

Minutes of the Blackpool Teaching Hospitals NHS Foundation Trust  
Council of Governors Meeting held on Wednesday 29th April 2015  
at 2.00 pm in Rooms 3 & 4, Education Centre, Blackpool Victoria Hospital

Present: Mr Ian Johnson – Chairman (Chair except for items 6c/6e/6f)

Council of Governors

Public Governors:-

Mr Peter Askew – Wyre Constituency (Chair for items 6c/6e/6f)  
Mr John Bamford – Wyre Constituency  
Mr Neal Brookes – Blackpool Constituency  
Mr John Butler – Blackpool Constituency  
Mr Ramesh Gandhi – Wyre Constituency (for items 1–7b)  
Mr Zacky Hameed – Blackpool Constituency  
Mrs Camilla Hardy – Blackpool Constituency  
Mr George Holden – Blackpool Constituency  
Mr Anthony Nixon – Lancashire & South Cumbria Constituency (for items 1–7b)  
Mrs Pat Roche – Blackpool Constituency  
Mrs Lynden Walthew – Wyre Constituency  
Mrs Gillian Wood – Fylde Constituency

Staff Governors:-

Mr Paul Aspden – Non-Clinical Support  
Mrs Janet Briers – Nursing & Midwifery  
Mr Michael Phillips – Community Health Services

Appointed Governors

Mrs Jean Taylor – UCLAN  
Mr Tony Winter – Citizens Advice Bureau  
Mr Steve Winterson – Lancashire Care Foundation Trust

In Attendance: Mrs Wendy Swift – Director of Strategy/Deputy Chief Executive  
Mrs Pat Oliver – Director of Operations  
Mrs Marie Thompson – Director of Nursing & Quality  
Mrs Nicky Ingham – Director of Workforce & OD  
Mrs Marie Thompson – Director of Nursing & Quality  
Mr Tim Bennett – Director of Finance & Performance (for item 7b)  
Mr Jim Edney – Non-Executive Director  
Mr Doug Garrett – Non-Executive Director  
Dr Malcolm McIlmurray – Non-Executive Director (for items 1-9)  
Miss Judith Oates – Foundation Trust Secretary  
Mrs Jacinta Gaynor – Governors and Membership Officer  
Mrs Paula Roles – Deputy Director of Workforce (for item 7g)  
Mrs Simone Anderton – Deputy Director of Nursing (for item 7g)

1. Chairman's Welcome and Introductions

The Chairman welcomed attendees to the meeting and commented that he hoped that those Governors who had attended the Board meeting in public in the morning and the informal discussions with Board members at lunchtime had found it useful.

It was noted that the Non-Executive Director representatives at the meeting were Mr Doug Garrett, Mr Jim Edney and Dr Malcolm McIlmurray. The Chairman explained that the Non-Executive Directors' roles and committee membership had recently been reviewed and that it was not the intention for all NEDs to attend all Council of Governors meetings. Mr Askew expressed the view that the NEDs/EDs time was limited and that it was more appropriate to allow them to concentrate on aspects of the job that they had been employed to undertake. It was confirmed that the NEDs would continue to attend both formal and informal Council of Governors meeting on a rotational basis.

2. Register of Interests

It was noted that there were no declarations of interests from the Governors in relation to agenda items for this meeting and that there were no amendments to individual declarations for inclusion in the Register of Interests.

3. Apologies for Absence

Apologies for absence were received as follows:-

Governors:-

Mr Clive Barley – Public Governor (Fylde Constituency)  
Dr Raj Verma – Staff Governor (Medical & Dental)  
Rev David Crouchley – Public Governor (North of England Constituency)  
Miss Francesca Oram – Appointed Governor (Blackpool Sixth Form College)  
Mr Mike Bullock – Appointed Governor (CVS)  
Mr Cliff Chivers – Public Governor (Blackpool Constituency)  
Mr Philip Hargreaves – Appointed Governor (Institute of Directors)  
Mrs Sheila Jefferson – Public Governors (Fylde Constituency)

Executive Directors:-

Mr Gary Doherty – Chief Executive

4. Minutes of the Previous Council of Governors Meeting

**RESOLVED: That the minutes of the previous Council of Governors Meeting held on 28th January 2015 be agreed as a correct record and signed by the Chairman.**

At this juncture, the following issues were raised:-

Page 5 – Complaints Management Procedure

Mr Holden referred to the item relating to “Complaints Management Procedure” and suggested that the Membership Committee could assist in raising the profile of complaints.

