



Integrated Governance Committee

Monday 12 February 2024
9.30am – 11.30am via MSTeams

Present Mrs Lesley Bowie (Chair)
Ms Sheila Cowan, Vice Chair/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
Ms Jennifer Wilson, Nurse Director
Ms Joyce White, Non-Executive Member/Vice Chair of IJB
Dr Sukhomoy Das, Non-Executive Member/Chair of IJB
Mrs Shona McCulloch, Head of Corporate Governance
Ms Elaine McClure, Assistant Director Engagement, Communications and Programmes
Ms Nicola Graham, Director of Infrastructure and Support Services
Mr Liam Gallagher, Non-Executive Member (Observing)
Miss Ashleigh Kennedy, Corporate Secretary (Minutes)

ACTION

1. Apologies

Apologies were received from Dr Crawford McGuffie, Ms Kirsti Dickson, Mrs Sarah Leslie, Ms Jean Ford and Mr Ewing Hope.

2. Declaration of Interests

Ms Joyce White advised that she is a Board member of CentreStage in Kilmarnock.

3. Minutes of the Meeting held on 31 July 2023

The minute of the meeting held on 9 November 2023 was approved as an accurate record.

4. Matters Arising

Paper 2a - The action log had been circulated prior to the meeting. The two actions from the November meeting have been closed.

Paper 2b – Members noted the Integrated Governance Committee work plan 2023-2024 which was available at each meeting for information.

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.

In respect of Risk 669 and Caring for Ayrshire, Scottish Government have advised that there would be no funding stream to support Caring for Ayrshire which may present a challenge going forward. Committee were reassured that mitigations were in place and updates would be provided to members as the financial positions and solutions move forward.

In response to a question from a Member on the impact of these funding constraints on CFA priorities, Ms McClure, Assistant Director Engagement, Communications and Programmes, advised that a high level impact change proposal paper was due to be shared at the Corporate Management Team (CMT) tomorrow, 13 February. She reassured members that some of the high level changes were not resource dependant and could be taken forward.

Committee discussed the strategic risks presented and the information to provide assurance, with a question asked about whether this could be enhanced to aid assurance for Committee. The Chief Executive agreed to consider the narrative provided against each risk with colleagues and whether this could be enhanced to aid assurance.

CB

Outcome: Committee noted the strategic risks and took assurance from the work being done to manage strategic risks which fall under the Committee's remit.

6. Blueprint for Good Governance development plan

Ms Sheila Cowan presented the Blueprint for Good Governance draft development plan for comment. Ms Cowan advised that the draft plan was the outcome of the Board development session to review the results of the Blueprint for Good Governance self-assessment survey and inform an improvement plan using the template provided by Scottish Government.

The development session took place on 11 January 2024 and was facilitated by Professor Hazel Borland. The aims of the session were to consider the results of the self-assessment survey and what this means for the Board, to identify strengths and development needs and to agree an Improvement Plan and actions. At the session Board Members discussed "what 3 areas of governance are working well in the Board and why?" and "What are your priority 3 areas for improving governance in the Board and why?".

At the session it was agreed that the Chairs of Governance Committees in attendance would develop a draft plan and populate the template provided for discussion at Integrated Governance Committee. Sheila Cowan, Linda

Semple and Jean Ford met with Shona McCulloch and populated the high level development plan, recognising that this would need input and agreement with executive leads. The plan requires to be submitted to the NHS Board on 26 March public meeting, for submission to Scottish Government by 31 March 2024.

It was recognised that not all Board Members had been able to attend the session and Mrs McCulloch advised that the slides and a summary of the discussions and key points from the session would be shared with Board colleagues shortly.

Members agreed next steps for the improvement plan to be developed to a final draft stage, to include underlying actions to deliver agreed improvement and consider any duplications and dependencies. This would be progressed by the sub group of Non-Executives and the Head of Corporate Governance for submission to the NHS Board on 26 March for approval prior to submission to Scottish Government by the deadline of end March 2024.

**LS/JF/SC/
SM**

In response to a question from a Member, in regard to the Short Life Working Group (SLWG) that has been agreed to review the Financial Management Report, Mrs McCulloch would share the ToR with all Board Members once agreed by the SLWG at the first meeting of the group on 7 March. The Board Chair advised Committee that the SLWG was composed of Non-Executives with financial expertise, included Finance executive input and that Alan Gray, Scottish Government would also join the SLWG in agreement with Richard McCallum, Scottish Government.

SM

Outcome: Members supported the draft presented and agreed the next steps to develop the plan and seek Board approval prior to submission to Scottish Government by the end March deadline.

