

Trust Board Paper Z

To:	Trust Board		
From:	Stephen Ward, Director of Corporate and Legal Affairs		
Date:	30 th May 2013		
CQC regulation:	As applicable		
Title:	Board Development Programme and Board calendar of business for 2013/14		
Author/Responsible Director: Helen Harrison, FT Programme Manager / Stephen Ward, Director of Corporate and Legal Affairs			
Purpose of the Report: This paper sets out a draft Board Development Programme and Board calendar of business for 2013/14 for consideration and approval.			
The Report is provided to the Board for:			
	Decision	X	Discussion
	Assurance		Endorsement
Summary / Key Points:			
The aims of the Board Development Programme are as follows:			
<ul style="list-style-type: none"> To create collective Board time for strategic thinking To maintain alignment between the FT process and the development of content (in particular the IBP/ LTFM and enabling strategies) To meet the Board development requirements of the Quality Governance Framework (QGF) and the Board Governance Memorandum (BGM) including a Board Effectiveness Review and Board Development Plan To enable formal Trust Board meetings to remain focused on decision making and holding to account 			
Recommendations:			
The Trust Board is asked to:			
<ul style="list-style-type: none"> Note that the proposed Board Development Programme requires a Board commitment of up to seven hours per month over the next ten months Approve the draft Board Development Programme and draft Board calendar of business for 2013/14 			
Previously considered at another corporate UHL Committee? Draft Board Development Programme discussed at the FT Programme Board			
Strategic Risk Register: No		Performance KPIs year to date: N/A	
Resource Implications (eg Financial, HR): No			
Assurance Implications: No			
Patient and Public Involvement (PPI) Implications: No			
Stakeholder Engagement Implications: Yes			
Equality Impact: None			
Information exempt from Disclosure: None			
Requirement for further review? No			

UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST

REPORT TO: Trust Board

DATE: 30th May 2013

REPORT FROM: Stephen Ward, Director of Corporate and Legal Affairs

SUBJECT: Board Development Programme and Board calendar of business for 2013/14

1) Background

The Trust Board will be aware that an update on the construction of a Board Development Programme was presented at the March 2013 Trust Board meeting.

This paper provides an update on developments since that March update and sets out a draft Board Development Programme and Board calendar of business for 2013/14 for consideration and approval.

2) Developments since the last update on the construction of a Board Development Programme

The Board will be aware that at the end of 2012, Capsticks and the Good Governance Institute Alliance (GGIA) were commissioned by the Midlands and East Strategic Health Authority, to carry out an independent review of the Trust's self assessment against the Board Governance Memorandum (BGM). The final report from this review remains outstanding, whilst Capsticks / the GGIA seek clarification and confirmation from the NHS Trust Development Authority (NTDA) on the scope of the report and recommendations, in light of the Trust's intention to undertake and approve a further self assessment against the BGM later on in this calendar year.

Whilst the final report has yet to be received, the Trust has been sighted to the likely recommendations and where relevant, these are reflected within the proposed Board Development Programme set out in this paper. The proposed Board Development Programme is also mindful of the fact that new a Chief Operating Officer, a Chief Nurse, a Director of Strategy and two new Non-executive Directors will shortly be joining the Trust Board

3) Aims and scope of the Board Development Programme

A copy of the Trust's FT timeline and the proposed Board Development programme for 2013/14 is attached as appendix A. The aims of the Board Development Programme are as follows:

- To create collective Board time for strategic thinking
- To maintain alignment between the FT process and the development of content (in particular the IBP/ LTFM and enabling strategies)
- To meet the Board development requirements of the Quality Governance Framework (QGF) and the BGM including a Board Effectiveness Review and Board Development Plan

- To enable formal Trust Board meetings to remain focused on decision making and holding to account

Key points to note:

- The proposed Board Development Programme requires a Board commitment of up to seven hours per month over the next ten months
- The proposed Board development sessions will not be formal decision making forms, but they will be documented as evidence to inform both the BGM and QGF self assessment and independent review process
- The agendas of both the Executive Strategy Board and the Trust Board will need to be programmed in accordance with the Board Development Programme. A proposed draft Trust Board calendar of business for 2013/14 is attached as Appendix B
- The proposed Board development sessions are chronologically sequenced around interdependent content and process. Any change to the proposed agendas, the deferral of planned sessions or changes to the proposed sequencing, will therefore have implications for Board Development Programme as a whole
- The FT timeline set out in Appendix A has yet to be formally agreed with the NTDA, the Board Development Programme may therefore be subject to change once the timeline and key milestones are confirmed
- The proposed Board Development Programme reflects both the need for stakeholder input into the Board Effectiveness Review and stakeholder consultation on the Trusts Strategic Direction and FT application

4) Recommendations

The Trust Board is asked to:

- **Note** that the proposed Board Development Programme requires a Board commitment of up to seven hours per month over the next ten months
- **Approve** the draft Board Development Programme and draft Board calendar of business for 2013/14

Appendix A - FT timeline & Board Development Programme

Date	Activity
21 st Jan – 1 st Feb 2013	HDD1 review
1 st Mar 2013	HDD1 FINAL report
21 st Jan – 31 st Mar 2013	BCT economic modelling
1 st Apr – 5 th Aug 2013	Agree BCT scenarios for public consultation
1 st Mar – 23 rd Dec 2013	Cost, prioritise and plan the implementation of the Strategic Direction, this includes the site (including major capital developments) and system (including innovation & transformation) reconfiguration plans
1 st Mar – 23 rd Dec 2013	Determine the capital funding strategy
7 th Jan – 23 rd Dec 2013	Develop CIP plans inc quality impact assessments, project plans (& outline or full Business Cases if required) for yrs 1 & 2
5 th Aug – 28 th Oct 2013	BCT public consultation
21 st Oct – 12 th Dec 2013	2 nd independent review of the QGF
29 th Nov 2013 – 21 st Feb 2014	Refresh the IBP / LTFM in preparation for HDD2
19 th Dec 2013	TB approve report from 2 nd independent review of QGF
10 th Jan – 28 th Mar 2014	FT public consultation
10 th Jan – 28 th Mar 2014	UHL Strategic Direction consultation
10 th – 21 st Mar 2014	HDD2 review
27 th Jan – 20 th Mar 2014	2 nd independent review of BGM
11 th Apr 2014	HDD2 FINAL report
24 th Apr 2014	TB approve report from 2 nd independent review of BGM
14 th Apr – 19 th June 2014	FINAL refresh of the IBP/LTFM
26 th June 2014	TB approve FINAL IBP/LTFM
1 st Jul 2014	Submit final FT application documents
1 st Jul – 30 th Nov 2014	tbc following confirmation from the TDA on their approach to assessing readiness prior to submission to Monitor
1 st Dec 2014 – 31 st Mar 2015	Monitor assessment
1 st Apr 2015	Potential authorisation date

Summary 12 month timetable

Key:	FT Process	FT Content	Reconfiguration	Annual Operating Plan	Board development					
Topic	June 2013	July 2013	August 2013	September 2013	October 2013	November 2013	December 2013	January 2014	February 2014	March 2014
FT	QGF stock take 1 ½ hours	Market Assessment and Strategy Chapters 3 hours	QGF self assessment 2 hours	Service Developments and Risk chapters 3 hours	Governance chapter, quality (golden thread), consultation docs / comms & engagement plan 3 hours	Confirm & challenge QGF independent review 1 hour	Finance chapter 3 hours	Workforce & Leadership chapter 2 hours	Preparation for HDD2 3 hours	Confirm & challenge BGM independent review 1 hour
	BGM stock take 1 ½ hours					BGM self assessment 2 hours				
Reconfiguration	Reconfiguration SOC: process, context and scope 2 hours		Reconfiguration SOC 2 hours							
Annual Operating Plan					2014/15 Improvement priorities, development priorities and checklists 3 hours	Review Strategic Risks 2 hours	Review first cut 2014/15 Annual Operating Plan 2 hours			Review second cut 2014/15 Annual Operating Plan 1 ½ hours
Board Development		Quarter 1			Quarter 2			Quarter 3		
		Board effectiveness action plan 2 hours			Progress review of Board effectiveness 1 hour	Preparation for Stakeholder engagement 2 hours		Progress review of Board effectiveness 1 hour	Stakeholder engagement event 2 hours	Stakeholder engagement event 2 hours
							Stakeholder engagement event 2 hours			