Mrs Thompson reminded Governors about the "Tell Us" campaign and leaflets and also the patient experience survey which asked the question "did you see information about how to complain" which had a low score despite all the information available which the Patient Experience and Engagement Lead had referred to at the previous Council of Governors meeting. Mrs Thompson emphasised the need for Governors to promote the different routes for raising concerns.

**RESOLVED: That Governors would promote the different routes for raising concerns.**

Page 9 – Feedback from the Membership Committee Meeting held on 16th January 2015

Clarification was sought regarding the query about whether the unemployed/unskilled people in the community were being recruited as members.

**RESOLVED: That the Membership Committee would consider this issue at the next meeting.**

Page 9 – Feedback from the Membership Committee Meeting held on 16th January 2015

Mr Butler commented that membership leaflets were not available in some GP Surgeries.

**RESOLVED: That Mr Butler would advise Mrs Gaynor which GP Surgeries did not have membership leaflets on display.**

5. Matters Arising

a) Action List from the Council of Governors Meeting held on 28th January 2015

The Chairman reported that all items were complete with the exception of one item which related to a request to Professor Goodacre regarding a representative from Lancaster University joining the Council of Governors.

**RESOLVED: That the Chairman would follow-up the request to Professor Goodacre.**

b) Council of Governors Meetings – Action Tracking Document

Composition of the Council of Governors

It was noted that this item had been reported on under item 5 (a).

Lead Governor Role Specification

It was noted that the Constitution would be submitted to the Council of Governors meeting in July 2015 and also that the Lead Governor Role Specification would be reviewed in July 2015.

**RESOLVED: That the Constitution would be submitted to the Council of Governors meeting in July 2015.**

**That the Lead Governor Role Specification would be reviewed in July 2015.**

6. Chairman's Report

a) Chairman's Update

The Chairman reported that he and the Chief Executive or Deputy Chief Executive had continued to meet with groups of Governors from individual constituencies and he had found these meetings extremely valuable.

**RESOLVED: That arrangements would be made for reporting the themes and concerns from these meetings and the actions taken.**

The Chairman advised Governors that this year's Annual Members and Public Meeting would be held on Monday 28th September 2015 at 6.00 pm at Blackpool Sixth Form College.

b) Governors Development Programme

The Chairman reminded Governors about the development sessions that had taken place on 12th and 19th March which had been facilitated by Mandy Wearne from Inspiration NW.

The Chairman reported that the feedback from attendees had been good, however, it was noted that only a small number of Governors had attended and, in view of the costs associated with the training, it would have been useful for all Governors to attend and that this should be encouraged for future training events.

The Chairman advised that he had received the draft report from Mandy Wearne and he outlined the recommendations as follows:-

- i) *To provide further written clarity on the line of responsibility and accountability for the Blackpool Teaching Hospitals NHS Foundation Trust Council of Governors' members.*
- ii) *To strengthen the relationship between Governors and the NEDs/Chair by providing informal opportunities to meet and share issues.*
- iii) *To capture, monitor and report examples of governor impact not just involvement.*
- iv) *To establish broader Governor communication channels and networks to galvanise, recruit and retain Governors, and to maximise stakeholder feedback links.*
- v) *To consider further Governor training and development opportunities which:-*
  - *Explore with the Board the future vision and Governor strategy.*
  - *Create joint training opportunities with NEDs.*
  - *Enhance the personal effectiveness of Governors: self modelling, communication tools and effective questioning techniques.*

With regard to recommendations (ii) and (v), the Chairman asked Governors to consider further training opportunities, including joint opportunities with the Board.

With regard to recommendation (iii), the Chairman asked Governors to suggest ways in which they had individually or collectively made a difference.

With regard to recommendation (iv), the Chairman commented that this was linked to the Membership Committee and asked Governors to consider better ways to communicate.

Mr Aspden commented that the sessions had been well structured and had encouraged Governors to think about their role.

Mrs Hardy commented that the sessions were focused towards newly appointed Governors, which she found particularly challenging, and it would have been useful to include all Governors.

The Chairman stated that it would be an appropriate time to undertake a survey amongst Governors to ascertain the areas that were working well and the areas that were not working well and to develop training and development around those areas that were not working well.

**RESOLVED: That the recommendations from the report would be considered further and implemented where appropriate.**

**That a Governors survey would be undertaken in the near future.**

**That Governors would advise Miss Oates if they were interested in attending any other courses.**

c) Chairman's Appraisal 2014/15 and Objectives 2015/16

The Chairman left the meeting for this item.

