

NHS Ayrshire & Arran



Meeting:	Ayrshire and Arran NHS Board
Meeting date:	Monday 6 October 2025
Title:	Performance Governance Committee meeting on 26 September 2025 – Chair's report to NHS Board
Responsible Director:	Derek Lindsay, Director of Finance
Report Author:	Sheila Cowan, Committee Chair

1. Purpose

This is presented to the Board for: Discussion.

This paper relates to: Local policy to ensure good governance practice in reporting from board committees

This aligns to the NHS Scotland quality ambitions of Safe, Effective and Person Centred. Good governance practice supports the effective delivery of services across the organisation.

2. Report summary

2.1 Situation

This report provides information to Board Members on key items discussed within the Governance Committee's remit, in order to provide assurance to the Board that those matters have been identified and are being addressed, where required.

2.2 Background

The Board Model Standing Orders advises that Board meeting papers will include the minutes of committee meetings which the relevant committee has approved. To ensure that there is no delay in reporting from committees this paper provides a timely update on key issues from committees.

2.3 Assessment

Key items agreed by Committee are noted below. Identification of organisational risks, stakeholder considerations and other impacts were included in papers to the Committee.

- The committee received the Internal Audit Report on Patient Flow Management (rated substantial improvement required). A good level of assurance was given

to members that the recommendations highlighted within the report are in progress and on target for completion by the dates given.

- The committee reviewed and scrutinised the month 5 Financial Management report and noted a deficit position of £15.4m. This will be discussed at the next Board meeting on 6 October. Cash releasing efficiency savings of £11.2m has been delivered which is £200k under target however opportunities are being scoped in other areas to bring this back on track as part of the financial recovery plan in conjunction with the work taking place by Viridian.
- Members reviewed and discussed the Performance Management report which showed mixed results in terms of alignment with Annual Delivery Plan targets and trajectories. As part of the performance section a presentation was provided on Length of Stay/SAFER for which there is a rollout plan in place to provide a reduction in length of stay, all of this is on track. There is good staff engagement and morale around this piece of work. A presentation was also provided on Planned Care which is seeing tighter executive governance arrangements as well as revised ADP targets which provided members with some assurance. Continued monitoring of this will happen via PGC and the deep dive schedule for service reviews.
- As part of the deep dive schedule an update was received on general musculoskeletal services. It was highlighted that all internal audit actions have now been completed in this area however there have been ongoing issues with regard to workforce shortages/resilience which have led to a deterioration against targets, which will improve with staff recruitment. This is especially true within Orthotics which has seen a big deterioration against the waiting times target. Work is ongoing by the team to increase the staffing and extra clinics are being scheduled to improve the waiting times position and it is hoped this will be visible by March 2026.

2.4 Recommendation

The Board is asked to be aware of and discuss the key items highlighted and receive assurance that issues are being addressed, where required.