

NHS Ayrshire & Arran



Meeting:	Ayrshire and Arran NHS Board
Meeting date:	Tuesday 23 May 2021
Title:	Integrated Governance Committee Annual Report 2022-23
Responsible Director:	Lesley Bowie, Board Chair
Report Author:	Shona McCulloch, Head of Corporate Governance

1. Purpose

This is presented to the Board for:

- Awareness

This paper relates to:

- Government policy/directive
- Local policy

This aligns to the following NHSScotland quality ambition(s):

- Safe, Effective and Person Centred

2. Report summary

2.1 Situation

The Integrated Governance Committee provides an assurance report annually which sets out evidence and key achievements through the year in discharging its remit. The approved Integrated Governance Committee annual report which includes a self-Assessment Checklist and completed Assurance Mapping and NHS Board Reporting templates for 2022-23 is presented to Board Members to report on progress and provide assurance that the Committee has delivered its remit.

2.2 Background

Each NHS Board Governance Committee is required to provide an annual report to Committee and the Board to provide assurance that the Committee has discharged its role as set out in the agreed Terms of Reference. The Committees' approved Terms of Reference and information on the composition and frequency of the Committee are considered as an integral part of the Board Standing Orders and reviewed annually each year through a separate process.

The Governance Committee annual reports are part of the overall assurance mechanism for the NHS Board and provide assurance to Audit and Risk Committee in support of the Board's annual governance statement that the committees have fulfilled their remit.

Further to recommendations by internal audit, committees are required to complete a yearly self-assessment checklist, and from 2022-2023 to include assurance mapping and NHS Board reporting information in addition to the annual report, to further support the review of committee effectiveness.

2.3 Assessment

The suite of information provided in the Integrated Governance Committee annual report details the membership and provides assurance that the Committee has effectively discharged its responsibilities as detailed in the Terms of Reference.

Key Messages

- Monitoring delivery of improvements in corporate governance through the Corporate Governance learning and improvement plan, acknowledging that progress had been made with remaining actions moving into normal business for completion and the current plan agreed as closed.
- Monitoring progress of the Caring for Ayrshire programme and acknowledging the progress made through 2022-23 as services have remobilised. Of particular note was the launch of the Caring for Ayrshire Informing, Engagement and Communication Plan and Initial Project proposals.
- Monitoring of progress with our Community Wealth Building programme which was agreed in August 2022. Committee received assurance on progress and acknowledged the plans for delivery of the programme and for regular assurance reporting to Committee and operationally to Corporate Management Team.

2.3.1 Quality/patient care

Ensuring good governance in monitoring delivery of programmes across Ayrshire and Arran supports the effective delivery of quality, patient-centred services.

2.3.2 Workforce

This assurance report has no workforce implications for the organisation and enhances joint working across the NHS Board and Ayrshire Integration Boards.

2.3.3 Financial

There are no financial implications

2.3.4 Risk assessment/management

The annual report process ensures a self-assessment of committee effectiveness and business against the agreed Terms of Reference. This mitigates against the risk of any gaps in assurance and supports the NHS Board's annual assurance statement.

2.3.5 Equality and diversity, including health inequalities

An impact assessment has not been completed because this is an assurance reporting paper.

2.3.6 Other impacts

- Best value - Reporting ensures sound governance and accountability.
- Compliance with Corporate Objectives - Providing this assurance report supports compliance with objectives on quality, safety, improved patient experience and a learning organisation

2.3.7 Communication, involvement, engagement and consultation

This paper requires no engagement with external stakeholders.

2.3.8 Route to the meeting

This has been previously considered by the following groups as part of its development. The groups have either supported the content, or their feedback has informed the development of the content presented in this report.

- Integrated Governance Committee on 11 May 2023 approved the report.

2.4 Recommendation

For awareness. Board Members are asked to receive the report and note the progress of the Integrated Governance Committee in 2022-2023.

