

Board of Directors

Date:	2 September 2020	Attachment Number:	6																
Title of Report:	CHAIR'S BRIEFING																		
Purpose of the report and the key issues for consideration/decision:	<p>To inform the Board of the Chair's activities since 1 July Board meeting.</p> <p>As with the rest of the UK, activity has been shaped by the implications of the current pandemic and the resultant Government asks of the UK public. As such, activity of the Chair (as with other Non-Executive Directors [NEDs]) has been undertaken remotely in line with the national guidance to work from home wherever possible. Activity also remains cognisant of the current requirement to "stay alert; control the virus, save lives" and reflects that Airedale continues to meet a wide range of healthcare needs of the Airedale, Wharfedale and Craven (AWC) community.</p>																		
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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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>X</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>X</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	X	National Policy/Legislation	X	Patient Experience	X	Human Resources	X	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>N/A</td> <td>Date:</td> <td>N/A</td> </tr> </table>			N/A	Date:	N/A													
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Recommendations:	The Board is asked to note the Chair's activity in this briefing report.																		

Chair's Briefing 2 September 2020

This activity report is structured around five key themes the Board has recognised as the frame for developing the Airedale NHS Foundation Trust (Airedale) Board's strategy, namely partnerships, population, patients, progression and people.

Partnership activity includes direct involvement in the NHS Improvement (NHSI) Chairs Advisory Board meetings which continues to meet regularly. It remains important for Airedale to have direct input in these NHSI led conversations given the current pace of change in the landscape around the provision of healthcare in the UK. I also attended various events arranged by organisations such as NHSI and NHS Providers. These recently included a multi-day NHS Providers Digital Transformation Workshop event; a NHSI leader's regional roadshow for Trust Chief Executives and Chairs (along with other healthcare sector leaders); and a meeting for Chairs of healthcare providers across Yorkshire & Humber. Insight from attending such events is shared and applied as relevant in constructive challenge and support.

As well as one to one conversations with fellow Chairs of the other West Yorkshire Association of Acute Trusts (WYAAT) to share insights on new and emerging practice, the latest quarterly meeting of WYAAT Committee in Common (CIC) was attended by the Chief Operating Officer and I on 28 July. After detailed consideration at WYAAT CIC, two business cases, for Radiology and Pathology programmes respectively, were due to go to each of the six Acute Trusts' Board for consideration and approval. That took place for Airedale on 28 August and demonstrates Airedale's continued commitment to collaborate with partners to improve services for communities they serve. The business cases were to procure software to support better joint working of services across West Yorkshire; however, given the commercial nature of these business cases, they were taken in private.

Partnership activity also included chairing the inaugural West Yorkshire & Harrogate (WY&H) Steering Committee on Climate Change on 13 July which supports a programme of activity with the aspiration for WY&H to become a global leader in responding to the climate emergency. In addition, the WY&H Partnership Board meeting on 1 September is due to be attended by the Chief Executive and I. Such active involvement reflects Airedale's commitment to making a difference through system working.

Population links have been maintained through continued dialogue with the Council of Governors (COG). A COG meeting took place on 9 July along with an informal briefing for COG on 18 August, both took place remotely using technology. Both meetings involved other Board members and enabled the Board and COG to share information and insights in fulfilling their respective duties. COG was also instrumental in developing and sharing a communication to all Airedale's members last month which, amongst other things, confirmed the date of Airedale's Annual Members' Meeting (AMM) on 18 September. Despite current restrictions on social gatherings meaning the AMM will not take place in person, Airedale's planning for the AMM nevertheless embraces how it can engage with members to hear their views on the service Airedale offers.

After a process open to all Governors, at the conclusion of the AMM Karen Ellison takes over the role of Lead Governor from Jerry Stanford with Paul Maskell continuing as Deputy Lead Governor which aids continuity. Thanks go to Jerry for his important and unstinting contribution for the two years he served as Lead Governor, over and above his Governor duties for the community that members elected him to represent. In addition, a vacancy for a Stakeholder Governor from the voluntary sector is actively being sought to be filled at this time. All this reflects that the COG remains an important link between Airedale and the AWC population given the value Airedale places on feedback from the community it serves.

Finally, it was a privilege to be given the opportunity to meet Captain (his preferred rank title) Sir Tom Moore. The range of colleagues who also attended all felt inspired by Captain Sir Tom and heard more about his charitable foundation that aims to combat loneliness and support people facing bereavement.

Patient activity, such as visiting and end of life arrangements, has continued to evolve in line with national guidance and applicable local lockdown arrangements. At the start of the pandemic, Safer Patient Initiative walkrounds (which involve the Chair and/or a NED alongside another Board member) were suspended given the impact of the coronavirus. Recently NEDs have been invited to join SPIs where appropriate and safe to do so, endeavouring to continue to be visible and available to colleagues.

Progressive activity included time spent by the Board on 20 August. First the Board reaffirmed the sources of assurance it receives and then evaluated the Board Assurance Framework which identifies key strategic risks which, if they crystallised, would have a real impact on the delivery of Airedale's strategy. Second, the Board also evaluated a draft strategic outline case for a vision of future healthcare provision on the Steeton site, as part of advancing their ongoing preparations for progression of such a development at pace if the funding for that was to be forthcoming.

Meetings of the Board and its Committees continue to be held remotely using technology. Such attendance at the Charitable Funds and People Committee meetings held on 2 and 29 July respectively enabled the Chair to observe the activity and approach of these Committees as part of a rolling assessment of Airedale's governance and well led effectiveness.

People activity includes direct involvement in the Appointments Advisory Committee hiring of several new consultants. The calibre of candidates demonstrates a recurring theme of Airedale being considered a great place to be, from both a career and a wider lifestyle perspective. In addition there has been similar direct involvement in the Board Appointments, Remuneration and Terms of service (BART) committee oversight of the appointment of the new Medical Director as well as determining the process for the upcoming substantive appointment of a Finance Director, Chief Nurse and a Chief Digital Officer, the latter being a shared post with other parts of Bradford and Craven District demonstrating Airedale's commitment to partnership working across AWC.

BART is also overseeing the annual performance review process for the Executive Directors which is well advanced in its completion having been paused at the height of the COVID-19 outbreak in line with national guidance. The activity of BART for Executive Directors is mirrored in the remit of the Appointments & Remuneration Committee (ARC) who oversaw the annual performance review process for the Chair and the NEDs that was concluded last month. This demonstrates the whole Board's commitment to all colleagues having an annual assessment of performance and clear objectives for the year ahead supported by a personal development plan. In addition, in line with Airedale's values, specifically 'even handed and encouraging', it is pleasing that Nadira Mirza, Airedale's Deputy Chair and Senior Independent Director, has been successful in being selected to join NHSI's Aspirant Chairs' Programme. Interest in this national programme is always far greater than the number of places available so this is a tremendous accolade for both Nadira and Airedale.

Summing up activity for the period, although there is currently a lot of change and challenges facing healthcare providers across the UK, Airedale is embracing all that offers as they continue to seek to achieve the best possible outcomes for the expansive, diverse community they serve. That is underpinned by the full support of everyone at Airedale and the latent talent and skills they continuously bring in fulfilling their duties. It also reflects the important role that Airedale has as an anchor organisation for the locality and the health of its local economy as well as its population.