

PART 3

1983



**Keith
Haring**

**and the
HIV
pandemic**

► In the fall of 1983 New York City was dying almost as fast as it was living, and Keith Haring was dancing his way into another sunrise at the Paradise Garage, buffeted by bodies and beats and drenched with sweat.

Keith had stumbled into the club the year before, when he and fellow artist Fab 5 Freddy were roving around Soho one night, scouting for other writers' graffiti tags and pictures on the warehouse walls. Freddy mentioned that he had heard of this gay club that held straight Friday nights. Freddy was one of the first graffiti artists to make it big, not just through gallery shows but the songs he released with hip hop groups. So, if someone was telling Freddy the music at this club was amazing, Haring was in. They found the converted parking garage, joined the line heading up the ramp and paid their admission fee. Then, as Keith liked to say, his life changed forever.

The Paradise Garage was no Studio 54, a playpen for the decadent rich. It was a cavernous parking garage with black walls, no air conditioning, no booze, and the best sound system in New York. On the dance floor, more than a thousand black and Puerto Rican gay men, who would come from the Bronx and Harlem, were dancing ecstatically with white art kids from the East Village. In the DJ booth overhead, Larry Levan spun a psychedelic blend of disco, Detroit techno, R&B, and New York's own hip hop. Some songs tugged all the bodies onto the dance floor and hauled their hands up, ecstatically, in the air.

Reinventing: the arts

10 June 2020

COVID-19 has had a devastating global impact on the arts as theatres, galleries and concert halls were forced to closed and events were postponed or cancelled.

The arts have responded to this unprecedented challenge in many innovative and enterprising ways. Visual artists have taken to online platforms to find an audience – and, crucially, a market – for their work. Theatres have also taken their work online, in some cases – including The National Theatre – showing work free but inviting audiences to make donations of support.

250520

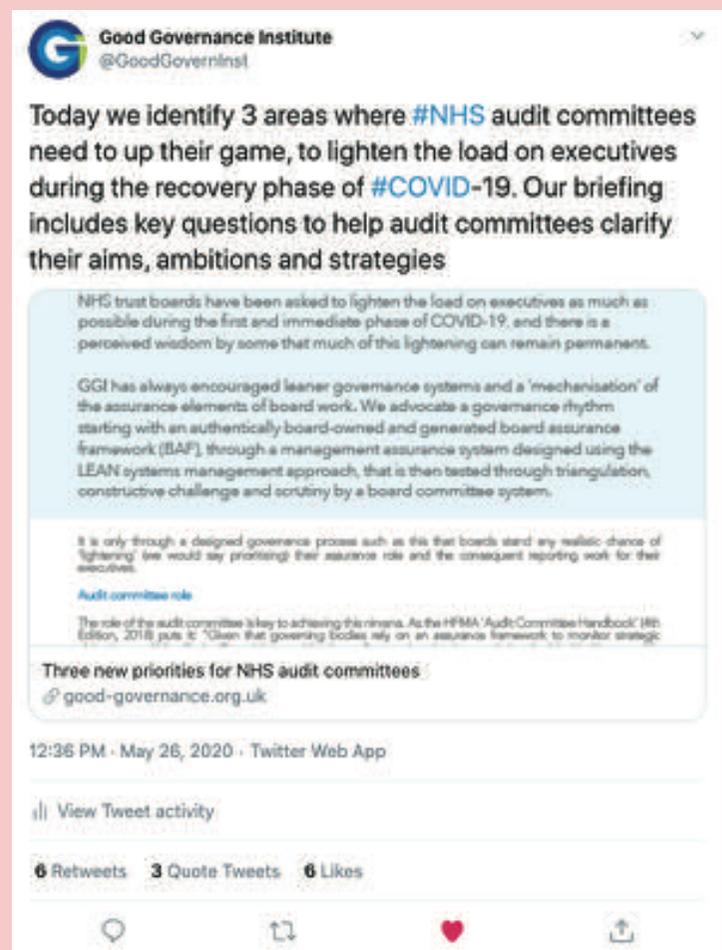
25 May 2020

- Global deaths 344,731, cases 5,467,945
- UK deaths 36,996 (121 today), cases 262,541
- Cummings explains his movements; claims he acted reasonably and has no regrets – prompting outrage
- Some UK shops to open from 1 June, with others following on 15 June

260520

26 May 2020

- Global deaths 348,541, cases 5,555,691
- UK deaths 37,130, cases 266,590
- Cummings story still dominates the headlines, with Johnson standing firm
- Putin claims that Russia has now passed the peak (3,807 deaths and 362,342 cases)





Original artwork:
Keith Haring and
Juan Dubose by
Andy Warhol,
1978

January 1: The Internet takes another step towards its creation as ARPANET (Advanced Research Projects Agency Network) is moved to TCP/IP (Transmission Control Protocol and Internet Protocol).

January 26: Lotus 1-2-3 is released for IBM PC compatible computers. The UK is hit with red rain.

January 19: High-ranking Nazi war criminal Klaus Barbie is arrested in Bolivia.

January 24: Twenty-five members of the Red Brigades are sentenced to life imprisonment for the 1978 murder of Aldo Moro.

January 25: Infrared Astronomical Satellite (IRAS) is launched from Vandenberg AFB, to conduct the world's first all-sky infrared survey from space.

1983

January 29: Though originally released as a B-side in 1981, Men at Work's single Down Under tops the UK chart.

January 31: Law passed making it compulsory for all drivers and front-seat passengers to wear a seatbelt when driving in the UK.

Other tracks caused empty circles to form and breakdancers would vibrate their way into the centre, feet moving fast enough to look like waves, and fling themselves to the ground to spin on hands and heads.

From that night on, Haring couldn't stay away from the Garage. He and Juan Dubose, his DJ boyfriend, would come every weekend, even as Haring's gallery shows were taking off and he was flying to France or Australia. It wasn't just because no other gay club in New York made the interracial couple felt as comfortable. They came there to dance ecstatically all night, bringing all of Haring's fast-growing circle of artists and musicians with them, including graffiti artists like Fab 5 Freddy and Lady Pink, a young pop singer named Madonna, and Haring's idol and newest friend, Andy Warhol.

This evening was like most: the shy Juan would stay close to the DJ booth to listen to the breaks or hang out with their friends in the back lounge, where Keith had convinced the club's owner to let him paint a mural. Haring, by contrast, never stopped dancing. His thinning curly hair was plastered to his head, his T-shirt was practically transparent, and his round Buddy Holly glasses were constantly slipping off his sweat-shined nose. But when Levan segued into one of his random Pink Floyd interludes, Keith went to check on his friends.

A new deal on regulation

7 July 2020

The shock of a rapidly changing world has opened up much-needed space for new thinking. At a special cross-sector summit of regulators hosted by the GGI National Commission recently, one contributor neatly summed up the central conundrum:

"We're asking boards in the NHS to develop good governance that is based on doing the right thing and we're asking regulators to develop a better regulatory role that's about building the correct culture; I think we need to think about how those two spinning plates come together in the new world."

270520

27 May 2020

- Global deaths 353,414, cases 5,653,821
- UK deaths 37,542, cases 268,616
- US death toll exceeds 100,000 with experts warning of many more to come
- EU proposes €1.85 trillion recovery fund, with Italy and Spain the biggest beneficiaries



280520

28 May 2020

- Global deaths 358,369, cases 5,763,122
- UK deaths 37,919, cases 270,507
- English lockdown rules relaxed: 6 people can now meet outside
- US jobless numbers pass 40 million (2.1m filed for unemployment last week alone)
- Tenth and final weekly clap for carers takes place at 8pm across the UK

1983

February 6: Gestapo and SS officer, Klaus Barbie, the Butcher of Lyon faces trial in France and is convicted of crimes against humanity.

February 23: The United States Environmental Protection Agency announces its intention to buy out and evacuate the dioxin-contaminated community of Times Beach, Missouri. The automatic shut-down fails at Salem Nuclear Power Plant, New Jersey, USA.

February 26: Michael Jackson's Thriller goes to number 1 in the US 200 Billboard album charts for 37 weeks, setting a new record for the length of time at the top of the chart.

February 22: The Nellie massacre occurs in India. Over 2,000 Muslims are killed. Most of the victims are women and children.

February 24: Bermondsey by-election (U.K.): Simon Hughes' defeat of Peter Tatchell is criticised for alleged homophobia.

He found a cluster of them gathered on one of the couches near his mural, emanating concern. Kenny Scharf, his art-school friend and ex-roommate, leaned over.

“Have you heard that Klaus has died?” Kenny said.

Klaus was Klaus Nomi, the diminutive German countertenor. Dressed in his characteristic wide-shouldered jacket, his face painted white except for a black Cupid’s bow mouth, he performed operatic versions of pop songs, and though he was older than the other art school kids who performed with Keith at Club 57, he had been a sort of elder brother in weirdness to their friends and they had been awe of his performances with David Bowie.

“Wait, I heard that he had disappeared for a few weeks, but no.” Keith said, shocked.

“AIDS.”



▶ It wasn’t far into the COVID-19 crisis that it started to become apparent that the pandemic was having a disproportionate impact on people from the black, Asian and minority ethnic (BAME) people in our communities-including NHS staff.

Testing and tracing



5 May 2020

As the world tentatively moves towards the recovery phase of the coronavirus pandemic, there is almost universal agreement that testing is one of the most important tools at our disposal to avoid being hit by repeated waves of COVID-19 after lockdown restrictions are lifted.

The director general of the World Health Organisation (WHO), Tedros Adhanom Ghebreyesus, summarised it well when he said: “We cannot stop this pandemic if we do not know who is infected.”

290520

29 May 2020

- Global deaths 363,210, cases 5,888,498
- UK deaths 38,243, cases 272,607
- Russia reports biggest daily rise in deaths – 232, taking the total to 4,374
- Chancellor Rishi Sunak says employers will have to pay towards furloughed staff wages from September
- New outbreak in South Korea prompts re-imposition of some lockdown measures



300520

30 May 2020

- Global cases pass 6 million (6,048,384), deaths 368,604
- UK deaths 38,458, cases 275,219
- Pope implores world leaders to provide coronavirus relief
- Cummings scandal contributes to collapse in Tory support: latest poll shows four point lead over Labour (two months ago it was 26 points)

Ctrl

March 21: **Time Magazine** publishes its first cover typo when **contol** rather than **control** is printed on the front cover. All issues are recalled by the publisher.

March 1: Los Angeles is hit by the most destructive and dangerous tornado in California's history.

