



**The Leeds
Teaching Hospitals**
NHS Trust

**Trust Board
31 July 2025**

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 2025/26 are:	
Recognise and act upon moments that matter to our patients	✓
Support our patients to get home a day sooner	✓
Be in the top 25% for patient experience and efficiency in outpatients	✓
Support each other to act with kindness and compassion	✓
Reduce our carbon footprint by creating greener patient pathways	✓
Support our staff to manage every £ wisely	✓
Make best use of our estate, equipment and digital assets	✓

Trust Risks (Type & Category)				
Level 1 Risk	(✓)	Level 2 Risks	(Risk Appetite Scale)	Impact
Workforce Risk	✓	Workforce Supply	Cautious	↔ (same)
		Workforce Deployment	Cautious	↔ (same)
		Workforce Retention	Cautious	↔ (same)
		Workforce Performance	Cautious	↔ (same)
Operational Risk	✓	Business Continuity	Cautious	↔ (same)
		Health & Safety	Minimal	↔ (same)
		Information Governance	Cautious	↔ (same)
		Information Security	Cautious	↔ (same)
		Information Technology	Cautious	↔ (same)

		Physical Asset	Cautious	↔ (same)
Clinical Risk	✓	Capacity Planning	Cautious	↔ (same)
		Infection Prevention & Control	Minimal	↔ (same)
		Patient Experience	Minimal	↔ (same)
		Patient Safety & Outcome	Minimal	↔ (same)
		Research, Innovation & Development	Open	↔ (same)
Financial Risk	✓	Change Risk	Cautious	↔ (same)
		Counter-Fraud	Averse	↔ (same)
		Financial Management & Waste Reduction	Cautious	↔ (same)
		Financial Reporting	Minimal	↔ (same)
		Revenue Funding & Cash Management	Cautious	↔ (same)
		Supply Chain	Cautious	↔ (same)
External Risk	✓	Legal & Governance	Averse	↔ (same)
		Partnership working	Open	↔ (same)
		Regulatory	Averse	↔ (same)
		Strategic Planning	Cautious	↔ (same)

Key points	
<p>The Forward Planner for reporting to Board has been updated and new information included in red text.</p> <p>All electronic diary appointments have been issued to support the corporate calendar.</p> <p>The Forward Planner for reporting to Board for 2025/26 has been updated and confirmed by to the Executive Team.</p> <p>All meeting dates within Corporate Calendar have been issued as diary appointments.</p> <p>The forward plan will be reviewed moving forward.</p>	Information and diary management

Forward Planner Financial Year April 2025 to March 2026

Blue text to be reported in Blue Box

Board Meeting Date		29 May 2025		31 July 2025		25 Sept 2025		27 Nov 2025		29 Jan 2026		26 March 2026
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 , Infrastructure , R&I , RMC , R&I (assurance at May Audit Cttee) NB commercial info Workshop vs public Board Blue Box		From all Cttee's										
Audit Cttee		1 May		25 June		4 Sept				Dec/Jan tbc		5 March
F&P Cttee		March, April mins		May, June mins		July, Aug mins		Sept, Oct mins		Nov, Dec mins		Jan, Feb mins
QAC Cttee		17 April mins		19 June mins		21 Aug		16 Oct mins		4 Dec		19 Feb mins
DIT Cttee				6 June		5 Sept				5 Dec		6 March
Workforce Cttee		15 May mins		17 July mins		10 Sept		17 Nov		14 Jan		11 March
Infrastructure (tbc if monthly frequency)		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		8 April mins		10 June		12 Aug		8 Oct		9 Dec		10 Feb
T&F Group – Covid Public Inquiry (currently stood down)												
Rem Cttee (Plus Extra Ordinary mtgs)				27 June (appraisal process)						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) Full year report to Board July via QAC Six month update to Jan Board via QAC		Delayed six month update report		Yearend Report -(to QAC)						Six month report (to QAC) BoD blue box		
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) PREVENT report to Workshop with supporting presentation Learning Disabilities and Autism Annual Report (RT/KS) Blue Box (flow from QAC June mtg)				Annual Report (public version) & Serious Case Reviews -Update (workshop) PREVENT – Annual Report Annual Report						Serious Case Reviews -Update (workshop)		
Maternity incentive scheme NHSR (RT) (QAC and flow to Board for approval)		Check requirements of the submission								QAC then flow to Board for approval		
External Reviews Maternity CQC (Dec 24 & Jan 25) and MSSP (March 25) (RT) Action Plans/assurance etc TBC Via QAC and flow to Board												
CQC – Action Plan Hospital Inspection (RT) (Standing agenda item QAC) - 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>		Annual Assurance report Flow from QAC										
Surveys (RT) - F&FT updates (Patients)		Included in IQPR						Included in IQPR				
Environment Audits National PLACE inspections (CR) Reported to Infrastructure Cttee April 2025		April Infra Cttee – flow to Board as blue box										
HCAI (JM) Annual Report				July QAC - flow to Board								
Flu Checklist - sign off by Board (NHSE requirement) - (RT) <i>NB likely to be Covid too – no report required 23/24 or 24/25 – para in CE report</i>										Para CE report		

