

Integrated Governance Committee

Thursday 21 May 2026 at 2.30pm

Hybrid Meeting – MTeams and Meeting Room 4, Upper Turnberry

Present Mrs Lesley Bowie (Chair)
Ms Sheila Cowan, Non-Executive Member
Ms Jean Ford, Non-Executive Member
Mr Liam Gallagher, Non-Executive Member
Ms Linda Semple (Vice Chair) Non-Executive Member

In Attendance Ms Kirstin Dickson, Director of Transformation and Sustainability
Ms Nicola Graham, Director of Infrastructure and Support Services
Dr Sukhomoy Das, Non-Executive Member/Vice Chair of EA IJB
Mrs Shona McCulloch, Head of Corporate Governance
Miss Ashleigh Kennedy, Corporate Secretary (Minutes)
Amanda Dowse, Assistant Director of Finance
Debbie McCard, Risk Manager

Action

1. Apologies

Apologies were received from Mr Marc Mazzucco, Mr Gordon James, Mrs Sarah Leslie, Mr David Stonehouse, Dr Crawford McGuffie, Ms Jennifer Wilson and Ms Joyce White.

2. Declaration of interests

There were no declarations of interest.

3. Minute of previous meeting

The minute of the meeting held on 17 February 2026 was approved as an accurate record, subject to amendment to include Liam Gallacher in attendance.

4. Matters arising

The Committee reviewed the action log and noted progress against outstanding actions.

17/02/2026 – item 5

Jean Ford provided an update to Committee and advised that a new template format had been issued to Non-Executives with favourable feedback. Work would progress to roll this change out to all Committees. Committee agreed to close the action with a further update to be provided regarding implementation and timelines.

17/02/2026 Item 12 - The action concerning Community Wealth Building metrics would remain open pending further development of enhanced reporting.

17/02/2026 Item 13 - The Corporate Parenting action would remain open until evidence of delivery could be demonstrated through the next Annual Report.

20/05/2025 Item 5 – Members noted that in relation to the digital services action, a report outlining national and local initiatives, including associated financial impacts and benefits, would be presented to a future meeting.

Outcome: The Committee noted the updates provided and agreed that actions should remain open or be closed as outlined.

5. Strategic risks

The Risk Manager, Debbie McCard presented the strategic risks assigned to the Committee and provided an update on the overall Strategic Risk Register.

Members were advised that Risk 821 (Digital Services) had reduced from a high rating to a moderate rating following significant progress with mitigation measures and service improvement activity. It was further advised that the risk had been transferred into the revised reporting format and that additional enhancements to actions, controls and assurance reporting would be incorporated in future reporting cycles.

The Risk Manager reported that Risk 669 (Caring for Ayrshire) had been closed following consideration through the Risk and Resilience Scrutiny and Assurance Group. Members were advised that Risks 668 and 669 had been replaced by a new implementation-focused strategic risk, Risk 961, which would be overseen through the Performance Governance Committee.

Members welcomed progress in implementing the revised risk management framework, including introduction of updated risk templates and risk appetite arrangements. Positive feedback had been received regarding the enhanced reporting format. Discussion took place regarding the importance of ensuring future reports clearly articulate controls, actions and assurances to demonstrate progress and effectiveness of mitigating measures.

Outcome: The Committee reviewed and discussed the strategic risks assigned to the Committee, received the overall Strategic Risk Register and supported continued improvement in the quality and presentation of risk reporting.

6. Committee annual assurance report 2025-2026

The Head of Corporate Governance presented the Committee Annual Assurance Report for 2025-2026 for members consideration.

Members identified a minor typographical amendment relating to the dates of ex-officio members and noted this would be corrected.

Outcome: The Committee approved the Annual Assurance Report for onward submission to the NHS Board, subject to the agreed amendment.

7. Governance committee work plans 2026-27

The Head of Corporate Governance, Shona McCulloch, presented the Governance Committee Work Plans for 2026-27

Members were advised of key updates, including enhanced quality and safety reporting within Healthcare Governance and the introduction of Assurance Board reporting to Performance Governance.

The Performance Governance Committee Chair commented that the version of the Performance Governance Committee Work Plan provided in the papers was not the final version and that an updated version was available. The Head of Corporate Governance advised that work plans were maintained as live documents and updated throughout the year to reflect emerging priorities and changes to reporting requirements. It was confirmed that updated work plans were routinely issued with committee agendas to ensure members receive the most current version.

