,) <i>Update to June Board timeout, Oct (with wider leadership group)</i> TBC												
Education & Training Strategy (SH, HM) Annual Update				Approval of the publication and marketing July 2023 Assurance reported through WFC- July								
Old Medical School Disposal (JG)		Update		HoT and approval to sign contract		Update						
<b>GOVERNANCE, RISK &amp; REGULATORY</b>												
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)				Statement covered in CE Report – against 2 conditions of provider licence								Report
<b>Assurance &amp; Risk</b> -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
<b>Yearend Process</b> 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</i> - Sign off by BoD 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) <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 Once NHSE set requirements		
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										
Administration (JB)		Code of Conduct and Nolan Principles (JB)		BoD Insurance (JB) Declarations				Workshop				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)												

BOARD TIMEOUT SESSIONS - PLAN FOR ITEMS

	27 June 2024		24/25 October 2023 – 2 days			20 March 2025	
	.....		19 Oct Am – half day with Tri teams, Snr Clinical leaders, direct reports to Exec’s AM Annual Commitments review			Am – half day with Tri teams, Snr Clinical leaders, direct reports to Exec’s AM Annual Commitments review	
	PM – Fundamental £ review						
	Approve yearned process						
	Review BAF						
	CQC Well-led Leeds Improvement Method BtLW		AM or PM - Annual Commitments review			..... Pm – Fundamental Finical Review (or formal Board mtg)	
	T&D session – PSIRF - Patient Safety Level 1		PM -			Annual Board to Board Meeting with Charity	
	Assurance vs Re-assurance - PwC Fraud		Anna Ray – Health Inequalities update Review Risk Framework				
			20 Oct			For 26 June 2025 – FTSU	
			Workforce plan				

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		
WEEK 1		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		Audit Committee (inc. Cttee Annual Reports)				Audit Committee						Audit Committee	WEEK 1 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	Risk Management Committee	WEEK 1 PM	
				Friday 7 June			Friday 6 September			Friday 6 December			Friday 7 March	WEEK 1 AM	
	AM			Digital and IT (DIT) Committee			Digital and IT (DIT) Committee			Digital and IT (DIT) Committee			Digital and IT (DIT) Committee	WEEK 1 PM	
WEEK 2		Tuesday 09 April	Tuesday 7 May	Tuesday 11 June		Tuesday 06 August		Tuesday 08 October		Tuesday 10 December		Tuesday 11 February	Tuesday 11 March		
	AM	Research & Innovation (R&I) Cttee	Quality & Safety Assurance Group	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	WEEK 2 AM	
	PM					Quality Assurance Committee (QAC)				Ex-O Board (Fundamental Financial Review) - AM				WEEK 2 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	WEEK 2 AM	
	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	WEEK 2 PM	
WEEK 3	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)	Infrastructure Committee	Infrastructure Committee	Infrastructure Committee (AM)	Risk Management Committee	Infrastructure Committee	Infrastructure Committee	WEEK 3 AM	
		Thursday 18 April		Thursday 20 June		Thursday 15 August		Thursday 17 October		Thursday 19 December	Thursday 16 January	Thursday 20 February		WEEK 3 PM	
	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)		WEEK 3 AM	
	PM										Infrastructure Committee			WEEK 3 PM	
			Thursday 16 May		Thursday 18 July		Thursday 19 September		Thursday 21 November		Fri day 17 January		Thursday 20 March	WEEK 3 AM	
WEEK 4	AM		Workforce Committee		Workforce Committee		Workforce Committee		Workforce Committee		Audit Committee		Board Timeout (AM with Tri and Snr Teams) (PM w. LHC)	WEEK 3 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	Christmas Period		Wednesday 26 February	Wednesday 26 March	WEEK 4 AM	
	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)	Finance & Performance (F&P) Committee			Finance & Performance (F&P) Committee	Finance & Performance (F&P) Committee	WEEK 4 PM	
	PM			Audit Committee (EoY)			AGM								WEEK 4 AM
			Thursday 27 June	Thursday 25 July		Thursday 26 September	Friday 25 October	Thursday 28 November				Thursday 27 March		WEEK 4 PM	
AM			Board Timeout	Board		Board	Board Timeout (day 2 of 2)	Board				Board		WEEK 4 AM	
WEEK 5	PM														WEEK 4 PM
			Wednesday 29 May			Wednesday 28 August		Wednesday 30 October				Wednesday 29 January			WEEK 5 AM
	AM		Finance & Performance (F&P) Committee			Finance & Performance (F&P) Committee		Finance & Performance (F&P) Committee				Finance & Performance (F&P) Committee			WEEK 5 PM
	PM														WEEK 5 AM
			Thursday 30 May									Thursday 30 January			WEEK 5 PM
WEEK 6	AM		Board									Board			WEEK 5 AM
	PM														WEEK 5 PM
														WEEK 6 AM	
	AM													WEEK 6 PM	
	PM													WEEK 6 AM	

