

NHS Ayrshire & Arran



Meeting:	Ayrshire and Arran NHS Board
Meeting date:	Monday 2 June 2025
Title:	Integrated Governance Committee Annual Report 2024-25
Responsible Director:	Lesley Bowie, Board Chair
Report Author:	Shona McCulloch, Head of Corporate Governance

1. Purpose

This is presented to the Board for:

- Awareness

This paper relates to:

- Government policy/directive
- Local policy

This aligns to the following NHSScotland quality ambition(s):

- Safe, Effective and Person Centred

2. Report summary

2.1 Situation

The Integrated Governance Committee provides an assurance report annually which sets out evidence and key achievements through the year in discharging its Duties and Remit. The approved Integrated Governance Committee annual report for 2024/25 is presented to Board Members to report on progress and provide assurance that the Committee has delivered its remit.

2.2 Background

Each NHS Board Governance Committee is required to provide an annual report to Committee and the Board to provide assurance that the Committee has discharged its role as set out in the agreed Terms of Reference. The Committees' approved Terms of Reference and information on the composition and frequency of the Committee are considered as an integral part of the Board Standing Orders and reviewed annually each year through a separate process.

The Governance Committee annual reports are part of the overall assurance mechanism for the NHS Board and provide assurance to Audit and Risk Committee in support of the Board's annual governance statement that the committees have fulfilled their remit.

Further to recommendations by internal audit, committees are required to complete a yearly Self-Assessment Checklist, and from 2022-2023 to include Assurance Mapping and NHS Board Reporting templates as part of the annual report, to support the review of committee effectiveness.

2.3 Assessment

To evidence discharge of remit, the Integrated Governance Committee annual report details the membership of the Committee and provides information on its activities in the past year. The report includes a Self-Assessment Checklist (Annex A1) together with an Assurance Mapping Template (Annex A2) and a Reporting to the NHS Board template (Annex A3).

Key Messages from 2024/25

- Strategic Risk discussions focused early in 2024/25 on improved reporting for mitigations and actions to enable scrutiny. Templates were developed further with improved information for reporting to all governance committee and a Board workshop on Risk Management held in August 2024. In discussing the specific risks assigned to committee, Risk ID 669 on Caring for Ayrshire and Risk ID 821 Digital reform, committee were assured by the mitigating actions being taken with no issues raised for escalation to the Board.
- Key updates to report on progress in moving forward with the Board's Caring for Ayrshire (CFA) ambition continued. As the year progressed this focused on development of the Board's whole system plan as the delivery route for the CFA ambition. Committee acknowledged the challenges from funding constraints in 2024-2025 and the impact on our whole system planning going forward.
- Continued monitoring of progress with our Community Wealth Building programme. Committee received 6 monthly assurance reports and noted that this is reported operationally to Corporate Management Team.
- Support for the Blueprint for Good Governance improvement plan which was approved by the NHS Board in March 2024. Received a "for information" assurance update on progress, and noted that future reporting and governance scrutiny would be via Audit and Risk Committee and to the NHS Board in June 2025.

2.3.1 Quality/patient care

Ensuring good governance in monitoring delivery of programmes across Ayrshire and Arran supports the effective delivery of quality, patient-centred services.

2.3.2 Workforce

This assurance report has no workforce implications for the organisation and enhances joint working across the NHS Board and Ayrshire Integration Boards.

2.3.3 Financial

There are no financial implications

2.3.4 Risk assessment/management

The annual report process ensures a self-assessment of committee effectiveness and business against the agreed Terms of Reference. This mitigates against the risk of any gaps in assurance and supports the NHS Board's annual assurance statement.

2.3.5 Equality and diversity, including health inequalities

An impact assessment has not been completed because this is an assurance reporting paper.

2.3.6 Other impacts

- Best value - Reporting ensures sound governance and accountability.
- Compliance with Corporate Objectives - Providing this assurance report supports compliance with objectives on quality, safety, improved patient experience and a learning organisation

2.3.7 Communication, involvement, engagement and consultation

This paper requires no engagement with external stakeholders.

2.3.8 Route to the meeting

This has been previously considered by the following groups as part of its development. The groups have either supported the content, or their feedback has informed the development of the content presented in this report.

