



## Integrated Governance Committee

**Monday 8 August 2022**

**9.30am – 11.30am via MSTeams**

**Present** Mrs Lesley Bowie (Chair)  
Mr Bob Martin, Vice Chair  
Mr Michael Breen, Non-Executive Board Member  
Ms Linda Semple, Non-Executive Board Member

**In Attendance** Ms Claire Burden, Chief Executive  
Mr Hugh Currie, Assistant Director for Occupational Health, Safety and Risk Management (for item 8)  
Ms Kirsti Dickson, Director of Transformation and Sustainability  
Mrs Sarah Leslie, Director of Human Resources  
Mr Derek Lindsay, Director of Finance  
Mrs Shona McCulloch, Head of Corporate Governance  
Miss Ashleigh Kennedy, Corporate Secretary (Minutes)

### **ACTION**

#### **1. Apologies**

Apologies were received from Ms Margaret Anderson, Ms Jean Ford, Dr Crawford McGuffie and Ms Jennifer Wilson

#### **2. Declaration of Interests**

There were no declarations of interest.

#### **3. Minute of the Meeting held on 9 May 2022**

The minute of the meeting held on 9 May 2022 was approved as an accurate record.

#### **4. Matters Arising**

The action log had been circulated prior to the meeting. Members noted actions completed and those in progress, below:

- 09/05/2022 Item 5 Integrated Healthcare Framework review – an update on progress was being sought from the Nurse Director team.
- 09/05/2022 Item 7 – Corporate governance assurance framework – the Head of Corporate Governance (HoCG) would liaise with Jean Ford outwith the meeting on the assurance framework and agree timescales with the Board Chair.
- 09/05/2022 Item 11 – Review of strategic risks. Mr Hugh Currie advised that an assurance process was being developed where each director would provide feedback on a cyclical basis to RARSAG. Members agreed to close this action.

## 5. Internal Audit Reporting

The Director of Finance, Mr Derek Lindsay, advised that a review had been undertaken of the process to ensure Internal Audit reports and recommendations were actioned in accordance with agreed timescales. He presented the assurance and governance arrangements advised to Audit and Risk Committee (ARC), as below:

- All Internal Audit Reports are presented to ARC. This is current practice.
- Where Internal Audit Reports are presented to specific Governance Committees, they should have a covering paper with any comments on the report that the author wishes to draw to the Committee's attention. To support the Committee to fulfil the scrutiny and assurance responsibilities the Committee requires a follow up paper setting out that the actions have been completed.

Mr Lindsay updated members on recent internal audits reports submitted to ARC and follow up arrangements for scrutiny and assurance:

- Reports on the Redesign of unscheduled care and pharmacy were considered by ARC in June 2022 and would be submitted to Healthcare Governance Committee.
- Reports on consultant job planning and whistleblowing policy and procedure were considered at ARC in June 2022 and would be submitted to Staff Governance Committee.
- A report on IT controls and user access was considered by ARC in March 2022 and would be submitted to Information Governance Committee.

The future programme of internal audit reports for ARC and Lead Governance Committees was set out in section 2.3.9 of the paper and Executive Leads would ensure these reports were included in committee work plans.

**Exec  
Leads**

Members were assured that ARC are well sighted on progress of recommendations. An internal quarterly follow up paper is taken to Corporate Management Team (CMT) and a 6 monthly formal report by internal Audit is taken to ARC.

**Outcome: Members endorsed the approach to strengthen scrutiny and assurance of Internal Audit reports and actions. The receipt of internal audit reports would be included in committee work plans.**

## 6. Caring for Ayrshire (CFA) Programme

### 6.1 CFA Programme planning and progress

The Director of Transformation and Sustainability, Ms Kirsti Dickson presented the CFA programme update and highlighted key points:

- On 20 July 2021 CMT received a progress update and approved the work plan, approach and direction. It was agreed there would be monthly reporting to CMT on progress against the work plan.

