

Public Board Forward Planner; April 2026 to March 2027 – Updated July 2026 (six-month review)

*Items in blue text are to be reported in the **Blue Box** (i.e. For information only with assurance/ deep dives provided via the Board Assurance Committees)*

Report to Board	Lead	28 May 2026	30 July 2026	24 Sept 2026	26 Nov 2026	28 Jan 2027	25 March 2027
Quality of Care							
Patient/ Colleague Story (video)	BG/ SD	Patient Story	Colleague Story	Patient Story	Colleague Story - FTSU	Patient Story	Patient Story
Quality Assurance Committee Chairs Report (Alert, Advice, Assurance)	LS	X	X	X	X	X	X
Complaints and PALS Annual Report	BG		X				
Complaints and PALS Bi-Annual Update	BG					X	
Safeguarding Annual Report	BG			X			
Safeguarding Bi-Annual Report	BG						X
Patient Safety Incidents (including learning and Duty of Candour) Annual Report	CMO				X		
Patient Safety Incident Response Plan 2024-2027	CMO						X
Patient Safety Incident Response Framework Policy	CMO						X
Safer Staffing (Hard Truths)	BG		X			X	
Annual Nursing Establishments Review	SD			October Timeout			
HCAI Annual Report (and escalation in year as required) – includes Antimicrobial Resistance (AMR)	CMO		X				
Mortality Annual Report (and escalation in year as required)	CMO				X		
Learning from Deaths Q Report	CMO	X		X	X		X
Eliminating Corridor Care (update on progress)	BG	X		X			
Public Health and Inequalities	CMO			X			X
Learning Disabilities, Autism and Mental Capacity Act Annual Report	BG/ SD			X			
Perinatal Improvement Assurance Committee Chairs Report (Alert, Advice, Assurance)	SLC	X	X	X	X	X	X
Dissolvment Review of Perinatal Improvement Assurance Committee (<i>time-limited Committee</i>)	SLC					X	
Perinatal Assurance Report (PMRT update provided to the private Board)	DoM	X X	X X	X X	X X	X X	X X
Midwifery Staffing Report (<i>align with Safer Staffing reporting</i>)	BG		X		X		
Maternity Incentive Scheme (NHSR self-assessment for Board sign-off) - <i>Annual confirmation of delegation of oversight by Board to Assurance Committee</i> - <i>Annual confirmation of the Maternity Safety Champion</i> - <i>Assurance of Board Maternity Safety Champions meetings with Perinatal Leadership Team</i> - <i>Director of Midwifery required to be in attendance</i>	BG/ CMO					X X	X X
People and Culture							
People & Culture Committee Chairs Report (Alert, Advice, Assurance)	AS	X	X	X	X	X	X
Freedom to Speak Up Bi-Annual Updates	FtSUG		Annual Report		X		
Executive Assurance of Freedom to Speak Up	BB/ SD		X				
Staff Survey – Overview and Actions	SD						X
Staffing Quality Indicators	SD	<i>IQPR</i>	<i>IQPR</i>	<i>IQPR</i>	<i>IQPR</i>	<i>IQPR</i>	<i>IQPR</i>
Equality, Diversity and Inclusion (EDI) Compliance Update (including WRES/ WDES annual submission requirements and Gender Pay Gap)	SD	X			X		
Belonging and Inclusion Update /Action Plan Progress	SD	X	X	X	X	X	X
Guardians of Safe Working Annual Report	GoSW	X					
Assurance of ‘Improving Working Lives of Resident Dr’ Plans	CMO			X			
Medical Revalidation Annual Report	CMO			X			
Violence Against Staff Annual Report	CR	X			X		
Employee Relations Cases Annual Report (including staff grievances)	SD		X				
Board Engagement with Staff Network Leads	SD			October Timeout			
Board Assurance of AfC Job Planning Process	SD				X		
Leeds Health and Care Academy Annual Report	SD		X				
Access and Delivery Of Services							
Integrated Quality and Performance Report (IQPR)	Execs	X	X	X	X	X	X