- Integrated Governance Committee on 20 May 2025 approved the report.

2.4 Recommendation

For awareness. Board Members are asked to receive the report for assurance and note the progress of the Integrated Governance Committee in 2024-2025.

3. List of appendices

- Appendix 1 – Integrated Governance Committee Annual Report 2024-25 including:
 - Annex A1 – Self-Assessment Checklist
 - Annex A2 – Assurance Mapping template – a review of papers submitted against Integrated Governance Committee Remit
 - Annex A3 – Reporting to NHS Ayrshire & Arran Board

Integrated Governance Committee Annual Report for 2024/2025

1. Summary

- 1.1 The annual report together with the Committee Effectiveness Checklist, Assurance Mapping and NHS Board Reporting templates provide detail on the activities of the Integrated Governance Committee plus membership and attendance. The report gives assurance that the Committee has discharged its role as set out in the agreed Terms of Reference.

The Integrated Governance Committee was approved as a standing committee of the NHS Ayrshire & Arran Board in August 2014, to further strengthen governance arrangements across NHS Ayrshire & Arran. The Committee continues to discuss and provide a level of scrutiny and assurance on a number of governance and risk issues that span more than one specific governance strand.

1.2 Key Messages

- Strategic Risk discussions focused early in 2024/25 on improved reporting for mitigations and actions to enable scrutiny. Templates were developed further with improved information for reporting to all governance committee and a Board workshop on Risk Management held in August 2024. In discussing the specific risks assigned to committee, Risk ID 669 on Caring for Ayrshire and Risk ID 821 Digital reform, committee were assured by the mitigating actions being taken with no issues raised for escalation to the Board.
- Key updates to report on progress in moving forward with the Board's Caring for Ayrshire (CFA) ambition continued. As the year progressed this focused on development of the Board's whole system plan as the delivery route for the CFA ambition. Committee acknowledged the challenges from funding constraints in 2024-2025 and the impact on our whole system planning going forward.
- Continued monitoring of progress with our Community Wealth Building programme. Committee received 6 monthly assurance reports and noted that this is reported operationally to Corporate Management Team.
- Support for the Blueprint for Good Governance improvement plan which was approved by the NHS Board in March 2024. Received a "for information" assurance update on progress, and noted that future reporting and governance scrutiny would be via Audit and Risk Committee and to the NHS Board in June 2025.

2. Remit

- 2.1 The Committee's remit is defined in the TOR as

- To provide assurance to the NHS Board that issues identified in specific governance Committees that may have an impact across the Board are discussed to thereby ensure joined up corporate governance.
- To provide assurance on matters that do not fit within a standalone governance committee model to enable cross-governance discussion and consideration.
- To provide assurance on specific programmes of work across health and social care to monitor and scrutinise delivery on a regular basis where defined.

2.2 The Committee Terms of Reference were reviewed and amended on 10 February 2025 as below. Amendments were approved at the NHS Board on 31 March 2025 at section 3.4 Duties:

- Caring for Ayrshire wording amended to clarify the purpose of the report to committee. To receive assurance on the strategic direction of Caring for Ayrshire as a platform to transform health and care services across Ayrshire and Arran enabling people to access the care they need closer to home, where it is safe and practical to do so.
- Digital Strategy reform amended wording to clarify the purpose of the report to committee. Reference to the Digital Strategy 2023-2025. To receive assurance reports on meeting key indicators on the strategic deliverables.

2.3 Appendix 2 of the report provides assurance mapping against the Committee remit.

3. Membership

3.1 Members of the Integrated Governance Committee during 2024-2025 were:

- Lesley Bowie, Board Chair (Committee Chair) – absent May to December 2024
- Sheila Cowan, Board Vice Chair (Committee Vice Chair) – Chair of Performance Governance Committee. Chair of Integrated Governance Committee from May to December 2024
- Jean Ford, Non-Executive Member - Chair of Audit and Risk Committee
- Linda Semple, Non-Executive Member and Board Vice Chair – Chair of Healthcare Governance Committee and Chair of South Ayrshire Integration Joint Board, stood down as Chair of these committees from June to December 2024
- Liam Gallagher, Non-Executive Member – Chair of Staff Governance Committee
- Marc Mazzucco, Non-Executive Member – Chair of Information Governance Committee
- Joyce White, Non-Executive – Interim Chair of Healthcare Governance Committee from June to December 2024.