June 2013

Topic, objective, agenda and duration	Links & assumptions
<p>Topic: Quality Governance Framework (QGF)</p> <p>Objective: Stock take against the QGF action plan to assess progress and readiness for a repeat self assessment</p> <p>Agenda:</p> <ol style="list-style-type: none"> 1) Quick recap on: <ul style="list-style-type: none"> • the results of the first QGF self assessment • the recommendations from RSM Tenon • the recommendations from the SHA 2) Summary of progress against the action plans to address the recommendations and any known gaps / shortfalls 3) Where does that get us to in terms of compliance against the QGF (i.e. if we were to self assess again today) 4) Overview of the FT timeline from a quality governance perspective: <ul style="list-style-type: none"> • Milestones • new requirements / quality assessments falling out of the new NTDA Accountability Framework etc 5) Overview of the Monitors recent guidance: <i>Quality Governance: How does a board know that its organisation is working effectively to improve patient care?</i> 6) Actions we need to take in response to this latest quality governance guidance 7) Next steps <p>Duration: 1 ½ hours</p>	<p>Assumes:</p> <ul style="list-style-type: none"> • second self assessment against the QGF in July – August 2013 • final self assessment approved at the September 2013 Trust Board meeting • second independent review against the QGF from the 10th October – 12th December 2013 • final independent review approved at the December 2013 Trust Board meeting
<p>Topic: Board Governance Memorandum (BGM)</p> <p>Objective: Stock take against the BGM action plan to assess progress and readiness for a repeat self assessment</p>	<p>Assumes:</p> <ul style="list-style-type: none"> • second self assessment against the BGM in October – November 2013 • final self assessment approved at the December 2013 Trust Board meeting • second independent review against the QGF from the 27th January – 20th March 2014

Topic, objective, agenda and duration	Links & assumptions
<p>Agenda:</p> <ol style="list-style-type: none"> 1) Quick recap on: <ul style="list-style-type: none"> • the results of the first BGM self assessment • the recommendations from Capsticks/Good Governance Institute Alliance 2) Summary of progress against the action plans to address the recommendations and any known gaps / shortfalls 3) Where does that get us to in terms of compliance against the BGM (i.e. if we were to self assess again today) 4) Overview of the FT timeline from a Board governance perspective: <ul style="list-style-type: none"> • Milestones • new requirements / assessments falling out of the new NTDA Accountability Framework etc 5) Next steps <p>Duration: 1 ½ hours</p>	<ul style="list-style-type: none"> • final independent review approved at the April 2014 Trust Board meeting
<p>Topic: Reconfiguration Strategic Outline Case</p> <p>Objective:</p> <p>Agenda:</p> <ol style="list-style-type: none"> 1) Review the outcome of the McKinsey’s modelling: underlying assumptions and impact for UHL 2) Consider the future role of Better Care Together: UHL’s input into the programme; the likely challenges and consultation requirements as a health community; how to realise collaborative whole system solutions 3) Share UHL’s proposed approach to modelling the impact; future reconfiguration of services to optimise clinical efficiency; delivering our clinical strategy and options for site development <p>Duration: 2 hours</p>	<p>Note: it may make more sense to run the market assessment, strategy and reconfiguration session (as part of service development response) together - ?option to bring July session forward</p>