3. List of appendices

- Appendix 1 – Integrated Governance Committee Annual Report 2022-23:
 - Appendix 1 – Self-assessment checklist 2022-23
 - Appendix 2 – Assurance Mapping – a review of papers submitted against Integrated Governance Committee Remit 2022-23
 - Appendix 3 – Reporting to NHS Ayrshire & Arran Board 2022

Integrated Governance Committee Annual Report for 2022/2023

1. Summary

- 1.1 The Annual Report together with the Committee Effectiveness Checklist and Assurance Mapping and NHS Board Reporting templates provide detail on the activities of the Integrated Governance Committee plus membership and attendance. The report gives assurance that the Committee has discharged its role as set out in the agreed Terms of Reference.

The Integrated Governance Committee was approved as a standing committee of the NHS Ayrshire & Arran Board in August 2014, to further strengthen governance arrangements across NHS Ayrshire & Arran. The Committee continues to discuss and provide a level of scrutiny and assurance on a number of governance and risk issues that span more than one specific governance strand.

1.2 Key Messages

- Monitoring delivery of improvements in corporate governance through the Corporate Governance learning and improvement plan, acknowledging that progress had been made with remaining actions moving into normal business for completion and the current plan agreed as closed.
- Monitoring progress of the Caring for Ayrshire programme and acknowledging the progress made through 2022-23 as services have remobilised. Of particular note was the launch of the Caring for Ayrshire Informing, Engagement and Communication Plan and Initial Project proposals.
- Monitoring of progress with our Community Wealth Building programme which was agreed in August 2022. Committee received assurance on progress and acknowledged the plans for delivery of the programme and for regular assurance reporting to Committee and operationally to Corporate Management Team.

2. Remit

- 2.1 The Committee's remit is defined in the TOR as
- To provide assurance to the NHS Board that issues identified in specific governance Committees that may have an impact across the Board are discussed to thereby ensure joined up corporate governance.
 - To provide assurance on matters that do not fit within a standalone governance committee model to enable cross-governance discussion and consideration.
 - To provide assurance on specific programmes of work across health and social care to monitor and scrutinise delivery on a regular basis where defined.

- 2.2 The Committee Terms of Reference were reviewed and amended on 7 February 2022 to include strategic governance for the Board's Climate Change and Sustainability Strategy 2021-2032. Committee agreed that the Strategic Climate Emergency and Sustainability Group would provide regular assurance reports to Committee on delivery in meeting key indicators and all legal compliance for environmental law. Linda Semple is the Board Champion for Sustainability and the Non-Executive chair of this strategic group.
- 2.3 Appendix 2 of the report provides assurance mapping against the Committee's remit.

3. Membership

3.1 Members of the Integrated Governance Committee during 2022-2023 were:

- Lesley Bowie, Board Chair (Committee Chair)
- Robert Martin, Board Vice Chair (Committee Vice Chair) – Chair of Performance Governance Committee and North Ayrshire Integration Joint Board (IJB) chair
- Margaret Anderson, Non-Executive Member – Chair of Staff Governance Committee
- Michael Breen, Non-Executive Member – Chair of Audit and Risk Committee and East Ayrshire IJB vice chair (left 31 October 2022)
- Jean Ford, Non-Executive Member – Chair of Information Governance Committee. Chair of Audit and Risk Committee from November 2022.
- Linda Semple, Non-Executive Member – Chair of Healthcare Governance Committee and South Ayrshire IJB vice chair

Ex-officio members (attendees):

- Claire Burden, Chief Executive
- Jenny Wilson, Nurse Director, Lead for Healthcare Governance Committee
- Derek Lindsay, Director of Finance, Lead for Audit & Risk and Performance Governance Committees
- Crawford McGuffie, Medical Director, Lead for Information Governance
- Sarah Leslie, HR Director, Lead for Staff Governance Committee
- Kirstin Dickson, Director for Transformation and Sustainability, Lead for Caring for Ayrshire
- Shona McCulloch, Head of Corporate Governance

The Non-Executive Director in position as Chair/Vice Chair of each IJB is also invited to attend meetings to provide representation for each Health and Social Care Partnership. This person is often also a Chair of a Governance Committee as recorded above.

When required lead officers for specific areas of work are invited to Committee and Ms Lynne McNiven, Director of Public Health and Ms Lorette Dunlop, Head of Organisational Resilience attended for specific discussions on Organisational Resilience and compliance with national policy on 7 November 2022.

