



**Ayrshire and Arran NHS Board**  
**Minutes of a public meeting on Tuesday 23 May 2023**  
**Hybrid meeting – Room 1, Eglinton House and MS Teams**

Present: Non-Executive Members:  
Mrs Lesley Bowie, Board Chair  
Mrs Margaret Anderson  
Cllr Marie Burns  
Mr Adrian Carragher  
Ms Sheila Cowan, Vice Chair  
Dr Sukhomoy Das  
Miss Christie Fisher  
Mrs Jean Ford  
Mr Ewing Hope  
Mr Marc Mazzucco  
Mr Neil McAleese  
Cllr Douglas Reid  
Mrs Joyce White

Executive Members:  
Ms Claire Burden (Chief Executive)  
Dr Crawford McGuffie (Medical Director and Deputy Chief Executive)  
Mrs Lynne McNiven (Director of Public Health)

In attendance: Mr Fraser Bell (Assistant Director, Infrastructure and Support Services – Programmes) Item #  
Ms Caroline Cameron (Director of Health and Social Care, North Ayrshire)  
Mrs Vicki Campbell (Head of Primary Care and Urgent Care Services)  
Mrs Kirstin Dickson (Director for Transformation and Sustainability)  
Mr Tim Eltringham (Director of Health and Social Care, South Ayrshire)  
Ms Nicola Graham (Director of Infrastructure and Support Services)  
Mr Jim Murdoch (Senior Manager, Wellbeing, Planning and Performance, EAHSCP) Item #  
Mrs Shona McCulloch (Head of Corporate Governance)  
Ms Ruth McMurdo (Interim Deputy Nurse Director)  
Ms Elaine Savory (Equality and Diversity Adviser) Item #  
Mr Robert Whiteford (Assistant Director of Finance) Item #

Mrs Angela O'Mahony (Committee Secretary) minutes

The Board Chair welcomed everyone to the meeting, in particular, Ms Joyce White and Mr Neil McAleese, who were attending their first Board meeting having recently been appointed as NHS Ayrshire & Arran (NHSAA) Non-Executive Board Members. The Board Chair also welcomed colleagues attending to provide updates.

## **1. Apologies**

Apologies were noted from Cllr Lee Lyons, Ms Linda Semple, Mr Derek Lindsay, Ms Jennifer Wilson, Mrs Joanne Edwards, Ms Sarah Leslie and Mr Craig McArthur.

## **2. Declaration of interests (061/2023)**

There were no declarations noted.

## **3. Minute of the meeting of the NHS Board held on 28 March 2023 (062/2023)**

The minute was approved as an accurate record of the discussion.

## **4. Matters arising (063/2023)**

### Paper 2 - Action Log

The Board action log was circulated to Board Members in advance of the meeting and all progress against actions was noted. The following updates were provided:

- Item 6.2 (031-2023), Patient experience report – an update from the Nurse Director would be communicated on her return from leave.
- Item 6.3 (032-2023), HCAI reporting – The Board Chair had discussed with the Nurse Director. The Head of Corporate Governance had met with the HAI Business Manager to discuss an improved plan for the governance reporting schedule in line with the national data, published quarterly.
- Item 7.2 (035-2023), Member responsibilities – proposals were agreed by email and an update would be provided later in the meeting.

## **5. Chief Executive and Board Chair report**

### **5.1 Chief Executive's report (064/2023)**

- The Board had taken the opportunity on International Nurses' Day on 12 May 2023 to launch the Nursing, Midwifery and Allied Health Professions (NMAHP) Strategy. The strategy aligned to organisational values and underlined the Board's commitment to colleagues working in those professions.
- The Chief Executive had attended the ground breaking event as part of the £70 million rebuild of the Ayrshire Hospice. The Board had a strong partnership with the Ayrshire Hospice and provision of end of life support for communities and families was an important part of service provision.
- The Chief Executive had attended the William Warrior Scottish Epilepsy Centre in Glasgow which provided residential stays for young people and adults to have their epilepsy observed, and she had heard wonderful stories about the life changing therapies being offered.
- Work continued with robot assisted surgery. Surgical teams had done a tremendous job to get this work programme together quickly and put in place simulation training and arrangements, with the first patient to be seen in July 2023.

