



## Integrated Governance Committee

**Tuesday 7 February 2023**  
**9.30am via MSTeams**

**Present** Mrs Lesley Bowie (Chair)  
Ms Linda Semple, Non-Executive Member  
Ms Margaret Anderson, Non-Executive Member  
Ms Jean Ford, Non-Executive Member

**In Attendance** Ms Kirsti Dickson, Director of Transformation and Sustainability  
Mr Derek Lindsay, Director of Finance  
Dr Crawford McGuffie, Medical Director  
Ms Jennifer Wilson, Nurse Director  
Mrs Shona McCulloch, Head of Corporate Governance  
Miss Ashleigh Kennedy, Corporate Secretary (Minutes)

### **ACTION**

#### **1. Apologies**

Apologies were received from Ms Claire Burden, Mr Bob Martin and Ms Sarah Leslie.

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

There were no declarations of interest.

#### **3. Minutes of the Meeting held on 7 November 2022**

The minute of the meeting held on 7 November 2022 was approved as an accurate record.

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

The action log had been circulated prior to the meeting. Members noted the two actions in progress and were advised that these would be closed prior to the next meeting.

**Outcome: Ms Bowie and Ms Semple to discuss Strategic climate emergency and sustainability and how this relates to the National group prior to the next meeting.** **LB/LS**

**The Chair and the Chief Executive to discuss the frequency of reporting on Organisation resilience.** **LB/CB**

## 5. Corporate Governance learning and improvement plan

The Head of Corporate Governance, Mrs Shona McCulloch presented the Corporate Governance learning and improvement plan and highlighted the following key points:

- Action 017 - The final draft of Document Security Markings Guidance has been agreed with the Information Governance Manager. This will be agreed with the Information Governance Operational delivery Group in February and submitted thereafter to Information Governance Committee for approval in May.
- Action 2020-09 - A final draft of the updated Controlled Document Policy, including the additional guidance requested by the Internal Auditor, is being discussed with the short life working group. Following any final amendments the policy will be progressed through appropriate groups for agreement and submitted to Integrated Governance for approval on 4 May.
- Action 2021-02 - Following the November Integrated Governance Committee meeting, discussion with the Internal Auditor and Derek Lindsay provided clarity on the Assurance map exercise recommendation. Each governance committee is being actioned to complete an assurance mapping template as part of the annual reporting process. This will be included with annual reports for 2022-23.
- Actions 2021-03, 2021-01 and 2022-01 are proposed to be marked complete as any improvement work has been concluded and they moved from improvements into normal business processes.

**Outcome: Committee Members approved the proposal for actions noted to be marked as complete, which would close the plan for 2022-23.**

## 6. NHS Ayrshire & Arran Internal Audit Plan

The Director of Finance, Mr Derek Lesley presented the NHS Ayrshire & Arran Internal Audit Plan and highlighted the following key points:

- NHS Ayrshire & Arran, Greater Glasgow & Clyde, Golden Jubilee and NHS 24 have all selected the same internal audit provider however the procurement process has not yet concluded.
- A 3 year internal audit plan sits within the tender documentation and is based on the strategic risk register with assurances to the Audit and Risk Committee on an annual basis.
- The current focus is on year one with the suggested wording change to replace “covid expenditure” with “capital procurement and contracting of NSAIS”.
- Suggestions received from the Corporate Management Team (CMT) last week were to include the Blueprint for Good Governance for 2024 and to change the “Nurse roster” to “eRostering”.
- Next steps are to bring this paper to the Audit and Risk Committee (A&RC) workshop prior to the A&RC for endorsement and then onto The Board meeting in March for final approval.

**Outcome: Committee Members noted the new internal auditor and were assured of the areas for internal audit work in 2023/2024.**

## **7. Internal audit advisory review – Preparations for the CfA programme**

The Director of Transformation and Sustainability, Ms Kirsti Dickson presented the Internal audit CfA programme preparations advisory review and advised that this review was carried out by the Board's internal auditor in line with the structures and framework. Risks have been addressed and tested to some extent. Updates on the four areas of observation with advisory action are noted below:

- Observation 1 – Updated long term financial plans and scenario planning not completed for the programme – The 3-5 year plan was disrupted by the Pandemic. Conversations have taken place around availability of capital funding. Work is underway with an update paper expected in March/April.
- Observation 2 – Consistency of reporting to the Integrated Governance Committee – The report has been standardised with the addition of an appendix.
- Observation 3 - Engagement Log requires updating to include more recent engagement events – The intention is to bring an Engagement paper at a quarterly intervals to IntGC to reflect the work and provide visibility.
- Observation 4 – Consideration of lessons learned – The Professional Reference Group has been re-established and will look to reform some of the service options from learning within the Pandemic.

**Outcome: Committee Members noted the four areas of observation and were assured of the work taking place.**

## **8. The Blueprint for Good Governance in NHS Scotland**

The Chair, Ms Lesley Bowie advised that the second edition of the Blueprint for Good Governance was issued to Chairs in December. This is the output from the Corporate Governance Team led by John Brown, Chair of Greater Glasgow & Clyde. National guidance around expectations is awaited and may be received at the Board Secretaries meeting tomorrow. Mrs McCulloch will work through the plan to ensure that NHS Ayrshire & Arran are compliant.

