

Minutes of the Blackpool Teaching Hospitals NHS Foundation Trust  
Council of Governors Meeting held on Wednesday 7th November 2018 at 2.00 pm  
in the Board Room, Trust Headquarters, Blackpool Victoria Hospital

Present: Mr Pearse Butler – Chair

Council of Governors

Public Governors:-

Mrs Beverley Clark - Blackpool Constituency  
Mrs Sue Crouch – Wyre Constituency  
Mrs Adele DeVito – Blackpool Constituency  
Mrs Camilla Hardy – Blackpool Constituency  
Mr Zacky Hameed – Blackpool Constituency (for items 6-13)  
Mr George Holden – Blackpool Constituency  
Mrs Heather O'Hara – Blackpool Constituency  
Mrs Sheila Jefferson – Fylde Constituency  
Mr Ian Owen – Wyre Constituency  
Mrs Patricia Roche – Blackpool Constituency  
Mr Graham Stuart – Fylde Constituency  
Mr Tony Winter – Fylde Constituency

Staff Governors:-

Miss Tina Daniels - Non-Clinical Support Constituency  
Mr Peter Farrington – Nursing & Midwifery Constituency  
Mrs Jenny Gavin – Clinical Support Constituency  
Dr Ranjit More – Medical & Dental Constituency  
Mrs Sharon Vickers – Nursing & Midwifery Constituency

Appointed Governors

Mrs Margaret Bamforth – Blackpool and The Fylde College  
Mr Paul Bibby – Lancashire Care NHS Foundation Trust  
Councillor Charles Edwards – Lancashire County Council

In Attendance: Mrs Wendy Swift - Chief Executive  
Mr Tim Bennett – Deputy Chief Executive/Director of Finance and Performance  
Mrs Berenice Groves – Interim Director of Urgency & Emergency Care  
Mr Mark Cullinan – Non-Executive Director  
Mr Matthew Burrow - Head of Corporate Assurance  
Miss Judith Oates – Corporate Assurance Manager/Foundation Trust Secretary

The Chair welcomed the new Appointed Governors to the meeting, namely Paul Bibby, Margaret Bamforth and Charles Edwards. It was noted that the new Public Governor, Christina McKenzie-Townsend, would be introduced at the next meeting.

1. Declaration of Interests

It was noted that there were no declarations of interests from the Governors in relation to the agenda items for this meeting.

2. Apologies for Absence

Apologies for absence were received from Dr Amelia Hunt, Mrs Debbie Kenny, Councillor Martin Mitchell, Mrs Betty Ray and Mrs Michelle Smith.

3. Value of the Month

The Chair reported that the Value of the Month for October was “Excellent – make sure you are never too busy to give the care you would want to receive”.

4. Minutes of the Previous Council of Governors Meeting

**RESOLVED: That the minutes of the previous Council of Governors Meeting held on 25th July 2018 be agreed as a correct record and signed by the Chairman.**

The Chairman drew attention to an amendment to the minutes of the meeting held on 31st January 2018 relating to the “Appointment of External Auditors” and advised that, with regard to the term of contract, minute 7(a) should read “for the period 1st June to 31st May 2019”.

5. Matters Arising:-

a) Action List from the Previous Council of Governors’ Meeting held on 25th July 2018

The Chairman reported that 16 of the 17 items on the action list had been completed; it being noted that the outstanding item related to the PA equipment. The Chairman reminded the Governors that the originally sourced equipment was too expensive and advised that a cheaper alternative had been identified and a site visit was being arranged.

b) Action Tracking Document

The Chairman reported that there were 3 outstanding actions on the action tracking document, 2 of which related to the Governors Training Programme which would be discussed under agenda item 11(d) and 1 of which related to the forms for Mandatory Training and Code of Conduct which were outstanding for 3 Governors but were in hand for completion.

Mrs Crouch commented that item 8(c) relating to the Trust Constitution Task & Finish Group had not been addressed. Mr Holden expressed concern that a review of the Constitution had been delayed. The Chairman suggested that a review of the full Constitution should be undertaken in January 2019.

**RESOLVED: That the full Constitution would be reviewed in January 2019.**

6. Board Committee Feedback: Finance Committee

Mr Mark Cullinan introduced himself to the Council of Governors and advised that he had been a Non-Executive Director at the Trust for just over two years and had been Chair of the Finance Committee since April 2018.