Mr Askew reported that one of the roles of the Nominations Committee was to review the Chairman's and NEDs' appraisals/objectives and he reported that Mr Shaw, in his capacity as Senior Independent Director, had reported to the Nominations Committee a positive appraisal for the Chairman.

Mr Askew referred to the Chairman's objectives for 2015/16 and emphasised the need for the Council of Governors to ensure that the Chairman's objectives were appropriate and that he continued relationships with external and internal stakeholders and Mr Askew, from a Lead Governor perspective, confirmed that this was happening in a positive way.

Mr Bamford referred to Objective 6 relating to Quality and commented that it was reactive and suggested that it should be proactive with aspirations beyond minimum standards.

Mrs Roche suggested that the objectives should be more explicit in terms of adhering to the objectives of the organisation.

**RESOLVED: That Miss Oates would forward the comments from Mr Bamford and Mrs Roche to Mr Shaw with a view to the Chairman's objectives being amended.**

At this juncture, the Chairman returned to the meeting.

d) Non-Executive Directors' Appraisal 2014/15 and Objectives 2015/16

Mr Garrett, Mr Edney and Dr McIlmurray left the meeting for this item.

The Chairman confirmed that a summary of the NEDs' appraisals for 2014/15 and their objectives for 2015/16 had been circulated to Governors as previously promised; it being noted that it had been discussed and agreed at the Nominations Committee meeting that it would not be appropriate to circulate detailed information relating to the NEDs' appraisals.

The Chairman reported that the Non-Executive Directors had different skills, experiences and backgrounds, including clinical, and that they made an excellent contribution to the Board, providing real challenge at Board meetings.

Mr Bamford commented that one of the key roles of Governors was to hold the NEDs to account, which was a difficult task, and he expressed the view that some of the objectives could be smarter, with less activity and more outcomes, which would make it easier for Governors to judge performance. Mr Askew emphasised the requirement for Governors to hold NEDs to account and not to manage them.

**RESOLVED: That the Chairman would consider Mr Bamford's comments in a constructive way and take forward as appropriate.**

At this juncture, the Chairman left the meeting.

e) Chairman's and Non-Executive Directors' Annual Remuneration 2015/16

Mr Askew reported that the Nominations Committee had considered the proposal for the Chairman and Non-Executive Directors to receive a zero percent remuneration uplift for 2015/16 and agreed to recommend to the Council of Governors that this be implemented.

**RESOLVED: That the recommendation from the Nominations Committee for the Chairman and Non-Executive Directors to receive a zero percent remuneration uplift for 2015/16 be confirmed.**

Mr Winterson suggested that it may be worthwhile publicising the zero percent remuneration uplift in order that staff and the public were made aware.

**RESOLVED: That consideration would be given to publicising the zero percent remuneration uplift for the Chairman and Non-Executive Directors.**

f) Policy for Payment of Expenses to Chairman/Non-Executive Directors

The policy entitled "Payment of Expenses to Chairman/Non-Executive Directors", which had been validated by the Nominations Committee, was presented to the Governors for ratification; it being noted that there had been one minor update (section 3.1) and one minor amendment (section 3.2).

Concern was expressed regarding the update in section 3.1 relating to the payment of expenses from home to base which the Governors considered to be inappropriate. It was noted that the appointment letter for the Chairman and NEDs indicated that mileage would be paid from home to base and that any change to this arrangement would need to be negotiated. Mrs Ingham commented that it was custom and practice for mileage to be paid from home to base for Chairs/NEDs.

**RESOLVED: That the policy be withdrawn for the present time.**

**That Mr Askew, Mrs Ingham, Miss Oates would ascertain the arrangements in other Trusts and prepare a report for consideration by the Nominations Committee.**

At this juncture, the Chairman, Mr Garrett, Mr Edney and Dr McIlmurray returned to the meeting.

g) Annual Declarations of Interests

The Chairman requested Governors to complete the declarations of interests form and return it to Miss Oates by 13th May 2015.

**RESOLVED: That Governors would complete the declarations of interests form and return it to Miss Oates by 13th May 2015.**

7. Items for Discussion/Approval

a) KPMG Report – Governance Review

The Chairman reported that KPMG had been commissioned to undertake a review of the Trust's Governance Arrangements and the report, including the recommendations, has been circulated to Governors.