March 2: Though already available in Japan and Europe, Sony and Philips release their CD players in America. Though a compact disc player cost over \$1000 they prove to be extremely popular.

March 29: Rubik's cube granted U.S. Patent. Expired 2000.

March 11: E.T. wins People's Choice award.



March 23: Strategic Defense Initiative: U.S. President Ronald Reagan makes his initial proposal to develop technology to intercept enemy missiles. The media dub this plan "Star Wars".



March 25: Motown celebrates its 25th anniversary with the television special **Motown 25: Yesterday, Today, Forever**, during which Michael Jackson performs **Billie Jean** and introduces the moonwalk.

March 8: IBM releases the IBM PC XT.

March 9: The 3D printer is invented by Chuck Hull.

1983

The Seacole Group of BAME NHS non-executive directors (NEDs), whose purpose is to strengthen BAME NED representation and voice on NHS boards, has issued the following initial guidance for boards on how to support BAME staff during this crisis. The guidance is based on best practices adopted by trusts across the country. We recognise that not all of these recommendations will be appropriate, but our hope is that it will stimulate a discussion about what could be done in your organisation.

Communication to BAME staff should:

- acknowledge their fear about the safety of their current working conditions
- accept what the data is stating and outline what plans are in place to address this
- be clear about the procedures and guidelines regarding vulnerable groups, staff testing, PPE and deployment
- remind and encourage staff to utilise current hubs of support, i.e. employee assistance, counselling services, staff side and staff networks.

Practical actions that boards should take:

- Set up a series of virtual meetings for BAME staff to discuss experiences and concerns, and consider what other mechanisms of confidential communication are available for BAME staff to share, such as Slido.

COVID-19 and black, Asian and minority ethnic NHS staff

7 May 2020

Gender, underlying health and age are all factors that can make a person more vulnerable to COVID-19. A fourth factor – ethnicity – is alarming. GGI is committed to helping NHS boards hear, connect with and help them make life-saving decisions for BAME people who are vulnerable to increased risk of COVID-19.

We depart for this bulletin from our usual style because we think it so important to capture the discussion from last week’s seminar unfiltered.

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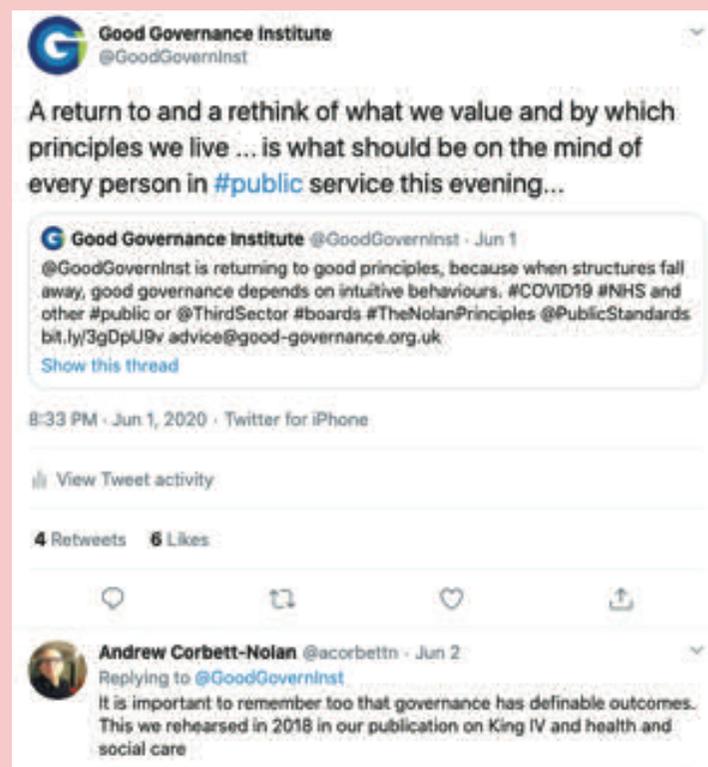
31 May 2020

- Global deaths 371,041, cases 6,131,531
- UK deaths 38,571 (113 today), cases 276,156
- UK health officials warn it’s too early to ease the lockdown – including Association of Directors of Public Health
- ‘Orange Vest’ protests across Italy dismiss COVID-19 as a conspiracy; demand new government

010620

1 June 2020

- Global deaths 373,973, cases 6,229,408
- UK deaths 39,127, cases 277,726
- No deaths in Spain today for the first time since March
- Fears of a resurgence in Germany as 333 new cases confirmed today and R rises to above 1 for two days in a row
- New UK social distancing rules come into effect, allowing groups of up to six to meet, some school pupils return and car dealers and open markets reopen



April 18: Disney Channel launches as a premium TV channel in the US.

April 25: Schoolgirl Samantha Smith is invited to visit the Soviet Union by its leader Yuri Andropov, after he read her letter in which she expressed fears about nuclear war.

April 22:

A reactor shut-down due to failure of fuel rods occurs at Kursk Nuclear Power Plant, Russia.



April 21: Great Britain introduces the pound coin as phasing out of £1 bank notes begins.

1983

April 1: In Berkshire, a protest by the Campaign for Nuclear Disarmament creates a human chain formed of tens of thousands of people. The chain is 14 miles long.

April 18: Alice Walker is awarded the Pulitzer Prize for Fiction for her novel *The Color Purple* which was published in 1982. Walker is the first black woman to be awarded the prize.

Whoopi Goldberg as Celie in the *Color Purple*



Unmanned spacecraft Pioneer 10 crosses the orbit of Pluto, making it the first craft to go beyond our Solar system.

April 18: The 1983 United States embassy bombing in Beirut kills 63 people.

- **Involve staff network leads and freedom-to-speak-up guardians before implementing any action, so that the messages and actions are co-ordinated and inclusive.**
- **Hold regular meetings with staff.**
- **Enable staff working from home to engage with colleagues and to not feel isolated when working remotely.**



▶ New York had been feeling battered by this plague killing gay men, but this was the closest it had come to Keith. Already, the exuberant gay scene he had plunged into when he moved to New York in 1978 had darkened. With the government and the New York Times largely silent, gay men all across the city scoured the gay newspapers, searching for any news of medical developments as well as obituaries. The scientists named the virus HIV in 1983. They knew that it was being transmitted through sex. But that knowledge couldn't cure the thousands of New Yorkers developing mysterious purple lesions and rare pneumonias.

AIDS seemed to be closing in on Keith and Juan. There were rumours about acquaintances disappearing or losing their jobs after getting sick. People they knew had made it into the hospital and returned, frail, but holding on. The bathhouses and cruising grounds had been emptying out.

Recovering risk management



16 June 2020

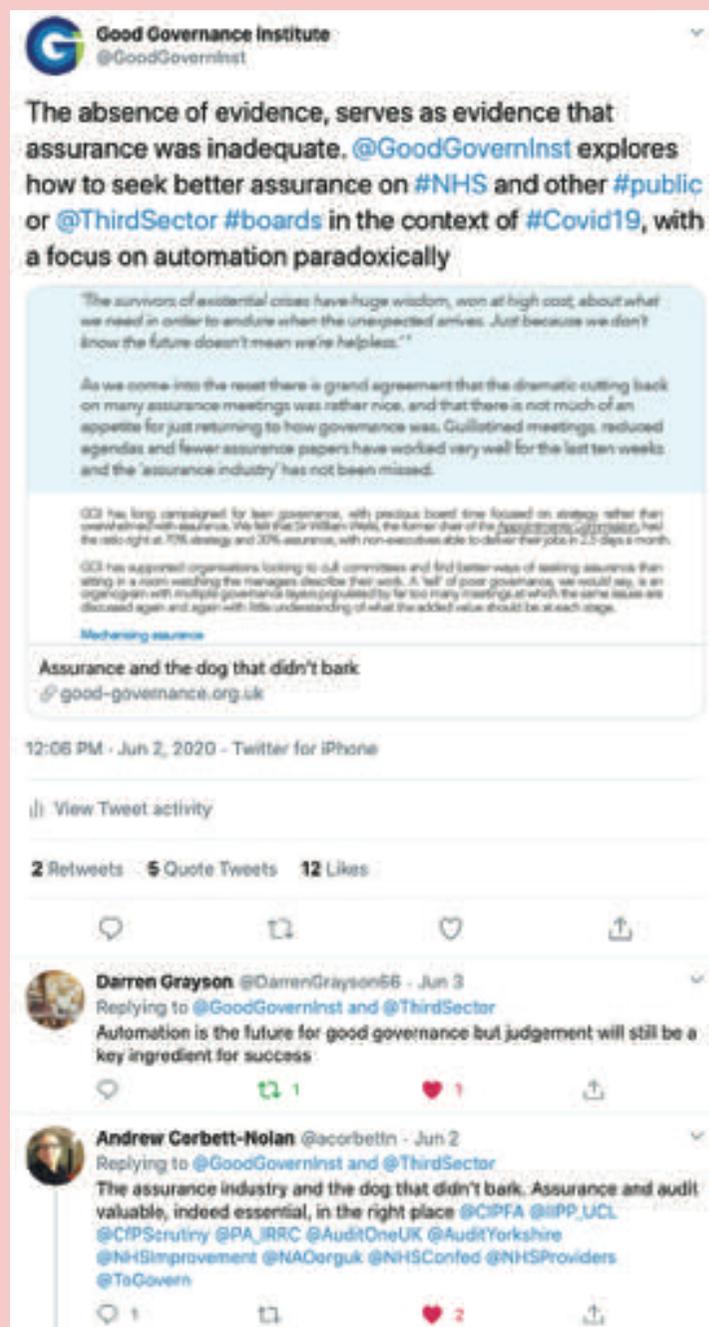
The rapid deployment of the Nightingale hospitals around the country to address the coronavirus threat is a great example of the substitution approach to risk management.

The hospitals were established to cope with the anticipated massive influx of patients requiring intensive healthcare. The COVID-19 risk to patients and the very real danger of an exponential rise in case numbers meant there was little hesitation in substituting the risk of harm for financial risk.

020620

2 June 2020

- Global deaths 378,240, cases 6,333,760
- UK deaths 39,451, cases 279,391
- UK statistics watchdog criticises government's testing data
- UK government under fire for delays to BAME COVID-19 review
- WHO warns that central and south America are 'intense zones for transmission'



April 8:
David Copperfield makes
the Statue of Liberty
disappear.