Mr Cullinan gave a presentation on the work of the Finance Committee which included the following:-

- Introduction
- Terms of Reference
- Committee Membership
- Trust Strategy
- Trust Ambitions
- Committee Agenda
- Assurance

At this juncture, Mr Hameed jointed the meeting.

Reference was made to two key issues from the Trust Strategy which were relevant to the work of the Finance Committee, namely the focus on high quality, safe and effective care and achieving it through a skilled and motivated workforce in a financially sustainable way.

It was noted that the Finance Committee was currently reporting limited assurance to the Board in terms of the financial targets.

Mrs Roche asked about the links to other committees and Mr Cullinan referred to the presentation slide relating to the Committee Agenda and confirmed that the Board Assurance Framework and the Integrated Performance Report were submitted to all Board Committees to ensure cross-over and discussion prior to submission to the Board.

Mr Stuart referred to the Council loan and asked whether the Trust's deficit was increasing. Mr Bennett reported that the deficit was planned to be less than in previous years therefore it would reduce slightly. Mr Bennett further reported that part of the issue was the legacy of an underlying deficit each year and advised that the long term strategy was to return to a balanced position in order to avoid future borrowing, however, there was a need to borrow at present because there was a shortfall in the current financial year but also because the overall capital regime in the NHS was becoming tighter and therefore the only alternative was to be innovative about how to obtain funding. The need to invest in the organisation, together with the associated risks, was highlighted to the Governors.

Mr Stuart asked whether the introduction of electronic patient records would save the Trust money and whether this had not been followed-up because of the difficulties around transformation. Mr Bennett advised that the Board had agreed to progress EPR and that some plans were already in place, however, there were some large elements still missing which would be delivered in the next 3-4 years.

Reference was made to a flood in the basement and a query about whether medical records were stored in the basement. Mr Bennett confirmed that medical records were stored in the basement but he was not aware of a flood.

Mr Hammed commented that 51 Trusts had continuously under-performed and that this Trust had never achieved its targets. The Chairman stated that some of the clinical targets were challenging and he was aware of last year's issues, however, in financial terms this Trust was closer to its financial targets compared with other Trusts in the area and, in national terms, the Trust had achieved "good" in terms of Use of Resources. With regard to A & E, the Chairman acknowledged that this was an issue for concern and advised that it would be discussed later in the meeting. Mr Bennett confirmed that the Trust had achieved its financial targets in the last two years and, as a result, had received bonus monies from NHSI which had improved the financial position. He stated that the Trust was very challenged financially but that it needed to be considered in the context of other Trusts.

Councillor Edwards commented on the Trust's financial position compared to other Trusts and the £22m efficiency savings and asked whether the Governors had received a breakdown and details of the impact on patients and staff and he suggested that an oversight be provided. The Chairman advised that this information had been discussed in detail at the Finance Committee meetings, the membership of which included a Governor observer, however, he stated that there was no issue with sharing this information with the Council of Governors.

**RESOLVED: That Mr Bennett would provide Governors with an oversight of the financial position and efficiency savings at the next meeting.**

Mr Bennett advised Governors that a Quality Impact Assessment was undertaken for each CIP programme whereby there was a quality assurance process which had to be signed off by the Lead Clinician, Medical Director and Director of Nursing & Quality; it being noted that some schemes had been rejected.

The Chairman thanked Mr Cullinan for his presentation.

7. Patient Experience Presentation

Mr Andrew Heath introduced himself to the Governors and advised that he had been asked to give a presentation about the information received in respect of patient feedback and how it was collated to produce outcomes.

It was noted that, during the past month, feedback totalling 4682 had been received by the three areas within the Patient Experience Team (Patient Engagement, Patient Relations and Chaplaincy) and that most of the feedback, a large percentage of which was positive, was input to one system (Meridian) and the themes were extracted for discussion at Trust Induction and at various meetings (Equality Diversity and Inclusion / Patient, Carer Experience & Involvement / Complaint Review Panel) following which action plans were developed and monitored.

With regard to Governor feedback about patient experience, Mr Heath commented on the previous arrangements whereby small groups of Governors were linked with Matrons and they visited areas linked to those Matrons; it being noted that the feedback from Governors using the observation tool had been extremely worthwhile and was welcomed by the team. Mr Heath asked for views about re-generating this process.