Mrs Swift commented that the report was positive and had been given a rating of "Significant Assurance with Minor Improvement Opportunities" which reflected the hard work that had been undertaken during the past few months.

Mr Edney advised the Governors that the report had been considered at the Audit Committee meeting on 21st April 2015 and committee members had been pleased with the positive outcome and the focus on a clear action plan and recommendations which would be followed-up throughout the year.

It was noted that the review formed part of Monitor's Well-Led Review which also included strategy and that, towards the end of financial year, arrangements would be made for an external assessment to be undertaken to embed the recommendations from the governance and strategy reviews.

Mr Bamford asked whether the Board was sufficiently aware of the potential risks to future services. Mrs Swift reported that the presentation relating to Strategic and Annual Planning (item 7b on the agenda) would provide an insight into the Trust's position during the next five years in terms of which services to develop and the in-depth strategic work which would be taking place between now and June and from June to November; it being noted that discussion would take place about involving Governors in the strategic direction of the Trust.

8. Non-Executive Director's Report

a) Role of the Non-Executive Director and Individual Responsibilities

Dr McIlmurray gave a presentation outlining his background, the reasons for his interest in becoming a Non-Executive Director of the Trust, the work he had undertaken since his appointment as a NED in August 2014 and his views about NEDs' relationships with Governors. Dr McIlmurray advised that he was more than willing to be approached by any Governors, particularly in relation to medical issues.

The Chairman thanked Dr McIlmurray for his presentation and confirmed to the Governors that he provided appropriate challenge to the Board.

7. Items for Discussion/Approval

b) Strategic and Annual Planning Update

Mr Bennett gave a detailed presentation about the annual plan and strategy which included the following:-

- Revised Annual Planning Timetable 2015/16
- Financial Update
- Key Considerations for Monitor
- Resilience
- Sustainability
- Process for Reviewing Sustainability and Developing the Strategy
- Timeframes

Revised Annual Planning Timetable 2015/16:-

- The Trust was required to submit an Annual Plan to Monitor, to include financial activity, workforce, strategic aims, plans for delivery, etc.
- The timetable for the submission of the final plan had been extended from 10th April 2015 to 14th May 2015.

Financial Update:-

- The key issue was that the Trust could not continue to overspend year on year, therefore strategic measures needed to be implemented.
- A fundamental strategic review was to be undertaken to ascertain whether the Trust was sustainable and resilient.

Mr Bamford asked whether, given the increase in demand year on year, the new models of care would make any difference and was advised that they would make a difference to patients who present at A & E.

Mr Aspden asked about the Board's actions in terms of staff involvement and taking this on board for the forthcoming year and was advised that this issue was highlighted in the presentation.

Mr Hameed asked when it had become known that the Trust was not potentially sustainable and Mr Bennett advised that this had been concluded during 2014/15.

Mr Gandhi asked whether the strategy would be achieved by cardiology patients being treated outside the Trust and Mrs Oliver assured Governors that there were no plans for cardiology patients to be treated outside the Trust and she outlined the plans in place for cardiology.

Mr Winter asked about the relationship with the local CCGs in terms of the major review of strategy and was advised that the CCGs were already involved in the strategic discussions and had been involved in the appointment of the external support.

With regard to the fundamental strategic review, Governors were advised about the timescale, the procurement of external support and the feedback/engagement event taking place on 4th June 2015 and Mr Bennett asked Governors how they wished to be involved in this work.

The Chairman commented on the bleak financial position but thanked Mr Bennett for his informative presentation and the opportunity for Governor involvement.

Mr Askew confirmed that Governors would need to be involved in the strategic review because it may lead to the need for a significant transaction which would require approval from the Council of Governors.

With regard to the options for Governors involvement, Mr Askew commented that it needed to be reflective of involvement in other areas. It was suggested that a sub-group be established comprising Governors who, according to their skills analysis form, were best placed to be involved in this work. It was also suggested that there should be Governor involvement in the feedback and engagement event and that the relevant Governor should provide feedback to other Governors; it being noted that the arrangement whereby one Governor observed the Board committee meetings was working well.

Mrs Walthew commented that it would be good practice to mirror against other Trusts and Mr Bennett confirmed that the Trust was benchmarking against other Trusts in Lancashire and also across all acute Trusts in England.

At this juncture, Mr Gandhi and Mr Nixon left the meeting.