Original artwork:
Statue of Liberty
by Keith Haring, 1986



At the same time, the drive to dance, to gather at places like the Paradise Garage, was still overpowering. Maybe more so than before, since it was propelled by a will to find joy beyond all that death. Keith let the music pull him back into the crowd with another song but he couldn't stop looking around that night, searching the faces of all the beautiful young men around him for signs of illness or fatigue. More and more, he wondered: would he get sick, too?

He danced through a few more songs, then, uncharacteristically, returned to Juan to see if he would mind leaving at 2am. An early night.



▶ **A community is defined as a group of people with a tangible or symbolic connecting structure – for example, location, job role, identity or shared values. Communities are meaningful social structures, because of their contribution to everyone's survival in the world. They are dynamic, fluid and alive social systems to which we often attach positive association.**

But our efforts to define communities can also lull us into a false sense that we have covered all our bases, when in fact the work has barely begun. Every member of every community is an individual first, then associated with numerous groups – some defined by predetermined characteristics such as race,

Defining communities



17 July 2020

Early on in the crisis, community leaders raised alarms that the message about the dangers of COVID-19 and the way it spread was not connecting with everyone and that some people's circumstances meant that they could not avoid the virus as effectively as others.

We have seen evidence of responsible CEOs reaching out to more vulnerable groups, such as BAME members of staff, to address concerns and take action to mitigate the impact of the virus. But reaching out effectively means truly understanding the communities you serve.

030620

3 June 2020

- Global deaths 380,662, cases 6,348,900
- UK deaths 39,728, cases 281,270
- Censorship row over report on UK BAME deaths
- Brazil deaths pass 30,000 (cases 555,383) – but president continues to downplay the virus
- Air pollution in China returns to pre-pandemic levels

040620

4 June 2020

- Global deaths 388,499, cases 6,589,090
- UK deaths 39,987, cases 283,079
- Face coverings to be made compulsory on public transport in England from 15 June
- Virtual summit raises nearly £7bn to immunise 300 million children around the world against diseases like polio and measles

050620

5 June 2020

- UK deaths 40,344, cases 284,734
- 27 leading medics and scientists call for public enquiry to investigate why UK death rate is so high
- R rate rises above 1 in north west and south west prompting calls for tougher lockdown rules, which the government is resisting



May 21:
No.1 - **David Bowie**
Let's Dance

May 17: Israel and Lebanon sign an agreement to take a step towards peace.

May 20: Two independently researched scientific papers are published with proof that AIDS is caused by retrovirus HIV. The publication is one of the biggest medical events of 1983.



May 20: The Church Street Bombing kills 19 people. It was the most deadly attack by the ANC against South Africa's ruling National Party.



May 25: Return of the Jedi is released and becomes the highest grossing film of 1983

1983



age, or birth gender; some defined by more circumstantial characteristics, such as location, sexual identity or body shape; and some by more granular factors such as a taste for hip hop music, or a shared experience of suffering from racism.

Every person sits at the centre of a complex picture that we oversimplify at our peril.

Convenient though it may feel to focus on 'the BAME community' with coronavirus messaging, it is lazy, disrespectful and plain wrong to make assumptions about the homogeneity of that community. A young black, west African gay man who enjoys drag will not respond in the same way as a Somali refugee mother who sits on her local Muslim Women's Network.

A useful precedent of this granularity issue comes from the gay community. During the early stages of the HIV epidemic in the 1980s, the high incidence of the disease among gay men led many to believe it was a primarily gay disease. During those early crisis years, it suited the purposes of 'the gay community' to be seen as such.

But over time, as the emergency eased and understanding grew, it became increasingly important for many in that community to identify more specifically, to the point where we now have the abbreviation LGBTTQQAIP

Coming out again



10 August 2020

The distasteful slip-up in the NHS People Plan that associated being LGBTQ+ with a long-term condition or disability highlights the enormous inequalities.

The substantive point the NHS People Plan was trying to make was that less than half of those concerned have employment records that reveal they are LGBTQ+ by, for example, mentioning a same-sex partner as next of kin. This is not an inequity that has gone away. The Stonewall report published as recently as 2018, *LGBT in Britain – Health*, starkly reveals significant inequalities in both healthcare and access to healthcare experienced by LGBTQ+ people.

060620

6 June 2020

- Global deaths 398,321, cases 6,855,858
- UK deaths 40,548, cases 286,294
- US coronavirus deaths approach 110,000 as local economies reopen
- George Floyd death anger fuelled by COVID-19 impact on BAME community

070620

7 June 2020

- Global deaths 401,368, cases 6,967,910
- UK deaths 40,625, cases 287,621 (lowest daily death count since lockdown began)
- US death toll approaching 110,000 and cases close to 2 million
- No COVID-19 deaths in Scotland or Northern Ireland today – first time since lockdown began

080620

8 June 2020

- Global deaths 405,168, cases 7,085,894
- UK deaths 40,680 (55 today, lowest since lockdown), cases 288,834
- UK government ministers face legal challenge after refusing to order investigation into PPE shortages
- UK quarantine laws for new arrivals come into effect – all arrivals must spend 14 days in isolation
- Black Lives Matter demonstrators should wear face masks, says WHO director general Tedros Adhanom

May 26:

An earthquake in the
Sea of Japan creates a
tsunami which kills 100
people.



Original artwork:
Help Japan
by Amy Rader, 2011

(lesbian, gay, bisexual, transgender, transsexual, queer, questioning, asexual, ally, intersex, pansexual) to describe just some of the community's constituent parts.

One of the challenges boards face is that the groups that are the hardest to reach will be those that may interact with the NHS the least. So existing information sources such as patient survey data may be of limited value.

That means it's necessary to go outside the NHS and really study the community you are part of – beyond the context of health and social care – to find out about as many groups and sub-groups as possible. Do you know about your local faith communities? Which sub-groups do the west African drag queen and the Somali mother belong to? What about the local gyms, or the local sex workers?

Then it's important to build strong and durable lines of communication with these groups, as well as offering clear and welcoming pathways for self-identified communities to work with NHS organisations to help their own health outcomes – for example by providing open forums that are seen as safe spaces. There will be many existing specialists out there who are keen to help.



Board assurance prompt for the COVID-19 crisis



1 April 2020

In a guest GGI briefing on 26 March, Dr Usman Khan stressed the importance of the non-executive director (NED) role in times of crisis. Dr Khan wrote: 'Asking the right question in the right way and at the right time, the non-executive director has the potential to add game-changing value'. Today we issue a board assurance prompt designed to help NHS board NEDs and chairs identify what those questions might be.

Today's GGI board assurance prompt is aimed at chairs and non-executive directors of NHS provider boards.

GGI COVID-100 bulletin series

090620

9 June 2020

- Global deaths 408,954, cases 7,185,573
- UK deaths 40,968, cases 290,576
- Urgent plan needed to get schools back in September according to unions and MPs
- Coronavirus leaves one in ten charities facing bankruptcy this year



100620

10 June 2020

- Global deaths 413,854, cases 7,313,661
- UK deaths 41,213, cases 291,584
- Former member of Sage group of scientists claims UK deaths could have been halved by going into lockdown one week earlier
- Boris Johnson announces 'support bubble' plan to allow single parents and people living alone (around 11 million altogether) to combine with another household
- UK likely to suffer the worst economic COVID-19 damage, says OECD, which forecasts a GDP slump of 11.5%

A close-up, slightly blurred portrait of Margaret Thatcher, looking upwards and to the right. Her hair is styled in a classic 1980s fashion, pulled back. The lighting is soft, highlighting her facial features.

June 9: Margaret Thatcher, Conservative Prime Minister of the United Kingdom since 1979, wins a landslide victory with a majority of 144 seats (through just 42% of the popular vote) over Michael Foot, who led a highly divided and weakened Labour Party which earned only 28% of the vote. Among the new members of parliament are three Labour MPs, Tony Blair for Sedgefield in County Durham, Gordon Brown for Dunfermline East in Scotland and Jeremy Corbyn for Islington North in London. The election is also a disappointment for the SDP-Liberal Alliance, who come close behind Labour in votes but are left with a mere 23 MPs in the new parliament. The new 650-seat parliament will have 397 Conservative MPs, whereas Labour now has just 209. The election also sees the retirement of former prime minister Harold Wilson after 38 years as a Labour MP.

June 12: Michael Foot resigns as leader of the Labour Party. Neil Kinnock, shadow spokesman for education and MP for Islwyn in South Wales, is tipped to succeed him.

1983

► At noon the next day, the couple woke in their Broome Street apartment, and the dread and worry that had descended hadn't passed. They made coffee, toasted a few slices of stale bread, stared out of the barred window at the street below. Juan finally suggested they go up to Harlem to visit his sister. Keith grumbled. Juan snapped.

Finally, Keith pulled on his jean jacket, rummaged around the desk drawers and found his box of fat white chalk. He threw it into a ratty backpack along with a Ziploc bag of small pins he'd made.

"I'm going to Brooklyn," he said, and bolted before Juan could convince him otherwise. "Back after dinner." He headed to the subway.

Three years before, the 22-year-old Keith was working as a busboy and coming up with performance art pieces to enact at underground cabarets, spending his free moments roaming the city, captivated by the walls and subway cars.

By the early 1980s, New York could feel as if it were eating itself alive. Almost half a million manufacturing jobs left the city in the 1960s and 1970s. Middle-class white families fled for the suburbs. Unemployment soared, while funding for city services plummeted — and the city responded by defunding maintenance, health and police services in poor neighbourhoods. No borough suffered more than the Bronx, thanks to massive urban developments that jammed

Governors



18 May 2020

Governors are tasked with holding the non-executive directors individually and collectively to account for the performance of the board (rather than the trust). Governors appoint, review, renew and, occasionally, dismiss the non-executives. If they aren't happy with the performance of the executive team then it's up to the non-executives to deal with that; to fail to do so would bring into focus the performance of the non-executives in relation to the performance of the board.

Not much has been written about how to deliver governors' responsibilities and this bulletin sketches out some suggestions.

110620

11 June 2020

- Global deaths 418,846, cases 7,449,476
- UK deaths 41,364, cases 292,854
- NHS unable to trace one third of contacts of people with COVID-19
- More than a third of all workers in some towns have been furloughed, at a cost of nearly £20 billion
- Report outlining measures to protect BAME community from coronavirus still not published



120620

12 June 2020

- Global deaths 424,587, cases 7,617,591
- UK deaths 41,566, cases 294,402
- Brazil (42,161) overtakes UK as country with second highest global death toll (behind US with 116,000)
- UK GDP falls by record 20.4% in April

June: Throughout the local summer, many Midwestern American states are affected by a severe drought that causes water shortages.

