Approved by Committee on 20 May 2025

NHS Ayrshire & Arran

Integrated Governance Committee

Monday 10 February 2025
9.30am – 11.30am via MS Teams

Present	Mrs Lesley Bowie (Chair)
	Ms Sheila Cowan, Vice Chair/Non-Executive Member
	Ms Jean Ford, Non-Executive Member
	Mr Liam Gallagher, Non-Executive Member
	Mr Marc Mazzucco, Non-Executive Member
In Attendance	Ms Claire Burden, Chief Executive
	Ms Kirstin Dickson, Director of Transformation and Sustainability
	Ms Nicola Graham, Director of Infrastructure and Support Services
	Mr Derek Lindsay, Director of Finance
	Ms Jennifer Wilson, Nurse Director
	Dr Sukhomoy Das, Non-Executive/Chair of IJB
	Ms Joyce White, Non-Executive/Chair of IJB
	Ms Laura Doherty, Public Health Project Manager for Infants, Children and Young People (item 12)
	Mrs Shona McCulloch, Head of Corporate Governance
	Mrs Moira Woolway, Corporate Secretary (Minutes)

Action

1.   Apologies

Apologies were received from Dr Crawford McGuffie, Mrs Sarah Leslie, Ms Linda Semple and Ms Lynne McNiven.

2.   Declaration of Interests

There were no declarations of interest.

3.   Minute of meeting held on 7 November 2024

The minute of the meeting held on 7 November 2024 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 had been completed.

Paper 2b – Members noted the Integrated Governance Committee work plan 2024-25 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.

The Chief Executive reported that one of the two risks had been updated in the period. Risk ID 669 related to Reform and Transformation of Services and the delivery component for this. The second risk, ID 821 is the Patient Experience / Outcome - Failure of Digital Services and this would be reviewed by end of April by the Director of Infrastructure and Support Services. This was included for information only in this meeting.

The Chief Executive gave a comprehensive update on Risk 669. She highlighted that at the Risk Management board workshop we committed to provide additional information and to reflect expected movement in our risks. This information was now included in the detailed risk update.

Risk 669 continued to be monitored closely through CMT with extensive controls in place with the complexity of the delivery ability component captured well in the risk statement. The Chief Executive reminded that the funding for the programmes under Caring for Ayrshire had ceased and this impacted workforce supporting the delivery component, which now sits with our core teams. With the reconfiguration of our acute services and the most recent changes in the way we monitor and deliver our CRES programme of work, over the next five to six months we would start to see the impact of continuous learning come to the fore for this strategic ambition. Although the improvement had been modest it was our ambition to move this risk to an amber rating.

Outcome: Members discussed the update and took assurance from the work being carried out to manage strategic risks which fall under the governance remit of this committee, with no issues raised for escalation to the Board.

6.   **Committee Meeting dates**

Members approved the meeting dates for 2025/26 and noted the request for in person attendance where possible. In response to a question from a   **MIW** member, the Chair advised that dates would be reviewed to agree one mandatory in person meeting in 2025/26.

Outcome: Committee approved the meeting dates and noted that one date for a mandatory in person meeting would be advised.

7.   **Committee Terms of Reference annual review**

The Head of Corporate Governance, Mrs Shona McCulloch presented the draft Committee Terms of Reference which had been reviewed with the following updates proposed to section 3.4, specific programmes of work:

- Caring for Ayrshire (CFA). Updated wording had been agreed with the Board Chair and discussed with Kirsti Dickson on CfA governance to provide clarity around future reporting.
- Digital strategy and reform. Wording clarified so that it aligned more appropriately with the purpose of the report to Committee.

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

8.   **Committee work plan 2025-26**

Mrs McCulloch presented the draft Integrated Governance Committee work plan for 2025-26 which would be updated as required during the year. Mrs McCulloch noted that the submission date for the Digital Strategy Review 2026 would be updated in due course.

Outcome: Members approved the Integrated Governance Committee work plan for 2025-26.

9.   **NHS Ayrshire & Arran internal audit plan**

The Director of Finance, Mr Derek Lindsay, presented the draft NHS Ayrshire & Arran Internal Audit Plan for members to confirm if content with areas covered or anything additional Members would wish added.

The draft plan had been discussed with Audit and Risk Committee (ARC) and Corporate Management Team. Appendix 2 of the draft plan provided a summary of changes to the audit plan between November 2024 and January 2025. Three items were added with three items removed.