Mr Hameed asked about opportunities for Governors to give feedback and Mr Heath advised that there had previously been a system in place relating to the 15 step approach which focused on first impressions. Mr Heath referred to other mechanisms for providing feedback, for example, Tell Us Cards.

The Chairman emphasised the importance of having the right structure in place.

Mrs Crouch commented that Governors were frequently approached by individuals regarding the patient experience and this issue had been raised at a recent North West Governors Forum. Mr Heath stated that he was keen to have a strategic overview of patient feedback and the overarching themes. Mr Heath advised that the feedback he had received indicated that there were several key themes including administration and waiting times and that they would have been discussed by the Complaints Review Panel; it being noted that complaints had previously focused on patient care and that there had definitely been a reduction in the severity of formal complaints.

Mrs Roche congratulated Mr Heath on the presentation and commented on an action that had been taken relating to the use of a pro-forma to record telephone calls which could have a positive impact.

Mr Holden asked about the changes in the PALS and Mr Heath advised that the aim was to allow staff to be visible around the Trust, however, this had not been possible due to staffing issues. Mr Holden expressed concern about the reduction in staffing and queried the impact on patients. Mr Heath advised that, due to the current staffing levels, the team had difficulty being outward facing and there were delays in processing information quickly, however, on a positive note, Mr Heath outlined the improvements that had been made.

Governors were advised that the PALS was now referred to as the Patient Relations Team.

Mrs Swift reported that there was a process in place for signing-off complaints whereby each Executive Director was responsible for checking complaints from a specific division and, once checked, they were forwarded to the Chief Executive for approval; it being noted that they would be referred back to the team if they had not been answered accurately and/or did not include a response to each aspect of the complaint.

Mrs Jefferson commented that, from her experience of ward visits, one of the issues to be addressed was communication about pathways. Mr Heath stated that he was aware of this issue and advised that there were plans for an information gathering tool whereby staff would visit the ward and ask patients if they knew the current position about their care. The Chairman commented that separate work was being undertaken in relation to reducing length of stay.

Mrs O'Hara commented that she had received three complaints in one week from members of the public and asked about the process for forwarding such complaints. Mr Heath pointed out that complaints only made up a very small part of the feedback received and that patient consent was needed before complaints could be forwarded to the team and he suggested the use of leaflets on how to complain.

**RESOLVED: That Mr Heath would supply Governors with leaflets in relation to handling complaints.**

**That Governors would advise Mr Heath of any themes arising from the complaints they received and would urge complainants to contact the Trust directly.**

Mr Bibby thanked Mr Heath for the helpful snapshot of the work on-going around patient feedback and asked whether there was a mechanism for dealing with positive feedback whereby it was received by the staff and areas of good practice could be shared. Mr Heath reported that improvements had been made in this area in the last 12 months, for example, patient story programme, social media, monthly reports to the divisions sharing positive experiences.

Mrs Gavin commented that the website did not include the Patient Relations Department and Mr Heath advised that there was a drop-down box for accessing the Patient Relations Department on the website.

**RESOLVED: That Mr Heath would review the website and amend as appropriate in order to ensure it was clear and user friendly.**

Dr More asked about patient choices and it was noted that this had not been received well nationally.

Following the presentation and discussion, Mr Heath circulated the monthly Patient Experience Report (which summarised the feedback for October 2018) together with the Governor observation report template.

8. Winter Planning Presentation

Mrs Swift introduced Mrs Berenice Groves, Interim Director of Urgent & Emergency Care, who had been appointed following Mrs Oliver's retirement.

Mrs Groves reported that a significant amount of work had been undertaken on emergency planning and she urged Governors to help with conveying the important messages to the public. She expressed thanks for the invite to the meeting and to future meetings.

Mrs Groves gave a detailed presentation outlining the plans in place for dealing with winter pressures as follows:-

- A significant amount of work had been undertaken and a harsh approach had been taken with partnership organisations to bring together a working plan for winter, taking into account the issues from the previous year, which all organisations were signed up to and working hard to achieve.
- All organisations involved had recognised the need to work together to implement the plans and had stepped up to the challenge.
- There had been a reduction in the number delayed transfers of care (DTOC).
- There had been a focus on reducing length of stay, particularly for elderly patients.
- A new GP hub facility had been introduced which GPs would be promoting and which would be communicated to the public within the next few days.