June 22:

With the use of a robotic arm, shuttle mission STS-7 is the first time a space shuttle retrieves a satellite from orbit.

June 10:

Computer tycoon Clive Sinclair is knighted.



June 25: After being performed 1,567 times, the musical Evita completes its run on Broadway.

June 30: A total loss of coolant occurs at the Embalse Nuclear Power Station, Argentina. It is classified as an "Accident With Local Consequences" level 4 on the International Nuclear Event Scale.

June 18:

32-year-old Sally Ride became America's first female astronaut to go to space, the third woman in history to go to space, the first known LGBT astronaut to go to space and she remains the youngest American who has gone to space.

June 2: A fire breaks out in the toilet of Air Canada flight 797, killing 23 people. As a result of this tragedy the aviation authority rule that all passenger jets should be fitted with smoke detectors, track lighting on the floor of the cabin, fire extinguishers and that all flight crew be trained in fire safety. It is also ordered that materials to make the seats within aircraft be made of a more flame retardant material.

June 5: Musical Cats is awarded best musical at the Tony Awards.

a giant freeway down the middle and inserted massive public housing towers, which they neither maintained nor patrolled.

At the same time, in the most decaying, crime-afflicted corners of the city — the South Bronx, central Brooklyn, the East Village in Manhattan — the absence of infrastructure also created a sense of perilous freedom for black and brown musicians, dancers, and graffiti ‘writers’ who put their stamp on every surface in town, as well as for the bohemian white kids who treated the city like their playground.

Street art was everywhere. To the middle-class, the rich and the authorities, graffiti symbolised rampant crime. To Keith, a 20-year-old painter from rural Pennsylvania, it transformed the entire city into a constantly moving, technicolour canvas. The showier and more ubiquitous your (name) tags, the more you expressed your artistic powers. He studied the painted subway cars as they rolled by and tracked the movement of writers like Fab 5 Freddy, Lady Pink, and Futura 2000. First, he sought these artists out and befriended them. Then, alongside his friend Jean-Michel Basquiat, he emulated them for a few months, spray-painting walls with the iconic cartoon images that were coming to dominate Keith’s painted canvases. Then he began collaborating with LA II, a 13-year-old writer who filled in Keith’s cartoonish outlines with intricate calligraphy.



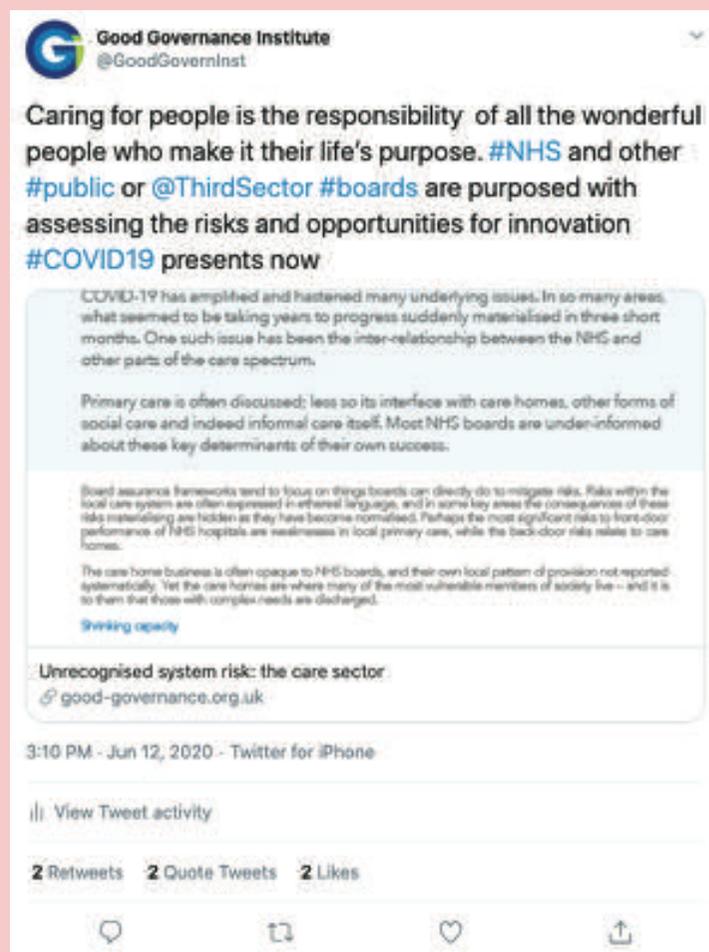
Digital assurance



30 June 2020

COVID-19 has shaken all of our foundations in a way not seen in recent living memory. While other pandemics have occurred, the difference this time is that organisations have more options to mediate the impact.

Digital maturity, and the importance of collaboration and place, requires a fundamentally different approach to risk, reward, and a reappraisal of what possible looks like. COVID-19 has provided an opportunity to rethink the art of the possible – the rapid creation of Nightingale hospitals proves this – but care is needed to not lose the momentum gained.



130620

13 June 2020

- Global deaths 429,062, cases 7,751,747
- UK deaths 41,747, cases 295,828
- Doctors warn of a likely surge in bowel cancer deaths due to COVID-19
- China reimposes lockdown in Beijing after new outbreak
- Public Health England: people from minorities more likely to catch and die from the disease because of racism, discrimination and social inequalities

140620

14 June 2020

- Global deaths 431,418, cases 7,848,888
- UK deaths 41,783 (37 today, lowest since lockdown), cases 297,342
- WHO warns UK against lifting lockdown too quickly
- China reports 57 new cases today – the highest number since 13 April
- Whole of France now in the green zone for C19 as Paris restaurants reopen

1983



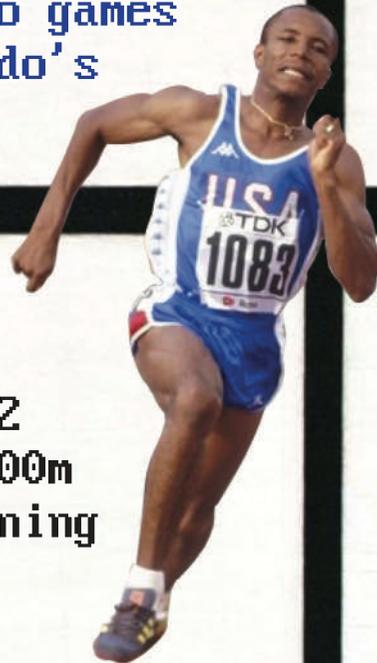
July 14:

Arcade game Mario Bros. is released in Japan. The arcade game, produced by Nintendo paves the way for future Mario games to become one of Nintendo's greatest creations.

July 3:

United States athlete Calvin Smith shaves 0.02 seconds off the world 100m record set in 1968, running the distance in 9.93 seconds.

July 7: In Virginia, a baby girl is born via caesarean section despite her mother being brain-dead for 84 days.



July 19:

The first time a human head is recreated three dimensionally using a CAT scan.

July 20: The government of Poland announces the end of martial law and amnesty for political prisoners.

July 24:

The Black July anti-Tamil riots begin in Sri Lanka, killing between 400 and 3,000. Black July is generally regarded as the beginning of the Sri Lankan Civil War.

July 1:

A technical failure causes the release of iodine-131 from the Philippsburg Nuclear Power Plant, Germany.

July 25:

A baboon embryo is successfully conceived in a laboratory dish in San Antonio, Texas.

150620

15 June 2020

- Global deaths 434,849, cases 7,976,386
- UK deaths 41,821, cases 298,315
- Norway suspends virus-tracking app due to privacy concerns
- Beijing lockdown tightened as 36 more new cases emerge

▶ Despite BAME staff making up over 20% of the NHS workforce, recent research conducted by NHS Improvement indicates that just 7.4% of NHS board members were from BAME backgrounds, and the majority of these are in non-executive rather than executive positions. Worse still, up to 45% of NHS trusts have no BAME board members at all.

These figures make depressing reading; there is a clear and urgent need to move the dial on diversity and inclusion within the NHS.

McKinsey's 'Diversity matters' programme has demonstrated that companies in the top quartile for gender and ethnicity outperform those in the bottom quartile by 15% and 35% respectively, while a recent study by the US National Institute of Health convincingly argued that 'it is evident that we can't accelerate our pace of change without diversifying racial/ethnic, socioeconomic, or otherwise culturally monolithic learning environments'.

NHS boards have specific duties under the Equality Act to eliminate unlawful discrimination, harassment and victimisation. The evidence implies, however, that regulatory and statutory support is not enough alone to make a difference.

It is GGI's position that boards work better when members have a diversity of life-experience. We think it is important to highlight some of



Systemic racism



19 June 2020

The tragic death of George Floyd has reignited the debate on systemic racism in the US and across the world. The NHS must not be exempt from scrutiny.

Black, Asian and minority ethnic (BAME) staff report some of the poorest workplace experiences in the NHS. Recent NHS Workforce Race Equality Standard data reveals that 29% of BAME staff have experienced bullying, harassment or abuse from colleagues in the past year. That's a third higher than the figure for all staff.

160620

16 June 2020

- Global deaths exceed 438,000, cases pass 8 million
- UK deaths 41,969 (233 today)
- Cheap and widely available steroid Dexamethasone offers life-saving treatment
- Footballer Marcus Rashford secures government u-turn on free school meals continuing through summer holidays
- Cases in the U.S. increase by 20,405 from yesterday to 2.12 million. Deaths rose to 116,567



Diana

July 23:

Diana Ross's concert at The Great Lawn of New York City's Central Park was cut short by a massive lightning storm.