7. Committee workplan 2024/25

The Head of Corporate Governance, Mrs Shona McCulloch presented the draft Integrated Governance Committee work plan for 2024-2025 which reflected planned business for Integrated Governance Committee in accordance with Committee remit and duties set out in the Terms of Reference. Four meetings were planned during the year. The format of the work plan had been changed during 2023/24 and all governance committees now use the same format as the NHS Board Annual Cycle of Business. Mrs McCulloch reassured members that the plan would be adapted to meet business needs as required.

Outcome: Members approved the Integrated Governance Committee work plan for 2024-2025.

8. Committee Terms of Reference (ToR) annual review

Mrs McCulloch presented the draft Committee ToR which had been reviewed with the following updates proposed:

- 3.4 specific programmes of work amended – Caring for Ayrshire wording. Remove reference to Caring for Ayrshire Strategic Advisory Group. Now reads: “To ensure a joined up approach to corporate governance when designing health and care services across Ayrshire and Arran, to receive assurance on progress and scrutinise delivery of programme plans.”
- 3.6 added the requirement to review internal audit reports aligned to the Committee, in line with other governance committee ToR.

These changes were in addition to those agreed by Integrated Governance Committee at the meeting on 31 July 2023. All changes would be submitted to the NHS Board for approval.

In considering the remit a discussion point was raised on whether there were opportunities to share information on the savings plans in place across the partnerships/IJBs, if the Board was sighted on these and if there would be value in providing this assurance from the three partnerships. Mr Lindsay clarified for Committee that funding for IJBs was via pass-through of funding from the NHS to the IJBs, which was a Scottish Government direction and hence the IJBs were responsible to “balance their own books”.

It was agreed to convene a meeting with the Chief Executive, Board Chair, Director of Finance and the NHS Chairs/Vice Chairs of the IJBs to consider this and if appropriate the route this would take.

CB/LB

Outcome: Members reviewed the updated draft ToR and endorsed for submission to the NHS Board for approval.

9. NHS Ayrshire & Arran Internal Audit Plan

The Director of Finance, Mr Derek Lindsay presented the NHS Ayrshire & Arran Internal Audit Plan and highlighted the following key points:

- The plan covers a 3 year period from 2023/2024–2025/2026. The focus for now is the 2024/2025 plan.
- Reports for each area of review are received by the Audit and Risk Committee who pass these to the governance committee specified to monitor implementation of agreed actions.
- Discussions at CMT proposed to amend the audit on “business continuity and IT systems” to “wider business continuity” with the lead moving from Nicola Graham to Lynne McNiven with assurance reporting to Integrated Governance Committee instead of Information Governance Committee.
- CMT had discussed what the scope of the “Hospital Discharges” audit would be as a recent review of delayed discharges recording has taken place. This item will be subject to ongoing discussions to

seek the area that IJBs would find most beneficial to focus allocated days on.

Members discussed the draft plan and suggested that wording “sickness absence” be changed to read managing absence/promoting attendance or more suitable terminology. Committee also discussed the 22 day timescale assigned for this audit and whether this required all 22 days or could be less.

In response to a question from a member about possible overlap with the EA IJB internal audit programme, Mr Lindsay advised that the NHS would link with pan-Ayrshire partnership colleagues to ensure there is clear leadership for the internal audit programmes.

Mr Lindsay agreed to change the wording from sickness absence to promoting attendance and that he would link with internal auditor on the 22 day period. Mr Lindsay advised Committee that these comments would be taken into account for the final draft of the internal plan which would be discussed at the Audit and Risk Committee for support in advance of submission to the NHS Board for approval on 26 March.

Outcome: Members commented on proposed areas for internal audits in 2024/2025 and noted that comments would inform an updated draft internal audit plan for submission to Audit and Risk Committee and thereafter to the NHS Board for approval.

10. Caring for Ayrshire (CfA)

Ms McClure, presented an update on Caring for Ayrshire and advised Committee that Scottish Government guidance for whole system plan proposals was still awaited. This had impacted timescales for development of a whole system plan. She advised that the guidance may have a “do minimum” option for business continuity.

Ms McClure reported on the 10 workshops that had taken place and the high level impact proposals. Proposals are to be considered and where appropriate endorsed by the Professional Reference Group and CMT with emphasis on the actions being realistic and deliverable within the current resources and capacity. Relevant work would have visibility and feed into the delivery plan and revenue plan as appropriate.

Ms McClure advised that the CFA programme would be discussed at a forthcoming Board Workshop which would update members on the programme of work for 2024/25.