Mrs Hardy referred to the target of at least 30% for the morning discharge rate and asked how this would be achieved in view of the current rate being 17%. The Chairman stated that complex changes were being introduced and confirmed that there was important buy-in from the Consultant Leads around the cultural changes needed.

Mr Stuart commented on the issues around transport and pharmacy which he had experienced with family members.

Mrs Groves referred to Mrs Jefferson's comment earlier in the meeting about communication and emphasised the need to communicate with patients immediately they came into hospital about their expected date of discharge. Dr More agreed that there was a need to improve the patient experience.

Mrs Groves referred to the waterfall diagram within the presentation which demonstrated how each piece of work to be undertaken would have an impact and reduce bed occupancy.

At this juncture, Mrs Groves continued with her presentation.

- Performance was being measured in the organisation and across the Fylde Coast at different OPEL levels which would enable quick escalation and de-escalation as appropriate.
- There had been a real improvement in communication, particularly around the focus on identified red days. It was noted that a Staff Bulletin would be circulated shortly.

**RESOLVED: That the Staff Bulletin would be circulated to Governors.**

Mrs Groves assured the Governors that the winter plan would be closely monitored.

Mrs Hardy asked about the arrangements for ensuring that the plans in place would result in having the right patient in the right bed. Mrs Groves advised that it had been agreed that Ward 39 would become a medical ward and that 19 escalation beds would be opened at Clifton Hospital for sub-acute patients.

Mrs Vickers introduced herself to Mrs Groves and stated that this was the most robust plan received in a long time and, subject to all involved implementing the plan as suggested, she was confident about the winter plans ahead and she congratulated Mrs Groves and the team for their hard work.

Dr More agreed that it was a comprehensive plan but asked about partners that had been identified as higher risk in terms of being able to deliver the plan. Mrs Groves commented that work was on-going to resolve any existing areas of concern.

With regard to the significant impact of last year's directive relating to elective activity, it was noted that the intention this year was to continue to work to the plan.

The Chairman thanked Mrs Groves for her informative presentation and stated that he hoped that the Governors were assured by the plans in place.

9. Trust Updates

a) Strategy Update

Mrs Swift referred to Mr Cullinan's presentation earlier in the meeting which included information about the work around the Trust Strategy and Trust Ambitions.

**RESOLVED: That the Trust Strategy would be forwarded to the newly appointed Governors.**

Mrs Swift advised Governors that it was now an appropriate time to review the Trust Strategy and therefore planning days had been arranged with the divisions at the end of November to discuss the current services, giving clinical leads the opportunity to give their views about service provision over the next few years.

It was noted that, within the proposed strategy, there was a plan to create an emergency village and ICU which were considered urgent "must-do" developments, however, the first stage was to obtain the views of the clinicians.

**RESOLVED: That an update would be provided to the Council of Governors, possibly in stages within the next 3 to 6 months.**

Mrs Crouch referred to the slide relating to the significant developments within the ICP and commented that it would be interesting for Governors to be informed about these developments at some point. Mrs Swift advised that discussions were on-going with the CCGs in respect of a Fylde Coast integrated plan and that an overview of the specifics relating to the ICS would be reported to the Governors.

It was noted that discussion had taken place at the ICS Board Meeting earlier in the day about how to engage with Governors about the developments. Mrs Crouch stated that the view at the North West Governors Forum was that Governors could be engaged at an early stage.

**RESOLVED: That an update regarding the Fylde Coast developments, and possibly the ICS developments, would be given at the Council of Governors meeting in February.**

b) Atlas Update

It was agreed that this item would be discussed as part of the Lead Governor's report.

c) Finance Update

Mr Bennett reported that the planned position at Month 6 had been achieved, however, the remaining 6 months of the year would be much more challenging; it being noted that there would be costs associated with the winter plan and therefore it was important to make progress with the strategy and loan.

10. Chair's Report

a) Feedback from Board Committee Meetings

The Chair stated that Governor feedback from the recent Board Committee meetings had recently been emailed to Governors and he apologised for the Committee Chairs' assurance reports not being circulated to Governors in advance of the meeting; it being noted that they had not yet been submitted to, and discussed by, the Board. It was noted that the Chairman was working with Mr Burrow and Miss Oates regarding the meeting schedules going forward.