- The new Cabinet Secretary for Health and Social Care, Michael Matheson MSP, had visited University Hospital Crosshouse on 10 May 2023. He had visited critical care teams to hear of the challenges in delivering modern critical care in an ageing hospital. There had been discussion about robotic surgery and what this would mean for patients, with minimally invasive surgery often requiring less follow up care and delivering better outcomes for patients. The Board had also taken the opportunity to raise the Digital Strategy and investment required to enable digital reform. The Cabinet Secretary had said he would come back for another visit to discuss the Board's Caring for Ayrshire ambitions and a date was being arranged.

## 5.2 Board Chair's report

(065/2023)

- A national training session had taken place on the new Blueprint for Good Governance. The Board was expected to complete a self-assessment in the coming months, with details of the process and timescale to be confirmed.
- The Board Chair welcomed Ms Sheila Cowan as the new Board Vice Chair. Ms Cowan had been appointed to the role for a two year period following a formal recruitment process and the appointment had been confirmed by the Cabinet Secretary. Board Members had previously agreed the new Board Vice Chair appointment via email.

## 6. Quality

### 6.1 Patient story

(066/2023)

The Interim Deputy Nurse Director, Ms Ruth McMurdo, introduced the patient story about a patient and his wife's perspective of their experience of two wards within Acute services. The story highlighted how different an experience could be from the two perspectives and reinforced the importance of good, effective communication with patients and their loved ones. A number of areas for improvement had been identified. Consideration was being given to communication for patients being moved, for example, from high dependency to a general ward, to explain the likely differences they may encounter to manage expectations.

Board Members discussed the patient story and welcomed the feedback received and improvement actions being taken forward as a result. Members highlighted that the issues raised in the patient story were being experienced right across the NHS in terms of patient flow, delayed discharge and to ensure the right care was being delivered in the right place. Members recognised that staff had embraced the opportunity for learning through the improvement plan and how to support patients in acute to step down care.

Ms McMurdo advised in reply to a query from a Board Member that she would circulate an update to give assurance on governance arrangements related to the ward volunteer role. She confirmed that the patient story and areas for learning would be shared with wider teams.

**Outcome: Board Members noted the patient story.**

## 6.2 Healthcare Associated Infection (HCAI) report

(067/2023)

The Medical Director, Dr Crawford McGuffie, presented the HCAI report. A version of the report had been considered in detail at the Healthcare Governance Committee meeting on 24 April 2023.

Dr McGuffie reported that on 28 February 2023 there had been a further national update on HCAI Standards and Indicators, antibiotic use and changes to hospital COVID-19 reporting. HCAI Standards had been extended for a further year and the previous target for Escherichia coli Bacteriamia (ECB) had been halved, on the understanding that the previous target was not achievable.

Board Members received a detailed update on the current verified position against the National HCAI Standards related to Clostridium difficile infection (CDI), Staphylococcus aureus Bacteraemia (SAB) and Escherichia coli Bacteraemias (ECB), including community acquired ECB rates, for the year ending December 2022, with 2018-2019 used as the baseline. Data was also provided to allow comparison with the rest of Scotland.

The report also included hand hygiene and estates and cleaning compliance. At the time of writing, there had been no COVID-19 outbreaks in acute services or the community, the first time since the start of the COVID-19 pandemic, and this aligned with the World Health Organisation statement on 5 May 2023 announcing the end of the COVID-19 global health emergency.

Dr McGuffie answered a query from a Member in relation to healthcare associated ECB, advising that a national reporting template was followed which set out the criteria to be used by all NHS Boards. While all reasonable steps were taken to classify the point of entry for ECB cases, it was not always possible to identify the source.

