

**Integrated Governance Committee**  
**Thursday 28 August 2025 at 09.30am**  
**MSTeams**

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

**In Attendance** Mr Gordon James, Interim 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 Member/Vice Chair of IJB  
Ms Joyce White, Non-Executive Member/Chair of IJB  
Ms Marie Richmond, Assistant Director of Digital Services  
Mrs Shona McCulloch, Head of Corporate Governance  
Miss Ashleigh Kennedy, Corporate Secretary (Minutes)

**Action**

**1. Apologies**

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

**2. Declaration of interests**

There were no declarations of interest.

**3. Minute of previous meeting**

The minute of the meeting held on 20 May 2025 was approved as an accurate record.

**4. Matters arising**

Paper 2a - The action log had been circulated prior to the meeting. There were two actions in progress from the February meeting:

Minute Reference 5 – Failure of digital services and financial constraints and impacts on local and national initiatives. The Director of Infrastructure and Support Services, Ms Nicola Graham advised that Marie Richmond, newly appointed Assistant Director of Digital Services, would present this detail in a report at the next meeting.

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Minute Reference 9 – Reform Proposals and Financial Planning: The Director of Transformation and Sustainability, Kirstin Dickson provided updates on ongoing discussions regarding reform plans and financial figures. The work is currently under review and will be brought to future board workshops once detail was available. In response to a query on the need for clear financial options and definitive timelines, the Chief Executive, Gordon James outlined two pathways: short-term financial improvement and medium-to-long-term transformation, including the development of an internal PMO structure.

Paper 2b – The Head of Corporate Governance, Mrs Shona McCulloch apologised that paper 2b, the committee workplan, was not included in the paper pack. She advised that two items had been deferred. See link below to the workplan on Teams  
[IntGC annual workplan 2025-26.xlsx](#)

### 5. Strategic risks

The Board Chair, Mrs Lesley Bowie introduced the Strategic Risk paper which reported on the two risks assigned to Integrated Governance Committee, items 669 and 821. Both risks had been reviewed since the last meeting.

#### **Risk 669 – Sustainability through reform (Caring for Ayrshire):**

Ms Kirstin Dickson presented the updated risk, noting its medium-to-long-term nature. A member asked a question regarding the mitigations recorded, which did not reflect earlier discussion around short and medium-long term planning. Ms Dickson clarified that the Risk template updates were as at the last review date 09/07/2025 and so did not reflect the very recent CMT discussions referred to earlier. She confirmed the template would be updated to reflect the current position at the next review. Following discussion regarding the risk level and if the risk should be escalated and reviewed more frequently, Ms Dickson agreed to discuss the possibility of quarterly reviews with the Chief Executive.

In response to a request for clarity on stakeholder engagement plans and timings, Ms Dickson confirmed that the timings outlined in the Risk Template were based on the position at 09/07/2025 and timelines for the engagement plan would be reviewed in line with outcomes from CMT planning discussions. Ms Dickson confirmed that a draft communications and engagement plan was in process.

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The Chief Executive provided reassurance regarding the planning and engagement process. It was acknowledged that the aim is to develop a clear and structured approach, supported by a communication framework, which will be brought to a future Board seminar. This will allow for collective discussion and sharing of the proposed engagement strategy, including key principles and thematic areas. The seminar would provide an opportunity for open dialogue and appropriate challenge from Board members, ensuring their full involvement and understanding. Supporting documentation would be shared once the approach is sufficiently developed and in a suitable format. This aligns with earlier discussions

around ensuring the Board remains fully informed and engaged throughout the planning to support short and medium-long term priorities.

**Risk 821 – Digital Services Strategy:**

Ms Graham and Ms Richmond reported on ongoing digital reform efforts. A recent stress test exercise with the Resilience Team was highlighted as a positive step in business continuity planning which had highlighted areas for review. Ms Cowan requested assurance on the implementation timeline for TrakCare ED module. Ms Richmond confirmed a revised rollout plan is being scoped and an update would be provided in a future report.