Mrs Briers asked for assurance that, when considering streamlining services, the most vulnerable patients in society would not “slip through the net”. Mr Bennett stated that there would be a consultation period in terms of any major changes.

Mr Phillips referred to the process for selecting the external provider of consultancy services and asked for assurance that the best provider had been commissioned. Mr Bennett explained that there was a national framework within the NHS and companies were accepted onto a list of successful bidders; it being noted that five companies had responded to the specification and three companies had been shortlisted and interviewed and that the panel, comprising NEDs, EDs, CCGs and clinicians, was in the process of selecting from the shortlisted companies.

The Chairman thanked Mr Bennett and Mrs Swift for the opportunity for discussion around the strategy and commented that there would be other opportunities for further discussion.

**RESOLVED: That the process for taking this forward with Governors would be determined and a proposal would be circulated.**

At this juncture, Mr Askew reported that, associated with the strategic review, the Trust had been successful in achieving Vanguard status based on the strategy around the extensivist model of care. Mr Bennett confirmed that it formed part of the strategy, however, his assessment was that it would not be sufficient in itself to create a sustainable Trust.

c) Annual Report & Accounts and Quality Accounts 2014/15

Mrs Swift presented an update in respect of the Annual Report and Accounts which was self explanatory.

With regard to the Quality Accounts, it was noted that the deadline for receipt of the Council of Governors' statement was 5th May 2015.

**RESOLVED: That the final Annual Report & Accounts, Quality Accounts and External Auditor's Assurance Report would be submitted to the Council of Governors meeting on 29th July 2015.**

d) Medical Engagement

This item had been reported on under item 8 (a).

e) Financial Status

This item had been reported on under item 7 (b).

f) Measuring Compliance with Patient Pathways

Mrs Oliver gave a presentation which was in response to two questions raised by the Governors relating to bed occupancy and collating information for patient pathways.

Mrs Oliver highlighted the draft high level bed plan for delivery of activity levels, the bed occupancy figures, the Better Care Now pathways, the compliance measures with patient pathways and the Better Care Now waits dashboard.

With regard to patient pathways, the compliance measures were reported as follows:-

- Mission critical actions identified for each pathway
- Baseline audit completed before launch of each new pathway
- Daily live electronic data collection by Pathway Team
- Daily non-compliance emails to A&E, AMU or Ward Consultants
- Monthly reports produced to identify trends and areas for improvement
- Areas of concern and non-compliant points emailed to Lead for action

It was noted that the aim was to invest as much as possible to resolve the issues without stretching staff over the winter period.

The Chairman thanked Mrs Oliver for responding to the Governors' queries.

Mrs Walthew asked how Governors could access information in order to keep up to date and it was suggested that a Governor representative could observe meetings of the Better Care Now Group.

**RESOLVED: That Mrs Oliver would liaise with the Chairman regarding this suggestion.**

Mrs Thompson commented that it was not appropriate for bed occupancy to be operating at 100% because it resulted in significant pressure on staff.

g) Nurse Staffing Issues

Mrs Roles and Mrs Anderton gave a presentation about nurse staffing and, in particular, about overseas recruitment and highlighted the following:-

- Background
- Key Areas
- Training and Support
- Impact on Patient Care
- Future Recruitment Plans
- Retention
- Recruitment Pipelines

Mr Holden asked about the viability of the overseas recruitment process and Mrs Thompson advised that work was on-going in terms of identifying recruitment trajectories to take account of turnover and that it was proposed to develop a plan for further overseas recruitment which could be shared with Governors.

The Chairman thanked Mrs Roles and Mrs Anderton for their presentation which, hopefully, had allayed the Governors' concerns.

h) Workforce Update

Mrs Ingham reported that Governors had been invited to attend Workforce Focus Groups which would enable them to keep up to date with workforce issues.

It was noted that the feedback from the focus group held on 18th March 2015 had been positive and that the next focus group was scheduled for 11th June 2015.

9. Lead Governors Report

a) Feedback from the Governors Informal Meeting held on 14th April 2015

It was noted that the responses to the queries raised at the Governors informal meeting had been incorporated in the presentations earlier in the meeting.

**RESOLVED: That Mr Askew would circulate the notes from the informal meeting to the Governors.**

**That any items in the notes that had not been addressed would be actioned separately.**

At this juncture, Dr McIlmurray left the meeting.

b) Governors Involvement in Trust Committees

Details of the revised structure for Governors involvement on Trust committees, including the proposed feedback form, was presented for consideration/approval.