**Outcome: Board Members considered and noted the HCAI data as well as the ongoing work within the organisation to reduce HAI rates.**

## 6.3 Quality and Safety Report – Acute

(068/2023)

The Interim Deputy Nurse Director, Ms Ruth McMurdo, outlined the progress of the Scottish Patient Safety Programme (SPSP) in alignment with Excellence in Care (EIC). A version of the report had been scrutinised at the Healthcare Governance Committee meeting on 24 April 2023.

Board Members received an update on core measures related to:

- Falls – The Board's cross-site falls rate was below the NHS Scotland median rate and showed an improving position.
- Falls with harm – Scottish level aggregated figures for falls with harm were not currently compiled due to variation in local application of definition for falls with harm. The cross-site median falls with harm rate had increased compared to the last reporting period. The Falls Improvement Group continued to meet to support ongoing improvement work,
- Cardiac Arrest (CA) – while data appeared to be showing a deteriorating position across both sites, since September 2022 the resuscitation team had

been recording all CA calls with a 100% compliance rate, a significant improvement compared to previous compliance. This process allowed Senior Charge Nurses and clinicians to review learning from CA in their areas.

- Pressure Ulcers (PUs) – as the SPSP programme no longer collected PU data there was no national median available. EIC continued to extract and submit the rate of PUs grade two or above to Public Health Scotland (PHS) via the Datix reporting system. PU improvement work continued as outlined in the report and the PU Improvement Group continued to meet and provide support to clinical teams.

Ms McMurdo confirmed in reply to a query from a Member that the rate of Falls and PUs was impacted by system pressures, workforce challenges and increased bed occupancy levels. She confirmed that staffing levels were taken into consideration when looking at data from wards. Mrs Jean Ford advised that a version of the report had been discussed in detail at the Healthcare Governance Committee (HGC) meeting on 24 April 2023. HGC Members had noted the variable performance and would receive regular assurance reports on improvement activity taking place.

**Outcome: Board Members noted the quality improvement and safety activity in terms of SPSP and the EIC programme within Acute services.**

## **7. Corporate Governance**

### **7.1 Corporate Governance – Non-Executive responsibilities and Committee membership (069/2023)**

The Head of Corporate Governance, Mr Shona McCulloch, presented proposed updates to Board committee membership.

Mrs McCulloch advised that the report reflected changes made to the Board's Vice Chair and Non-Executive Board Member cohort. The paper had previously been circulated and approved by Members via email and was being formally presented to the Board to homologate the decision made by email.

**Outcome: Following approval of changes by email in April 2023, Members homologated this approval for updated Board committee members and Board Vice Chair appointment.**

### **7.2 Board annual cycle of business (070/2023)**

The Head of Corporate Governance, Mr Shona McCulloch, presented the annual timetable of Board business.

Mrs McCulloch advised that it was good governance for the Board and its Committees to have annual work plans in place for committee business. The Board work plan showed the annual cycle of business for 2023-2024 and would be subject to change throughout the year.

**Outcome: Board Members noted and endorsed the Board work plan for 2023-2024.**

### 7.3 Whistleblowing

(071/2023)

Dr Sukhomoy Das, the Non-Executive Whistleblowing Champion, presented the whistleblowing information for Quarter 4, January to March 2023. A version of the report had been discussed in detail at the Staff Governance Committee meeting on 9 May 2023.

Two concerns had been received during Quarter 4. Following analysis, one was deemed appropriate to be taken forward as whistleblowing and was being investigated at Stage 2 of the process.

The report outlined whistleblowing themes identified over the last two years. There were no themes arising for Quarter 4 as the case was still being investigated.

Dr Das highlighted the statement in the report that no patient safety risks were identified in the concerns received. He advised that consideration was given to any immediate patient safety risks identified in concerns raised through the whistleblowing process and that mitigating actions would be taken as required.

Board Members were advised that a recruitment process was ongoing for new Confidential Contacts. The Head of Corporate Governance, Mrs Shona McCulloch, confirmed that an interview date had been set for mid-June. Members would be updated on the outcome in due course.