Ex-officio members (attendees):

- Claire Burden, Chief Executive
- Jennifer Wilson, Nurse Director, Lead for Healthcare Governance Committee
- Derek Lindsay, Director of Finance, Lead for Audit & Risk and Performance Governance Committees

- Crawford McGuffie, Medical Director, Lead for Information Governance Committee
- Sarah Leslie, HR Director, Lead for Staff Governance Committee
- Kirstin Dickson, Director for Transformation and Sustainability, Lead for Caring for Ayrshire
- Nicola Graham for Strategic Climate Emergency and Sustainability and Digital Strategy and reform plan
- Lynne McNiven for Organisation resilience
- Shona McCulloch, Head of Corporate Governance
- The Non-Executive Director in position as Chair/Vice Chair of each IJB is also invited to attend meetings to provide representation for each Health and Social Care Partnership. This person can also be a Chair of a Governance Committee as recorded above.

When required lead officers for specific areas of work are invited to Committee.

- 3.2 During 2024/25 there was an interim change to membership as an impact from unplanned absence of the Board Chair who is Chair of Integrated Governance Committee. From May to December 2024, Sheila Cowan, as Vice Chair of the Committee took on the role as Chair of Integrated Governance for an interim period. During this period Linda Semple took on the interim Board Chair role which impacted her attendance at Integrated Governance, reflected below.

4. Meeting

- 4.1 The Committee met on four occasions between 1 April 2024 and 31 March 2025.
- 4.2 The NHS Board has previously agreed that attendance at Committee meetings should be recorded in the relevant Annual Report. The attendance record of each member is shown below (Y indicates attended).

Member	Dates			
	02/05/2024	25/07/2024	07/11/2024	10/02/2025
Lesley Bowie (Absent May-Dec24)	-	-	-	Y
Sheila Cowan (Interim Chair May-Dec24)	Y	Y	Y	Y
Jean Ford	Y	Y	Y	Y
Liam Gallacher	Y	Y	Y	Y
Marc Mazzucco	Y	Y	-	Y
Linda Semple	-	-	-	-
Joyce Whyte (member Jun-Dec24)		Y	Y	Y

5. Committee Activities

5.1 Committee activity and assurance was delivered through the receipt and consideration of regular update reports as evidenced in Appendix 2 Assurance Mapping. A Chair's report of key items discussed was provided to NHS Board from each meeting and reports endorsed where appropriate for onward submission to the NHS Board as evidenced in Appendix 3 Committee reporting to NHS Ayrshire & Arran Board 2024-2025.

5.2 Additional points:

- Appendix 1 - Committee effectiveness checklist for 2024-2025 provides evidence for: The Role and Work of the Committee; Committee Meetings, Support and Information and Committee Membership and Dynamics and provides assurance to support this annual report.
- Appendix 2 -
 - Committee was updated verbally on the annual review of the NHS Ayrshire & Arran Code of Corporate Governance, which due to timing of submission to the NHS Board, was not presented to Committee. This is presented to Committee for awareness, with governance scrutiny through Audit and Risk Committee.
 - The Board's Blueprint for Good Governance improvement plan was presented to Committee for awareness of progress and committee noted that future governance reporting would be to Audit and Risk Committee, as agreed by the NHS Board when the improvement plan was approved in March 2024.
 - Two internal audit reports discussed at committee, with Committee assured by progress reported to deliver audit recommendations/actions.
- Assurance reporting from the newer programmes of work continued to develop:
 - Organisation resilience – Committee received the first annual report on organisation resilience which outlined progress made across the resilience agenda. This provided assurance that as an organisation we are meeting the duties outlined in the Civil Contingencies Act 2004 (Contingency Planning) (Scotland) Regulations (CCA) as a Category 1 responders and that we are continuing to strive to be as resilient as possible to meet disruptive challenges
 - Corporate Parenting/UNCRC – Committee received the first annual report with provided an update on activity related to the NHS Ayrshire & Arran Corporate Parenting Task Force over the previous year and outlined some priority areas being considered, as future action planning continued to ensure The Promise was kept by our corporate family across Ayrshire and Arran before 2030. Committee received a 6-monthly update on this important area of work in February 2025. Reporting would be 6 monthly going forward.
- Strategic Risks aligned to Integrated Governance were reported and monitored at every Committee. A summary of the overarching NHS Ayrshire & Arran Strategic Risk Register was presented twice-yearly to enable

Governance Committee Chairs to consider whether risks assigned to other committees may have cross-over in their own areas.