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Mortality (MH) <i>To escalate to BoD changes to SHMI & 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>
Learning from Deaths Q Report (ref in Chairs report from QAC - public) (MH) QAC - Learning from Deaths - Public BoD		Ref in QAC Chairs report Q Report		Ref in QAC Chairs report Q Report				Ref in QAC Chairs report Q Report				Ref in QAC Chairs report Q Report
Leeds Improvement Method Update (MH& KPO)												
Timeout sessions (<i>update to Oct Timeout</i>)												
PERFORMANCE												
IQPR - Performance (Exec team) Exec Team to review content aligned to 7 Annual Commitments		IQPR		IQPR		IQPR		IQPR		IQPR		IQPR
Finance (JE) – NB Dependant on Planning Guidance issued Approve Annual Plan Submission (finance, activity, workforce) 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		IQPR March Board Timeout Fundamental £ review
Winter Plan (CS)								Report to Oct F&P Cttee and then flow to Board				
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 public Board
Chief Nurse Establishment Reviews (Nursing & Midwifery) (RT, KR, BC) –				Report – phase 1						Report – phase 2		
Freedom to Speak Up (Guardian Report) <i>Workforce Cttee – but required to be reported to Board</i>		Guardian Annual Report & Presentation (<i>appendix self asses</i>)						Six month Update report - self assess				
Exec Report - FTSU – Exec Assurance of culture of speaking up (PW/JL) introduced in 2024/25		Exec Report for assurance										
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) (<i>Responsible Officer</i>) <i>Any excluded Dr to be reported</i>		<i>As required</i>		<i>As required</i>		Annual Report (PW) <i>As required</i>		<i>As required</i>		<i>As required</i>		<i>As required</i>
Nursing & Midwifery Strategy (RT& Dir of Midwifery)				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 Mid year reviews commitments with Exec mtgs with CSUs		CE report		Set out for 2025/26 in CE report New Commitments for the year (Update from Exec mtgs with CSUs)
Commercial Strategy (JE) Report to March 2025 Board, June Timeout and updates to F&P												
Stakeholder Management Strategy (PW/JW) To be reviewed in light of system changes – TBC in year												
Alignment of Partnership working (PW) Standing agenda item at each Board – in response to system changes		Update		Update		Update		Update		Update		update
Estates Strategy (CR) Under review following NHP delay to LGI redevelopment & Impact Going via Infrastructure Cttee & Board timeout session												
Sustainability (CR) Green Plan Update						Annual Report						