**RESOLVED: That the revised structure for Governors involvement on Trust committees, together with the feedback form, be approved and implemented.**

c) NHS Providers Feedback

There was nothing to report on this item.

11. Governors' Feedback Reports:-

a) Feedback from NHS Providers Inaugural Governors Focus Conference

Written feedback from Mrs Roche was provided for information and verbal feedback was provided as follows:-

- The event was good with some interesting sessions.
- The break-out sessions were disappointing.
- There was an opportunity to meet Governors from other Trusts.
- There was an interesting debate about the NHS post election.
- There was good interaction with other Trusts.
- There was discussion about the role of Health & Well-Being Boards and the possible conflicts of interest.

At this juncture, the Chairman reported that Mr Askew had recently arranged a Lead Governors' Forum and Mr Askew provided feedback as follows:-

- Six Lead Governors had attended the meeting held on 16th April 2015.
- The opportunity to interact was recognised.
- Attendees were keen to meet again in June to derive benefits for individuals and the wider community.

10. Membership Report

a) Membership Report

The Membership Report was provided for information.

b) Feedback/Items Referred from the Membership Committee Meeting held on 16th March 2015

Written feedback from Mr Holden was provided for information and verbal feedback was provided as follows:-

- Feedback from Victoria's Voice about their meetings and membership had been presented in pictorial format.
- The Membership Committee was keen to develop the theme of "dealing with stress" for future membership seminars and within schools/colleges.

c) Membership Committee Terms of reference

The revised Membership Committee Terms of Reference were presented for approval.

**RESOLVED: That the Membership Committee Terms of Reference be approved.**

d) Audit Committee Terms of Reference

The Chairman reported that, in accordance with The NHS Foundation Trust Code of Governance, Governors should be consulted on the Audit Committee Terms of Reference in order for the Trust to be compliant with the Code.

It was noted therefore that the Audit Committee Terms of Reference had been circulated as an additional agenda item for consideration/approval by the Council of Governors.

**RESOLVED: That the Audit Committee Terms of Reference be approved, subject to any queries following the meeting.**

**That any queries following the meeting would be directed to Miss Oates.**

12. Standard Reports – Mr Johnson to report:-

a) Items to be Reported to the Board of Directors

The Chairman stated that the minutes of the meeting would identify any items to be reported to the Board of Directors but would include the involvement of Governors in the strategic review.

**RESOLVED: That arrangements would be made for the Governors to be involved in the strategic review.**

b) Items to be Recommended for Decision or Discussion by Trust Committees

The Chairman stated that the minutes of the meeting would identify any items to be recommended for decision or discussion by Trust committees.

c) Annual Work Plan

The items for discussion at formal Council of Governors meetings during 2015 were highlighted in the Annual Work Plan.

d) Attendance Monitoring

The Chairman stated that attendance at meetings was generally good, however, he would be writing to those Governors who had not attended one of the last three meetings to ask if they were interested in continuing on the Council and, if so, whether they would be able to attend meetings on a regular basis.

**RESOLVED: That the Chairman would write to relevant Governors.**

e) Motions or Questions on Notice

It was reported that the responses to the questions raised at the informal meeting had been circulated in advance of the formal meeting.

f) Urgent Motions or Questions

Ophthalmic Procedures

Mrs Roche raised an issue about opticians not being allowed to carry out certain procedures which would impact on the Trust's waiting list.

**RESOLVED: That Mrs Oliver would raise this issue at the contract meeting the following day and provide feedback to the Governors.**

### Nurse Recruitment

Mr Hameed commented that he was surprised to learn about the problems relating to nurse recruitment and stated that he could submit a plan to recruit 25 nurses. Mrs Taylor referred to the NMC requirements and pointed out that there was a strict process in terms of nurse recruitment.

**RESOLVED: That Mr Hameed would discuss this issue with Mrs Ingham and/or Mrs Thompson outside the meeting.**

### National Dementia Awareness Week

Mrs Thompson advised Governors that National Dementia Awareness Week was taking place from 18th-22nd May 2015 and that all staff had been encouraged to sign up as a "dementia friend".

### National Nurses Day

Mrs Thompson reminded Governors that National Nurses Day, which had been extended to incorporate Compassionate Care Day, was taking place on 22nd May 2015.

g) Declaration of Confidentiality

**RESOLVED: That no items be declared confidential under the Freedom of Information Act.**

h) Date of Next Meeting

The next meeting will take place on Wednesday 29th July 2015.