The Nurse Director, Jenny Wilson, reassured Committee that the principles of Caring for Ayrshire had not changed and although financial constraints in the future may pivot the messaging, it was important to keep the principles of Caring for Ayrshire at the forefront of what we are doing across NHS Ayrshire & Arran and that the programme can still move forward.

Outcome: Committee was assured by the update provided and noted that further information would be shared at a future Board workshop.

11. Community Wealth Building (CWB)

Ms McClure presented the Community Wealth Building progress update and highlighted the following key points:

- The NHS Ayrshire & Arran Anchor/CWB Strategy was approved by the Board on 9 October 2023 and has been launched to members of the public.
- The public website has been updated and a monthly communication spotlight is being developed on each pillar to provide more focus on what is being achieved and the direction of travel for ongoing work.
- Work is ongoing to gather and complete the Scottish Government Anchor performance metrics return by 29 March 2024. Supplementary Guidance on completion of these metrics was received 24 January 2024. Work is ongoing to develop an NHS Ayrshire & Arran CWB performance dashboard.
- The NHS Ayrshire & Arran Recruitment Plan was approved by CMT on 31 October 2023 and includes a CWB focus on attracting staff to work in NHS Ayrshire & Arran.
- The Procurement section of the paper covers: Local Spend Analysis, Supplier Engagement work and the change in our tenders which includes the community benefit clause and gateway.
- Information has been added to NHS Ayrshire & Arran public website to encourage people to take care of their wellbeing.
- NHS Ayrshire & Arran has partnered with Home Energy Scotland to facilitate pilot staff "save energy at home" sessions and a new LearnPro Home Energy eLearning module is available to help staff keep warm this winter and save money on their bills.

Committee welcomed the report and noted the low uptake of the Cycle to Work scheme.

Outcome: Committee was assured by the progress delivered through our Community Wealth Building Programme.

12. Digital strategy and reform

The Director of Infrastructure and Support Services, Ms Nicola Graham presented an update on the Digital Strategy and Reform Plan and highlighted the following key points:

- Following agreement to fund additional programmes of work, the strategic delivery group was established and chaired by the Chief Executive.
- The patient management system is in the process of being updated and moved to the cloud which will not only take us from having one of the oldest systems, it will move us to the suppliers hosted service

which provides a significant improvement on resilience and reduction of risk.

- Work has commenced to improve Wireless coverage with new wireless access points purchased and surveys now underway to define requirements across our Estate.
- Significant progress has been made with cyber security with new firewalls providing a significant reduction in the number of non-vulnerabilities.
- We have moved to a single service desk solution across the West of Scotland and progress has been made in terms of improving internal controls and processes within the digital team.
- There has been slowed progress in the ability to recruit the right skills into the team.
- There have been some delays on some of the national programmes which includes; Theatre scheduling and the replacement of GP IT systems.

In response to a question about national Digital initiatives, Ms Graham advised Committee that NHS Ayrshire & Arran were linked with the national Digital Delivery Group across Scotland. The Board is also involved in West of Scotland joint working and implementing joint solutions where possible with a significant programme of work with National Services Scotland and Scottish Government. Ms Graham would share a list of national joint working initiatives to colleagues after the meeting.

NG

Ms Jenny Wilson commented on the clinical and patient safety benefits from the good collaborative work with the Digital team to deliver an improved patient record that would be intuitive for all users.

In response to a question on capital investment restrictions and how/if this might affect spend on the digital reform plan, Ms Graham advised that in light of capital fund restrictions the Board would require to be strategic with a risk-based approach to spend wisely going forward. She gave some reassurance to Committee that funding for some digital programmes had moved from capital to revenue funding.

Outcome: Members noted progress reported on the projects within the Digital Services Reform Plan and were assured on progress to date.

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

Members agreed the following key issues to report to the NHS Board on 26 March 2024:

- Blueprint for Good Governance development plan
- NHS Ayrshire & Arran Internal Audit Plan
- Caring for Ayrshire programme update
- Community Wealth Building
- Digital strategy and reform

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

There were no risk issues to report.

15. Any Other Competent Business

In response to a question from a member which followed up on the Non-Executive briefing session on 25 January on the Board's financial position, the Chair, Mrs Bowie, advised that there had not been any specific feedback from Scottish Government. She advised that there were ongoing discussions in relation to brokerage and that detail on the financial position would be discussed at the Board workshop on 29 February.

16. Date and Time of Next Meeting

Thursday 2 May 2024, 9.30am via MSTeams

Signed (Chair):



Date: 07/05/2024