July 2013

Topic, objective, agenda and duration	Links & assumptions
<p>Topic: IBP/LTFM (inc 5 year CIPs & enabling strategies)</p> <p>Objective: Develop and agree narrative for the Market Assessment and Strategy chapters of the IBP</p> <p>Agenda:</p> <ol style="list-style-type: none"> 1) Quick recap on how we developed the last iteration of the IBP, challenges and lessons learned 2) Refreshed Market Assessment - results and so what? 3) Refreshed PESTLE & SWOT - so what? 4) Strategy <ul style="list-style-type: none"> • Strategic Objectives • Financial Strategy inc update on implications of agreed financial transitional support • Enabling Strategies: estates & IT 5) Triangulate all of the above against the reconfiguration programme / priorities <p>Duration: 3 hours</p>	<p>Assumes:</p> <ul style="list-style-type: none"> • Comms & Engagement Plan part of this work package
<p>Topic: Board Effectiveness</p> <p>Objectives: Presentation of Board effectiveness action plan</p> <p>Agenda: tbc</p> <p>Duration: 2 hours</p>	<p>Assumes:</p> <ul style="list-style-type: none"> • Action plan developed June / July 2013 • Action plan presented July 2013 • Stakeholder engagement event held January, February and March 2014

August 2013

Topic, objective, agenda and duration	Links & assumptions
<p>Topic: Quality Governance Framework</p> <p>Objective: Agree the Trust’s self assessment against the QGF</p> <p>Agenda:</p> <ol style="list-style-type: none"> 1) Confirm & challenge a draft self assessment <ul style="list-style-type: none"> • Evidence to support progress against RSM Tenon’s recommendations • Agree revised scoring • Agree remaining gaps and actions to address • Approve proceeding to a 2nd independent review of the Trust’s self assessment against the QGF <p>Duration: 2 hours</p>	<p>Assumes:</p> <ul style="list-style-type: none"> • second self assessment against the QGF in July – August 2013 • final self assessment approved at the September 2013 Trust Board meeting • second independent review against the QGF from the 10th October – 12th December 2013 • final independent review approved at the December 2013 Trust Board meeting
<p>Topic: Reconfiguration Strategic Outline Case</p> <p>Objective: Present the SOC and preferred future reconfiguration of services to optimise clinical efficiency; delivering our clinical strategy and options for site development</p> <p>Agenda: tbc</p> <p>Duration: 2 hours</p>	

September 2013

Topic, objective, agenda and duration	Links & assumptions
<p>Topic: IBP/LTFM (inc 5 year CIPs & enabling strategies) BP/LTFM (inc 5 year CIPs & enabling strategies)</p> <p>Objective: Develop and agree narrative for the Service Developments and Risk chapters of the IBP</p> <p>Agenda:</p> <ol style="list-style-type: none"> 1) Agree key risks (financial and non financial) 2) Agree mitigating actions 3) Review reconfiguration Strategic Outline Case 4) Agree Service Developments (inc reconfiguration, initiatives such as LiA) <p>Duration: 3 hours</p>	<p>Assumes:</p> <ul style="list-style-type: none"> • Strategic Outline Case completed end August 2013

October 2013

Topic, objective, agenda and duration	Links & assumptions
<p>Topic: IBP/LTFM (inc 5 year CIPs & enabling strategies)</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Develop and agree narrative for the Governance chapter of the IBP 2) Review of quality as the 'golden thread' 3) Review and approve the FT consultation document / Strategic Direction consultation document and the FT comms and engagement plan <p>Agenda:</p> <ol style="list-style-type: none"> 1) UHL's governance arrangements 2) Review quality as the golden thread 3) Approve the FT Public Consultation document / Strategic Direction consultation document 	<p>Assumes:</p> <ul style="list-style-type: none"> • Strategic Direction consultation takes place between January and March 2014 • FT public consultation takes place between January and March 2014 • Assumes that the FT Public Consultation is aligned to the key messages in the Strategic Direction consultation