**Outcome: Committee discussed the risk updates and acknowledged that risk review frequency for Risk 669 would be discussed outwith the meeting. Members welcomed the current updates on risk mitigations and noted that the Risk Templates would be updated at their next reviews**

**6. Digital Strategy and Reform**

Mrs Nicola Graham introduced Ms Marie Richmond who presented a revised format of the digital services report and highlighted the following key points:

- In relation to the red projects within Reform Delivery, challenges remain with removal of legacy network from HMP Kilmarnock, this challenge is not within digital control, as it relates to access to this secure site. The team are actively engaging with Scottish Prison Service to resolve this issue. The second project in relation to wireless is behind plan due to retiral of the previous contractor, a new contractor has now been awarded the contract and therefore a new plan will be developed for the remaining sites and the project re-baselined before the next meeting.
- In relation to Strategic Delivery, it is recognised there are a significant number of projects. The team have been asked to undertake an exercise on prioritisation of projects which provide best value to the organisation. The team have also been asked to develop realistic timelines for delivery with clear scope and objectives to ensure that we move towards realistic dates and pathways to green for those projects with a 'red' or 'amber' status. There will then be a review of projects within the portfolio and available resources to ensure that resources are allocated effectively to projects which are prioritised for organisational delivery.
- In relation to red status Strategic Delivery, Vocera and Cardiology have challenges with resource due to extended leave within the team. CCIS is awaiting funding approval from Pharmacy before we proceed. GPIT is a National programme NHS Boards following announcement of new supplier planning is underway. eRostering resources are being considered. There is a need for a solid plan for delivery with consideration of the national requirements and also

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the improvements which can be achieved through implementation of safecare.

- The operational update provided assurance in relation to operational delivery. Future reports would include a dashboard to show Key Performance Indicators in relation to operational delivery. These were agreed by DSPB.

Members welcomed the improved report, noting it effectively highlights ongoing projects. The importance of prioritisation to support CfA and collaborative conversations was emphasised and the report aligned with earlier discussions on reform. Members noted the role of the Digital Team as an enabler and requested assurance that digital leadership programmes were aligned with clinical colleagues.

Mr James noted the importance of enabling support and services, prioritising core systems, and supporting long-term transformation. He noted the potential for NHSAA to adopt national systems and collaborate where appropriate. He also raised concerns about patient communication and suggested exploring the “digital front door” concept, referencing NHS Lanarkshire’s approach.

**Outcome: Members discussed the progress reported on the projects within the Digital Services Reform Plan and were assured by progress to date. The new format was welcomed and considered a positive development.**

### 7. Community wealth building

Mrs Dickson, presented the Community wealth building paper and provided an overview of the organisation’s progress, highlighting excellent work across core business areas. The activities were well aligned with the delivery plan, and future reports would incorporate relevant metrics. Progress was provided in the appendices with the vast majority of actions on track. Legislation related to Community Wealth Building (CWB) was progressing through Parliament, with developments expected in March 2026. Members were reassured that NHS Ayrshire & Arran had contributed to the consultation process to inform the Bill’s development. Collaborative work was ongoing with regional development and community partnership colleagues to support the health agenda through economic growth. A local supplier, Nuline Medical has been successfully added to the national procurement framework. HP Inc worked with Re-Pollinate to redesign the garden area at Kyle Chemotherapy Unit on Ailsa Hospital site, with labour provided from South Ayrshire Council’s Community Justice team.

Ms Cowan and Ms White raised queries about the consistency of RAG ratings and escalation issues. Ms Dickson clarified the distinction between programme progress and broader organisational challenges. The committee agreed that further clarity in future reports would be beneficial.

Members discussed the amber status noted in relation to increasing the number and range of apprenticeships that are offered within NHS A&A.

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Members were advised that the limited volume of apprenticeships is relative to the organisation's size and Directors were encouraged to expand efforts in this area. The importance of embedding Community Wealth Building principles into apprenticeship initiatives was also emphasised.

**Outcome: Members discussed the contents of this report and were assured by the progress delivered through our CWB Programme. Clarification of RAG ratings and escalation issues are required.**

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

Committee agreed the following key items to report to the NHS Board on 6 October 2025:

- Strategic risks
- Digital strategy and reform
- Community wealth building including apprenticeships

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

There were no risk issues to report.

### **10. Any Other Competent Business**

There was no other competent business.

### **11. Date and Time of Next Meeting**

Tuesday 18 November 2025 at 10.00am, Room 1 Eglinton House (hybrid).