**Outcome: Committee Members were noted the update and were assured that the Board is in a good place in relation to Governance.**

## **9. Caring for Ayrshire (CfA) Programme**

Ms Kirsti Dickson presented the CfA Programme update and highlighted the following key pieces of work that the Healthcare Planners are contributing to:

- A review of the Arran Initial Agreement (IA) is due to take place.

- Older People's Mental Health services, which was a piece of work that was never fully concluded.
- Meetings are taking place with Scottish Government in relation to whole system planning within the Programme Initial Agreement (PIA).
- Healthcare planners are working with Nicola Graham, Director of Infrastructure & Support Services and Capital & Property Colleagues with the aim to maintain Crosshouse hospital as a viable and sustainable building.
- The first Professional Reference Group took place which will help to inform scenarios for service models in the future.
- Two of the three planned launch events went ahead, a third slightly different way of delivering the North event is being organised.
- The procurement of Engagement HQ has progressed. This is a web based platform that will host all of the engagement activity and will be readily available to the public.

In response to a question, The Medical Director, Dr Crawford McGuffie advised that the contract with myOp is in relation to an 18 week trial. Strategy is in a good place and remaining agile in relation to capital challenges could make space for innovators.

**Outcome: Committee Members discussed the update provided, which included a number of initial project proposals that have been identified to the Programme Management Office. Members were assured by the plans agreed by CMT to deliver the CfA Programme.**

**Ms Dickson agreed to share the Professional Reference Group ToR with IntGC Members.**

**KD**

**Ms Dickson advised that financial aspects could be built into the plan for an extra element of assurance. Year by year funding from the Scottish Government Capital team is in place to support the work being taken forward and a minimum level of funding has been set out for 2023/2024.**

**KD**

## **10. Community Wealth Building (CWB)**

Ms Dickson presented an update on the CWB programme and highlighted the following key points:

- CWB self-assessment has been completed for all CWB pillars identifying: where each pillar is on its CWB journey; pillar aims; work streams and barriers to required actions. Some data metrics have begun to be collected to allow establishment of agreed CWB performance data metrics. Work has also started to develop work plans for each CWB pillar.
- CWB self-assessment work has formed the basis of slides prepared to inform discussion with the NHS Board at the CWB Board workshop now planned for 30 March 2023.
- In order to continue to inform staff and partners about our CWB programme NHS Ayrshire & Arran CWB public and AthenA pages

have been developed. Work will continue to update and improve these web pages.

- Regular NHS Ayrshire & Arran CWB update presentations are provided at the Ayrshire Anchor commission and lead Officers group and these have been well received.

**Outcome: Committee Members were assured by the CWB, presenting an overview of work carried out since early November 2022 providing assurance on progress and outlining plans for delivery of the programme and for regular reporting to the IntGC and CMT.**

## 11. Strategic risks

Dr Crawford McGuffie presented the Strategic Risk paper to Members which reported on risks assigned to Integrated Governance Committee and confirmed that there are no risks for escalation and no emerging risks.

**Outcome: Members were assured of the work being done to manage strategic risks which fall under the governance remit of this Committee.**

## 12. Committee Terms of Reference (ToR) annual review

Mrs McCulloch, presented the Committee ToR annual review and highlighted the following key updates:

- 3.2 To remove reference to the Corporate Governance learning and improvement plan in regards to monitoring of actions, which will be monitored through appropriate action plans as required.
- 3.3 To add a statement for clarity on the committee's role regarding "issues that have application across Ayrshire and Arran and are not aligned to a specific governance committee".
- 3.4 New - Community wealth building assurance and scrutiny of strategic delivery.
- 3.4 Amended - Clarity in wording for Strategic Climate Emergency and Sustainability assurance reports on meeting key indicators on delivery and legal compliance for environmental law.
- 3.4 New - Organisation resilience assurance reports on meeting key indicators on delivery of National Standards and Civil Contingency legislation.
- 3.4 New – Digital strategy and reform plan assurance and scrutiny of strategic delivery and strategic risks.
- 3.5 To add the requirement to monitor and review risks falling within committee remit.

**Outcome: Committee Members reviewed the updated draft ToR and endorsed for submission to the NHS Board for approval.**

**Following discussion with Ms Lesley Bowie, Mrs McCulloch to share an email to members in relation to the proposal of the addition of "Monitoring and reviewing IA reports and recommendations".**

SMcC

### 13. **Committee work plan**

Mrs McCulloch, presented the draft Integrated Governance Committee work plan for 2023 -2024, which provided oversight and assurance of planned work for Governance Committee for the year ahead. The plan for 2023-2024 includes:

- Community Wealth Building assurance reporting was agreed in August 2022/23 as a standing report to each meeting.
- Future assurance reporting from the organisation's Resilience Team was agreed in November 2022. Frequency of reporting is being agreed.
- A CfA engagement paper will be added to the work plan.

**Outcome: Committee Members approved the Integrated Governance Committee work plan for 2023-2024 and were reassured that additional items could be added to meet business needs.**

**Members agreed that reporting from the Ethical Decision Making Group will move to Healthcare Governance Committee with no requirements for future reporting to IntGC.**

### 14. **Key issues to report to the NHS Board**

Members agreed the following key issues to report to the NHS Board on 28 March 2023:

- Corporate Governance Learning and Improvement Plan
- Caring for Ayrshire update
- Community Wealth Building update

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

There were no risk issues to report.

### 16. **Any Other Competent Business**

There was no other business.

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

Thursday 4 May 2023, 9.30am via MSTeams.

Signed (Chair): 

Date: 11/05/2023