



## Integrated Governance Committee

**Monday 31 July 2023**  
**2pm – 4pm via MSTeams**

**Present** Mrs Lesley Bowie (Chair)  
Ms Sheila Cowan, Vice Chair/Non-Executive Member  
Ms Jean Ford, Non-Executive Member  
Ms Linda Semple, Non-Executive Member  
Mr Marc Mazzucco, Non-Executive Member

**In Attendance** Ms Claire Burden, Chief Executive  
Mr Derek Lindsay, Director of Finance  
Mr Crawford McGuffie, Medical Director  
Ms Jennifer Wilson, Nurse Director  
Ms Elaine McClure, Assistant Director Engagement, Communications and Programmes  
Ms Nicola Graham, Director of Infrastructure and Support Services  
Mrs Shona McCulloch, Head of Corporate Governance  
Dr Sukhomoy Das, Non-Executive Member/Chair of IJB  
Ms Joyce White, Non-Executive Member/Chair of IJB  
Ms Christie Fisher, Non-Executive Member  
Ms Laura Doherty, Project Manager for Infants, Children and Young People  
Miss Ashleigh Kennedy, Corporate Secretary (Minutes)

### Action

#### 1. **Welcome and apologies**

Mrs Lesley Bowie welcomed Dr Sukhomoy Das and Ms Joyce White to the committee in their roles as Chair of East Ayrshire Integration Joint Board (IJB) and Vice Chair of North Ayrshire IJB respectively.

Apologies were received from Ms Sarah Leslie and Ms Kirsti Dickson.

#### 2. **Declaration of Interests**

There were no declarations of interest.

#### 3. **Minutes of the Meeting held on 7 February 2023**

The minute of the meeting held on 11 May 2023 was approved as an accurate record.

#### 4. **Matters Arising**

The action log had been circulated prior to the meeting. Members noted the completed items and the three actions in progress with the due date of November 2023.

## 5. Strategic risks

The Chief Executive, Ms Claire Burden presented the Strategic Risk paper to Members which reported on the two risks assigned to Integrated Governance Committee. Items 821 and 669 had both been reviewed during this reporting period.

Ms Burden reported that the Risk and Resilience Scrutiny and Assurance Group (RARSAG) met on 21 July 2023 and undertook a review of all strategic risk. The review identified that the Board were in the position to move risk 743 from strategic to operational level. This risk would now be managed through Directorate/Partnership management and governance processes. To support this going forward strategic risk reports would include: how consequence and likelihood scoring was decided; be clear and specific about key controls/mitigations; include a narrative over time on the impacts of the controls; and what the ambition of the risk owner is around reducing the risk, timescales and moving the risk from strategic to operational level.

Members welcomed the update and the intended approach to strategic risk reporting.

**Outcome: Members discussed the strategic risks and were assured from the work being done to manage strategic risks which fall under the governance remit of this committee.**

## 6. Committee work plan

The Head of Corporate Governance (HoCG), Mrs Shona McCulloch presented a revised format of the Committee work plan. This presented the plan content in an improved format, which included the purpose and governance route for papers. This was the same format used for the Board Annual Cycle of Business. Members supported the new approach and that this format be used for all governance committee work plans as an improvement opportunity. Members noted that this would aid completion of governance committee annual reports. The HoCG would take this forward with committee secretaries.

**SM**

Ms Semple suggested an extra column/s could be added to reflect the route to the meeting for example, although acknowledged that this was reported in individual papers. It was agreed to take this outside the meeting.

**SM**

**Outcome: Members agreed the new work plan format and to adopt this for use across NHS Ayrshire & Arran governance committees.**

## 7. **Committee Terms of Reference (ToR)**

Mrs McCulloch presented an updated draft Terms of Reference with a proposal to include governance reporting on Corporate Parenting.

The change was proposed as national requirements had expanded on the legal requirements for NHS Boards and as a Corporate Parent the areas covered were now wider than the provision of care and impact governance issues that have application across Ayrshire and Arran, including healthcare and staffing and aspects of performance. Corporate Parenting also links closely with legislation for The United Nations Convention on the Rights of the Child (UNCRC) which does not fit with a stand-alone governance model.