6. Priorities for 2025-2026

- 6.1 Caring for Ayrshire (CFA). To continue to review appropriate governance reporting for the strategic governance related to our Caring for Ayrshire ambition and the delivery component of the Whole System Plan, acknowledging the funding challenges for the Board
- 6.2 To continue to receive timely progress reporting on Community Wealth Building as a priority for the Board, acknowledging the funding challenges as this is delivered as part of core functions.
- 6.3 To continuously review assurance reports to Integrated Governance Committee to ensure that these continue to provide the right data in the right format to enable monitoring and scrutiny.
- 6.4 To review the remit of the committee, as future reporting on our Caring for Ayrshire ambition and whole system plan is developed, to consider the forthcoming Scottish Government Population Health Framework and any related governance needs, to ensure the committee continues to meet the needs of our governance framework.

7. Chair's Comments

I wish to thank the Committee Vice Chair, Sheila Cowan, for accepting the interim Chair role for the Integrated Governance Committee, while I was absent for an extended period. Sheila led the Committee for the majority of meetings in 2024/25, ensuring that the Committee delivered against its remit and its continued contribution to strengthening our Board governance arrangements. This is evidenced through the programmes of work aligned to the committee for assurance reporting and oversight of improvements to our corporate governance arrangements.

I can confirm that the Integrated Governance Committee has fulfilled its remit and I would like to record my thanks to all members and to the staff who have supported the Committee over this last year.

Mrs Lesley Bowie
Chair – Integrated Governance Committee
15 May 2025

Approved by Integrated Governance Committee
20 May 2025

Integrated Governance Committee

Committee effectiveness checklist for 2024-2025

The Role and Work of the Committee	Yes / No / NA	Comments
The Committee has a clear understanding of its role and authority as set out in its terms of reference.	Yes	Terms of Reference (ToR) are shared with new members/ attendees on joining the committee. ToR are reviewed annually.
The Committee undertakes an annual review of its remit and terms of reference and submits to the NHS Board for approval.	Yes	ToR reviewed by Committee on 10 February 2025. Duties updated at 3.4 to amend wording for Caring for Ayrshire and Digital Strategy and Reform to clarify the duties and reporting requirements for these duties. The ToR were approved by the NHS Board on 31 March 2025.
The Committee has been provided with sufficient membership, authority and resources to perform its role effectively and independently?	Yes	The Board Chair and Head of Corporate Governance review membership annually and provide appropriate membership and lead officers. During 2024-25 the Committee Chair had a period of medical absence from May to December 2024 and the Vice Chair took on the interim Committee chair role. Due to this absence there as an interim change to the Chair of Healthcare Governance who, from May – December 2024 became a member of Committee. Committee meetings continued as planned with a quorum.
In discharging its role, the focus of the governance Committee is on seeking and reviewing assurances rather than operational issues.	Yes	
Remit - the Committee discharges its role to provide assurance on: <ul style="list-style-type: none"> issues identified in specific governance Committees that may have an impact across the Board 	Yes	There are regular reports on the key areas and specific programmes of work. An Organisational Resilience annual report was received for in 2024/25 for