4. Meeting

- 4.1 The Committee met on four occasions between 1 April 2022 and 31 March 2023.
- 4.2 The NHS Board has previously agreed that attendance at Committee meetings should be recorded in the relevant Annual Report. The attendance record of each member is shown below (Y indicates attended).

Member	Dates			
	09/05/2022	08/08/2022	07/11/2022	07/02/2023
Lesley Bowie		Y		Y
Bob Martin	Y	Y	Y	
Margaret Anderson	Y		Y	Y
Michael Breen	Y	Y		
Jean Ford	Y		Y	Y
Linda Semple		Y	Y	Y

5. Committee Activities

- 5.1 Committee activity and assurance was delivered through the receipt and consideration of regular update reports as evidenced in Appendix 2 Assurance Mapping.
- 5.2 Some additional points of note:
- The committee work plan and agenda developed during the year and informed changes to the Terms of Reference which were agreed in February 2023 for the forthcoming year. This included:
 - The removal of reporting from the Ethical decision making group which would revert to Healthcare Governance Committee. This was considered by Integrated Governance Committee as part of our pandemic governance arrangements.
 - The inclusion of reporting on the Community Wealth Building programme to enable monitoring of progress for the board.
 - Governance reporting for Organisation Resilience and national requirements and an agreement for an assurance report to be provided to Integrated Governance to enable monitoring of progress against national requirements.
 - Progress reports from the Strategic Climate Emergency and Sustainability Group were limited in-year to verbal updates on local and national work as the operational and governance model has been developed.
 - Strategic Risks are reported and monitored at every Committee. The overarching NHSAA Strategic Risk Register is presented twice-yearly to enable Governance Committee Chairs to consider whether risks assigned to other committees may have cross-over in their own areas
 - Members endorsed the approach to strengthen scrutiny and assurance of Internal Audit reports and actions and the receipt of internal audit reports would be included in committee work plans. It was agreed that monitoring of internal audit reports would be added as a specific duty for each governance committee as part of their remit

6. Priorities for 2023-2024

- 6.1** Caring for Ayrshire (CFA). Strategic governance for the CFA programme and Community Wealth Building which is closely link with CFA. As our services move forward from the pandemic, we look to move forward with the CFA and CWB programmes of work and Committee will be sighted on key workstreams and monitor delivery.
- 6.2** Strategic Climate Emergency and Sustainability Group. To develop assurance reporting from the Non-Executive Sustainability Champion on meeting key indicators on delivery and meeting our national and legal commitments in accordance with the Board's Climate Change and Sustainability strategy 2021-2032.
- 6.3** Blueprint for Good Governance in NHS Scotland second edition. To receive updates and monitor progress on delivering improvement actions which will be developed following a self-assessment of our governance arrangements against the revised Blueprint. To report to the NHS Board to provide assurance on delivery of improvements and escalate any matters where required. There is no date as yet of when the self-assessment template will be received by NHS Boards.

7. Chair's Comments

The Integrated Governance Committee continues to develop in the contribution that it makes in ensuring that we have strong Board governance arrangements and joined up governance of issues with Board wide impact, arising from specific governance committees.

I appreciate the support from all members of the Committee for their contribution to the agenda and for the work undertaken during the course of the year, including scrutiny of specific programmes of work across health and social care, monitoring the Corporate Governance learning and improvement plan progress and regular review of the strategic risk register.

I can confirm that the Integrated Governance Committee has fulfilled its remit and I would like to record my thanks to all members and to the staff who have supported the Committee over this last year.

