



Integrated Governance Committee

Monday 7 November 2022

2pm – 4pm via MSTeams

Present Mr Bob Martin, Vice Chair (Chair)
Ms Linda Semple, Non-Executive Member
Ms Margaret Anderson, Non-Executive Member
Ms Jean Ford, Non-Executive Member

In Attendance Ms Claire Burden, Chief Executive
Ms Kirsti Dickson, Director of Transformation and Sustainability
Mr Derek Lindsay, Director of Finance
Mrs Shona McCulloch, Head of Corporate Governance
Ms Lynne McNiven, Director of Public Health (item 8)
Ms Lorette Dunlop, Head of Organisational Resilience (item 8)
Miss Ashleigh Kennedy, Corporate Secretary (Minutes)

ACTION

1. Apologies

Apologies were received from Mrs Lesley Bowie, Dr Crawford McGuffie, Mrs Sarah Leslie and Ms Jennifer Wilson.

2. Declaration of Interests

There were no declarations of interest.

3. Minutes of the Meeting held on 8 August 2022

The minute of the meeting held on 8 August 2022 was approved as an accurate record.

4. Matters Arising

Paper 2a - The action log had been circulated prior to the meeting. Members noted actions completed and key updates:

- Action from 09/05/2022 Item 7 – Corporate Governance assurance framework – this action had been closed following discussion with the Board Chair. NHS Boards are awaiting the release of an updated national Blueprint for Good Governance, which will describe assurance framework requirements. Actions to deliver requirements will be agreed with the Board Chair once the Blueprint has been published. This action had changed since the last meeting and there was no longer a requirement for Ms McCulloch and Ms Ford to discuss separately.
- Action from 08/08/2022 Strategic risk register - inclusion of risks related to revised waiting time targets from Scottish Government (SG). Ms Dickson advised that the Risk and Resilience Scrutiny

and Assurance Group had discussed and agreed to update existing strategic risk 494 to reflect the revised waiting time targets from SG.

Paper 2b – Mr Martin presented the Integrated Governance Committee work plan for 2022-2023. This was presented at each meeting for information.

5. Corporate Governance learning and improvement plan

The Head of Corporate Governance, Mrs Shona McCulloch presented the Corporate Governance learning and improvement plan and highlighted key points:

- Action 017 - Guideline for protective marking. A draft guideline has been developed on document security marking and is being discussed with the Information Governance Manager. Once agreed this would be approved through the appropriate route.
- Action 2020-01 - Content of board papers and quality of information and data provided. The Data Short Life Working Group, convened to review papers to governance committees, put forward recommendations on data chart principles and proposals to the Board Chair. The Board Chair is progressing a pilot with initial focus on the Performance report paper to Performance Governance Committee and the NHS Board.
- Action 2020-09 – Controlled Document policy. A detailed review has been completed and the policy re-drafted, including requirements from Internal Audit recommendations. This is being discussed with key stakeholders to agree a final draft for approval through the appropriate governance route.
- Action 2021-02 – Assurance map exercise. The Internal Auditor had provided clarity and advice in regards to the audit recommendation and a proposal to provide an assurance map for Healthcare Governance Committee no later than the end of January 2023 was supported.

In response to a query regarding the assurance map exercise and rolling this out across all governance committees, it was agreed to complete this for all governance committees by end March 2023. Mrs McCulloch and Ms Ford would pick up a discussion on this internal audit recommendation out with the meeting. This timeline would be added to the improvement plan

Outcome: Members discussed progress reported and agreed the timeline of end January 2023 to complete a governance assurance map for Healthcare Governance Committee and end March for roll out to all governance committees.

6. Caring for Ayrshire (CfA) Programme

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

- CfA launch events for North, South and East Ayrshire have been arranged and will be hosted by the Board Chair, the Chief Executive and the respective Health and Social Care Partnership Chief Officers. These events have been arranged to raise awareness of CfA as a pan Ayrshire piece of work. A wide range of people have been invited from partner organisations which will allow wider engagement work to progress into next year.
- Work is underway to re-establish the Professional Reference Group which supports a variety of advisory and guidance in relation to the CfA work. This group will also provide a professional reference point for the ongoing Healthcare Planner work. A draft Terms of Reference is being developed.
- There is ongoing development in relation to the Healthcare planners and key pieces of work and progress has been made from the initiation stage to full scoping and development of the work being taken forward. Some of these pieces of work include: Backlog Maintenance, Integration of services on Arran, Existing mental health redesign elements and the Scottish Government Capital Investment and the Programme Initial Agreement document.