**Outcome: Board Members noted the whistleblowing information for Quarter 4.**

### 7.4 Audit and Risk Committee

(072/2023)

The Committee Chair, Mrs Jean Ford, provided a report on key areas of focus and scrutiny at the meeting on 10 May 2023. The Chair presented the minute of the meeting held on 15 March 2023.

**Outcome: Board Members considered and noted the minute and update.**

### 7.5 Healthcare Governance Committee

(073/2023)

The Committee Vice Chair, Mr Adrian Carragher, provided a report on key areas of focus and scrutiny at the meeting on 24 April 2023. The Vice Chair presented the minute of the meeting held on 27 February 2023.

**Outcome: Board Members considered and noted the minute and update.**

### 7.6 Information Governance Committee

(074/2023)

On behalf of the Committee Chair, Mrs Jean Ford, provided a report on key areas of focus and scrutiny at the meeting on 2 May 2023. The minute of the meeting held on 6 February 2023 was presented.

**Outcome: Board Members considered and noted the minute and update.**

## **7.7 Integrated Governance Committee (075/2023)**

The Board Chair provided a report on key areas of focus and scrutiny at the meeting on 11 May 2023. The Chair presented the minute of the meeting held on 7 February 2023.

**Outcome: Board Members considered and noted the minute and update.**

## **7.8 Performance Governance Committee (076/2023)**

On behalf of the Committee Chair, Mr Marc Mazzucco, provided a report on key areas of focus and scrutiny at the meeting on 9 May 2023. The minute of the meeting held on 2 March 2023 was presented

**Outcome: Board Members considered and noted the minute and update.**

## **7.9 Staff Governance Committee (077/2023)**

The Committee Vice Chair, Mr Ewing Hope, provided a report on key areas of focus and scrutiny at the meeting on 9 May 2023. The Vice Chair presented the minute of the meeting held on 13 February 2023.

**Outcome: Board Members considered and noted the minute and update.**

## **8. Corporate Governance – annual reports for 2022-2023**

### **8.1 Board Governance Committees (078/2023)**

Board Members considered the 2022-23 Annual Reports for the Audit and Risk Healthcare Governance, Information Governance, Integrated Governance, Performance Governance and Staff Governance Committees.

**Outcome: Board Members noted the progress of the Governance Committees in 2022-2023 and were assured that committees had delivered their remit.**

### **8.2 Pharmacy Practices Committee (PPC) annual report (079/2023)**

The Head of Primary and Urgent Care services, Mrs Vicki Campbell, presented the Committee's annual report. She reported that the PPC had re-commenced face-to-face panels at the end of December 2021. There had been two panel meeting during the last year. The outcomes were that one pharmacy application was undergoing judicial review and the other was not granted having gone through the process.

Mrs Campbell highlighted that there were a number of cases being managed and the team were working through the backlog. There had been a number of retrials and several new members had joined the Committee. There would be a focus on training new members during 2023-2024 to allow as many panels as possible to be scheduled. Mrs Campbell recognised and thanked other Boards for their support and contribution during the year in offering some of their panel members to allow panels to run.

Board Members underlined the importance of addressing the backlog of cases waiting to be heard, however, it was recognised that scheduling hearings was complex due to the number of parties involved. Members were reassured at the work being done to seek

new Committee members and the priority being given to training new members which it was hoped would allow more panels to take place next year.

**Outcome: Board Members noted the annual report and were assured by progress of the Committee in 2022-2023. Board Members approved the Terms of Reference.**

### **8.3 Corporate Equalities Committee annual report (080/2023)**

Ms Elaine Savory, Equality and Diversity Adviser, presented the Committee's annual report and outlined the progress of the Corporate Equalities Structure in 2022-2023.

Ms Savory highlighted some of the key actions taken during the year, as detailed in the report. Priorities for next year would include continuing to invite external speakers to the Equalities Implementation Group to understand the inequalities communities face, as well as work to achieve the Equally Safe at Work accreditation programme by the end of July 2023.

