

Board of Directors

Date:	26 September 2018	Attachment Number:	C																
Title of Report:	CHAIR'S BRIEFING																		
Purpose of the report and the key issues for consideration/decision:	To inform the Board of the Chair's activities.																		
Prepared by:	Andrew Gold, Chair																		
Presented by:	Andrew Gold, Chair																		
Strategic Objective(s) supported by this paper:	<table border="1"> <tr> <td>Financial Sustainability</td> <td>X</td> <td>Empower & Engage Staff</td> <td>X</td> </tr> <tr> <td>Quality of Care</td> <td>X</td> <td></td> <td></td> </tr> </table>			Financial Sustainability	X	Empower & Engage Staff	X	Quality of Care	X										
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Quality of Care	X																		
Is this on the Trust's risk register:	<table border="1"> <tr> <td>No</td> <td>X</td> <td>Yes</td> <td></td> <td>If Yes, Score</td> <td></td> </tr> </table>			No	X	Yes		If Yes, Score											
No	X	Yes		If Yes, Score															
Which CQC Standards apply to this report:	Well Led																		
Have all implications related to this report been considered: (please X)	<table border="1"> <tr> <td>Finance Revenue & Capital</td> <td></td> <td>Equality & Diversity</td> <td></td> </tr> <tr> <td>National Policy/Legislation</td> <td>X</td> <td>Patient Experience</td> <td>X</td> </tr> <tr> <td>Human Resources</td> <td></td> <td>Terms of Authorisation</td> <td></td> </tr> <tr> <td>Governance & Risk Management (BAF)</td> <td>X</td> <td>Other:</td> <td></td> </tr> </table>			Finance Revenue & Capital		Equality & Diversity		National Policy/Legislation	X	Patient Experience	X	Human Resources		Terms of Authorisation		Governance & Risk Management (BAF)	X	Other:	
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Action Required: (please X)	<table border="1"> <tr> <td>Approve</td> <td></td> <td>Discuss</td> <td></td> <td>Receive for information</td> <td>X</td> <td>Decision</td> <td></td> </tr> </table>			Approve		Discuss		Receive for information	X	Decision									
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Previously Considered By:	<table border="1"> <tr> <td></td> <td>Date:</td> <td></td> </tr> </table>				Date:														
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Recommendations:	The Board is asked to receive and note the Chair's briefing.																		

Chair's Briefing 26 September 2018

Since the last Board meeting in July 2018 I have participated in a range of activities as follows.

First I continue to represent Airedale in its collaboration with other acute providers in the West Yorkshire Association of Acute Trusts (WYAAT). This included attendance at a Committee in Common meeting with Brendan Brown, Airedale's Chief Executive, where the focus of the meeting was seeking to develop the role of Acute Trusts in the West Yorkshire & Harrogate Health & Care Partnership, which became an Integrated Care System (ICS) earlier this year.

In addition Brendan Brown and I attended a meeting with the lead of the Airedale, Wharfedale and Craven CCG at their offices to review the development of the Airedale, Wharfedale and Craven (AWC) Health & Care Partnership and the necessary interaction with other parts of the local health care system on that.

With Bradford and AWC being one of 6 places within the ICS, the vast majority of the Airedale Board attended the health and care system learning and innovation event that was open to senior non-executive decision makers and those with an assurance role in local health and care organisations.

In addition I attended a Yorkshire Chairs' meeting which Baroness Dido Harding, the Chair of NHS Improvement (NHSI), attended with a remit of joint working and talent management. Clearly given the resourcing challenges the NHS faces, the development of a pipeline of future talent and skills is essential.

Joint working also extends to my role as an Independent Assessor on upcoming Non-Executive Director (NED) recruitment at Leeds Teaching Hospital (LTH) given the request for that support from LTH & NHSI.

Within Airedale, as part of its continuous improvement culture, a review of its governance arrangements is ongoing which Brendan Brown has led with the support of the full Board. The refinements being proposed reflect the desire to continue to reflect the environment Airedale works within, for example how to encompass oversight of digital developments in the governance and strategy arrangements. The review is underpinned by the desire of having no duplication or gaps in governance oversight with clear escalation points and an aim to rationalise the number of meetings and optimise the use of time available.

The Non Executive Directors (NEDs) continue to fulfil their role in challenge and support of Airedale and, as Chair, succession planning for NEDs has been a focus of recent 1 to 1s I have held with each NED. At a meeting of the Appointments & Remuneration Committee (ARC), which comprises a majority of Governors, ARC is to recommend to the Council of Governors (CoG) meeting on 1 November the recruitment of a NED with a people specialism. That will fill a vacancy created in November 2017 when the then Chair left the Board.

As well as my being Chair of the Board, as the Chair of the CoG a similar review of the activities of CoG took place at a Governors' workshop held on 12 July. That assessed how the Governors can continue to best achieve their dual remit of holding NEDs to account and engagement with each of the communities they represent.

The action plan arising from that workshop was developed further at a Governor Network meeting on 4 September and then put forward to a special CoG meeting held on 17 September. The latest development plan retains clear accountability for actions in respect of specific responsibilities and is underpinned by seeking to continuously improve. It includes rationalising the time commitment of attending lots of meetings such that the current Buddy Group meeting, membership development group and network meeting are proposed to be rationalised into a Governor Engagement Forum.

This should optimise the time Governors give to fulfil their important roles which require considerable input despite it being a voluntary role. No material changes are envisaged for the foreseeable future in respect of the quarterly CoG meetings that enable Governors to fulfil their important duty of holding NEDs to account.

In undertaking all this joint working with other parts of the healthcare system along with reviewing and refining Airedale's governance arrangements to ensure their continuing effectiveness, that is always underpinned by doing what is appropriate for the population that Airedale serves.

It was also my pleasure to view the Trust's mobile chemotherapy unit. Funded by Hope for Tomorrow Cancer Charity, this is the eleventh mobile unit in the UK and the first one this charity has funded which is not based in the South of England. Thanks go to all colleagues involved in what is a real accolade for Airedale and the national recognition of the efforts of Airedale's Cancer Unit. Securing this unit helps with capacity challenges given growing requirements for such services. It also reinforces our role in meeting health care demands of our rural population and being innovative in our approach to that.

Involvement on a couple of recent safer patient initiative walkarounds at Endoscopy and Ward 7 (as part of a wider rolling programme of such visits), provided me valuable opportunity to get feedback from patients and colleagues. Whatever our role we all aim to do it to the best of our ability for the people we serve.