

Approved by Integrated Governance Committee on 28 August 2025



Integrated Governance Committee

Tuesday 20 May 2025 at 10.00am

Hybrid meeting – Meeting Room 1, Eglinton House and MS Teams

Present Mrs Lesley Bowie (Chair)
Ms Sheila Cowan, Non-Executive Member
Mr Marc Mazzucco, Non-Executive Member
Ms Linda Semple (Vice Chair) 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 Member/Chair of IJB
Ms Joyce White, Non-Executive Member/Chair of IJB
Lorette Dunlop, Head of Resilience (item 8)
Mrs Shona McCulloch, Head of Corporate Governance
Mrs Moira Woolway, Corporate Secretary (Minutes)

Action

1. Apologies

Apologies were received from Dr Crawford McGuffie, Mrs Jean Ford, Mr Liam Gallacher, Mrs Sarah Leslie and Ms Lynne McNiven

2. Declaration of interests

There were no declarations of interest.

3. Minute of previous meeting

The minute of the meeting held on 10 February 2025 was approved as an accurate record.

4. Matters arising

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

Item 9. Internal audit plan – Strategic and operational audit 2025/26

The Director of Transformation & Sustainability, Ms Kirstin Dickson advised Committee that the scope of this audit would be refined as part of the scoping conversation with Auditors to cover the breadth of the planning framework and the action was agreed as complete.

Item 13. Digital strategy and reform reporting

As noted on the action log, the Director of Infrastructure and Support Services, Ms Nicola Graham advised that an updated report was in development and would come to August 2025 meeting.

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 669 and 821. Item 821 has been reviewed since the last meeting.

Item 821, Failure of Digital systems across Ayrshire. There was no change to risk position currently, although progress has been made, this is classed as high until further implementation. Reducing this risk is likely with successful rollout of Trakcare system which is an integral move toward an integrated care record.

Item 669, sustainability through reform (Caring for Ayrshire). This remains a long-term risk due to funding constraints. Control measures are in place and the risk remains under constant review. Reform will continue within existing resources aligned to the recovery and sustainability program with detail included in appendices.

Comments were raised from members about funding for national digital initiatives and an ask for clarity on funding models and readiness for digital front door roll-out. In response, Ms Graham advised that initial funding is provided by Scottish Government, however, the digital front door would be a local development, and the costing was not fully established.

There was an in-depth discussion on local and national digital initiatives and future funding. Ms Graham advised that local delivery was aligned with national requirements. Budget constraints in respect of national versus local initiatives was recognised and the Chair proposed this be discussed more fully outside the meeting as an operational matter. The Chair would meet with Director of ISS and CEO.

LB/NG

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 annual assurance report 2024/25

The Chair, Mrs Lesley Bowie presented the Committee Annual Assurance Report 2024/25 for Members' approval which included the Self-assessment checklist, completed Assurance Mapping template and the NHS Board Reporting template.

These included two internal audit reports and assurance reporting from newer programmes of work.

- Organisational resilience - which outlined progress made across the resilience agenda to meet organisational tasks to strive to be as resilient as possible to meet disruptive challenges
- Corporate Parenting – committee received the first annual report which outlines priority areas being considered.

The key priority areas for 2025/26 included continuous review of the remit of Integrated Governance Committee. The Chair highlighted the forthcoming publication of the Population Health Framework, and the governance requirements related to this.

The Chair expressed gratitude to the Committee Vice Chair, Sheila Cowan, for stepping into the Chair role during Mrs Bowie's absence. She also thanked all members for their continued dedication and contributions throughout 2024/25.

Outcome: Members approved the annual report for the Integrated Governance Committee 2024-2025 for onward submission to the NHS Board on 2 June 2025.

7. Governance committee work plans 2025-2026

Mrs McCulloch presented the Governance committee work plans 2025/26 and advised that the individual plans had been approved by each committee and were live documents which would be updated as required throughout the year. The work plans provided assurance of governance planning through the year with no gaps evidenced. She confirmed that a paper on the annual cycle of Board business had been submitted separately to the NHS Board on 31 March 2025.

Outcome: Members noted the Governance Committee work plans for 2025-26 and were assured of the cohesive approach to planning in each of the Board Governance Committees.

8. Internal Audit - Business continuity planning

The Head of Resilience, Ms Lorette Dunlop, reported on a recent internal audit which was undertaken on Business Continuity Planning. She reported that the audit was rated as 'Minor Improvements Required', with most actions already underway with completion within one year. Actions 1 and 3, which were closely related, would be completed concurrently. Ms Dunlop requested an extension of the deadline for these actions to 31 March 2026, which was approved by the committee.

Members discussed the current approach to stress testing, with a suggestion that two out of the three annual tests be made mandatory. It was proposed that full compliance at director level be required, with consideration given to the relevance of each test to specific services. In response, Ms Dunlop clarified that not all scenarios were applicable to every directorate. Where all three scenarios were relevant, completion of all three tests would be expected. Ms Dunlop would provide an update on

actions from this audit at the February 2026 Integrated Governance Committee Meeting. This would be added to the committee workplan.