Mrs Lesley Bowie
Chair – Integrated Governance Committee
9 May 2023

Approved by Integrated Governance Committee
11 May 2023

Integrated Governance Committee Committee effectiveness checklist for 2022-2023

The Role and Work of the Committee	Yes / No / NA	Comments
The Committee has a clear understanding of its role and authority as set out in its terms of reference.	Yes	Terms of Reference (ToR) are reviewed annually
The Committee undertakes an annual review of its remit and terms of reference and submits to the NHS Board for approval.	Yes	ToR reviewed by Committee on 7 February 2023 and updated to clarify the committee role remit for issues that have application across Ayrshire and Arran and are not aligned to a specific governance committee Specific areas of assurance were refreshed to include Community wealth building; Strategic Climate Emergency and Sustainability; Organisation resilience; Digital strategy and reform plan. The inclusion of monitoring strategic risks and internal audit recommendations was added and Members and attendees updated to reflect the Duties above. The ToR were approved by the NHS Board on 28 March 2023.
The Committee has been provided with sufficient membership, authority and resources to perform its role effectively and independently?	Yes	The Board Chair and Head of Corporate Governance review membership annually and provide appropriate membership and lead officers.
In discharging its role, the focus of the governance Committee is on seeking and reviewing assurances rather than operational issues.	Yes	
Remit - the Committee discharges its role to provide assurance on: <ul style="list-style-type: none"> issues identified in specific governance Committees that may have an impact across the Board are discussed to thereby ensure joined up corporate governance. matters that do not fit within a standalone governance committee model to enable cross-governance discussion and consideration 	Yes	There are regular reports on the key areas and specific programmes of work.

<ul style="list-style-type: none"> specific programmes of work across health and social care to monitor and scrutinise delivery on a regular basis where defined. 		
The Committee regularly reviews the strategic risks relevant to its remit and seeks assurance on mitigating controls and actions	Yes	Committee receives a report on risks assigned to Integrated Governance at each meeting. Twice a year the overall strategic risk register is also considered.
The Committee identifies further risk for consideration and escalation from the papers presented and discussion.	Yes	A process is in place to escalate any appropriate risks. None identified in 2022-2023
The committee receives internal audit reports relevant to its remit and monitors progress against recommendations.	Yes.	Internal audit reports are tabled which fall under Committee remit. Committee is kept updated on actions taken to comply with recommendations. None received in 2022-2023.
The Committee has visibility of the mechanisms that are in place to monitor all aspects of its remit.	Yes	A committee work plan is reviewed annually to ensure that the content remains relevant.
The work of the Committee enables it to assure the Board that policies and procedures which are monitored, as relevant to the Committee's remit, are robust.	Yes	The committee work plan ensures regular reporting to provide assurance on effectiveness.
The Committee links well with other Board committees and the Board itself, and opportunities are taken to share information, learning and good practice.	Yes	Relevant information is presented to the Board for visibility – See Appendix 3.
The Committee produces an annual work plan.	Yes	This is produced annually at the start of the financial year.
The Committee periodically assesses its own effectiveness.	Yes	Annual assurance report including this self-assessment with additional templates for assurance mapping and reporting to Board.
Committee Meetings, Support and Information	Yes / No / NA	Comments
The Committee has a designated secretariat	Yes	
The committee meets regularly, at least four times a year, and this is set out in the Terms of Reference.	Yes	Committee met four times in 2022-2023 - 9 May, 8 August, 7 November 2022 and 7 February 2023.
The scheduling of those meetings is appropriate to meet the body's business and governance needs	Yes	Scheduled to fit the overall Board committee and risk reporting plan.

The length of Committee meetings is appropriate to allow the Committee to discharge its role.	Yes	2 hours is scheduled for each meeting.
Papers presented to the Committee are of a high standard and an effective format and ensure that members have access to appropriate information	Yes	Papers are in accordance with required templates and are continuously monitored for improvement
The Committee receives adequate information in relation to national policy and direction to enable it to fulfil its role and responsibilities.	Yes	There is an information flow via the Chief Executive, Directors and Board Chair for national policy and direction, for example the Blueprint for Good Governance in NHS Scotland and national reporting requirements for organisation resilience.
The Committee agenda is well managed and ensures that all topics within the remit are considered.	Yes	The annual work plan provides the main structure, the Head of Corporate Governance has discussion with Chief Executive as required and pre-meetings with the Board Chair
The agenda and papers are circulated in advance of meetings to allow adequate preparation by committee members and attendees.	Yes	Papers are routinely circulated 5 working days in advance of the meeting as set out in the ToR, through 2022-2023 the Committee has continued with a flexible approach to verbal updates and late papers when needed.
Minutes are prepared and circulated as set out in the Terms of Reference.	Yes	
The Committee provides an effective annual report on its own activities.	Yes	An Annual Report is produced which is discussed and approved by the Committee members and chair.
An action log/matters arising are well managed and indicate who is to perform what and by when.	Yes	An action log is maintained and managed with updates provided to each meeting.
Committee Membership and Dynamics	Yes / No / NA	Comments
Chair and Membership of the committee has been agreed by the NHS Board and a quorum set	Yes	The Chair of Committee is the Chair of Board. Membership is agreed by the NHS Board as the Chairs of the other Board standing governance committees. The quorum is set at 3.
A Vice Chair of the Committee has been proposed by the Chair and agreed by Committee.	Yes	This is the Board Vice Chair.