October 2013

Topic, objective, agenda and duration	Links & assumptions
<p>4) Approve the FT comms and engagement plan</p> <p>Duration: 3 hours</p>	
<p>Topic: 2014/15 Annual Operating Plan</p> <p>Objectives: Agree the 2014/14 improvement priorities, development priorities and sign off first draft checklists</p> <p>Agenda: tbc</p> <p>Duration: 3 hours</p>	<p>Assumes:</p> <ul style="list-style-type: none"> • First cut 2014/14 Annual Operating Plan submitted at the end of January 2014 • Supplementary information submitted mid February 2014 • Final version submitted early April 2014
<p>Topic: Board Effectiveness</p> <p>Objective: Progress review of Board effectiveness action plan</p> <p>Agenda: tbc</p> <p>Duration: 1 hour</p>	<p>Assumes:</p> <ul style="list-style-type: none"> • Action plan developed June / July 2013 • Action plan presented July 2013 • Stakeholder engagement event held January, February and March 2014

November 2013

Topic, objective, agenda and duration	Links & assumptions
<p>Topic: Quality Governance Framework</p> <p>Objective: Confirm & challenge the second independent review against the QGF</p>	<p>Assumes:</p> <ul style="list-style-type: none"> • second self assessment against the QGF in July – August 2013 • final self assessment approved at the September 2013 Trust Board meeting • second independent review against the QGF from the 10th October – 12th

November 2013

Topic, objective, agenda and duration	Links & assumptions
<p>Agenda:</p> <p>1) Confirm & challenge :</p> <ul style="list-style-type: none"> • Evidence to support the findings of the independent review and gaps identified • The independent review scoring • The independent review recommendations <p>2) Approve the findings and recommendations from the independent review</p> <p>Duration: 1 hour</p>	<p>December 2013</p> <ul style="list-style-type: none"> • final independent review approved at the December 2013 Trust Board meeting
<p>Topic: Board Governance Memorandum</p> <p>Objective: Agree the Trust's self assessment against the BGM</p> <p>Agenda:</p> <p>1) Confirm & challenge a draft self assessment</p> <ul style="list-style-type: none"> • Evidence to support progress against Capsticks / Good Governance Institute Alliance's recommendations • Agree revised scoring • Agree remaining gaps and actions to address <p>2) Approve proceeding to a 2nd independent review of the Trust's self assessment against the BGM</p> <p>Duration: 2 hours</p>	<p>Assumes:</p> <ul style="list-style-type: none"> • second self assessment against the BGM in October – November 2013 • final self assessment approved at the December 2013 Trust Board meeting • second independent review against the QGF from the 27th January – 20th March 2014 • final independent review approved at the April 2014 Trust Board meeting
<p>Topic: 2014/15 Annual Operating Plan</p> <p>Objectives: Agree the 2014/15 strategic risks in line with the 2014/15 development priorities</p> <p>Agenda: tbc</p>	<p>Assumes:</p> <ul style="list-style-type: none"> • First cut 2014/14 Annual Operating Plan submitted at the end of January 2014 • Supplementary information submitted mid February 2014 • Final version submitted early April 2014

November 2013

Topic, objective, agenda and duration	Links & assumptions
Duration: 2 hours	
Topic: Board Effectiveness Objective: Preparation for Stakeholder engagement Agenda: tbc Duration: 2 hours	Assumes: <ul style="list-style-type: none"> Action plan developed June / July 2013 Action plan presented July 2013 Stakeholder engagement event held January, February and March 2014