1983

the key recommendations made in our own report *Diversity: the new prescription for the NHS* – notably that boards should:

1. **Commit to debate, agree and articulate why an increase in the diversity of their staff will increase the trust's ability to deliver its strategic aims, including safe, personal and effective patient-centred care and enhanced health outcomes; innovation both in medicine and in the design and delivery of services; and staff career success.**
2. **Create an approach to talent development that shows how greater diversity will meet the ambitions of the NHS Long Term Plan.**
3. **Commit to detailed discussions, as the precursor to any action, on the exact nature of the diversity deficits in their organisation and then to understanding exactly why that is happening.**
4. **Review and, where necessary, amend their processes for recruitment, promotion and succession planning to ensure that these are fair, transparent and create teams and groups of staff based on diversity of experiences, identity, background and skills.**
5. **Move away from 'diversity awareness' training to mandatory leadership training for all those who lead teams and groups.**

Patient engagement



20 July 2020

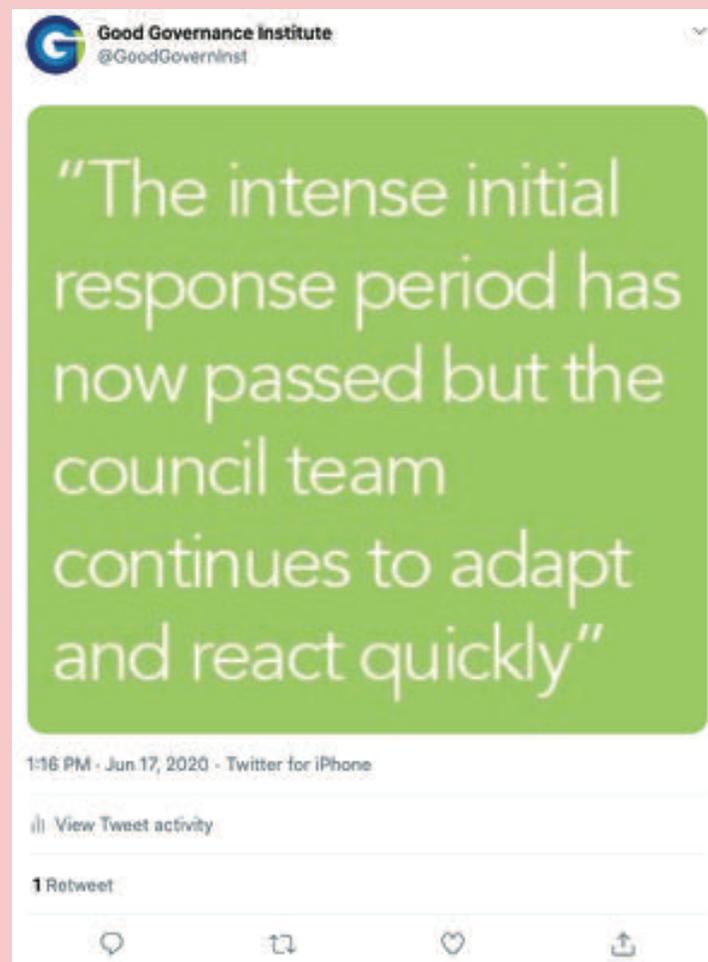
Paternalism has a long history in health and care and certainly had value in the past. But people increasingly want a say in their treatment. The health and care system must create a culture that values the voice of patients, and boards should be held to account for ensuring this happens. But doing it well is challenging – there are as many nuances to cater for as there are personal identities and health conditions.

Are patient voices being sufficiently incorporated into board conversations when developing strategy for COVID-19?

170620

17 June 2020

- Global deaths 446,257 cases 8,282,519
- UK deaths 42,238, cases 300,717
- Pandemics result from destruction of nature, says UN and WHO
- English Premier League football restarts – but theatres face ruin, according to letter by 100 top creatives
- Beijing raises emergency level as more new cases emerge



180620

18 June 2020

- Global deaths 451,118, cases 8,421,357
- UK deaths 42,373, cases 301,935
- UK government abandons COVID-19 app in favour of Apple / Google solution
- RSPCA to make a fifth of its staff redundant due to COVID-19
- African countries ease lockdown to stimulate economies, despite rapidly rising infection numbers

1983

August 5:
22 Provisional Irish Republican Army (IRA) members receive sentences totalling over 4,000 years from a Belfast Court.

August 19:
Temperatures reach 30°C in London, as hot weather embraces the United Kingdom.

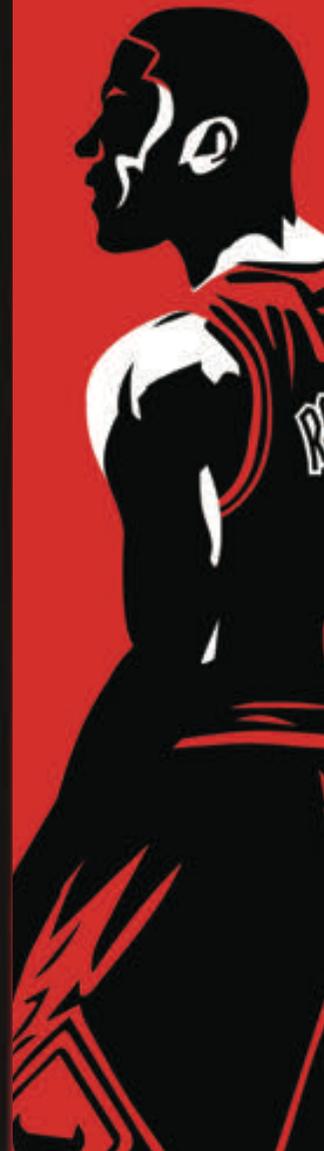
August 29:
ITV launches Blockbusters, a gameshow hosted by Bob Holness and featuring sixth formers as its contestants.

August 6: The first ever NFL game played in Europe takes place at Wembley stadium. The Miami Dolphins play the New York Giants and are defeated 13-10.

August 18: Hurricane Alicia hits the Texas coast, killing 22 and causing over US\$3.8 billion in damage.

August 18: 5 people are killed and 18 others injured when a road train is deliberately driven into a motel at Ayers Rock, NT (the driver, Douglas Edward Crabbe, is convicted in March 1984).

August 18: After swimming for a total of 15 hours 27 minutes, 12-year-old Samantha Druce becomes the youngest person to swim the English Channel.



6. Set clear and measurable goals and objectives focused on the delivery of the above recommendation.



▶ Making art public solved all the problems Keith had with the confines of the gallery system, where he'd be dependent on dealers to notice him and rich people to make his work relevant. On the street, his art could talk to everyone, alongside advertisements and street signs and music posters and spray-painted murals.

One day, he stepped off the subway and zeroed in on the ads on the walls of the station. Instead of pulling down a poster for an expired ad campaign, the subway's maintenance crews would cover the ad over in matte black paper. It looked like a blackboard. A newly erased one. Keith ran up to the street, found some chalk at a drugstore and ran back into the station.

Three years on, his subway drawings had made him one of the most recognisable young artists in New York. The subway had simultaneously become his workshop, his therapist and his own television channel. Keith got on the J at Bowery, riding the car with his face pressed up against the glass so he could hunt for big black squares at every stop. When the first appeared, just over the East River into Brooklyn, he jumped out and ran up to the paper, taking his chalk out of his pocket to draw a white border around its edges: his

Meeting the new normal ◀◀

30 March 2020

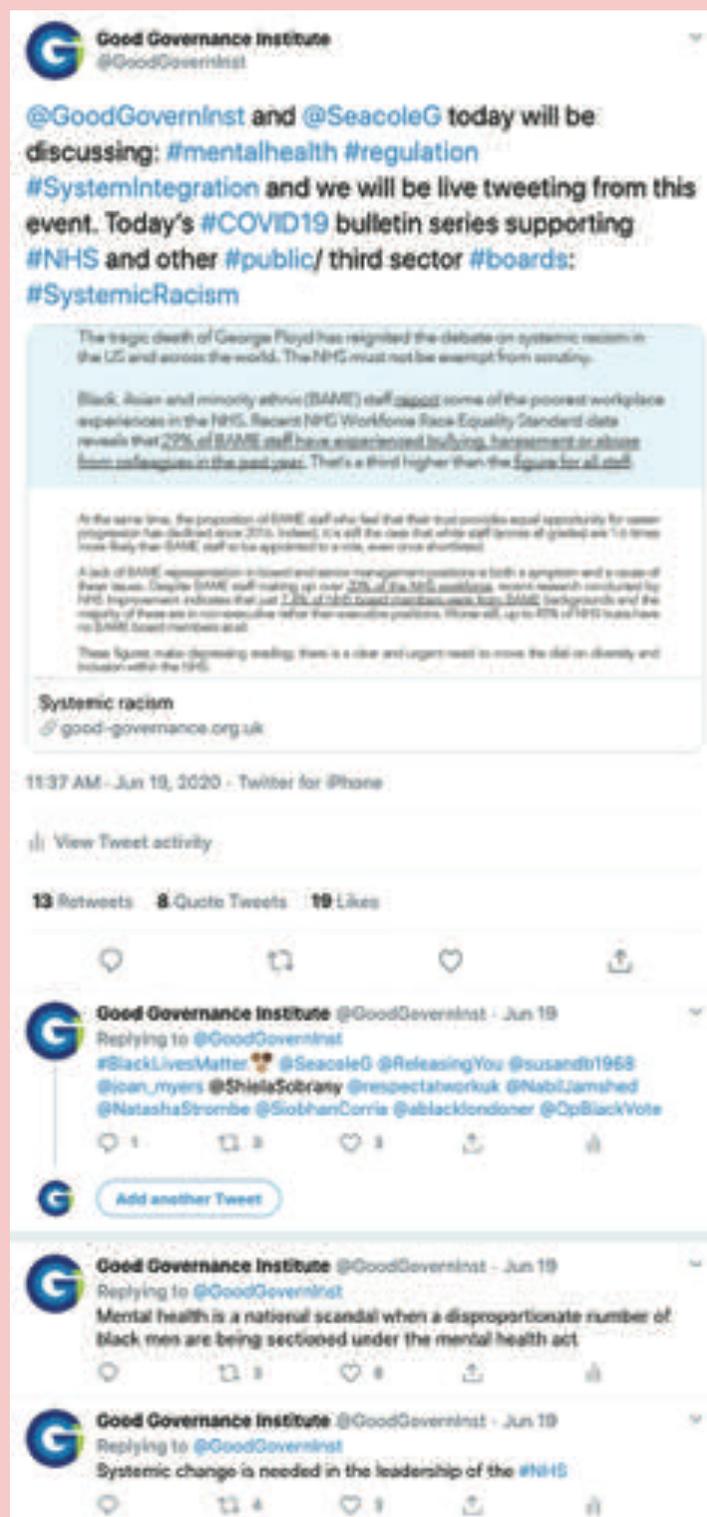
One week after the UK went into lockdown, we update our advice on the new world of virtual NHS board meetings.

Today we build on the advice we offered in our 23 March, 2020 COVID-19 update about virtual meetings, setting out the reminder principles and adding a short guide to behaviour and etiquette for chairs, board secretaries and participants.

190620

19 June 2020

- Global deaths 457,388, cases 8,569,692
- UK deaths 42,546, cases 303,281
- UK scientific taskforce recommends lowering COVID-19 threat level
- Official figures show UK government downplayed coronavirus deaths after it emerged that more than 1,000 people died on 22 consecutive days
- WHO warns of dangerous phase as people tire of lockdown but spread continues



July 30:

Guion Bluford becomes
the first African-
American in space
aboard Space Shuttle
Challenger on the STS-
8 mission.



summoning ritual. Then he opened his head and let the line flow out into his fingers and onto the wall.