Membership of the Committee is appropriate with the correct blend of skills, knowledge and experience.	Yes	Integrated Governance is made up of the chairs of 5 other governance committees
All members of the Committee contribute to its deliberations on an informed basis.	Yes	This is monitored by the Chair.
Committee members are offered an appropriate induction on joining and development opportunities to support them in undertaking their role.	Yes	An induction discussion takes place with the Board Chair for new members.
The leadership of the Committee by the Committee Chair is effective and supports input from all members.	Yes	
Committee members attend meetings on a regular basis and if not this is reported to the Board Chair for action.	Yes	Attendance is included in the annual report and is provided to Board Chair routinely. Through 2022-23: 1 member attended all possible meetings, 4 attended 3 meetings and 1 attended 2 meetings.
The Accountable Officer and other senior officers normally attend the committee as considered appropriate, as noted in the terms of reference.	Yes	There was good attendance from ex officio members.
Support provided to the Committee by executives and senior management is appropriate.	Yes	Good support to the Committee is in place from all relevant areas with leads for specific programmes of work engaging with the Head of Corporate Governance as required.

Appendix 2 - Assurance Mapping

(Review of papers submitted against the Integrated Governance Committee Remit 2022)

Remit: To provide assurance -

- to the NHS Board that issues identified in specific governance Committees that may have an impact across the Board are discussed to thereby ensure joined up corporate governance.
- on matters that do not fit within a standalone governance committee model to enable cross-governance discussion and consideration; and
- on specific programmes of work across health and social care to monitor and scrutinise delivery on a regular basis where defined.

Duties as noted in Terms of Reference	9 May 2022	8 August 2022	7 November 2022	7 February 2023
The Committee shall be responsible for ensuring an integrated approach across all strands of governance within NHS Ayrshire and Arran.				
The specific responsibilities of the Integrated Governance Committee (IntGC) are to:				
Discuss and consider specific themes and issues relating to governance and risk that have implications for the Board's Governance Committees.	<ul style="list-style-type: none"> • NHSAA Code of Corporate Governance annual review 	<ul style="list-style-type: none"> • NHSAA Internal audit reporting assurance and governance arrangements 	<ul style="list-style-type: none"> • Corporate Governance learning and improvement plan progress 	<ul style="list-style-type: none"> • Corporate Governance learning and improvement plan progress including completion
Review actions taken by the organisation on recommendations made by the Committee or the NHSAA Board on all governance matters, through inclusion on the Corporate Governance improvement plan and routine monitoring of progress against actions.	<ul style="list-style-type: none"> • Integrated Governance annual assurance report 2021-2022 	<ul style="list-style-type: none"> • Strategic Risk register for IntGC 	<ul style="list-style-type: none"> • Community Wealth Building update and future governance reporting arrangements 	<ul style="list-style-type: none"> • NHS AA Draft Internal Audit Plan for 2023-24
Consider and scrutinise the health system's compliance with relevant legislation and performance against national standards with regards to governance.	<ul style="list-style-type: none"> • Corporate Governance learning and improvement plan progress 		<ul style="list-style-type: none"> • Organisation resilience and future governance reporting arrangements 	<ul style="list-style-type: none"> • Verbal update on the Blueprint for Good Governance in NHS Scotland 2nd edition
Provide assurance to the NHS Board on governance issues that have application across Ayrshire and Arran and when required on specific programmes of work across health and social care to monitor and scrutinise delivery on a regular basis.	<ul style="list-style-type: none"> • NHSAA Governance committee work plans 2022-2023 		<ul style="list-style-type: none"> • Strategic Risk Register for IntGC and overall Strategic Risk Register 	<ul style="list-style-type: none"> • Community Wealth Building update
	<ul style="list-style-type: none"> • Strategic Risk Register for IntGC and overall Strategic Risk Register 		<ul style="list-style-type: none"> • Strategic Risk Register for IntGC and overall Strategic Risk Register 	<ul style="list-style-type: none"> • IntGC Terms of Reference annual review
	<ul style="list-style-type: none"> • Ethical decision making group update 			<ul style="list-style-type: none"> • Committee workplan for 2023-24
				<ul style="list-style-type: none"> • Strategic Risk Register for IntGC
Agreed programmes of work 2022-2023	✓	✓	✓	✓