- Strategic and operational planning – this had been deferred from 2024/25 plan and was in the plan.
- Stakeholder engagement - this had been de-prioritised following discussion at ARC and removed from the plan
- CRES plan – this was included as a follow up to the findings in 2024/25 audit with an extra 20 days added.
- Patient flow management – this had been removed from the plan
- Waiting list management - this had been removed from the plan
- Pharmacy stock management – had been added to plan.

In response to a question from a member on the strategic and operational planning audit and financial sustainability related to our whole system plan, Ms Kirsti Dickson, Director of Transformation and Sustainability, advised that the 2024/25 scope had not included this width of planning, however, we would have opportunity to influence the draught scope going forward to ensure this audit would look across the breadth of the planning framework we have organisationally.

In reply to a question from a member on the timing for the E1 cyber security and E2 Information governance audits, given the Scottish Government (SG) audit on information also planned, Mrs Nicola Graham, Director of Infrastructure and Support Services advised that no concerns

had been raised by the team, She advised that the returns for the SG audit would be supported by the internal audit information

Mrs Jean Ford, Chair of Audit and Risk Committee, highlighted the robust process for development of the internal audit plan with Azets reviewing the risk framework to develop an initial draft, discussions with ARC, CMT and Integrated Governance Committee. The changes made reflected the discussions that took place. She commented that the feedback on the scope of the strategic and operational audit would be fed back to Azets, so this can be included in the planning.   **DL**

Outcome: Members supported the internal audit plan 2025/26 for onward submission to Audit and Risk Committee and thereafter to the NHS Board for approval.

10.   **Internal audit report – Environmental sustainability**

The Director of Infrastructure and Support Services, Mrs Nicola Graham, reported on a recent internal audit which was undertaken on our readiness to implement the requirements of the NHS Scotland Climate Emergency and sustainability strategy. The Audit had identified several areas of good practice, with an overall rating of "Minor Improvement Required" with four actions identified. Three were in progress and one completed.

- To develop targets to provide clarity on what needs to be done by when in order to achieve the outcomes. We have a detailed strategy however the auditors felt that the targets and timelines could be clearer.
- To carry out a gap analysis – to identify where data does not exist or is not collected at present.
- To assign clear timescales within our action plan. We have a detailed strategy and very detailed action plan, however there are gaps in ownership and timescales and this is being addressed
- The final action related to risk, to create a wider programme risk register, which has been completed and the auditor has closed off this action.

In response to a question from a member on the date of the gap analysis management action being March 2025, Mrs Graham reassured that the March 2025 timeframe would be achieved.

Outcome: Committee welcomed the report and confirmed they were assured by the update provided.

11.   **Community wealth building (CWB)**

Ms Kirstin Dickson, Director of Transformation and Sustainability, provided an update on progress of Anchor/CWB programme work at November 2024. The report provided detail of progress made against the areas of delivery set out in the plan and recognised the good work delivered to date. A lot of this work was tied to our existing programmes and strategies, but under the auspices of CWB allowed this to be pulled

together to reflect delivery against the aims and ambitions of CWB and ourselves as an anchor organisation.

Ms Dickson highlighted the constraints of reduced funding which has impacted on resource and capacity which has had to be absorbed within existing structures.

The Board Chair was encouraged by the progress being made and the inclusion of support to staff across elements of our CWB pillars.

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

12.   **Corporate parenting**

Ms Jennifer Wilson, Nurse Director introduced the report, emphasising the importance of corporate parenting both as an employer and as employees. She added that Corporate Parenting would report 6 monthly to Committee. She invited Ms Laura Doherty, Public Health Project Manager for Infants, Children and Young People, to provide an update on activity undertaken by NHSAA's Corporate Parenting Task Force over the past six months, following the presentation of the full yearly corporate parenting update to Committee on 25 July 2024.

The report provided detail on activity across Ayrshire and included the NHS Ayrshire & Arran Corporate Parenting Promise Milestones and Measurables 2025 and the Corporate Parenting Promise Dynamic Action Plan 2024-27.

The Promise Plan for 2024-2030 was published in June 2024. Action plans had now been agreed across South, East and North Ayrshire in line with the National plan, and were appended to the report.

Ms Docherity gave examples of areas of improvement:

- A significant development has been a dedicated project manager who sits within Women and Children's services.
- Improved reporting to the programme board and this committee.
- More specific reporting on KPIs as detailed in the paper .
- A sustained focus on notification processes since 2021 which feed directly into our data, so that we can access meaningful data from our systems.
- Developing a data pledge through 2025 that would be taken to other senior corporate parents across Ayrshire to review their data priorities and enhance collaboration in the name of children's rights to share meaningful data.
- Nationally Ayrshire and Arran have been instrumental in development of a national NHS promise network, facilitated by colleagues at The Promise Scotland.
- Risks have been identified and a robust structure is in place to manage these.