- The first meeting of the CFA Oversight/Working Group took place on 6 June 2022. As previously advised, there would be high levels of interdependencies between the additional and existing CFA posts and this forum will allow post holders the opportunity to share work plans and programme progress, allow collaboration and networking, provide guidance and a framework and ensure that staff received the same information at the same time.
- The first meeting of the Community Wealth Building (CWB)/NHS as Anchor Organisation Programme Board was held on 2 June 2022. The purpose of this programme board is to bring together colleagues from across the organisation who are responsible for aspects of CWB. This would allow us to fulfil the NHS requirements in operating as an anchor organisation, fulfilling our commitment to the Ayrshire Anchors Charter and ensuring links to the CFA strategic ambition.
- A meeting was held on 25 April 2022 with colleagues from the Scottish Government and Scottish Futures Trust to discuss the support that could be available. A follow up meeting would be arranged with Scottish Futures Trust to discuss potential support in more detail.

**Outcome: Committee members were assured by the progress being made with the aring for Ayrshire Programme.**

## 6.2 Formal Launch of the CFA Programme

Ms Dickson presented the Formal Launch of the Caring For Ayrshire Programme – Informing, Engagement and Communication Plan and highlighted key points:

- In March 2020, the planned Caring for Ayrshire informing and engagement plan could not be progressed due to the COVID-19 pandemic. We were now in a position to formally launch the Caring for Ayrshire Programme and restart informing and engaging activity through an internal and external process to communicate with staff, partner agencies, members of the public and service users.
- This evolving document sets out at a high level where we will look to take forward the work and some of the methods that we will use. Extensive conversations with Healthcare Improvement Scotland (HIS) Community Engagement has taken place to align planning with people, ambitions and using support from the HIS community engagement team.

In response to a question regarding timescales and feedback, Ms Dickson assured Members that although there had been some slippage in timescales, launch event dates were in the diary and work would resume in late August/early September. Feedback would be collected from all involved in the engagement process to inform and shape the model of care moving forward.

Mr Lindsay highlighted that the large number of additional staff recruited through non-recurring funding has been flagged through the financial risk register. Ms Dickson reassured members that a robust process was in

place to ensure oversight of funding and posts. Where possible posts were being recruited on a fixed term basis to minimise risk and positive conversations had taken place with Mr Alan Morrison at Scottish Government regarding ongoing support.

**Outcome: Committee Members were assured of the plan and approach for informing, engagement and communication for the CFA programme. Members were supportive of bringing conversations to the workplace whilst being mindful of managerial capacity.**

## 7. Strategic climate emergency and sustainability group

Non-Executive Member, Ms Linda Semple, provided an update on both national and local groups.

- The operational group has been meeting locally and is chaired by the Director of Infrastructure and Support Services, Ms Nicola Graham. Responses around sustainability and climate change issues are taken forward to National Audit and a report is available.
- Work is still to be done with the National Climate Change and Sustainability group to put the Terms of Reference in place for the Strategic group.
- Ayrshire and Arran have a clear understanding of what sustainably means and there is a link with the CFA developmental work and Community Planning partners.

**Outcome: Committee Members were assured local and national updates would be brought to future meetings.**

## 8. Strategic Risk and Risk Register

The Assistant Director for Occupational Health, Safety and Risk Management, Mr Hugh Currie presented the Strategic Risk and Risk Register. The paper set out the strategic risks assigned to Integrated Governance Committee and had been discussed at the Risk and Resilience Scrutiny and Assurance Group (RARSAG) in Jul 2022.

Mr Currie highlighted to Members that a table has been added to the "Activity during this period" section to highlight any particular subject changes. He advised that the two detailed risks within the paper have been reviewed in accordance with governance process.

The Chair, Mrs Lesley Bowie raised awareness of revised waiting time targets advised to NHS Boards by Scottish Government and advised that discussion with Scottish Government had taken place, a written Board response has been issued and a written Board Chief Executives' response was in progress. Members discussed the use of the Strategic Risk Register to set a trajectory, evidence, mitigate and monitor stretched targets.

**Outcome: Members were assured of the work being done to manage strategic risks which fall under the governance remit of this committee. Mr Currie would work with Directors to create a draft** HC

**message in relation to the revised Scottish Government targets in advance of the next RARSAG meeting.**

**9. Key issues to report to the NHS Board**

Members agreed the following key issues to report to the NHS Board on 15 August 2022:

- Caring for Ayrshire update

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

There were no risk issues to report.

**11. Any Other Competent Business**

There was no other business.

**12. Date and Time of Next Meeting**

Monday 7 November 2022, 2pm – 4pm via MSTeams

Signed (Chair):



Date: 07/11/2022