December 2013

Topic, objective, agenda and duration	Links & assumptions
Topic: IBP/LTFM (inc 5 year CIPs & enabling strategies) Objective: Develop and agree narrative for the Finance chapter of the IBP Agenda: 1) Finance inc 5 yr CIP schemes 2) Sensitivity analysis 3) Downside Duration: 3 hours	Assumes: <ul style="list-style-type: none"> IBP / LTFM refreshed from the 29th November 2013 – 21st February 2014 in preparation for the HDD2 review commencing on the 10th March 2014
Topic: 2014/15 Annual Operating Plan Objectives: Review the first cut 2014/15 Annual Operating Plan Agenda:	Assumes: <ul style="list-style-type: none"> First cut 2014/14 Annual Operating Plan submitted at the end of January 2014 Supplementary information submitted mid February 2014 Final version submitted early April 2014

December 2013

Topic, objective, agenda and duration	Links & assumptions
tbc Duration: 2 hours	

January 2013

Topic, objective, agenda and duration	Links & assumptions
Topic: IBP/LTFM (inc 5 year CIPs & enabling strategies) Objective: Develop and agree narrative for the Workforce & Leadership chapter of the IBP Agenda: 1) Workforce development priorities 2) KPIs 3) OD Strategy and staff engagement / satisfaction 4) The workforce plan – triangulated against finance and activity Duration: 2 hours	Assumes: <ul style="list-style-type: none"> • IBP / LTFM refreshed from the 29th November 2013 – 21st February 2014 in preparation for the HDD2 review commencing on the 10th March 2014
Topic: Board Effectiveness Objective: Progress review of Board effectiveness action plan Agenda: Duration: 1 hour	Assumes: <ul style="list-style-type: none"> • Action plan developed June / July 2013 • Action plan presented July 2013 • Stakeholder engagement event held January, February and March 2014

February 2013

Topic, objective, agenda and duration	Links & assumptions
<p>Topic: IBP/LTFM (inc 5 year CIPs & enabling strategies)</p> <p>Objective: Review the IBP / LTFM (inc CIP 5 year CIPs & enabling strategies) pre submission as HDD2 evidence to ensure Board members are aware of the key content & key issues pre HDD2 interviews</p> <p>Agenda:</p> <ol style="list-style-type: none"> 1) Review & approve the Executive Summary chapter 2) Mock HDD2 interview questions and answers <p>Duration: 3 hours</p>	<p>Assumes:</p> <ul style="list-style-type: none"> • HDD2 review will takes place from 10th March – 21st March 2014 and key documents are required 2 weeks in advance

March 2013

Topic, objective, agenda and duration	Links & assumptions
<p>Topic: BGM</p> <p>Objective: Confirm & challenge and the second independent review against the BGM</p> <p>Agenda:</p> <ol style="list-style-type: none"> 1) Confirm & challenge: <ul style="list-style-type: none"> • Evidence to support the findings of the independent review and gaps identified • The independent review scoring • The independent review recommendations 2) Approve the findings and recommendations from the independent review <p>Duration: 1 hour</p>	<p>Assumes:</p> <ul style="list-style-type: none"> • second self assessment against the BGM in October – November 2013 • final self assessment approved at the December 2013 Trust Board meeting • second independent review against the QGF from the 27th January – 20th March 2014 • final independent review approved at the April 2014 Trust Board meeting

March 2013

Topic, objective, agenda and duration	Links & assumptions
<p>Topic: 2014/15 Annual Operating Plan</p> <p>Objectives: Review second cut 2014/15 Annual Operating Plan</p> <p>Agenda: tbc</p> <p>Duration: 2 hours</p>	<p>Assumes:</p> <ul style="list-style-type: none">• First cut 2014/14 Annual Operating Plan submitted at the end of January 2014• Supplementary information submitted mid February 2014• Final version submitted early April 2014