The Committee acknowledged the significant progress and improvements made in the Business Continuity Plan, particularly considering the challenges posed by aging infrastructure and estate, and ongoing financial constraints.

Outcome: Members noted the good work carried out by the team with the audit report reflecting this. Members noted an update would come to the February 2026 meeting.

9. Caring for Ayrshire

Mrs Kirstin Dickson, Director of Transformation and Sustainability gave a verbal update and reminded Committee that the Board Whole System Plan (WSP) and Business Continuity Plan (BCP) were submitted to SG in March 2025. Ms Dickson advised that to date we have not received feedback on the WSP although feedback on the BCP had been received and capital funding remained limited with the focus of SG on maintenance and continuity.

Ms Dickson advised that nationally work was ongoing with the three products Scottish Government were producing. The Operational Improvement Plan was published earlier in the year, the Service Renewal Framework was in development and the Population Health Framework, also to be published before Summer recess.

There was no clear indication of when we would hear back on our WSP until some of the national space is more clearly defined through SG service leads. In the meantime, the First Minister's statement on reform is a continued area of focus and we have set up a Strategic Planning Group (SPG) locally with the ambition to bring forward and further develop the reform proposals we had already started to look at with Buchan under the auspices of Caring for Ayrshire. The SPG will look to take forward the development of some of those reform proposals to enable discussions with Scottish Government or internally with our own development of reform.

The Chief Executive, Claire Burden, reiterated the role of SPG and the purpose of this group, with the aim to produce two outlines by October, so that we have something in year to discuss with SG. She reiterated the importance of developing our reform proposals, the aim to deliver service improvement and workforce flexibility to support financial planning towards the SG target. She advised that SG would consider proposals presented to them to support financial breakeven within five years. The Chair highlighted the importance of delivering outlines/proposals to SG in October so that we have those discussions on what proposals they would support.

In response to a query from a Member, Committee were reassured that reform proposals would be discussed with Board prior to submission to

Scottish Government, which would be via a board workshop, once detail of proposals was available. She confirmed that such discussions would be for Board only and not a public discussion. This may require a short notice workshop in September.

In response to a member's query on Carrick Glen an update was scheduled for private Board meeting in June 2025.

Outcome: Committee welcomed the update and noted that a board workshop would be arranged once reform proposals were available for Board discussion and prior to SG submission. Timing would be confirmed as discussions at SPG go forward.

SM

10. Community Wealth Building (CWB)

Mrs Dickson, Director of Transformation and Sustainability gave a verbal update

- This year's focus included aligning plans with annual delivery priorities and setting metrics for 2025/26. Future reporting would track progress against these deliverables.
- Good progress was being made across all workstreams, with structures in place for the year ahead.
- Nationally, there was an intention to introduce primary legislation, though the scope and provisions remain unclear. Capacity challenges persist across programmes.
- Ongoing consultation on the legislation is underway. The organisation has contributed to the development of the Bill and submitted evidence to the Economy and Fair Work Committee.
- While not initially involved at the strategic level, the team was now engaged in the appropriate forums to support Community Planning Partnership (CPP) development.
- Work continued in collaboration with community partners to meet national expectations and local needs.

In response to a question regarding oversight of CWB, Ms Dickson advised that while CWB may align with other committees, Integrated Governance Committee holds responsibility due to the cross-cutting nature of the workstreams. Elements were included in the Delivery Plan (DP) and reported through Performance Governance Committee (PGC) on a quarterly basis as required by Scottish Government. However, as CWB spans multiple workstreams it is appropriate for Integrated Governance Committee to retain oversight as a central point due to its cross-board relevance.

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

11. Climate emergency and sustainability

The Director of Infrastructure and Support Services, Mrs Nicola Graham presented the Strategic Climate emergency and sustainability update and highlighted the following key points with the committee noting strong engagement from participating teams and several actions already completed:

- Good progress reported across key workstreams, with a key milestone achieved and minor improvements noted in internal audit (IA).
- The overarching strategy is scheduled for review, with the review date to be confirmed in the next sustainability section.

Energy efficiency plans are agreed for 2025-26 alongside boiler replacement projects, ongoing work for Electric Vehicle Management, a solar feasibility study and approval for a wind turbine to be sited at Ailsa hospital.

The Committee welcomed the report and discussed the use of the Neptune System in Ayr and Crosshouse theatres, which helps manage and remove clinical waste from surgeries. This work is being led by the Green Theatres Group, with a focus on sustainability and reducing medical gases.

Members also discussed the challenges posed by unfunded mandates from the Scottish Government, noting the pressure this placed on local delivery. Despite these constraints, the Committee commended the team for their continued progress and commitment, given the limited resources available.

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

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

Committee agreed the following key items to report to the NHS Board on 2 June 2025:

- Strategic risk including Digital reform
- Committee Annual Assurance Report, approved to board
- Internal audit review on BCP
- Climate emergency and sustainability review

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

There were no risk issues to report.

14. Any Other Competent Business

There was no other competent business.

15. Date and Time of Next Meeting

Thursday 28 August 2025 at 9.30am, via MS Teams.