The first drawing was quick: two bodies dancing to the energy lines emanating from a computer whose screen was filled with dollar signs and monster heads. It took a couple of minutes, max, to finish, and he laid down the last marks just as the next car arrived. East two more stops, he spied a pillar covered in a six-foot black sheet of paper. The same border, the same start, but this time the images grew uglier: dog heads and atomic symbols, angels with bat wings, rabid dogs morphing into fish. While he drew, his entire body stretched and contorted as if he were still on the dance floor.



▶ **Although more than half of the NHS workforce are aged 44 or under, the stark truth is that NHS boards do not score particularly well on age diversity. More than 90% of non-executive directors are aged 50 or above, along with 65% of executive directors.**

Boards have traditionally, and quite rightly, relied on the views of experts to inform their plans for change.

But the experience of COVID-19 – and the NHS People Plan itself – highlight the importance of a new kind of expert: people who learn

Reducing health inequalities



14 July 2020

If there are any positives to the COVID-19 pandemic – and that is a big if – the renewed focus on health inequalities across the UK might be one of them.

People facing the greatest deprivation are experiencing a higher risk of exposure to COVID-19 and existing poor health puts them at risk of more severe outcomes if they contract the virus. This comes hard on the heels of 10 years of austerity and their impact on health inequalities, as set out by Professor Sir Michael Marmot in his report *Health Equity in England: The Marmot Review 10 Years On* (February 2020).

200620

20 June 2020

- Global deaths 463,281, cases 8,753,853
- UK deaths 42,674, cases 304,580
- Brazil registers 1,022 new deaths, bringing the country's total 49,976
- Spain says Britons can visit without going through quarantine
- Reproduction rate in Germany jumps to 1.79 (must be below 1 to contain the virus)

210620

21 June 2020

- Global deaths 465,896, cases 8,892,595
- UK deaths 42,717, cases 305,803
- More than 2 million cases in Caribbean and Latin America as Brazil death toll exceeds 50,000
- COVID-19 has a greater impact on mental health of BAME youth than white peers

220620

22 June 2020

- Global deaths 469,939, cases 9,030,328
- UK deaths 42,731, cases 306,761
- Global cases exceed 9 million, Brazil deaths exceed 50,000
- UK shielding scheme will ease from 6 July
- WHO reports record daily increase in cases on Sunday, total rose by 183,020 in 24 hours

GPS

September 16:

US president Ronald Reagan announces that GPS will be made available to the public, though it was originally intended for military use only.

September 27:

The GNU Project is announced publicly on the net.unix-wizards and net.usoft newsgroups.

September 1:

Cold War: Korean Air Lines Flight 007 is shot down by Soviet Union Air Force Su-15 Flagon pilot Major Gennady Osipovich near Moneron Island when the commercial aircraft enters Soviet airspace. All 269 on board are killed, including U.S. Congressman Larry McDonald.

September 17:

Vanessa L. Williams becomes the first African American Miss America

September 8:

The National Health Service privatises cleaning, catering and laundering services in a move which Social Services Secretary Norman Fowler predicts will save between £90 million and £180 million a year.

September 23:

Gulf Air Flight 771 crashes in the United Arab Emirates after a bomb explodes in the baggage compartment, killing 117.

1983



NHS

and quickly adapt based on their own lived experience. And most of these people are millennials, the generation born between roughly 1980 and 2000. They constitute around a quarter of the UK population and they are the largest generational working cohort in the UK – by 2025 they will make up 75% of the workforce – and the second-largest group overall.

Generational generalisations are always fraught with risk, but it's true to say that this is the first demographic cohort to grow up with the internet, advanced mobile devices and social media. Millennials are better educated and more culturally diverse than preceding generations, but they also face more challenging work prospects, partly due to the economic turmoil of the late 2000s.

This is the generation that was forced to give up on any idea of the security of a 'job for life' and are less likely than previous generations to be able to afford to buy their own homes. That makes them more nomadic and it could also explain the importance they attach to achieving a strong work/life balance. At work, there is research that suggests millennials associate job satisfaction with free flow of information, strong connectivity to supervisors, and more immediate feedback.

Board members must find ways to get closer to NHS millennials and tap into their

Trusting millennials



7 August 2020

The NHS People Plan, published in July, is an admirable statement of intent. As a response to the extraordinary circumstances created by COVID-19, it does a fine job of acknowledging the challenges faced by 1.3 million NHS staff, celebrating the way they have risen to those challenges, and setting out plans and aspirations for changes that need to happen.

The plan addresses the renewed emphasis on flexible skills and building capabilities rather than staying within traditionally-defined roles.

230620

23 June 2020

- Global deaths 474,242, cases 9,169,329
- UK deaths 43,011, cases 307,682
- Boris Johnson announces further easing of lockdown from 4 July as pubs, restaurants, hotels and hairdressers allowed to reopen
- Virus pushing millions of South Asian children into poverty, says UN

240620

24 June 2020

- Global deaths 479,496, cases 9,330,883
- UK deaths 43,165, cases 308,334
- WHO chief says he expects global cases to exceed 10 million within a week
- IMF says global economy will take a \$12 trillion hit from COVID-19

250620

25 June 2020

- Global deaths 484,880, cases 9,523,858
- UK deaths 43,314, cases 309,455
- US Centers for Disease Control and Prevention (CDC) estimates that 20m Americans may have COVID-19
- WHO warns that Europe has seen a surge of COVID-19 cases since easing lockdown began

September 26:

Soviet military officer
Stanislav Petrov
averts a worldwide
nuclear war by
correctly identifying
a warning of attack

by U.S. missiles as a
false alarm, caused
by a malfunction in
the Soviet satellite
warning system caused
by sunlight on high-
altitude clouds.



knowledge, balancing it constantly with the more traditional expertise of experience. Until this generation's voice is heard more clearly by boards and acted upon more regularly, there will remain a fundamental gap between aspiration and reality that no amount of goodwill or well-meaning discussion will bridge.



▶ A middle-aged Puerto Rican woman walked up to him. "What are you drawing?" she asked as shapes appeared.

"That's not up to me to decide," Keith said, snapping back into focus, a gentle smile writing itself across his face. It was his standard line. "My job's just to put it there. What do you think I'm drawing?" Other subway passengers paused to hear what she'd say.

"It feels like you're surrounded by danger," she said. "Everything's changing, and you can't tell if what's coming to save you are angels or devils."

He nodded, a noncommittal assent. "My name's Keith. Would you like one of my pins?" And he pulled out a small pink pin with a crawling baby, radiating lines, and offered it to her. She smiled back.

"Can I have an extra one for my daughter? She's 10."

What not to drop



6 April 2020

In our conversations with NHS boards about their responses to COVID-19, we have been looking to identify practical guidance we can provide to help them operate most effectively during the crisis. Today's bulletin looks at elements within NHS England's letter to chief executives of NHS providers and accountable officers of NHS commissioners.

NHS England has shown firm and decisive leadership in response to the COVID-19 pandemic, and in particular has been quick to support local NHS organisations clearing the decks to focus on immediate patient care issues.

@GoodGovernInst feature @Connect_Health_ in today's #COVID19 bulletin series to offer a blueprint for change. Practical advice for #NHS and other #public and @ThirdSector #boards bit.ly/37YTZfH advice@good-governance.co.uk

In a previous bulletin we've looked at how Connect Health have been supporting the NHS during the pandemic.

One of the examples we used was community musculoskeletal services provider Connect Health and its ramping up of virtual physiotherapy and redeployment of staff to support the NHS.

In response to the coronavirus crisis Connect Health accelerated plans to improve its remote service, as well as its own team's ability to work from home. It mobilised 200 people in less than two weeks, tested and implemented a new video consultation tool that was fully integrated with existing systems, and moved almost all patient appointments to virtual consultations.

Connect Health also introduced an additional digital self-assessment tool – *Equilibria*, an app that provides accurate triage to virtual services or self-management, if appropriate. The tailored clinical content and powerful decision trees accurately evaluate and direct the patient to the right treatment pathway, all suited to feedback and improve patient experience.

Physiotherapy reboot

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260620

26 June 2020

- Global deaths 492,807, cases 9,764,997
- UK deaths 43,498, cases 310,836
- Test and trace must be improved before English schools reopen, says Sage group
- WHO notes global surge in new cases among under-40s
- US records biggest daily rise in cases to date: 8,942 today

270620

27 June 2020

- Global deaths 497,442, cases 9,939,813
- UK deaths 43,598, cases 311,727
- New outbreak clusters in Germany, China, South Korea and Italy prompt fears of second wave
- US confirmed cases passed 2.5 million on Friday, with more than 125,000 deaths

October 29:

In The Hague, Holland the largest non-violent protest against nuclear cruise missiles takes place. Over 550,000 people participate in the pacifist movement.

October 7:

A plan to abolish the Greater London Council is announced.

October 19: The US senate declares there will be a national holiday each year in honour of Martin Luther King Jr.

October 25:

Word processor software Multi-Tool Word, soon to become Microsoft Word.

October 4:

British entrepreneur Richard Noble sets a new land speed record of 633.468 mph (1,019.468 km/h), driving Thrust2 at the Black Rock Desert, Nevada.

October 22:

Over a million people demonstrate against nuclear weapons at a Campaign for Nuclear Disarmament march in London.

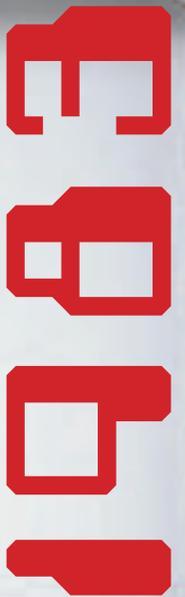


October 17:

Paul McCartney releases his album Pipes of Peace in the UK.

October 2:

Neil Kinnock is elected leader of the British Labour Party.



Others in the audience asked for pins. He handed a few out, then jumped in the next car.



▶ In the UK today, there remain long-standing and systemic barriers to career progression for women. Research shows that in order to be appointed to a board, women typically need to be more qualified and, once appointed, are often treated differently to their male counterparts.

The EU defines board gender parity as being between 40% and 60% men or women. When measured against this definition, the NHS has achieved gender parity in its boards, with 43% of NHS board members reportedly now women.

However, the NHS should not pat itself on the back just yet – there is still much to be done.