The Board Chair advised in response to a query from a member that discussion would take place off line in relation to the working group established to look at health inequalities faced by gypsies and travellers and whether this could be extended to include mobile citizens living in different parts of the country at different times.

**Outcome: Board Members noted the annual report and were assured of the progress of the Corporate Equalities Structure in 2022-2023.**

## **9. Service**

### **9.1 East Ayrshire Health and Social Care Partnership (EA HSCP) (081/2023) 2022-2023 annual review of Strategic Plan**

Mr Jim Murdoch, Senior Manager, Wellbeing, Planning and Performance, EA HSCP, presented the annual review of the Strategic Plan. The report set out findings from the 2022-2023 annual review of the Workforce Plan; Communications Strategy; and Property and Asset Management Strategy (PAMS). The report was approved by EA Integration Joint Board (IJB) on 29 March and East Ayrshire Council on 23 May 2023.

The Strategic Plan 2021-2030 described the services and functions delegated to HSCPs in Ayrshire, with a greater level of detail provided on Lead Partnership arrangements. Annual review of the plan was undertaken by the Strategic Planning Group on 21 February 2023 in line with Integration legislation, as well as engagement with the local community, with a wide range of feedback received. Partners had reflected on the strong and positive collaborative leadership and key achievements across strategic priorities. The review had concluded that the plan remained fit for purpose for planning of health and care services in EA, with no amendment required.

Mr Murdoch highlighted progress made in terms of workforce planning; the communications strategy to ensure ongoing, consistent engagement with partners; and progress of the PAMS strategy, in particular, the progress of Doon Valley community village on track for completion in 2025.



Mr Murdoch advised, in reply to a query from a Member, that feedback received about challenges in accessing GP appointments in some areas reflected the pressures facing Primary Care services, with greater demand for GP consultations than before the COVID-19 pandemic. He underlined the need to continue to engage with the local community to highlight that GPs provided care as part of a multi-disciplinary Primary Care team and that it may not be the GP providing care.

Board Members commended this positive report and the areas of good practice identified. In response to a query, the Director of Health and Social Care for North Ayrshire reassured Members that North Ayrshire HSCP had a similar framework in place and produced a similar suite of documents. The NA HSCP Strategic Plan 2022-2030 was refreshed last year and the annual performance review aligned to national performance. The Board Chair advised that discussion would take place outwith the meeting on Board reports from the HSCPs going forward.

**Outcome: Board Members noted and endorsed the update.**

## **10. Performance**

### **10.1 Performance Report**

**(082/2023)**

The Director for Transformation and Sustainability, Mrs Kirstin Dickson, presented an update on management and provision of unscheduled and planned care up to March 2023. Board Members received a detailed update on performance, as outlined in the Assessment Summary at section 2.3.1 of the report.

Mrs Dickson reported that there had been growing levels of COVID-19 activity in hospitals which peaked around 21 March 2023. This had significantly impacted on how hospitals and services were able to function, as well as increased COVID-19 activity in the community and the impact on health and social care staffing.

Board Members discussed unscheduled and planned care performance. Members acknowledged the positive work taking place and improvement actions being taken forward to address areas of challenge. Members recognised the significant challenges at national and local level related to workforce.

In reply to a question from a Board Member, Mrs Dickson highlighted that the way in which care at home services were delivered in South Ayrshire was different to arrangements in North and East Ayrshire, with more external providers in South Ayrshire. As external providers withdrew from the market for economic reasons and due to recruitment difficulties, this had impacted on care at home capacity. While significant progress had been made at the start of this year due to changes in contract arrangements, South Ayrshire was struggling to maintain capacity challenges. The Board Chair commented that there had been discussion on delayed discharges with the Cabinet Secretary for Health and Social Care during a recent meeting with the Board Chairs Group and she had made him aware of improvement plans in South Ayrshire. The Cabinet Secretary was looking for month-on-month improvement and progress would be closely monitored.