<p>are discussed to thereby ensure joined up corporate governance.</p> <ul style="list-style-type: none"> • matters that do not fit within a standalone governance committee model to enable cross-governance discussion and consideration • specific programmes of work across health and social care to monitor and scrutinise delivery on a regular basis where defined. 		<p>the first time and is scheduled annually on the work plan.</p> <p>Corporate parenting agreed 6 monthly updates to Committee to enhance reporting.</p>
The Committee regularly reviews the strategic risks relevant to its remit and seeks assurance on mitigating controls and actions	Yes	<p>Committee receives a report on risks assigned to Integrated Governance at each meeting. Twice a year the overall strategic risk register is also provided for information.</p> <p>Reports in 2024/25 were enhanced to take account of the request for more detailed information on the treatment, status and actions for strategic risks</p>
The Committee identifies further risk for consideration and escalation from the papers presented and discussion.	Yes	A process is in place to escalate any appropriate risks. None identified in 2024-2025.
The committee receives internal audit reports relevant to its remit and monitors progress against recommendations.	Yes.	<p>A process is in place for Internal audit reports to be tabled which fall under Committee remit and Committee is kept updated on actions taken to comply with recommendations.</p> <p>In 2024/25 this included internal audits on Digital Strategy and Environmental Sustainability.</p>
The Committee has visibility of the mechanisms that are in place to monitor all aspects of its remit.	Yes	A committee work plan is reviewed annually to ensure that the content remains relevant.
The work of the Committee enables it to assure the Board that policies and procedures which are monitored, as relevant to the Committee's remit, are robust.	Yes	The committee work plan ensures regular reporting to provide assurance on effectiveness.
The Committee links well with other Board committees and the Board itself, and opportunities are taken to share information, learning and good practice.	Yes	<p>Relevant information is presented to the Board for visibility – See Appendix 3.</p> <p>The Members of Integrated Governance Committee are the Chairs of the other Board standing committees which enables sharing of information and learning.</p>

The Committee produces an annual work plan.	Yes	This is produced annually and agreed with Committee, in quarter 4 year for the next financial year.
The Committee periodically assesses its own effectiveness.	Yes	Annual assurance report including this self-assessment with additional templates for assurance mapping and reporting to Board.
Committee Meetings, Support and Information	Yes / No / NA	Comments
The Committee has a designated secretariat	Yes	
The committee meets regularly, at least four times a year, and this is set out in the Terms of Reference.	Yes	Committee met four times in 2024/25: 2 May, 25 July and 7 November 2024 and 10 February 2025.
The scheduling of those meetings is appropriate to meet the body's business and governance needs	Yes	Scheduled to fit the overall Board committee and risk reporting plan.
The length of Committee meetings is appropriate to allow the Committee to discharge its role.	Yes	2 hours is scheduled for each meeting.
Papers presented to the Committee are of a high standard and an effective format and ensure that members have access to appropriate information	Yes	Papers are in accordance with required templates and are continuously monitored for improvement
The Committee receives adequate information in relation to national policy and direction to enable it to fulfil its role and responsibilities.	Yes	There is an information flow via the Chief Executive, Directors and Board Chair for national policy and direction, for example the Blueprint for Good Governance in NHS Scotland.
The Committee agenda is well managed and ensures that all topics within the remit are considered.	Yes	The annual work plan provides the main structure, the Head of Corporate Governance has discussion with Board Chair and Chief Executive as required and pre-meetings with the Board Chair.
The agenda and papers are circulated in advance of meetings to allow adequate preparation by committee members and attendees.	Yes	Papers are circulated 5 working days in advance of the meeting as set out in the ToR, through 2024-2025 the Committee has continued with a flexible approach to verbal updates and late papers when needed.
Minutes are prepared and circulated as set out in the Terms of Reference.	Yes	
The Committee provides an effective annual report on its own activities.	Yes	An Annual Report is produced which is discussed and approved by the Chair and Committee members.