First, when you consider that 77% of the NHS workforce is female, questions emerge around pathways to senior management and director-level posts. This is particularly apparent in medical director, director of finance and chair positions, which remain largely the domain of men.

This is despite more than 60% of NHS staff working in finance and around 45% of doctors being women.



Reimagining the future of work



15 June 2020

In many ways, the pandemic has merely accelerated workplace trends that were already in train, such as increasing digitisation and remote working. As well as the numerous challenges thrown up by the pandemic, it also presents employers with an opportunity to reimagine the future of work, unfettered by many of the old restrictions.

As companies look to reduce costs through automation, it is also those in lower-income positions who are most susceptible to being upended.

280620

28 June 2020

- Global cases exceed 10m (10,070,339), deaths exceed 500,000 (500,306)
- UK deaths 43,634, cases 312,640
- Scotland records third successive day with no COVID-19 deaths
- Leicester could become the first community in the UK to have a local lockdown imposed
- 6% of UK want to return to pre-pandemic economy model – most want greener, fairer recovery

October 5:

The Nobel Peace Prize is awarded to Polish politician and labour activist Lech Walesa for his work in establishing rights for workers to create their own organisations.



Similarly, although gender parity has largely been achieved within executive teams, women make up only 39% of non-executive director positions, and just 31% of chairs are women. This is likely a result of outdated recruitment strategies that rely on old-boy networks and also a reliance on C-suite executives who, more often than not, are men. Finally, NHS Improvement data suggests that some 136 NHS provider boards are less than 45% female. There are also widespread geographical disparities in board representation that need to be addressed.

A study published in the Harvard Business Review suggests that gender diversity can have a positive impact on organisational culture by:

1. Creating a more attractive work environment. A recent PWC survey highlighted that 61% of women look at the gender diversity of an employer's leadership team when deciding where to work. If organisations do not foster diverse and welcoming work environments, or are unable to demonstrate that opportunities exist for female staff, they will miss out on top talent.
2. Encouraging diversity of thought. There is now a substantial body of evidence demonstrating that diversity of leadership increases diversity of thought and innovation, leading to improved decision-making.

Solidarity with BAME people in our communities

5 June 2020

The three pillars of recovery plans should be testing, health and safety and shielding vulnerable groups from COVID-19, including BAME people in your organisation and in your community.”

Since then, the issue has rarely left the front pages. In its report Disparities in the risk and outcomes of COVID-19 published earlier this week, Public Health England (PHE) described the risk to those with Asian, Caribbean and black ethnicities as ‘disproportionate’, observing that these groups were up to twice as likely as white Britons to die if they caught COVID-19.

300620

30 June 2020

- Global deaths 508,392, cases 10,393,467
- UK deaths 43,815, cases 314,159
- Boris Johnson pledges to ‘level up’ the UK post-COVID-19 with initial £5bn boost announced
- US buys virtually all the global stocks of key COVID-19 drug remdesivir
- Dr Anthony Fauci says coronavirus is out of control in US – new cases might reach 100,000 per day



010720

1 July 2020

- Global deaths 512,689, cases 10,538,577
- UK deaths 43,991 cases 314,991
- Brazil death toll passes 60,000
- WHO: more than 160,000 new cases reported every day in the past week
- Local testing data (to postcode level) to be shared with councils



November 3:

The Reverend Jesse Jackson announces his candidacy for the 1984 United States' Democratic Party presidential nomination.

November 19: Aeroflot Flight 6833 in Soviet Georgia is hijacked, resulting in a standoff for 2 days. The seven hijackers try to divert the flight to Turkey.

The economic recovery continues with 4.7% overall growth for the year, the highest since 1973.

November 26:

An estimated £26 million worth of gold bars are stolen from the Brink's-Mat vault at Heathrow Airport. Most of the gold is never recovered, and only two men are tried and convicted of the crime.

November 15:

The Turkish part of Cyprus declares independence.

November 20:

The Day After, an American film depicting what would happen if nuclear war broke out, is first aired on TV.



November 11:

American cruise missiles arrive in the UK at RAF base Greenham Common, Berkshire.

1983

3. A diverse workforce signals competent management. Investors are increasingly looking at board gender diversity as an indicator that a firm is well-run.



▶ On to station after station, drawing after drawing, the same icons acting out new scenes. As Keith travelled east, the dancers grew Xs on their faces, and their movements looked more like suffering than joy. Heads exploded. Giant slugs crawled out of holes in the centre of their bodies. Each panel was a scene from a story that had no visible beginning or end. More and more people came up to talk after each performance. In New York, everyone wants to mind their own business, except when they can't resist knowing yours.

"Four years I have seen these dog and baby pictures you draw," an old man with a Russian accent told him at Gates Avenue. He didn't want a pin, but patted Keith's elbow as he moved on.

"Wait, I know you," said a police officer at the Van Siclen Avenue stop. "I fined you \$10 two months ago and then I saw you in the newspaper, some real artist type. Why do you keep doing this?"

"How do you think the galleries discovered me?" Keith asked, finishing the last strokes on the image. "I don't want to wait for everyone to discover my work. Besides, it's only chalk. It'll rub

When do we need finance committees?



28 April 2020

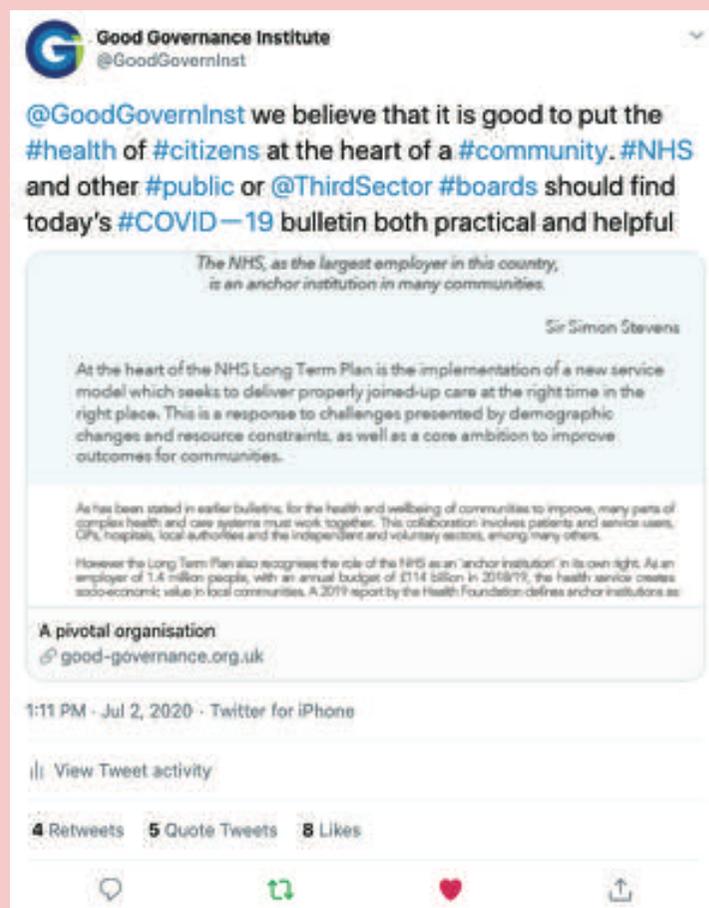
Combining finance and quality into an integrated assurance committee brings the two key ingredients of good governance together, as would setting up committees along time horizons: one to be responsible for the current operating period, one for the next two-to-three years covering major capital projects and a committee looking at the longer term strategy of the trust.

Nevertheless, it is unarguable that NHS finances are complex in both design and execution and some trusts will conclude that they merit a committee to themselves.

020720

2 July 2020

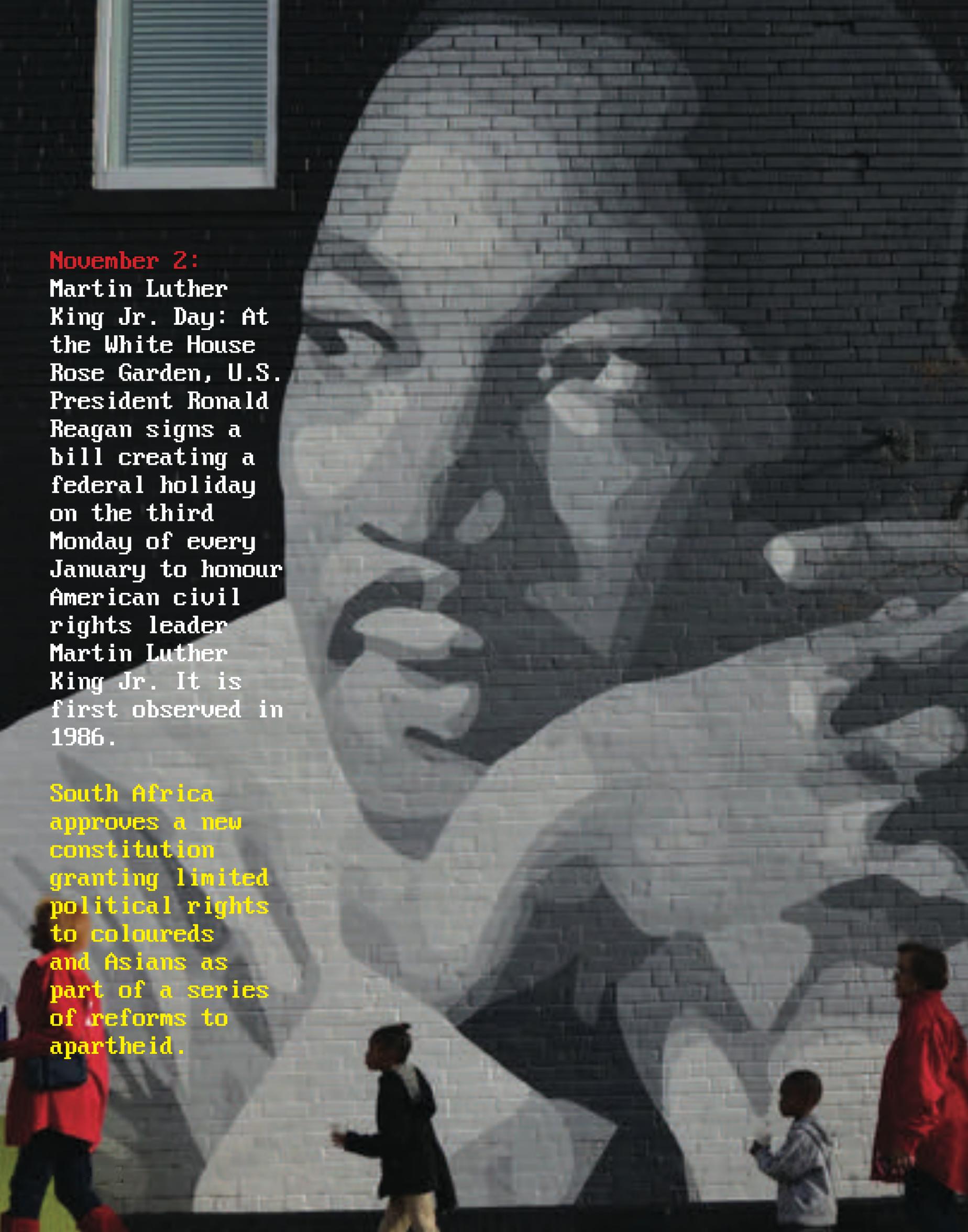
- Global deaths 519,818, cases 10,935,964
- UK deaths 43,991, cases 401,503
- UK tourism 'air bridge' plans labelled a fiasco by trade unions
- US economy adds 4.8m jobs in June despite COVID-19 spiking
- Suicide fears soar in LGBT community