In response to a query from a Member the Board Chair reassured Members that detailed discussion on data related to reducing bed numbers and agency staff spend took place through the Performance Governance Committee. Mrs Dickson

highlighted that details of improvement work being taken forward through the Board's draft Improvement Plan for Urgent and Unscheduled Care could be reflected in future reports to the Board once the plan had been finalised. The Board Chair added that the Annual Delivery Plan would include trajectories for improvement to measure against.

In reply to a question, the Director of Health and Social Care for North Ayrshire, Ms Caroline Cameron, advised that there had been a significant increase in referrals through Child and Adolescent Mental Health Services (CAMHS) for neurodevelopmental assessment which had impacted on capacity and waiting times. An extreme team had been set up to look at alternative options for how to support young people coming forward for neurodevelopmental diagnosis who did not meet CAMHS referral criteria. Progress updates would be provided through the three Ayrshire Integration Joint Boards.

The Chief Executive advised that while the Board showed slightly lower performance compared to other Scottish Boards, the position was variable due to significant factors, such as COVID-19 rates. She reiterated the workforce challenges and backlog issues being experienced and the need for additional beds. The Chief Executive advised that she would discuss with the Board Chair outwith the meeting how best to report the recovery work taking place. Mrs Dickson confirmed that emergency admissions data would be included in the report going forward.

The Medical Director and Deputy Chief Executive, Dr Crawford McGuffie, advised in response to a Member's query that there had been improvements in reducing 12 hour ED waits and improvement work was taking place through internal processes to further improve the position. Primary care colleagues continued to provide support through the flow navigation centre and work under pressure in the out of hours period to manage significant workload and reduce the pressure on Acute services.

**Outcome: Board Members noted the update and were assured by the management and provision of unscheduled and planned care.**

## **10.2 Financial Management Report for Month 12**

**(083/2023)**

The Assistant Director of Finance, Mr Robert Whiteford, presented the Board's financial position at Month 12 to 31 March 2023. The Board's Revenue Plan for 2022-2023 was a deficit budget of £26.4 million. The position after 12 months was a deficit of £25.3 million.

Mr Whiteford highlighted that the Board had spent £29.1 million on capital allocations, exactly in line with the capital allocation budget.

COVID-19 had impacted on the revenue position with the Board spending £4.2 million more than funded for by the Scottish Government. £11.8 million was spent on additional beds, £6 million on the vaccination programme, £1.3 million on contact tracing and £600,000 on cleaning and infection prevention and control requirements.

There had been an increase in use and reliance on agency staff and a significant increase in nursing agency spend, with medical agency staff spend similar to the previous year.

The Primary Care Prescribing budget overspend was £7.3 million and the Board retained responsibility for funding this overspend. Around £9 million of prescriptions were provided each year. While prescribing volume was static, the price of each item had an impact on finances, as well as inflationary cost increases due to the economic situation.

Secondary care medicine saw significant pressure on Oncology due to activity levels and patient acuity in wards. The New Medicines Fund was overspent by £4.5 million despite the additional funding of £3.7 million received from Scottish Government in Month 11. As previously reported to Members, the Board had very little or no control over this budget.

The Board achieved £6.5 million efficiency savings, slightly lower than the target, with most of the shortfall in schemes that relied on bed closures which did not happen due to operational pressures.

Corporate department budgets had operated well and Infrastructure and Support Services had achieved year end breakeven.

Board Members were encouraged that the Board's year-end financial position showed an improved position compared to the deficit budget set for 2022-2023 although it was recognised that the Board would face significant financial challenges next year.

Mr Whiteford explained in reply to a question from a member that cash releasing efficiency savings related to Travel had been realised in 2021-2022 due to the introduction of MS Teams and reduced movement around sites. However, during the course of 2022-2023 the increase in travel costs had been incremental. The Board Chair reassured Members that detailed discussion on budget setting, including planned efficiency savings, took place through the Performance Governance Committee and Board workshops each year.