Outcome: Members were assured by the plans agreed by Corporate Management Team to deliver the Caring for Ayrshire Programme.

7. Community Wealth Building (CWB)

Ms Dickson presented an update on the CWB programme and advised that the paper set out the intention to bring focus to CWB and NHS Ayrshire & Arran as an anchor institution.

Ms Dickson advised that Lynn Sproat had been appointed as Senior Programme Manager to a two year post and was leading on the establishment of some key programmes of work which include;

- The development and completion of the CWB self-assessment along with discussion with the CWB leads which will identify the Board's current progress on its CWB journey and what work streams and actions require to be addressed. The self-assessment will inform development of an NHS Ayrshire & Arran CWB Strategy and Action Plan.
- A Board workshop was scheduled for early 2023 which will provide the Board an opportunity to discuss the key work streams and how this will tie in with the wider pan Ayrshire work.
- Organisation wide newsletters have been issued to raise awareness of what an anchor organisation does and some of the key work streams.

Outcome: Committee Members were assured by the Community Wealth Building Programme update and plans for regular reporting to Integrated Governance Committee and CMT.

8. Strategic climate emergency and sustainability

Non-Executive Member, Ms Linda Semple provided an update on both National and local groups.

- The Ayrshire specific groups have met once although the strategic group has not yet met.
- The National sustainability group is focusing on energy saving which is not what the Ayrshire understanding of the sustainability agenda is.
- There is a National focus on green theatres and Ayrshire and Arran is currently progressing with this work.

Ms Semple referred to the planned committee and governance structure to support our Strategy and whether a local Ayrshire solution which would tie in to existing programmes of work and committees could be a way forward. It was suggested this could minimise the need for new groups to be convened. Following discussion it was agreed to discuss this out with the meeting

Outcome: Ms Semple, Ms Burden and Ms Dickson will have a discussion to focus on an Ayrshire solution rather than creating more programmes of work and committees.

LS/CB/KD

9. Strategic Risks and Risk Register

In the absence of Dr McGuffie, Mrs McCulloch presented the Strategic Risk paper to Members which reported on risks assigned to Integrated Governance Committee and also the full strategic risk register.

Ms Dickson confirmed that the two risks assigned to the Integrated Governance Committee had been reviewed and updated as per normal process.

Outcome: Members were assured of the work being done to manage strategic risks and noted the Strategic Risk Register would be submitted to Audit and Risk Committee and thereafter to the NHS Board.

10. Organisation resilience

The Director of Public Health, Ms Lynne McNiven provided an introduction to organisation resilience and highlighted the following key points:

- The purpose of the paper to introduce Members to the resilience function within NHS Ayrshire & Arran and to advise of the legal duties placed upon NHS Ayrshire & Arran as a Category 1 responder.
- The governance route for the Organisational Resilience Group has previously been to Healthcare Governance Committee. In

discussion with the Head of Corporate Governance and Board Chair it was proposed that the Integrated Governance Committee would be more appropriate to take on this role, given the remit for governance matters that are organisation-wide.

- Future reports to the committee would provide information to members to enable scrutiny of actions and direction we are taking to take to meet the required national standard and our legal duty and be assured of our position, thus delivering good governance. It was the intention to report annually in line with reporting on the NHS Scotland Standards for Organisational Resilience.

Members welcomed the paper and supported the revised governance arrangements to report to Integrated Governance Committee. Members discussed a proposal for more frequent reporting and the Chief Executive would welcome quarterly reports to enable ongoing scrutiny through the year.

Outcome: Members agreed the governance arrangements for resilience reporting and agreed to receive quarterly assurance reports.

11. Committee meeting dates

Mrs McCulloch presented proposed meeting dates for 2023–2024. Meetings will continue to be held via MSTeams at present and diary invites will be issued in due course.

Outcome: Members agreed the meeting dates for 2023-2024.

12. Key issues to report to the NHS Board

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

- Strategic Risk Register
- Organisation resilience

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

The next meeting planned for 6 February is being rescheduled. New date will be confirmed.

Signed (Chair): 

Date: 07/02/2023