030720

3 July 2020

- Global deaths 523,777, cases 11,031,905
- UK deaths 44,216, cases 285,787
- English travellers' quarantine to be dropped for Spain, Italy, France and Germany
- Boris Johnson urges public to 'act responsibly' when English pubs reopen on 4 July
- Mexico considers closing US border as case numbers spike in Arizona



November 2:
Martin Luther King Jr. Day: At the White House Rose Garden, U.S. President Ronald Reagan signs a bill creating a federal holiday on the third Monday of every January to honour American civil rights leader Martin Luther King Jr. It is first observed in 1986.

South Africa approves a new constitution granting limited political rights to coloureds and Asians as part of a series of reforms to apartheid.

off or be torn down in two weeks.” That excuse didn’t always work — he’d been fined almost a hundred times by this point, and taken down to the station in handcuffs a few — but it was always worth trying.

“Well, then, if the galleries have discovered you, you can afford \$10 to pay for this,” the officer snapped, and began writing out a citation. He signed the ticket with an especially grand signature, ripped it out of the book, and presented it to Haring. “Let me offer you my autograph.”

Haring held up his hands, palms facing the officer in the standard street gesture, ‘we’re good, no offence’, then took the ticket and stuffed it into the pocket of his backpack, where it joined other crumpled slips of official paper. Still, he dashed into the next train with a smile on his face. New York! Burned out and ugly, there was no city as alive.



▶ **During the pandemic, we have seen that the measures taken by the government to control the spread of the virus are exacting a heavier social and economic price on those already living with inequality. The consequences of these actions, and the economic recession that is almost certain to follow, risk exacerbating health inequalities now and in years to come. As we move from crisis management to recovery, government,**

Stewardship



15 April 2020

It’s a necessity if the opportunities for a sustainably different future are actually going to be secured. There is a growing sense that this is an era of potential as well as of crisis – a feeling that the world has opened up to change.

To make stewardship real, one thing every board member and governor can do is project forward to spring 2021 and set down the specific outcomes that their own contribution to stewardship must achieve over the months from now. This discipline is surprisingly cathartic, practical and enabling. It is also not easy.

040720

4 July 2020

- Global deaths 528,354, cases 11,185,627
- UK deaths 44,283, cases 286,412
- Catalonia puts 200,000 people back into lockdown after more than 350 new cases
- NHS chiefs and Treasury in stand-off over emergency £10bn funding

050720

5 July 2020

- Global deaths 532,649, cases 11,366,145
- UK deaths 44,305, cases 286,931
- Boris Johnson announces £1.5bn lifeline to the UK arts sector
- English churches open for worship for the first time in three months

Good Governance Institute
@GoodGovernInst

@GoodGovernInst blog on the #COVID19 numbers theatre. No room for misinterpretation here: bit.ly/2YLNrNc free advice@good-governance.org.uk #NHSThankYou

meetings, numerous stats and graphs have been rolled out to support many policy decisions and debating positions.

The daily death toll has formed a grim backdrop to almost every news outlet's narrative throughout the crisis. The world fixated on graphs showing the exponential growth curve of new infections, especially in the early days of the pandemic.

Then, towards the end of April, the UK daily test numbers became the focus of our attention. The question of whether the government would hit its self-imposed target of 100,000 tests a day before the end of the month became all-consuming for the media and for Health Secretary Matt Hancock's allies and foes alike.

Dangerous game

But that test number shows exactly why this obsession with statistics is a dangerous game. In some ways, it's completely meaningless. Without the context of the

There was also a dip back below 100,000 two days later - a dip that continued for eight consecutive days. The government's rather flimsy response to these anomalies being pointed out was to set a daily test target for 200,000 for the end of May.

By this stage, the progress that was genuinely being made in rolling out more extensive testing had been completely overshadowed by a ludicrous statistical sidestep.

We need numbers

Our appetite for statistics is understandable. There's something reassuring about the constancy of numbers in a time of chaos and crisis, but have the charts and league tables distracted us from what is really needed? The British economist

The COVID-19 numbers game

The daily death toll has formed a grim backdrop to almost every news outlet's narrative throughout the crisis. The world fixated on graphs showing the ...

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December 31:
Brunei gains independence from the United Kingdom.



December 10:
The Nobel Prize in Literature is awarded to Lord of the Flies author, William Golding.

December 6:
At Harefield hospital in England the first full heart and lung transplant is successfully carried out.

December 17:
An IRA car bomb kills six people and injures 90 when it explodes outside Harrods in London.



December 4:
An SAS undercover operation ends in the killing of two IRA gunmen.

December 25: a second IRA bomb explodes in Oxford Street, but this time nobody is injured

December 11:
Pope John Paul II becomes the first ever pope to visit a Protestant church by visiting Rome's Lutheran Church.

1983

businesses and wider society all have a role to play in giving everyone the opportunity to live a healthy life.

Evaluating new models of service that emerged during the pandemic is an essential step for commissioners and systems to take to be clear that inequalities are not being amplified – by differential access to digital technologies, for instance. Without careful thought and good governance that enables boards to make evidence-based decisions, there is a risk of exacerbating pre-existing inequalities and creating new ones.

Some questions boards may wish to consider:

- Do we understand our local health inequalities and how they are being impacted by COVID-19?
- What assurance do we have that the new ways of working adopted in the pandemic have not exacerbated health inequalities?
- What is our role in reducing health inequalities and how do our current strategies contribute to achieving our aims?
- Is our local health and care system focused on reducing health inequalities and do system-wide plans sufficiently demonstrate an ambitious and achievable approach?
- What are the metrics we will use to understand if we are having the impact we want to have?



System thinking at Hastings community hub



17 June 2020

In responding to COVID-19 as a local town council we refocused our priorities and ways of working – in some cases literally overnight.

Local authorities were asked to establish community hubs, which would mobilise to complement and support these clients in the short term – and when the government support was not sufficient – and provide similar support to others who needed help.

060720

6 July 2020

- Global deaths 535,499, cases 11,520,461
- UK deaths 44,321, cases 287,290
- Coronavirus could cause up to 35,000 extra cancer deaths in the UK, experts warn
- Care homes react angrily to Johnson accusation that they failed to follow proper procedures

070720

7 July 2020

- Global deaths 540,582, cases 11,712,663
- UK deaths 44,476, cases 287,872
- Brazil's President Jair Bolsonaro, who has trivialised COVID-19, tests positive
- Headteachers demand cutbacks on exams next year amid fears of a mental health crisis
- Arts Council pledges £33m emergency funding to keep arts organisations afloat this summer

080720

8 July 2020

- Global deaths 546,325, cases 11,922,399
- UK deaths 44,602, cases 288,510
- UK Chancellor Rishi Sunak unveils £30bn mini-budget of measures to protect jobs
- US reaches 3 million cases (132,000 deaths)
- Hillingdon hospital shuts A&E after outbreak; CEO blames hospital staff for flouting PPE rules

December 2:

Michael Jackson's video for Thriller is aired on MTV for the first time.

March 25:

Motown celebrates its 25th anniversary with the television special Motown 25: Yesterday, Today, Forever, during which Michael Jackson performs Billie Jean and introduces the moonwalk.



► For hours Keith travelled on the subway, 20 stops out into Brooklyn, 20 stops back into Manhattan. Disease and terror, sex and innocence, all danced out of the chalk as he drew in a state somewhere between hyperalert and unconscious. The deaths of his friends, his own fears about AIDS, his restless hunger for life all transmuted themselves into half-conscious hieroglyphics. As he neared his home stop, his chalk-dusted fingers cramping, the drive to write himself into New York City, and the minds of New Yorkers, faded enough to drop the last stub of chalk back into his backpack and zip the pocket shut.

It would flare back again the next day, he knew.

As long as he was alive.



A way forward for the performing arts



22 July 2020

There aren't many sectors that have been hit harder by COVID-19 than the arts. In a previous bulletin, we looked at how one enterprising gallery – Hastings Contemporary – found ways to stay visible and solvent thanks to a robot and the support of a famous artist.

From Glastonbury to Glyndebourne, the West End to regional repertory companies, numerous arts organisations have been forced into a prolonged furloughed hibernation.

090720

9 July 2020

- Global deaths 552,043, cases 12,164,502
- UK deaths 44,687, cases 289,154
- WHO says pandemic is still accelerating globally; infections doubled in the last six weeks
- US records highest-ever daily increase in cases in any country with 60,000
- Hunger could kill millions more than COVID-19, warns Oxfam



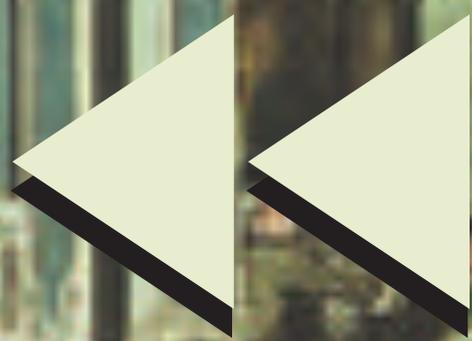
100720

10 July 2020

- Global deaths 557,279, cases 12,389,660
- UK deaths 44,735, cases 289,677
- Biggest daily increase in global cases so far: 228,102
- University of Sydney: global emissions fell by 4.6% between February and May – biggest fall in human history

Original artwork:
The Cascade at Vauxhall
Gardens by Rowlandson,
1755

2020 BABY!



PART 9