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<i>(progress on key performance indicators including waiting times, performance standards, length of stay, HCAI, quality metrics, maternity, mortality, complaints, sickness absence, mandatory training, bank and agency spend, staff engagement and finance metrics (cash, capital, revenue))</i>							
<i>National Oversight Framework - Included in CEO report</i>	Execs	X	X	X	X	X	X
Strategy, Leadership and Planning							
Strategy							
Estates Strategy (Bi-annual) <i>(PLACE assessments to be reported in March)</i>	CR			X			X*
Sustainability Annual Report	CR		X				
Digital Strategy Update (Annual)	PJ	X					
CDIO Annual Report (including Fol)	PJ	X					
Artificial Intelligence (update on Strategy and utilisation)	PJ			X			
Strategy updates to be reviewed during the year (Updated Trust Strategy approved May 2026)	MH						
<i>Finance Strategy via Fundamental Financial Reviews reported to Board Timeouts</i>	JE		<i>June Timeout</i>	<i>October Timeout</i>	<i>December F&P</i>		<i>March Timeout</i>
Leeds as Anchor Institution	MH				X		
Leadership							
Remuneration Committee Summary Report	JB		X			X	
Leadership Walkround Programme Annual Report	JB	X					
Leadership Walkround Programme Quarterly Update	JB	X (Q4)	X (Q1)		X(Q2)		X(Q3)
Planning							
Annual Plan Submission approval (finance, activity, workforce and capital)	Execs				X		X
Alignment of Partnership working (including establishment of Leeds Place Committee in Common)	MH	X	X	X	X	X	X
Winter Plan	TH		X (post-review)	X (planning) NHSE sign off			X
Emergency Preparedness Resilience & Response Core Standards	TH			X			
Information from Partner Meetings							
<i>WYAAT CiC – Directors Report and Draft Minutes</i>	BB	X	X	X	X	X	X
Financial Performance and Oversight							
Finance and Performance Committee Chairs Report (Alert, Advice, Assurance)	MB	X	X	X	X	X	X
<i>Financial Reporting (via IQPR)</i>	JE	<i>IQPR</i>	<i>IQPR</i>	<i>IQPR</i>	<i>IQPR</i>	<i>IQPR</i>	<i>IQPR</i>
<i>Quarterly Fundamental Financial Reviews (Private Meeting)</i>			<i>June Timeout</i>	<i>October Timeout</i>	<i>December F&P</i>		<i>March Timeout</i>
Productivity and Value For Money							
Productivity Update Annual Update	JE/ TH						X
<i>Waste Reduction (included within Fundamental Financial Review)</i>	JE		<i>June Timeout</i>	<i>October Timeout</i>	<i>December F&P</i>		<i>March Timeout</i>
Governance, Risk & Regulatory							
Governance							
Audit Committee Chairs Report (Alert, Advice, Assurance)	GT	X	X (EoY Accounts)	X		X	X
Committee Annual Reports <i>(all Board Committees – assurance via Audit Committee)</i>	JB	X					
Annual update from NED Safety Champions	JB						X
Insurance for Directors (Overview of Arrangements – Annual Update)	JB/MCS		X				
Health & Safety Annual Report	Execs	X					
Health & Safety Policy	Execs		X				
<i>Annual Fire Safety Report</i>	CR						X
Standing Orders, SFI & Scheme of Delegation (Annual Review and ad-hoc as required)	JB	X					
Yearend Process, including: Annual Report Annual Governance Statement Annual Accounts External Audit Opinion Quality Account	JB to lead	<i>Approval and sign-off at June Timeout</i>		X (External Audit completion certificate)			
Annual General meeting Draft Minutes	JB				X		

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Board Administration (CQC Well-led)	JB		Code of Conduct and Nolan Principles	BoD Insurance & Declarations			Fit and Proper Person test
Board Development Plan							X
Risk							
Board Assurance Framework	Execs		X		X		X
Risk Management Policy (Approval) (last review June 2024 (2-year cycle))	DoQ			X			
Corporate Risk Register	Execs	X	X	X	X	X	X
Regulatory Compliance							
Regulatory External Visit Register	CMO	X					
Senior Independent Directors report on Chairs Appraisal	SID		X				
NHSE Provider Licence – Annual Review (inclusion in Annual Report)	JB			AGM			X
NHSE Code of Governance – Comply or Explain (inclusion in Annual Report)	JB			AGM			X
NHSE Provider Capability Assessment – Self-assessment	JB			X			X
External review of BoD Governance (Well-led CQC) - Date TBC	JB						
NHSE Insightful Board self-assessment - Date TBC	JB						
Leeds Independent Review of Maternity and Neonatal Services	CB	X	X	X	X	X	X
Perinatal Improvement Plan (assurance on actions)	BG/ CMO	X	X	X	X	X	X
Well-led Improvement Plan (assurance on actions)	JB to lead	X	X	X	X	X	X