



Integrated Governance Committee

Monday 9 May 2022

2.00pm – 4.00pm via MSTeams

- Present** Mr Robert (Bob) Martin, Vice Chair (Chair)
Ms Margaret Anderson, Non-Executive Board Member
Mr Michael Breen, Non-Executive Board Member
Ms Jean Ford, Non-Executive Board Member
- In Attendance** Ms Claire Burden, Chief Executive
Ms Kirstin Dickson, Director of Transformation and Sustainability
Mrs Sarah Leslie, Director of Human Resources
Mr Derek Lindsay, Director of Finance
Mr Crawford McGuffie, Medical Director
Ms Jennifer Wilson, Nurse Director
Mr Hugh Currie, Assistant Director for Occupational Health, Safety and Risk Management (For item 11)
Mrs Shona McCulloch, Head of Corporate Governance
Miss Ashleigh Kennedy, Corporate Secretary (Minutes)

ACTION

1. Apologies

Apologies were received from Mrs Lesley Bowie and Ms Linda Semple.

2. Declaration of Interests

There were no declarations of interest.

3. Minutes of the Meeting held on 7 February

The minute of the meeting held on 7 February 2022 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. Code of Corporate Governance Annual Review

The Head of Corporate Governance, Mrs Shona McCulloch, presented the Code of Corporate Governance annual review and highlighted the following key points:

- The version of the Code of Corporate Governance presented includes detail of changes as tracked changes which will be removed when presenting to Audit and Risk Committee.
- Nurse Directorate updates in terms of deputies within the scheme of delegation were notified after submission of this paper. These changes have been amended in the document for Audit and Risk Committee.
- Changes in regard to procurement have been refined and noted within Section E – Standing Financial Instructions.
- NHS Scotland and Scottish Government are working together to produce a new national NHS Model Code of Conduct. Work is progressing nationally to seek NHS Boards approval. Mrs McCulloch had supported a sub-group of Board Secretaries in providing feedback on the model document albeit changes were limited as the Code of Conduct had already been approved by Parliament. Once approved nationally the Model Code will be added to the Code of Corporate Governance and published on the NHS Ayrshire & Arran website.
- The Nurse Directorate are reviewing the Integrated Healthcare Framework as the care home aspect needs to be built into this. This work will come forward to the Healthcare Governance Committee in due course for approval and Mrs McCulloch proposed this then be added to the Code of Corporate Governance.

SM

Outcome: Members discussed the revised Code of Corporate Governance which has been updated following a review of all sections, and supported submission to the Audit and Risk Committee for scrutiny and thereafter to the NHS Board for approval.

6. Integrated Governance annual assurance report and self-assessment checklist 2021-2022

Mrs McCulloch, presented the Integrated Governance annual assurance report and effectiveness checklist 2021-2022 and highlighted the following key points:

- Each NHS Board Governance Committee is required to provide an annual report to Committee and the Board to provide scrutiny assurance in regard to emergency arrangements and standing committees of the Board.
- Caring for Ayrshire (CfA) programme work was limited last year however work is due to resume and meetings have been arranged to allow Ms Kirstin Dickson to bring informed papers to this committee.
- Corporate Governance of the improvement plan continued and more detail was provided at item 7 of this meeting.

Two typing errors were noted within the self-assessment checklist in regard to; the sustainability strategy date and the number of times the committee met within the year. Members were assured that the paper would be amended prior issue at the next Board meeting.

SM

Outcome: Members approved the self-assessment checklist and annual report for the Integrated Governance Committee 2021-2022 which will be considered at a future NHS Board meeting.

7. Corporate Governance learning and improvement plan

Mrs McCulloch, presented the Corporate Governance Learning and Improvement plan for 2021-2022 and highlighted the following key points:

- It had not been possible to progress the majority of actions from the 2021-2022 learning and improvement plan due to additional workload such as the implementation of the National Whistleblowing standards and an increase in parliamentary enquiries, which doubled to around 800 enquiries through 2021.
- It was proposed that the learning and improvement plan be carried forward to 2022-2023 with amended and realistic timelines for completion. This had been discussed with the Chief Executive and regular updates will continue to be provided at Integrated Governance Committee.
- A data short life working group has been set up, work continues to move forward and is on target to provide principles and proposals to the Board Chair by late summer.
- Proposed to remove Action 2020-04 - Improved response for national annual survey on Blueprint for Good Governance. The survey is on hold due to plans to revise the Blueprint for Good Governance nationally.

Members discussed the assurance framework and annual assurance letters, Mrs McCulloch advised that an internal action is in progress in regard to governance flow mapping for Healthcare Governance, once approved this action will be taken forward through the other Governance committees. The assurance framework is not currently in the improvement plan however members were assured that Mrs McCulloch would pick up a conversation with the Board Chair on clarity and timescales for this framework.