- Collaboration is key if we are to make progress across the actions plans, with shared KPIs written in our plan and also within our partners' plans.
- Highlighted that the action plan was dynamic and would develop as work progresses with our partners.

The Chair welcomed the comprehensive report and in particular the questions on the last page of the report – questions that we can ask ourselves as a Board.

In response to questions from a member, regarding aims and outcomes in KPI deliverables linking back to outcomes locally and support nationally, Ms Doherty advised that cross matching had been done as part of the consultation process for action planning and KPI development. With the Project Manager in post, this would be reviewed and incorporated in a future report. Ms Doherty advised that Promise Scotland were supportive and recognised the good work being carried out.

The Nurse Director, Jennifer Wilson commented on the complex corporate parenting landscape, with an increased number of unaccompanied asylum seeker children across Ayrshire and the complexity which impacts our role from the health side and also to the future with support those children through academic and into careers and she referred back to discussions at the Corporate Parenting Board workshop in 2024.

Outcome: Committee welcomed the detailed report and confirmed they were assured by the detailed update provided.

13. **Annual Climate Emergency and Sustainability report 2023/24**

The Director of Infrastructure and Support Services, Mrs Nicola Graham presented the Annual report for year 2023/24 and highlighted key areas.

The Board achieved 0.8% reduction in greenhouse gas emissions and we fell below 3% target which was mainly due to 7% increase in electricity grid emissions. So essentially if we use less green electricity as a country, this impacts on our organisation's individual targets. There was significant progress on transport with 46% reduction in fleet emissions thanks to the transition towards electric vehicles. There were no carbon emissions from the flue line this year which has been phased out, which contributed to our lowest ever emissions from our operating theatres which was thanks to the proactive efforts of the Green Theatre team.

Outcome: Committee noted the good progress and endorsed the report for submission to the Board for approval and on to Scottish Government.

14. **Digital strategy and reform**

The Director of Infrastructure and Support Services, Mrs Nicola Graham presented an update on the Digital Reform Plan. The Digital Strategy which initially covered 2023-25 had been extended to 2025-26 to ensure

delivery of programme. A new strategy would be developed for the start of 2026-27 with work being reviewed and reported on, bringing forward a new strategy for the forthcoming period.

Mrs Graham highlighted key projects:

- Integrated care records fully upgraded to Trak care
- working on move of ED system from Symphony to Trak care system
- upgrade of Laboratory (LIMS) information system and upgrade to cloud hosted system
- Cyber Security, including roll out of MS baseline and Cloud security apps, continuing to engage with external partners to strengthen security. Work is almost 80% complete and we hope to demonstrate progress through planned audits this year.

In response to a question from members on how data is shown in the report, such as percentage completion versus RAG, Mrs Graham advised that the report would be developed to provide better detail, with timelines and to provide clarity on progress and any risks to delivery.   **NG**

Mrs Graham clarified, in response to a question on the GP system updates, that GP Order Comms and the GP IT System were two separate projects. GP Order Comms was progressing as set out in the report. She clarified that the GP IT system change from EMIS to Vision3 system was a risk as the supplier of the new system, Cegedim had gone into liquidation. The risk to deliver the GP IT programme was therefore increasing due to the supplier issue, however, we hope that the challenges and issues would be mitigated for the NHS Ayrshire & Arran switch which is planned later in the year.

In response to a question on e-Rostering, Mrs Graham advised that as reported previously the national challenge remained a lack of systems interface. We were investigation local mitigations, however were required to double-key at present. She confirmed that we continue to follow up on the national position.

Outcome: Members noted the update were assured by progress to date.

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

Committee agreed the following key items to report to the NHS Board on 31 March 2025:
- Strategic risks
- Anchor/Community wealth building
- Corporate Parenting
- Annual Climate Emergency and Sustainability report 2023/Digital strategy and reform

16. **Risk issues to report to the Risk and Resilience Scrutiny and Assurance Group**
There were no risk issues to report.

17. **Any Other Competent Business**
There was no other competent business.

16. **Date and Time of Next Meeting**
Tuesday 20 May 2025, Room 1 Eglinton House, in person attendance preferred.

Approved by the Chair: Lesley Bowie   Date: 20 May 2025