Following a review of the governance arrangements for Corporate Parenting it was therefore proposed that this move from Healthcare Governance to Integrated Governance to receive assurance reports on, and scrutinise delivery of, our legal requirements.

Ms McClure advised that the Strategic Advisory Group for Caring for Ayrshire should be removed from the ToR as this group was not active. Mrs McCulloch confirmed this would be changed.

**Outcome: Members supported the draft updated ToR, noted that the change for the CfA group would be made and endorsed this for submission to the NHS Board for approval** **SM**

## 8. **Blueprint for Good Governance**

Mrs Lesley Bowie provided an update on the Blueprint for Good Governance 2<sup>nd</sup> Edition and a planned self-assessment survey. She advised that the survey would be completed using a smart survey tool and this has been updated nationally to include any additional questions on the enablers and any new content from the second edition of the Blueprint. A pilot self-assessment had been completed by NHS Highland earlier this year. Mrs Bowie advised that Scottish Government were leading on the arrangements, survey content and timetable and had offered support to Boards in regards to facilitation for the self-assessment and improvement plans. Board Chairs had received a sample of the survey questions and the sample guidance. Members were advised that discussions on improvement actions would be covered at a Board development session.

**Outcome: Members noted the update and that an update on the survey timetable would be shared as soon as this was available.**

## 9. **Caring for Ayrshire (CfA)**

The Assistant Director of Engagement, Communications and Programmes, Ms Elaine McClure, presented the CfA update which described the journey and scope of CfA along with the breadth of the programmes. She advised members that key programmes of work would be developed further and written up to be included in the CfA whole

system plan and associated infrastructure plan 2023/24 that would be submitted to the Scottish Government. Key groupings included:

- Service Reform - This work stream included programmes of service reform that focus primarily on pathways and new ways of working.
- Infrastructure – digital - All CfA digital programmes would be aligned to the organisation’s Digital Services Strategy.
- Infrastructure – buildings - These are programmes of work that require infrastructure investment in buildings.
- Engagement & Communication – As the CfA programmes of work are scoped and further developed, specific conversations about service pathways and community opportunities including our Community Planning Partners, staff and the public will take place.
- Development and delivery of Whole System Plan and associated Infrastructure Plan - NHS Ayrshire & Arran are required by the Scottish Government Capital Investment Group to provide a Whole System Plan and associated Infrastructure Plan. We aim to complete our plan in year as a key deliverable to secure ongoing support for the CfA ambition.

Members welcomed the update and in response to a question from a member, Ms McClure reassured that financial information and detailed timelines with key deliverables, alignment and interdependencies would be included in the Whole System Plan. This plan would be presented to a future meeting and the NHS Board.

**Outcome: Members discussed the CfA updates and were assured by the plans agreed by CMT to deliver the Caring for Ayrshire Engagement Programme. Members looked forward to receiving the whole system plan.**

## 10. Community Wealth Building (CWB)

Ms McClure presented the CWB update and advised that the programme was progressing well and highlighted some of the key progress updates:

- A formal and detailed response had been submitted to the Scottish Government’s CWB consultation.
- The Scottish Government Annual Delivery Plan guidance requires all Boards to submit an Anchors Strategic Plan and a draft NHS Ayrshire & Arran Anchor/CWB Strategy was being developed.
- Work was ongoing with the performance team to develop an NHS Ayrshire & Arran Anchor/CWB performance dashboard on Pentana. The dashboard would be updated to be in line with the draft Scottish Government Anchor performance metrics.
- NHS Ayrshire & Arran Athena web pages have been updated to include a page for each CWB pillar outlining each pillars aims, objectives and highlighting recent work.
- The NHS Ayrshire & Arran Employability Strategy had been updated and a number of employability projects were being used to reach young people in local communities. A dedicated employability adviser and employability steering group were also in place.

- NHS Ayrshire & Arran CWB Procurement social media posts had been published to promote ethical procurement and support local businesses.