Appendix B - Trust Board Calendar of Business 2013/14

QUARTER 1			
	APRIL	MAY	JUNE
QUALITY, SAFETY AND GOVERNANCE	<ul style="list-style-type: none"> Quality report (Q&P report) (CN) Review of SRR / BAF (CN) Quality Assurance Committee – Minutes (JW) Register of Directors’ Interests (DCLA) Register of Seals (DCLA) Equality governance : six month review (DHR) 	<ul style="list-style-type: none"> Quality report (Q&P report) (CN) Review of SRR / BAF (CN) Quality Assurance Committee – Minutes (JW) Approval of annual report and accounts (DFBS) Approval of external audit plan (DFBS) Approval of annual Quality Account (CN) Approval of Annual Governance Statement (CE/DCLA) 	<ul style="list-style-type: none"> Quality report (Q&P report) (CN) Review of SRR / BAF (CN) Quality Assurance Committee – Minutes (JW) Audit Committee – Minutes (KJ) Patient Story (CN)
STRATEGY AND DEVELOPMENT	<ul style="list-style-type: none"> FT Update (CE) Better Care Together Progress report (DFBS) 	<ul style="list-style-type: none"> FT Update (CE) 	<ul style="list-style-type: none"> FT Update (CE) IMT Strategy Update (CIO)
PERFORMANCE MANAGEMENT	<ul style="list-style-type: none"> Financial performance (Q&P report) (DFBS) Emergency Care (IDO) Over-sight self-certification return (DCLA) Finance and Performance Committee – Minutes (IR) Progress against annual plan priorities Q4 (DFBS) 	<ul style="list-style-type: none"> Financial performance (Q&P report) (DFBS) Emergency Care (IDO) Over-sight self-certification return (DCLA) Finance and Performance Committee – Minutes (IR) 	<ul style="list-style-type: none"> Financial performance (Q&P report) (DFBS) Emergency Care (IDO) Over-sight self-certification return (DCLA) Finance and Performance Committee – Minutes (IR) Workforce and Organisational Development – quarterly review (DHR) Research, development and medical education – quarterly review (MD)
OPERATIONAL MANAGMENT			

QUARTER 2

	JULY	AUGUST	SEPTEMBER
QUALITY, SAFETY AND GOVERNANCE	<ul style="list-style-type: none"> Quality report (Q&P report) (CN) Review of SRR / BAF (CN) Quality Assurance Committee – Minutes (JW) 	<ul style="list-style-type: none"> Quality report (Q&P report) (CN) Review of SRR / BAF (CN) Quality Assurance Committee – Minutes (JW) 	<ul style="list-style-type: none"> Quality report (Q&P report) (CN) Review of SRR / BAF (CN) Quality Assurance Committee – Minutes (JW) Patient Story (CN)
STRATEGY AND DEVELOPMENT	<ul style="list-style-type: none"> FT Update (CE) Better Care Together progress report (DFBS) 	<ul style="list-style-type: none"> FT Update (CE) 	<ul style="list-style-type: none"> FT Update (CE) IMT Strategy Update (CIO)
PERFORMANCE MANAGEMENT	<ul style="list-style-type: none"> Financial performance (Q&P report) (DFBS) Emergency Care (IDO) Over-sight self-certification return (DCLA) Finance and Performance Committee – Minutes (IR) Progress against annual plan priorities Q1 20/3/14 (DFBS) 	<ul style="list-style-type: none"> Financial performance (Q&P report) (DFBS) Emergency Care (IDO) Over-sight self-certification return (DCLA) Finance and Performance Committee – Minutes (IR) 	<ul style="list-style-type: none"> Financial performance (Q&P report) (DFBS) Emergency Care (IDO) Over-sight self-certification return (DCLA) Finance and Performance Committee – Minutes (IR) Workforce and Organisational Development – quarterly review (DHR) Research, development and medical education – quarterly review (MD)
OPERATIONAL MANAGMENT	Staff survey results and action plan (DHR)		