Appendix 2 - Assurance Mapping

(Review of papers submitted against the Integrated Governance Committee Remit 2022)

Remit: To provide assurance -

- to the NHS Board that issues identified in specific governance Committees that may have an impact across the Board are discussed to thereby ensure joined up corporate governance.
- on matters that do not fit within a standalone governance committee model to enable cross-governance discussion and consideration; and
- on specific programmes of work across health and social care to monitor and scrutinise delivery on a regular basis where defined.

Duties as noted in Terms of Reference	9 May 2022	8 August 2022	7 November 2022	7 February 2023
<ul style="list-style-type: none"> • Caring for Ayrshire 	<ul style="list-style-type: none"> • Caring for Ayrshire programme update including high level milestone work plan 	<ul style="list-style-type: none"> • Caring for Ayrshire programme update including planning and progress and the formal launch of the CFA Informing, Engagement and Communication Plan 	<ul style="list-style-type: none"> • Caring for Ayrshire programme update 	<ul style="list-style-type: none"> • Internal audit advisory review - preparations for the CFA Programme including progress on areas of Observation • Caring for Ayrshire programme update including initial project proposals
<ul style="list-style-type: none"> • Climate Change and Sustainability 	<ul style="list-style-type: none"> • No update to report 	<ul style="list-style-type: none"> • Verbal update from Board Champion on local and national groups 	<ul style="list-style-type: none"> • Verbal update from Board Champion 	<ul style="list-style-type: none"> • No update to report

Appendix 3 - Integrated Governance Committee reporting to NHS Ayrshire & Arran Board 2022-2023

Reporting duties	9 May 2022	8 August 2022	7 November 2022	7 February 2023
Reporting action to the NHSAA Board	<ul style="list-style-type: none"> Discussed the updated Code of Corporate Governance following annual review and supported submission to the Audit and Risk Committee for scrutiny and thereafter to the NHS Board for approval. Integrated Governance Annual Report 2021-22 approved for onward submission to NHS Board for assurance Received an update on the NHS Ayrshire & Arran Ethics Advice and Support Group (NHSAA EASG) - and supported that the EASG continue beyond the pandemic into business as usual. 	<ul style="list-style-type: none"> Received an update on the Caring for Ayrshire Programme, including the Formal Launch of the “Caring for Ayrshire Programme – Informing, Engagement and Communication Plan” and were assured of the progress undertaken with the Caring for Ayrshire Programme. 	<ul style="list-style-type: none"> Strategic risks assigned to Integrated Governance Committee were discussed and Committee was assured by the mitigating actions being taken. Committee agreed that Governance scrutiny in regards to organisational resilience and meeting national requirements would be provided through an annual update to the Integrated Governance Committee. The update on our current arrangements was welcomed. 	<ul style="list-style-type: none"> Committee agreed proposed updates to the Corporate Governance Improvement Plan and agreed to close the plan as complete. Discussed an update on the Caring for Ayrshire Programme, 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 Caring for Ayrshire Programme. Members were assured by the Community Wealth Building Programme which presented an overview of work since early November 2022 providing assurance on progress and outlining plans for delivery of the programme and for regular reporting to the Integrated Governance Committee and Corporate Management Team.
Confirmed that these were brought to the NHSAA Board	Y	Y	Y	Y