An action log/matters arising are well managed and indicate who is to perform what and by when.	Yes	An action log is maintained and managed with updates provided to each meeting.
Committee Membership and Dynamics	Yes / No / NA	Comments
Chair and Membership of the committee has been agreed by the NHS Board and a quorum set	Yes	The Chair of Committee is the Chair of the NHS Board. Membership is agreed by the NHS Board as the Chairs of the other Board standing governance committees. The quorum is set at three.
A Vice Chair of the Committee has been proposed by the Chair and agreed by Committee.	Yes	This is the Board Vice Chair.
Membership of the Committee is appropriate with the correct blend of skills, knowledge and experience.	Yes	Integrated Governance is made up of the chairs of the five other standing governance committees.
All members of the Committee contribute to its deliberations on an informed basis.	Yes	This is monitored by the Chair.
Committee members are offered an appropriate induction on joining and development opportunities to support them in undertaking their role.	Yes	An induction discussion takes place with the Board Chair for new members.
The leadership of the Committee by the Committee Chair is effective and supports input from all members.	Yes	
Committee members attend meetings on a regular basis and if not this is reported to the Board Chair for action.	Yes	Attendance is included in the annual report and is provided to Board Chair for Non-Executive annual appraisals. Through 2024/25: 3 members attended all 4 meetings; 2 members attended 3 meetings, 1 member attended 1 meeting and 1 member had been unable to attend any meetings. This had been impacted in year due to interim arrangements agreed during the absence of the Board Chair. There were no concerns from the attendance recorded and it was understood this had been impacted by an exceptional circumstance
The Accountable Officer and other senior officers normally attend the committee as considered appropriate, as noted in the terms of reference.	Yes	There was good attendance from ex officio members.

Support provided to the Committee by executives and senior management is appropriate.	Yes	Good support to the Committee is in place from all relevant areas with leads for specific programmes of work engaging with the Head of Corporate Governance as required.
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Annex A2 - Assurance Mapping

(Review of papers submitted against the Integrated Governance Committee Remit 2024-2025)

Remit: To provide assurance -

- to the NHS Board that issues identified in specific governance Committees that may have an impact across the Board are discussed to thereby ensure joined up corporate governance.
- on matters that do not fit within a standalone governance committee model to enable cross-governance discussion and consideration; and
- on specific programmes of work across health and social care to monitor and scrutinise delivery on a regular basis where defined.

Duties as noted in Terms of Reference	2 May 2024	25 July 2024	7 November 2024	10 February 2025
The Committee shall be responsible for ensuring an integrated approach across all strands of governance within NHS Ayrshire and Arran.				
The specific responsibilities of the Integrated Governance Committee (IntGC) are to:				
Cross-cutting governance	✓	✓	✓	✓
Discuss and consider specific themes and issues relating to governance and risk that have implications for the Board's Governance Committees.	<ul style="list-style-type: none"> • NHSAA full strategic risk register • NHSAA Code of Corporate Governance annual review verbal update • Blueprint for Good Governance Board improvement plan verbal update • Integrated Governance Committee (IntGC) annual assurance report 2023-2024 • NHSAA Governance committee work plans 2024-2025 	<ul style="list-style-type: none"> • Blueprint for Good Governance improvement plan (remitted to Audit and Risk Committee for future reporting) 	<ul style="list-style-type: none"> • NHSAA full strategic risk register • No Code of Corporate Governance update due to timings for Board submission on 7 October. 	<ul style="list-style-type: none"> • IntGC meeting dates 2025/26 • IntGC annual work plan 2025-26 • IntGC Terms of Reference annual review and updates • NHS Ayrshire & Arran Draft internal audit plan for 2025-26
Review actions taken by the organisation on recommendations made by the Committee or the NHS Ayrshire & Arran Board on all governance matters, through routine monitoring of progress against actions.				
Consider and scrutinise the health system's compliance with relevant legislation and performance against national standards with regards to governance.				
Provide assurance to the NHS Board on governance issues that have application across Ayrshire and Arran and when required on specific programmes of work across health and social care to monitor and scrutinise delivery on a regular basis.				

Annex A2 - Assurance Mapping

(Review of papers submitted against the Integrated Governance Committee Remit 2024-2025)

Remit: To provide assurance -

- to the NHS Board that issues identified in specific governance Committees that may have an impact across the Board are discussed to thereby ensure joined up corporate governance.
- on matters that do not fit within a standalone governance committee model to enable cross-governance discussion and consideration; and
- on specific programmes of work across health and social care to monitor and scrutinise delivery on a regular basis where defined.