**Outcome: Members noted the content of the report and were assured by progress being made with the CWB programme.**

## 11. Digital strategy and reform

The Director of Infrastructure and Support Services, Ms Nicola Graham presented the Digital strategy and reform update and advised that a fully costed Digital Reform Plan covering 2023 until 2025 has been produced as a means of tracking the implementation of the ambitions contained in the Digital Strategy. Progress on this work will be reported to the Strategic Digital Delivery Group at each meeting. Key elements of the reform plan include:

- Redesign and establishment of our network estate and pervasive WiFi
- Refresh of our end user estate (devices) with a clear replacement rolling programme
- Cloud hosting of all services currently within our own datacentres
- Additional cybersecurity measures and systems
- Additional staff to ensure delivery of programme and appropriate on-going delivery.

In addition to an overhaul of our foundational elements of digital delivery, the plan includes improving our access to modern systems and use of data, including:

- Full deployment of Office 365
- Full upgrade to Trakcare, including mobile screens
- Upgrades to Laboratory and Emergency Department systems
- New Theatre Management, Patient Wristband, Clinical Comms and ICU systems
- Delivery of an Integrated Care Patient Record.

Significant progress has been made in the following areas: Cyber security, firewall upgrades, network configuration to improve its stability and single points of failure and Integrated care programme.

**Outcome: Members noted the progress of the key deliverables from the Digital Reform Plan to date and were assured that work is being done to mitigate strategic risk 821.**

## 12. Strategic climate emergency and sustainability

Ms Graham presented an update on progress in delivering the Sustainability Development Action Plan. This action plan supports the Strategic Climate Emergency and Sustainability Strategy (2021–2032). The objective of the Action Plan was to ensure compliance with Scottish Government commitments towards climate change and associated targets. The work stream has been broken into 24 areas of delivery and aligns to existing groups to ensure that all prioritised deliverables were

being worked on and any gaps were identified. NHS Ayrshire & Arran remains in the top quartile as a Board and work was being overseen by a number of groups including the Operational Delivery Group and the Strategic Board.

Ms Linda Semple advised that NHS Assure have now received an NHS consultancy offer and have a number of people with very specific skills around areas such as biodiversity, grassland management and energy maximisation. Work in NHS Ayrshire & Arran was seen as best practice and was in a good place.

**Outcome: Members welcome the Climate Emergency and Sustainability update and were assured by the progress reported.**

### 13. Corporate parenting

The Project Manager for Infants, Children and Young People, Ms Laura Doherty presented an update on Corporate parenting. Ms Doherty advised that robust Corporate Parenting governance and reporting structures had been established in line with the National Promise and UNCRC implementation. It was proposed that we restate NHS Ayrshire & Arran's commitment via our NHS Ayrshire & Arran Corporate Parenting Promise as a formal cross-cutting strategy. This would challenge us to look widely across all systems and directorates with a strong emphasis on continuing collaboration to improve the way whole systems work together, and to plan, deliver and report as a corporate family.

Ms Doherty reported that NHS Ayrshire & Arran was in a strong position to keep the Promise due to the excellent relationships with partners across Ayrshire and Arran. We were the only health board in Scotland which had developed a dedicated health specific corporate parenting group and structure. This had been recognised as an example of best practice by Who Cares Scotland and featured in their newsletter which was shared nationally.

Members discussed the update and welcomed the development and implementation of the Promise as the Board's formal cross-cutting strategy which would be progressed via 3 year action plans with specific measurable actions.

**Outcome: Members endorsed the NHSAA Corporate Parenting Promise for onward submission to the NHS Board for approval. Members noted that any associated action plan would undergo further consultation and agreement with appropriate key partners from across the system.**

### 14. Key items for Chair's report to the NHS Board

Members agreed the following key issues to report to the NHS Board on 14 August 2023:

- Caring for Ayrshire Programme and Engagement update
- Community Wealth Building

- Strategic climate emergency and sustainability
- Digital strategy and reform
- Corporate parenting
- Strategic risks

**15. Risk issues to report to the Risk and Resilience Scrutiny and Assurance Group**

There were no risk issues to report.

**16. Any Other Competent Business**

There was no other business.

**17. Date and Time of Next Meeting**

Thursday 9 November, 9am via MSTeams.

Signed (Chair): Sheila Cowan

Date: 10/11/2023