SM/LB

In response to a question regarding feedback on induction and corporate equalities, Mrs McCulloch assured members that feedback from Non-Executive members is continually evaluated and local information is built into induction packs. Corporate equalities are managed nationally within the Public appointments unit and work is ongoing in relation to diversity within Boards. An annual report on local Corporate Equalities operational and strategic groups will be provided to the Board on 22 May 2022.

The Chief Executive, Ms Claire Burden assured members that compliance with existing guidance remains positive and the workforce and inclusion and diversity components will be included in the framework as this emerges over the next 6-12 weeks.

Outcome: Members noted the update and supported the proposals for actions and carry forward to 2022-2023. Membered noted the

plan would be submitted to the NHS Board for awareness on 23 May 2022.

8. Governance committee work plans 2022-2023

Mrs McCulloch, presented the Governance committee work plans and an extract from the NHS Board planner for 2022-2023. These work plans have been approved by each governance committee and provide assurance of governance planning through the year with no gaps evidenced. With regard to the Board work plan it is evident that as services return to more normal arrangements there are requests to submit papers to Board that would mean a number of papers from one area being submitted to a particular meeting. These requests, whilst reflected on the work plan, are being discussed with Directors to ensure a planned and measured approach to our return to normal governance arrangements taking into account any statutory or time-limited requirement.

Outcome: Members supported the Governance Committee work programmes and Board work programme for 2022-2023.

9. Caring for Ayrshire (CfA)

The Director of Transformation and Sustainability, Ms Kirstin Dickson presented the CfA update and highlighted the following key points:

- Following on from the CMT meeting on 22 March 2022, a high level milestone work plan including leads and anticipated timescales was developed and the following work streams were reviewed and updated:
 1. Develop health and care model
 2. Develop workforce model/workforce planning
 3. Develop Informing and Engagement Plans
 4. Recruitment of additional staff/resource and development of associated work plans
- Healthcare planner support recruitment interviews have concluded and the final stages of development of the care model and informing and engagement work is underway.
- The significant engagement plan work is being rejuvenated and progress is expected over the summer to reset the scene around CfA prior to specific discussions with stakeholders.

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

10. Ethical decision making group update

The Medical Director, Mr Crawford McGuffie presented the Ethical decision making group update and advised that the NHS Ayrshire & Arran Ethics Advice and Support Group (NHSAA EASG) was established in April 2020 as part of the Scottish Government Ethical Advice and Support Framework, in response to a Scottish Government directive to Health Boards. The group have met on five

occasions since November 2020 and has served the communities and workforce well.

The fundamental principles that all people should be treated with equal concern and respect have been adhered to and each topic has been considered using an ethical framework under the headings of Respect, Fairness, Minimising harm, Working together, Flexibility and Reciprocity. Questions posed at the EASG have highlighted the complexities of ethical decision making in provision of care to individual patients in the context of a time and resource limited public health emergency.

Outcome: Committee Members noted the work progressed and supported that the work of the EASG continue beyond the pandemic period.

11. Strategic Risk and Risk Register

The Assistant Director for Occupational Health, Safety and Risk Management, Mr Hugh Currie presented the Strategic Risk and Risk Register and highlighted the following key points:

- The Strategic Risk Register has been considered by all Governance Committees except for Performance Governance Committee which is due to take place on 2 June 2022.
- The following two columns have been added to the High Level Summary (appendix 1, table 1); Reviewed since last report and Date risk opened.
- Page 6 of the paper highlights the risks that have been reviewed during this particular period and shows whether the risk variation has increased, decreased or stayed at the same level.
- Risk and Resilience Scrutiny & Assurance Group (RARSAG) approved the escalation of Risk ID 788 in relation to competent Health and Safety provision from an operational risk to a strategic risk. The risk is being managed with an action plan in place and is being overseen by the Health and Wellbeing Committee. All updates will be reported to Area Partnership Forum and Staff Governance Committee.
- The strategic risks have been split into governance committees, further detail is provided within the paper along with information regarding the lead director and assurance statement.
- Work commenced to review the risk appetite statement which will be shared at RARSAG and then a future Board workshop for further consideration.

In response to a question regarding the significant level of risks outwith the target zone, Mr Currie advised that the duty of both RARSAG and the directors as part of the operational management team is to identify realistic targets. Mitigation and lead director assurance is the most important factor of a Governance group.

Outcome: Mr Currie assured members that he will take the opportunity at RARSAG to delve deeper and identify if these risks are still relevant and have realistic targets.

HC

12. Key issues to report to the NHS Board

Members agreed the following key issues to report to the NHS Board on 23 May 2022:

- Code of Corporate Governance Annual Review
- Integrated Governance annual assurance report and self-assessment checklist 2021-2022
- Ethical decision making group update

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

Date of next meeting is being reviewed and to be confirmed.

Signed (Chair): 

Date: 08/08/2022