Duties as noted in Terms of Reference	2 May 2024	25 July 2024	7 November 2024	10 February 2025
Agreed programmes of work 2024-2025	✓	✓	✓	✓
<ul style="list-style-type: none"> • Caring for Ayrshire 	<ul style="list-style-type: none"> • Caring for Ayrshire programme update 	<ul style="list-style-type: none"> • Caring for Ayrshire programme update 	<ul style="list-style-type: none"> • Caring for Ayrshire programme update 	<ul style="list-style-type: none"> • No update due to whole system plan report to Board workshop and Private board discussion on 3-Feb-25
<ul style="list-style-type: none"> • Community Wealth Building assurance 	<ul style="list-style-type: none"> • No update to report 	<ul style="list-style-type: none"> • Community Wealth Building assurance update 	<ul style="list-style-type: none"> • No update to report 	<ul style="list-style-type: none"> • Community Wealth Building assurance update
<ul style="list-style-type: none"> • Climate Change and Sustainability (6 monthly reporting) 	<ul style="list-style-type: none"> • Climate Emergency and Sustainability Update 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> Climate Emergency and Sustainability Update 	<ul style="list-style-type: none"> • NA
<ul style="list-style-type: none"> • Organisation Resilience (Annual reporting) 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • Organisational resilience annual report 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • NA
<ul style="list-style-type: none"> • Digital strategy and reform assurance (6 monthly reporting) 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • Digital strategy and reform assurance report 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • Digital strategy and reform assurance report
<ul style="list-style-type: none"> • Corporate parenting strategy 	<ul style="list-style-type: none"> • Not applicable 	<ul style="list-style-type: none"> • Corporate parenting annual update 	<ul style="list-style-type: none"> • No update to report 	<ul style="list-style-type: none"> • Corporate parenting 6 month update
<ul style="list-style-type: none"> • To monitor and review strategic risks falling within Committee remit 	<ul style="list-style-type: none"> • Strategic Risks delegated to IntGC 	<ul style="list-style-type: none"> • Strategic Risks delegated to IntGC 	<ul style="list-style-type: none"> • Strategic Risks delegated to IntGC 	<ul style="list-style-type: none"> • Strategic Risks delegated to IntGC
<ul style="list-style-type: none"> • To review internal audit reports aligned to the Committee 	<ul style="list-style-type: none"> • No reports 	<ul style="list-style-type: none"> • Digital strategy internal audit 	<ul style="list-style-type: none"> • No reports 	<ul style="list-style-type: none"> • Environmental sustainability internal audit

Annex A3 - Integrated Governance Committee reporting to NHS Ayrshire & Arran Board 2024-2025

Reporting duties	2 May 2024	25 July 2024	7 November 2024	10 February 2025
Reporting action to the NHSAA Board	<p>Key items reported:</p> <ul style="list-style-type: none"> Discussions on two Strategic Risks assigned to IntGC. Committee were assured that there would be an addition of controls and process actions to the Strategic Risk Register with information drawn from the Datix system, which would feed through to governance committee reports. Committee discussed Risk ID 821 and the agreed digital reform plan. It was confirmed that governance for the digital reform plan was through Integrated Governance Committee and that governance of cyber security matters would remain with Information Governance Committee. Members approved the annual report for the Integrated Governance Committee 2023-2024 for onward submission to the NHS Board. Committee received the CFA programme update and noted the reprioritisation of work to develop the Whole System Plan and Business Continuity Plan in the next few months to meet submission dates of early 2025 for Scottish Government. The 	<p>Key items reported:</p> <ul style="list-style-type: none"> Discussion on strategic risks assigned to Committee. Committee welcomed updated risk templates with detail on controls in place and those being developed to mitigate the risk. Noted the two templates presented were being integrated to one cohesive template. Board workshop on risk management planned for 20 August and would include updated risk template. Risk review period for risk ID 669 Caring for Ayrshire was discussed and Committee were assured that there had been an extended review period due to a slow down of progress in Caring for Ayrshire during and following the pandemic. The review period would be adjusted appropriately at the next review in September 2024. Digital Strategy – Committee received an update on recommendations from an Internal Audit of our Digital Strategy. The overall audit rating was minor improvement required with four recommendations identified. Members were assured by the progress made with three 	<p>Key items reported:</p> <ul style="list-style-type: none"> Discussion on strategic risks assigned to Committee. Both had been reviewed since the last Integrated Governance Committee meeting. Members discussed the risks and confirmed they were assured by the mitigating actions being taken with no issues raised for escalation to the Board. Strategic Climate emergency and sustainability 6 monthly update. Committee were assured that the programme continued to meet targets across key deliverables associated with our Climate Change and Sustainability Strategy, and that a Clinical lead has been appointed as is required by Scottish Government which will continue to support delivery of the strategy. 	<p>Key items reported:</p> <ul style="list-style-type: none"> Discussion on strategic risks assigned to Committee. One risk had been reviewed in the period. Members confirmed they were assured by the mitigating actions being taken with no issues raised for escalation to the Board. Anchor/Community Wealth Building (CWB) presented a comprehensive update on progress at November 2024. Committee noted the challenge of reduced funding and that CWB was now being managed within core teams. Members were encouraged by the progress being made and the inclusion of staff across elements of our community wealth building pillars, for example, cooking on a budget and e-bike loans for NHS staff. Committee welcomed a 6 month update on Corporate Parenting, following the presentation of the Corporate Parenting yearly update to Committee on 25 July 2024. The report provide detail on activity across Ayrshire and included the NHS Ayrshire & Arran Corporate Parenting