Mrs Roche reported that she had observed two meetings of the Strategic Workforce Committee and she asked about the purpose of the Governor feedback report. The Chair advised that Governors were given the opportunity to observe the committee meetings in action and to share information amongst the Council. It was noted that if Governors were not satisfied with the way in which meetings operated they should include it in their feedback report.

Mrs Roche commented that the Committee meetings were excellent and she was able to report that the actions had been implemented.

Mr Holden pointed out that the format of the Governors Strategic Focus Group had been reviewed and revised and would now provide an opportunity for observers to report to the Governors Strategic Focus Group about the committee meetings.

Mrs Crouch stated that, under normal circumstances, the Governors would have had sight of both the Committee Chairs assurance reports and the Governor feedback reports and would link the reports together.

At this juncture, Mrs Clark mentioned her previous experience in meetings when she had been bullied and stated that she expected a basic level of respect and decency. The Chairman and Mrs Crouch both indicated that they were unaware of Mrs Clark's experience.

**RESOLVED: That Mrs Crouch would address this issue with Mrs Clark outside the meeting.**

b) Review of Trust Constitution / Nominations Committee Terms of Reference / Procedure for the Composition and Recruitment of the Trust Chair and Non-Executive Directors

Mrs Crouch referred to the information circulated with the agenda which brought together the documentation which had been updated/drafted as a result of the Chair recruitment process.

The Chairman reminded the Governors that the membership of the Nominations Committee had been reviewed and increased and that the Terms of Reference had been updated.

The Chairman reported that there were currently two NED vacancies and that the new arrangements would operate for the forthcoming recruitment.

**RESOLVED: That approval be given to the following:-**

- The amendments to the Trust Constitution.
- The revised Nominations Committee Terms of Reference.
- The Procedure for the Composition and Recruitment of the Trust Chair and Non-Executive Directors.

c) Information Governance (IG) Mandatory Training

It was noted that three Governors had not yet completed their IG Mandatory Training, however, Miss Oates confirmed that all three Governors had been reminded and, hopefully, this action would be completed within the next few days.

d) Chair's Update

- Winter Plan

The Chair stated that, following Mrs Groves' presentation, he hoped that the Governors were assured that the delivery of the winter plan was the key focus for the Trust and were confident about the plans and aware of the potential risks.

- Poppy Memorial

The Chair commented on the excellent feedback that had been received regarding the Poppy Memorial in the Main Entrance. It was noted that Remembrance Services had been planned for Friday 9th November and Sunday 11th November and Governors were welcome to attend.

Mrs O'Hara stated that the Trust should receive a special award for the Poppy Memorial display.

e) Non-Executive Director Appointment – Background and Previous Roles

The Chair stated that Dr Jim Gardner, recently appointed Non-Executive Director, had been scheduled to attend the meeting and provide information about his background and previous roles, however, he had subsequently been unable to attend but would give his report at the next meeting.

11. Lead Governors Report

a) Notes from the Governors Informal Meeting held on 9th October 2018

Mrs Crouch reported that much of the discussion at the informal meeting was in relation to the minutes of the Board meeting held on 26th September 2018.

With regard to the actions from the informal meeting, it was noted that Mrs Crouch and Mr Holden had obtained responses, where possible, and included the details within the notes.

With regard to the item relating to Atlas, Mrs Crouch reported that a presentation had been scheduled for the Governors Strategic Focus Group meeting on 4th October 2018, however, the meeting had been cancelled due to it not being quorate and therefore Mrs Crouch and Mr Holden had met with Atlas colleagues and received a report. It was noted that the Trust had benefitted from profits in 2017/18 and that the shareholder would be responsible for determining how to spend such profits.

It was noted that copies of the presentations slides were available from Miss Oates upon request.

b) Feedback from North West Governors Forum

It was noted that Mrs Crouch, Mrs O'Hara and Miss Daniels had attended the recent North West Governors Forum which had been an excellent event, providing an invaluable opportunity to explore issues with other Trusts.

Mrs Crouch referred to the summary of key issues, in particular the three themes, namely, holding to account, Governors and engagement, and significant transactions.

