



Integrated Governance Committee

Monday 7 February 2022
2.00pm – 4.00pm via MSTeams

- Present** Mrs Lesley Bowie (Chair)
Ms Margaret Anderson, Non-Executive Board Member
Mr Michael Breen, Non-Executive Board Member
Ms Jean Ford, Non-Executive Board Member
Ms Linda Semple, Non-Executive Board Member
- In Attendance** Ms Claire Burden, Chief Executive
Ms Kirsti Dickson, Director of Transformation and Sustainability
Mr Derek Lindsay, Director of Finance
Crawford McGuffie, Medical Director
Ms Joanne Brown, Partner, Audit, Grant Thornton UK LLP
Mrs Shona McCulloch, Head of Corporate Governance
Miss Ashleigh Kennedy, Corporate Secretary (Minutes)

ACTION

1. Apologies

Apologies were received from Mr Bob Martin, Ms Sarah Leslie and Professor Hazel Borland.

2. Declaration of Interests

There were no declarations of interest.

3. Minutes of the Meeting held on 1 November 2021

The minute of the meeting held on 1 November 2021 was approved as an accurate record.

4. Matters Arising

The action log had previously been circulated to members. There were no updates to report.

5. Caring for Ayrshire (CfA)

The Director of Transformation and Sustainability, Ms Kirstin Dickson, presented a CfA update paper which set out the proposed high level work plan and direction of travel. Ms Dickson highlighted key points:

- There was a significantly more in-depth programme of work pre-pandemic and a variety of work has been stepped down because of this. It is hoped that when capacity increases, informing and engaging work will be reinvigorated and repositioned.
- Conversations have taken place with Alan Morrison from Scottish Government Capital Investment Group (CIG) to seek his ongoing funding support which has been provided over the last few years. Mr Morrison issued a letter in late December 2021 to confirm that he was happy to continue to support funding.
- Progress has been made within recruitment and procurement of support capacity as funding has been confirmed. This will allow for the healthcare planner procurement work to be taken forward using external capacity over a 12-month period which will further develop the health and care model.
- The high-level information pack was agreed at the Infrastructure Programme Board which will allow the procurement process work to progress over the next 10-12 week period in the hopes that this allows for identification of healthcare planning support.
- Work to agree the priority areas for each Health and Social Care Partnership and Acute services reached a key milestone in December 2021. A further piece of work will be carried out which will focus and connect the information from the review of expectations and priorities in the coming months and years.

In response to a question regarding priority areas, Ms Dickson advised that the Doon Valley campus work had not been high on the prioritisation list however an opportunity has arisen where East Ayrshire Council have secured funding for significant education development. The plan is to provide a new facility across early years, primary and secondary education, and the co-location of other facilities such as leisure and police within the site adjacent to the Dalmellington Area Centre. Mr Alan Morrison is supportive of providing the £2/3 million capital funding that would be required to invest in this development.

Ms Dickson advised that both North and South Ayrshire have carried out a considerable piece of work on their priority lists however additional programme management resources has not yet been secured. Once secured there will be more capacity to bring this work to the same level as East Ayrshire's update.

Members discussed funding regarding deliverables to Scottish Government within the financial year, Ms Dickson advised that there has not been a specific ask from Scottish Government however the non-recurring funding will be reviewed on an annual basis and formal update papers will be shared at future CIG meetings to provide effective engagement and communication.

Outcome: Committee members were assured of the progress undertaken with the Caring for Ayrshire Programme.

6. Strategic Risk

Ms Dickson presented the Strategic risk register report for risks assigned to the Integrated Governance Committee and highlighted the following key points:

- The first risk links with Integrated governance committee due to the scope of beds within CfA and refers to achieving objectives and aspirations in terms of transforming how health and care services are delivered within Ayrshire.
- The second risk refers to effective and informing communication and engagement and would have an adverse impact on the Board if this is not achieved.

In response to a question regarding the CfA risk, Ms Dickson advised that as the realignment of services is looked at when making cases for investment there would be the potential requirement to add an operational risk to the register. Further discussions would then need to take place for the potential to escalate to a strategic level beyond the all-encompassing register currently in place.