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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 (Ass Director of Partnerships)								Report				
Health Inequalities & Public Health Strategy (MH) <i>Approved March 2025</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				R&I Strategy (noting further development in year on the Innovation Strategy as standalone document)								
Improvement Strategy 2020-25 (MH & RT) <i>New strategy approved Nov 2022</i>										Annual Update on Strategy		
Patient Safety & Quality Strategy (MH&RT)				To QAC June flow to July Board								
Operational Transformation Strategy (CS) <i>Approved May 2022 (3 yr fundamental review)</i>												
Communication Strategy - (JW) – <i>Approved Sept 2024</i>												
Genomic Medicine Service Alliance (MH) <i>Updates from North England driven strategy</i>												
Education & Training Strategy (SH, HM) <i>Approved in July 2023</i> <i>Assurance via WFC to flow to Board</i>												
Old Medical School Disposal (JE) <i>On-going updates</i> <i>Detail via Infrastructure Cttee</i>												
GOVERNANCE, RISK & REGULATORY												
Standing Orders, SFI & Sche Delegation – in year as required (JB) 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 (JB) <i>Requirement removed</i> Code of Governance (Comply/explain) new requirement (JB)												Reported para statement in CE report for yearend processes
Assurance & Risk -Board Assurance Framework (PW/MH x2 yearly to public (last agenda item for each Board timeout session – reflection) -CRR (CB & PW)		BAF (aligned to 7 Commitments) CRR Report		CRR Report		CRR Report		CRR Report		BAF CRR Report		CRR Report
Committee Annual Reports Flow from Audit Cttee		Blue Box where can in public and commercially sensitive in Workshop										
Yearend Process Annual Report (JB&JW) Annual Governance Statement (PW&JB) Annual Accounts (JE) 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)		Assurance report from External Audit Cttee (on yearend /accounts) – formal letter						
Appointment of External Auditors (Chair of Audit Panel/JE) <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										
Emergency Preparedness (CS) <i>Annual report 2023/24 (in full Quality Account)</i> Resilience & Response Core Standards						Annual Report in QA				Defined by NHSE reporting requirements		
Patient Safety Incident Response Plan 2024-2026 and the Patient Safety Incident Response Framework Policy												QAC then - Board approval – March 2024

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First reported March 2024 – needs to be every 2 yrs) Flow to BoD March 2026												
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 HL) BoD approval every 2 years – next RMC March 2026 Flow to BoD May 2026												
Draft mins from AGM – workshop (JB)							Workshop					
Administration (JB)		Code of Conduct and Nolan Principles (JB)		BoD Insurance (JB) Declarations								Fit and Proper Person test (JB) - Update
External review of BoD Gov - every 3-5 yrs (Well-led CQC) (External review, every 3 yrs –summary public Board Jan 2022) <i>Next external assessment required – summer 2024</i> Insightful Board NHSE publication – self assessment (JB)		Report										
Information / assurance												
FOI Annual report (Blue Box - public) - (PJ)										Annual report		
Other issues and in year requests												

BOARD TIMEOUT SESSIONS - PLAN FOR ITEMS

	26 June 2024		23/24 October 2023 – 2 days		26 March 2026	
 AM – Fundamental £ review ExO Mtg - Approve yearned process Pts safety & broader overview of future working H&S staff psychological safety Estates & clinical Services review Strategy Update Developing alternative income Partnership Working Review BAF T&D session Being a Trauma Informed Org FTSU		Current planning 23Oct Am – half day with Tri teams, Snr Clinical leaders, direct reports to Exec’s – to include; Mid year review of Annual Commitments PM – Board to Board mtg with Leeds Hospitals Charity Anna Ray – Health Inequalities ? Review BAF 24 Oct T&D session PSIRF - Patient Safety Level 1 (Lucy/Craig) Safeguarding Leeds Improvement Method BtLW		Current planning Am – half day with Tri teams, Snr Clinical leaders, direct reports to Exec’s AM Annual Commitments review PM – Fundamental Finical Review (or formal Board mtg) Review BAF	