It was suggested that the subject of significant transactions could be reviewed by the Constitution Task & Finish Group.

c) Governors Strategic Focus Group Terms of Reference

Governors were reminded about the previous discussion around a review of the Terms of Reference for the Governors Strategic Focus Group and it was proposed that the membership be amended to include the Governor observers on the Board Committees, the Lead Governor, the Deputy Lead Governor and the Membership Committee Chair; it being noted that the group would have no executive or decision making powers and that items for approval would be referred to the Council of Governors.

Mrs Gavin asked whether the Council of Governors would receive the minutes of the meetings and suggested that the minutes could be provided in place of the Governor feedback form. Following discussion, it was agreed that the minutes of meetings would be too detailed to circulate to the Council of Governors and that the feedback report would be useful in terms of providing assurance to the Governors.

It was confirmed that the minutes from the Governors Strategic Focus Group would be circulated to the Council of Governors.

At this juncture, Mr Burrow explained the rationale for the revised membership of the Governors Strategic Focus Group and the proposed plans for Committees.

**RESOLVED: That the revised Terms of Reference for the Governors Strategic Focus Group be approved.**

d) Governors Training Proposal

The final draft proposal for the Governors Training Programme was presented to the Governors for approval.

It was noted that the first part of the training focused on holding to account and membership and would be delivered by an external facilitator in January and February 2019 and that the second part of the training would be delivered internally focusing on the remaining modules.

Mrs Crouch requested the Governors to confirm their agreement to the 7 module approach and to commit to attending the mandatory sessions, following which the details would be confirmed to Governors by email.

The Chairman pointed out that the Governors sub-group had developed and agreed this approach.

It was noted that Mrs Bamforth had kindly offered the facilities at the University Centre for the training at minimum cost.

The Chairman thanked the Governors Training and Development Task & Finish Group for their input to the programme and to Mr Burrow.

12. Membership Committee's Chair's Report

a) Membership Committee Assurance Report

It was noted that Miss Daniels had produced the feedback report and she confirmed that there were no controversial topics, however, the Committee had been concerned about the number of outstanding actions, in particular in relation to engagement with Blackpool Council to increase diversity and feedback from the NHS Providers Membership Course.

Miss Daniels made reference to the six items within the summary of key issues.

Mrs Clark suggested having a Governors display stand at the Trust Christmas Markets in December and she offered to read tarot cards at the event.

**RESOLVED: That Miss Daniels would provide Mrs Clark with the contact details for the organiser of the markets.**

13. Standard Reports

a) Items to be Recommended for Decision or Discussion by the Board of Directors

**RESOLVED: That the amendments to the Trust Constitution would be recommended to the Board of Directors.**

b) Items Recommended for Decision or Discussion by the Board Committees

There were no items for decision or discussion by the Board Committees.

c) Annual Schedule of Meetings

It was proposed that the next meeting should take place on Wednesday 6th February 2019 instead of Wednesday 30th January 2019.

Miss Oates explained that the schedule of meetings for 2019/20 was currently being finalised and would be circulated to Governors shortly.

**RESOLVED: That the next meeting would take place on Wednesday 6th February 2019.**

**That the schedule of meetings for 2019/20 would be circulated to Governors shortly.**

d) Work Plan

The items for discussion at the formal Council of Governors meetings during 2018/19 were highlighted in the Annual Work Plan.

It was noted that the Terms of Reference for the Governors Strategic Focus Group had been actioned at this meeting under agenda item 11(c).

It was further noted that the Chair and NEDs appraisals would take place in February/March 2019 and would subsequently be reported to the Council of Governors.

e) Attendance Monitoring

The attendance monitoring form was provided for information.

The Chairman stated that he would arrange to meet with Governors who had consistently not attended Council of Governors meetings.

f) Motions or Questions on Notice

The Chairman advised that he had received a question from a Governor earlier in the day via email and would email a response as soon as possible.

g) Urgent Motions or Questions on Notice

There were no motions or questions on notice.

h) Value of the Month

The Chair reiterated that the Value of the Month for October was “Excellent – make sure you are never too busy to give the care you would want to receive”.

i) Review of Meeting: Living the Values

This item was not discussed at the meeting.

j) Declaration of Confidentiality

There were no items declared confidential.

**RESOLVED: That the confidential items under the Freedom of Information Act would be noted from the minutes of the meeting.**

k) Date of Next Meeting

The next meeting will take place on Wednesday 6th February 2019 in the Board Room, Trust Headquarters, Blackpool Victoria Hospital.

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