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 (from 16/05 to 22/05)  
V5 QAC August Change of date(15/08 to 07/08)  
V6 BDC to Infrastrcture Committee  
V7 Nov infrastructure Cttee Canx

	Trust Board
	Trust Board Timeout
	Finance and Performance (F&P) Committee
	Building Development Committee (BDC)/ Infrastructure Committee
	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

2025-26		Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26				
		Thursday 3 April	Thurs 1 May	Thursday 5 June	Thurs 3 Jul	Thurs 7 Aug	Thurs 4 Sep	Thurs 2 Oct	Thurs 6 Nov	Thurs 4 Dec	Jan-26	Thurs 5 Feb	Thurs 5 March				
WEEK 1	AM		Audit Committee - <a href="#">AM</a>				Audit Committee - <a href="#">AM</a>			Quality Assurance Committee (QAC) - <a href="#">AM</a>			Audit Committee - <a href="#">AM</a>	WEEK 1	AM		
	PM	Risk Management Committee - <a href="#">PM</a>	Risk Management Committee - <a href="#">PM</a>	Risk Management Committee - <a href="#">PM</a>	Risk Management Committee - <a href="#">PM</a>	Risk Management Committee - <a href="#">PM</a>	Risk Management Committee - <a href="#">PM</a>	Risk Management Committee - <a href="#">PM</a>	Risk Management Committee - <a href="#">PM</a>	Risk Management Committee - <a href="#">PM</a>		Risk Management Committee - <a href="#">PM</a>	Risk Management Committee - <a href="#">PM</a>		PM		
				Friday 6 June			Friday 5 Sep			Friday 5 Dec			Friday 6 March				
	AM			Digital and IT (DIT) Committee - <a href="#">AM</a>			Digital and IT (DIT) Committee - <a href="#">AM</a>			Digital and IT (DIT) Committee - <a href="#">AM</a>			Digital and IT (DIT) Committee - <a href="#">AM</a>		AM		
	PM														PM		
		Tuesday 8 April	Thursday 8 May	Tuesday 10 June	Thursday 10 July	Tuesday 12 August	Wednesday 10 Sep	Tuesday 7 October	Wednesday 12 Nov	Tuesday 9 December	Thurs 8 Jan	Tuesday 10 February	Wednesday 11 March				
WEEK 2	AM		Quality & Safety Assurance Group - <a href="#">AM</a>		Quality & Safety Assurance Group - <a href="#">AM</a>		Workforce Committee - <a href="#">AM</a>		Workforce Committee - <a href="#">AM</a>		Audit Committee - <a href="#">AM</a>		Workforce Committee - <a href="#">AM</a>	WEEK 2	AM		
	PM	Research & Innovation (R&I) Cttee - <a href="#">PM</a>	Infrastructure Committee - <a href="#">PM</a>	Research & Innovation (R&I) Cttee - <a href="#">PM</a>	Infrastructure Committee - <a href="#">PM</a>	Research & Innovation (R&I) Cttee - <a href="#">PM</a>		Research & Innovation (R&I) Cttee - <a href="#">PM</a>		Research & Innovation (R&I) Cttee - <a href="#">PM</a>	Risk Management Committee - <a href="#">PM</a>	Research & Innovation (R&I) Cttee - <a href="#">PM</a>			PM		
		Thursday 10 April		Thursday 12 June		Thursday 14 August	Thursday 11 September	Thursday 9 October	Thursday 13 November	Thursday 11 December		Thursday 12 February	Thursday 12 March				
	AM	Quality & Safety Assurance Group - <a href="#">AM</a>		Quality & Safety Assurance Group - <a href="#">AM</a>		Quality & Safety Assurance Group - <a href="#">AM</a>	Quality & Safety Assurance Group - <a href="#">AM</a>	Quality & Safety Assurance Group - <a href="#">AM</a>	Quality & Safety Assurance Group - <a href="#">AM</a>	Quality & Safety Assurance Group - <a href="#">AM</a>		Quality & Safety Assurance Group - <a href="#">AM</a>	Quality & Safety Assurance Group - <a href="#">AM</a>		AM		