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		Thurs 5 Feb	Thurs 5 March					
WEEK 1	AM		Audit Committee - AM				Audit Committee - AM			Quality Assurance Committee (QAC) - AM			Audit Committee - AM	WEEK 1	AM			
	PM	Risk Management Committee - PM	Risk Management Committee - PM	Risk Management Committee - PM	Risk Management Committee - PM	Risk Management Committee - PM	Risk Management Committee - PM	Risk Management Committee - PM	Risk Management Committee - PM	Risk Management Committee - PM		Risk Management Committee - PM	Risk Management Committee - PM		PM			
				Friday 6 June			Friday 5 Sep			Friday 5 Dec			Friday 6 March					
	AM			Digital and IT (DIT) Committee - AM			Digital and IT (DIT) Committee - AM			Digital and IT (DIT) Committee - AM			Digital and IT (DIT) Committee - AM		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 - AM		Quality & Safety Assurance Group - AM		Workforce Committee - AM		Workforce Committee - AM		Audit Committee - AM		Workforce Committee - AM	WEEK 2	AM			
	PM	Research & Innovation (R&I) Cttee - PM	Infrastructure Committee - PM	Research & Innovation (R&I) Cttee - PM	Infrastructure Committee - PM	Research & Innovation (R&I) Cttee - PM		Research & Innovation (R&I) Cttee - PM		Research & Innovation (R&I) Cttee - PM	Risk Management Committee - PM	Research & Innovation (R&I) Cttee - PM			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 - AM		Quality & Safety Assurance Group - AM		Quality & Safety Assurance Group - AM	Quality & Safety Assurance Group - AM	Quality & Safety Assurance Group - AM	Quality & Safety Assurance Group - AM	Quality & Safety Assurance Group - AM		Quality & Safety Assurance Group - AM	Quality & Safety Assurance Group - AM		AM			
	PM	Infrastructure Committee - PM		Infrastructure Committee - PM		Infrastructure Committee - PM	Infrastructure Committee - PM	Infrastructure Committee - PM	Infrastructure Committee - PM	Infrastructure Committee - PM		Infrastructure Committee - PM	Infrastructure Committee - PM		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) - AM	Workforce Committee - AM	Quality Assurance Committee (QAC) - AM	Workforce Committee - AM	Quality Assurance Committee (QAC) - AM		Quality Assurance Committee (QAC) - AM		Ex-O Board (Fundamental Financial Review) - AM	Workforce Committee - AM	Quality Assurance Committee (QAC) - AM	Board Timeout (AM with Clinical leaders and PM with LHC)	WEEK 3	AM			
	PM									Finance & Performance Committee - AM					PM			
	AM										Thurs 15 Jan				AM			
	PM											Infrastructure Committee - PM				PM		
				Wed 25 June			Wed 24 Sep	Thursday 23 October	Christmas Period				Wed 25 March					
WEEK 4	AM			Finance & Performance (F&P) Committee - AM			Finance & Performance (F&P) Committee - AM	Board Timeout (AM with Clinical leaders)					Finance & Performance (F&P) Committee - AM	WEEK 4	AM			
	PM			Audit Committee (EoY Accounts) - PM			Annual General Meeting (AGM) - PM								PM			
				Thursday 26 June			Thursday 25 September	Friday 24 October					Thurs 26 March					
	AM			Board Timeout			Board	Board Timeout					Board		AM			
	PM														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 - AM	Finance & Performance (F&P) Committee - AM		Finance & Performance (F&P) Committee - AM	Finance & Performance (F&P) Committee - AM		Finance & Performance (F&P) Committee - AM	Finance & Performance (F&P) Committee - AM		Finance & Performance (F&P) Committee - AM	Finance & Performance (F&P) Committee - AM		WEEK 5	AM			
	PM														PM			
			Thursday 29 May		Thursday 31 July				Thursday 27 November		Thurs 29 Jan							
	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