Members sought clarification on the timing of resilience reporting and were advised that reporting had been delayed pending publication of national standards, with revised reporting expected later in the year.

Outcome: The Committee noted the Governance Committee Work Plans and the approach to ongoing work plan management.

8. Community Wealth Building Anchor strategic plan

The Director of Transformation and Sustainability, Kirsti Dickson, presented the refreshed Community Wealth Building Anchor Strategic Plan for 2026-2029.

Members were advised of the strengthened positioning of NHS Ayrshire & Arran as a system anchor institution, with a focus on improving population health, reducing inequalities and supporting inclusive economic growth across Ayrshire. The strategy had been developed collaboratively with local authorities and economic partners and aligned with Scottish Government policy and legislative requirements.

Committee discussion focused on performance measurement and the challenges associated with assessing progress against the Inclusive Ownership pillar. Members emphasised the need for meaningful measures, clear accountability arrangements and appropriate baselines to demonstrate impact over the life of the strategy. The importance of strengthening outcomes-based reporting and identifying appropriate targets was also recognised.

Outcome: The Committee supported the Community Wealth Building Anchor Strategic Plan for onward submission to the NHS Board and noted that further work would be undertaken to strengthen performance measures and targets.

9. Community wealth building

The Director of Transformation and Sustainability, Kirsti Dickson, presented the Community Wealth Building progress update.

Members were advised of continued progress across Community Wealth Building workstreams, including procurement, sustainability, climate initiatives and financial wellbeing, whilst recognising the capacity challenges facing the organisation.

The Committee discussed community benefit procurement arrangements and emphasised the need for clear accountability, measurable success criteria and robust monitoring to ensure community benefits committed to through procurement processes were ultimately delivered. Members recognised opportunities to strengthen assurance and reporting in this area.

Discussion also focused on development of performance indicators and local targets. Whilst a comprehensive range of measures had been identified, members acknowledged that further work was required to distinguish between national and locally determined measures and to establish appropriate baselines and targets. It was agreed that qualitative reporting may be appropriate in some areas until baseline information becomes available. Members also considered the value of demonstrating anticipated direction of travel where numerical targets have not yet been identified.

A specific issue was highlighted regarding a proposed payroll-linked wellbeing application. Concerns had been raised regarding operational, financial and cyber security implications and Members were advised that further governance consideration would be required before implementation could proceed.

Outcome: The Committee noted the progress update and was assured by the work undertaken to date. Members supported further work on performance measurement, target development and governance arrangements relating to the proposed wellbeing application.

10. Strategic climate emergency and sustainability

The Director of Infrastructure and Support Services, Nicola Graham presented the Strategic Climate Emergency and Sustainability update.

Members were advised of strong overall performance across the programme, with the majority of workstreams reporting positive progress. The Committee welcomed confirmation that the Board had exceeded its emissions reduction target, achieving a 7% reduction against the national target of 3%, and noted that the Annual Climate Report for 2024-25 had been submitted to the Scottish Government.

The Director provided an update regarding energy, infrastructure and sustainability initiatives, including progress with the expansion of electric vehicle charging infrastructure. Whilst delays continued as a result of national challenges, members were advised that completion dates had now been identified for a number of sites and that work was ongoing with local authority partners to explore public access and reciprocal charging arrangements.

Members welcomed assurance that NHS Ayrshire & Arran continued to perform strongly in comparison with other NHS Boards and recognised the significant progress being made despite national challenges affecting delivery of electric vehicle charging infrastructure.

Outcome: The Committee was assured by the progress reported and welcomed continued positive performance across the Strategic Climate Emergency and Sustainability Programme.

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

The Committee agreed the following items for reporting:

- Strategic risks update, including Risk 821 (Digital Services) reduced from high to moderate, reflecting progress in mitigation activity. Risk 669 (Caring for Ayrshire) has been closed
- Committee Annual Assurance Report 2025–2026
- Community Wealth Building (CWB) Strategy 2026–2029 and progress update
- Strategic Climate Emergency and Sustainability update

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

The Committee agreed that there were no additional risk issues requiring escalation to the Risk and Resilience Scrutiny and Assurance Group.

13. Any Other Competent Business

There was no other competent business.

14. Date and Time of Next Meeting

Monday 17 August at 9.30am, Hybrid - Turnberry Room tbc

Approved by Integrated Governance Committee on 17 August 2026

Signed: Lesley Bowie, Chair Date: 17 August 2026