	PM	Infrastructure Committee - <a href="#">PM</a>		Infrastructure Committee - <a href="#">PM</a>		Infrastructure Committee - <a href="#">PM</a>	Infrastructure Committee - <a href="#">PM</a>	Infrastructure Committee - <a href="#">PM</a>	Infrastructure Committee - <a href="#">PM</a>	Infrastructure Committee - <a href="#">PM</a>		Infrastructure Committee - <a href="#">PM</a>	Infrastructure Committee - <a href="#">PM</a>		PM		
		Thursday 17 April	Thursday 15 May	Thurs 19 June	Thursday 17 July	Thursday 21 Aug		Thurs 16 October		Wed 17 Dec	Wednesday 14 January	Thurs 19 February	Thursday 19 March				
WEEK 3	AM	Quality Assurance Committee (QAC) - <a href="#">AM</a>	Workforce Committee - <a href="#">AM</a>	Quality Assurance Committee (QAC) - <a href="#">AM</a>	Workforce Committee - <a href="#">AM</a>	Quality Assurance Committee (QAC) - <a href="#">AM</a>		Quality Assurance Committee (QAC) - <a href="#">AM</a>		Ex-O Board (Fundamental Financial Review) - <a href="#">AM</a>	Workforce Committee - <a href="#">AM</a>	Quality Assurance Committee (QAC) - <a href="#">AM</a>	Board Timeout (AM with Clinical leaders and PM with LHC)	WEEK 3	AM		
	PM									Finance & Performance Committee - <a href="#">AM</a>					PM		
	AM										Thurs 15 Jan				AM		
	PM											Quality & Safety Assurance Group - <a href="#">AM</a>				PM	
WEEK 4				Wed 25 June			Wed 24 Sep	Thursday 23 October		Christmas Period			Wed 25 March				
	AM			Finance & Performance (F&P) Committee - <a href="#">AM</a>			Finance & Performance (F&P) Committee - <a href="#">AM</a>	Board Timeout (AM with Clinical leaders)					Finance & Performance (F&P) Committee - <a href="#">AM</a>	WEEK 4	AM		
	PM			Audit Committee (EoY Accounts) - <a href="#">PM</a>			Annual General Meeting (AGM) - <a href="#">PM</a>								PM		
				Thursday 26 June			Thursday 25 September	Friday 24 October					Thurs 26 March				
	AM			Board Timeout			Board	Board Timeout					Board				
PM																	
		Wed 30 April	Wed 28 May		Wed 30 July	Wed 27 August		Wed 29 Oct	Wed 26 Nov			Wed 28 Jan	Wed 25 Feb				
WEEK 5	AM	Finance & Performance (F&P) Committee - <a href="#">AM</a>	Finance & Performance (F&P) Committee - <a href="#">AM</a>		Finance & Performance (F&P) Committee - <a href="#">AM</a>	Finance & Performance (F&P) Committee - <a href="#">AM</a>		Finance & Performance (F&P) Committee - <a href="#">AM</a>	Finance & Performance (F&P) Committee - <a href="#">AM</a>		Christmas Period	Finance & Performance (F&P) Committee - <a href="#">AM</a>	Finance & Performance (F&P) Committee - <a href="#">AM</a>		WEEK 5	AM	
	PM																PM
			Thursday 29 May		Thursday 31 July				Thursday 27 November								
	AM		Board		Board				Board			Board				AM	
	PM													PM			

V1: Draft

	Trust Board
	Trust Board Timeout
	Finance and Performance (F&P) Committee
	Infrastructure 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