Annex A3 - Integrated Governance Committee reporting to NHS Ayrshire & Arran Board 2024-2025

Reporting duties	2 May 2024	25 July 2024	7 November 2024	10 February 2025
	<p>challenge of limited capital funding was acknowledged although it was noted that not all programmes of work require additional funding to move forward.</p> <ul style="list-style-type: none"> • Strategic Climate emergency and sustainability six month update reported on progress delivering the Action Plan. Committee were assured by the good progress across key deliverables associated with our Climate Change and Sustainability Strategy to the end of March 2024. 	<p>actions and evidence that would enable closure. A fourth action related to the next review of the Digital Strategy in 2026 in regards to engagement and would be added to the workplan to ensure Committee received an update</p> <ul style="list-style-type: none"> • Committee were assured by progress reported on the key deliverables of the Digital Strategy reform plan. Members were reassured that the impact of delays in progressing national solutions had been escalated previously through a number of national groups, including Board Chief Executives and would be escalated again. • Blueprint for Good Governance Improvement Plan – Committee received an update on progress against the Board actions for information and these would be submitted to Audit and Risk Committee in September as the governance route for monitoring delivery. • Caring for Ayrshire – received a presentation on “Achieving Sustainability Through Reform” which provided a timeline to show the development of the Transformation Programme 		<p>Promise Milestones and Measurables 2025 and the Corporate Parenting Promise Dynamic Action Plan 2024-27.</p> <ul style="list-style-type: none"> • Committee discussed and approved the Annual Climate Emergency and Sustainability report 2023/24 for submission to the NHS Board for approval. The report is required by Scottish Government and endorsed this for submission to the NHS Board for approval. This is an agenda item on the Board agenda. • Committee discussed the six-monthly update on progress of delivery of the Digital strategy Reform Plan. The discussions centred on progress to date and recognised challenges faced locally and nationally for some key areas. It was agreed that the report would be developed to provide more detail on key areas of progress for a future meeting.

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		<p>from 2016, our engagement with Scottish Government on our proposals for sustainability from which the Board established its Caring for Ayrshire strategic ambition in 2018/2019 to formalise the programme of reform. This followed the journey for CFA post pandemic to the current position. Detail was given on the reform agenda and the timeline for submission of the Whole System Plan and Business Continuity Plan to Scottish Government in January 2025. This would include Board engagement in autumn 2024. Committee noted that supporting Scottish Government direction and guidance was awaited. The presentation was welcomed in providing context and structure to our CFA strategic ambition. Committee also received an update on CFA progress against high impact change proposals, project charters from six work streams and the CFA triumvirate workshops and were assured by the next steps in regard to the reform agenda and the whole system plan.</p>		

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		<ul style="list-style-type: none"> • Committee were assured by the positive progress reported on our Community wealth building programme. • Annual reports on Corporate Parenting and Organisational resilience were received by Committee. This was first submission of these reports following the alignment of governance scrutiny with Integrated Governance. The papers were welcomed and Committee confirmed they were assured by the reports. Members agreed six reporting for Corporate Parenting. 		
Confirmed that these were brought to the NHSAA Board	Y Integrated Governance Annual Report 2023/24	Y	Y	Y Annual Climate Emergency and Sustainability report 2023/24