QUARTER 3

	OCTOBER	NOVEMBER	DECEMBER
QUALITY , SAFETY AND GOVERNANCE	<ul style="list-style-type: none"> • Quality report (Q&P report) (CN) • Review of SRR / BAF (CN) • Quality Assurance Committee – Minutes (JW) • Equality Governance – Six month review (DHR) 	<ul style="list-style-type: none"> • Quality report (Q&P report) (CN) • Review of SRR / BAF (CN) • Quality Assurance Committee – Minutes (JW) 	<ul style="list-style-type: none"> • Quality report (Q&P report) (CN) • Review of SRR / BAF (CN) • Quality Assurance Committee – Minutes (JW) • Patient Story (CN)
STRATEGY AND DEVELOPMENT	<ul style="list-style-type: none"> • FT Update (CE) • Better Care Together progress report (DFBS) 	<ul style="list-style-type: none"> • FT Update (CE) 	<ul style="list-style-type: none"> • FT Update (CE) • IM&T Strategy Update (CIO)
PERFORMANCE MANAGEMENT	<ul style="list-style-type: none"> • Financial performance (Q&P report) DFBS) • Emergency Care (IDO) • Over-sight self-certification return (DCLA) • Finance and Performance Committee – Minutes (IR) • Progress against annual plan priorities Q2 (DFBS) 	<ul style="list-style-type: none"> • Financial performance (Q&P report) DFBS) • Emergency Care (IDO) • Over-sight self-certification return (DCLA) • Finance and Performance Committee – Minutes (IR) 	<ul style="list-style-type: none"> • Financial performance (Q&P report) DFBS) • Emergency Care (IDO) • Over-sight self-certification return (DCLA) • Finance and Performance Committee – Minutes (IR) • Workforce and organisational development – quarterly review (DHR) • Research, development and medical education – quarterly review (MD)
OPERATIONAL MANAGEMENT			

QUARTER 4

	JANUARY	FEBRUARY	MARCH
QUALITY, SAFETY AND GOVERNANCE	<ul style="list-style-type: none"> • Quality report (Q&P report) (CN) • Review of SRR / BAF (CN) • Quality Assurance Committee – Minutes (JW) 	<ul style="list-style-type: none"> • Quality report (Q&P report) (CN) • Review of SRR / BAF (CN) • Quality Assurance Committee – Minutes (JW) 	<ul style="list-style-type: none"> • Quality report (Q&P report) (CN) • Review of SRR / BAF (CN) • Quality Assurance Committee – Minutes (JW) • Annual cycle of business for Trust Board (DCLA) • Approval of Annual Operational Plan and Trust priorities (DFBS)
STRATEGY AND DEVELOPMENT	<ul style="list-style-type: none"> • FT Update (CE) • Better Care Together Progress Report (DFBS) 	<ul style="list-style-type: none"> • FT Update (CE) 	<ul style="list-style-type: none"> • FT Update (CE) • IM&T Strategy Update (CIO)
PERFORMANCE MANAGEMENT	<ul style="list-style-type: none"> • Financial performance (Q&P report) DFBS) • Emergency Care (IDO) • Over-sight self-certification return (DCLA) • Finance and Performance Committee – Minutes (IR) • Progress against annual plan priorities Q3 (DFBS) 	<ul style="list-style-type: none"> • Financial performance (Q&P report) DFBS) • Emergency Care (IDO) • Over-sight self-certification return (DCLA) • Finance and Performance Committee – Minutes (IR) 	<ul style="list-style-type: none"> • Financial performance (Q&P report) DFBS) • Emergency Care (IDO) • Over-sight self-certification return (DCLA) • Finance and Performance Committee – Minutes (IR) • Workforce and organisational development – quarterly review (DHR) • Research, development and medical education – quarterly review (MD)
OPERATIONAL MANAGEMENNT			

KEY

DFBS	Director of Finance and Business Services
COO	Chief Operating Officer
CN	Chief Nurse
MD	Medical Director
DCLA	Director of Corporate and Legal Affairs