Outcome: Committee Members were assured of the work being carried out to manage strategic risks which fall under the governance remit of this committee.

7. NHS Ayrshire & Arran Internal Audit Plan

Partner, Audit at Grant Thornton, Ms Joanne Brown, presented the draft Internal Audit Programme for 2022-2023 and highlighted the following key points:

- The draft plan has been built by looking at various risks from the risk register within the organisation and a review of audit areas including prior year internal audit work.
- Feedback has been taken on from audit committee members around the balance of the plan and whether this is sufficiently balanced between internal audit assurance and advisory internal audit activity to allow for focus on larger projects.

In response to a question regarding the timing of the EU exit plan, The Director of Finance, Mr Derek Lindsay advised that the proposed timing would be for the work to be carried out in December 2022 and a paper tabled at the Audit and risk committee in March 2023. Mr Lindsay stated that this work could potentially be brought forward to October 2022 to allow early progression.

Committee members acknowledged that the timing and route of this paper was out of sync on this occasion due to the organisations response to the pandemic in January where the Audit and risk committee was cancelled.

Outcome: Committee Members were reassured that the plan will be tabled at the Audit and Risk Committee on 17 March 2022 and Board on 28 March 2022. Members noted that once the shape of the

audit plan is approved by the Board, further refinement and in-year changes would be approved by the Audit and Risk committee.

8. Update from Board Development session 2021

The Chair, Mrs Lesley Bowie, provided an update on active governance following from the Board Development session in November 2021. A short life working group has been established, Non-Executive Member, Sheila Cowan will chair this group which will focus on reviewing committee papers and the use of data to provide a consistent approach.

Outcome: Committee Members noted the update and that outcomes from the review of committee papers would be submitted to the Board Chair and Chief Executive for consideration.

9. Committee Terms of Reference (ToR) annual review

The Head of Corporate Governance, Mrs Shona McCulloch, presented the Committee ToR annual review and highlighted the following key updates:

- The Director of Transformation and Sustainability, Ms Kirstin Dickson, will be added as a key attendee and will report on the Caring for Ayrshire programme as a standing agenda item.
- Reporting from the Sustainability Management Group to the Integrated Governance Committee as a standing agenda item.
- In due course, a sustainability champion will chair the Sustainability Management Group as a Non-Executive. If the Non-Executive is not currently a member of this committee, they will be invited to join as a key member.

Outcome: Committee Members reviewed the updated draft Terms of Reference and endorsed for submission to the NHS Board for approval.

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10. Committee workplan

Mrs McCulloch, presented the draft Integrated Governance Committee work plan for 2022 -2023, which provided oversight and assurance of planned work for Governance Committee for the year ahead.

The plan for 2022-2023 includes Caring for Ayrshire as a standing agenda item and now also includes reporting from the Sustainability Management Group, agreed as part of Board's Climate Change and Sustainability Strategy.

Outcome: Committee Members approved the Integrated Governance Committee work plan for 2022-2023 and were reassured that additional items could be added to meet business needs.

11. Committee meeting dates

Mrs McCulloch presented the proposed Integrated Governance Committee meeting dates for 2022–2023. The proposed dates had been shared with members in advance of this meeting to allow dates to be added to diaries. Meetings will continue to be held via MSTeams and diary invites would be issued in due course.

Outcome: Committee Members agreed the meeting dates for 2022-2023.

12. Key issues to report to the NHS Board

Members agreed the following key issues to report to the NHS Board on 28 March 2022:

- Caring for Ayrshire update
- Capture the timing of the NHS Ayrshire & Arran Internal Audit Plan
- Update from Board Development session 2021

13. Risk issues to report to the Risk and Resilience Scrutiny and Assurance Group


There were no risk issues to report.

14. Any Other Competent Business

There was no other business.

15. Date and Time of Next Meeting

Monday 9 May 2022, 2pm – 4pm via MSTeams

Signed (Chair): 

Date: 12/05/2022