**Outcome: Board Members discussed the Board's end of year financial position at 31 March 2023.**

## **11. Decision/Approval**

### **11.1 Code of Corporate Governance (084/2023)**

The Head of Corporate Governance, Mrs Shona McCulloch, presented The Code of Corporate Governance for approval. The Code was reviewed and recommended by the Audit and Risk Committee on 10 May for submission to the Board and shared with the Integrated Governance Committee on 11 May 2023.

Mrs McCulloch reassured Members that The Code had been reviewed in association with operational colleagues and there were no significant changes made. The Code referred to the new Blueprint for Good Governance. Mrs McCulloch highlighted a change of guidance related to Gifts, Hospitality and Register of Interests. Changes made were reflected in The Code's revision history.

**Outcome: Board Members approved the Board's Code of Corporate Governance.**

## 11.2 Strategic Capital Plan 2023-2024

(085/2023)

The Assistant Director, Infrastructure and Support Services – Programmes, Mr Fraser Bell, presented the Board's Capital Plan for 2023-2024 for approval. The Plan had been discussed in detail with robust scrutiny at the Performance Governance Committee meeting on 9 May 2023.

Mr Bell highlighted expected funding for 2023-2024. For the purpose of the Capital Investment Plan (CIP), it had been assumed that £36,555k of total funding would be available for financial year 2023-2024, with core capital funding of £8.7 million. The report provided details of proposed funding and expenditure allocations. Expenditure was based on a prioritisation process undertaken and scrutinised through the Infrastructure Programme Board (IPB) which reflected risk among other criteria.

Mr Bell highlighted challenges this year due to demands of the plan significantly exceeding funding available. Projects that were not able to be supported this year would be included in a pipeline schedule of projects and should funding change during the year or there was slippage of certain projects, the Board would look to deliver some pipeline projects in-year. There were plans for a new process with quarterly reviews of expenditure to identify slippage and discuss with the IPB in terms of re-allocating to other potential priorities.

Board Members were advised that detailed discussion had taken place in relation to the two largest areas of expenditure requested within the five year plan, electro medical equipment and digital services equipment, and challenges to deliver on both requirements with available funding. There had been a review of funding over the last 10 years and it was proposed that there would be significant expenditure on digital services equipment this year to align with the Digital Services Reform Plan previously approved by the Board.

In reply to a query from a Member, Mr Bell explained that a risk based approach would be adopted for the four deferred maintenance projects listed, with projects of higher priority to be brought forward on a sequential basis.

**Outcome:** Board Members approved the Board's Capital Plan for 2023-2024.

## 11.3 National Treatment Centre (NTC)

(086/2023)

The Assistant Director, Infrastructure and Support Services – Programmes, Mr Fraser Bell, provided an update on the NTC Full Business Case (FBC) and outlined the reasons for a delay in submitting the NTC FBC to the NHS Board. This was to enable further engagement with Scottish Government and for areas of the FBC to be strengthened. The Board was due to meet with the Scottish Government on 25 May 2023 and the FBC would be updated thereafter. The FBC would be brought back to a future Board meeting for approval in advance of formal submission to the Scottish Government in due course.

**Outcome:** Board Members noted the update on the NTC FBC.

## **11.4 Risk Management Strategy**

**(087/2023)**

The Medical Director, Dr Crawford McGuffie, advised that the Board's Risk management strategy 2020-2023 was now due for review. He presented the strategy for 2023-2026 for Board Members' approval. The report had been discussed in detail at the Risk and Resilience Scrutiny and Assurance Group meeting on 21 April and Audit and Risk Committee meeting on 10 May 2023.

Dr McGuffie highlighted changes made to the strategy which were annotated in section 2.3 of the report. These changes were additive and supported the Board's ambitions to ensure risk management was embedded into NHSAA's governance culture.

Board Members discussed the proposal to change the timing of review of the Risk Appetite statement. Members requested a change of wording in the statement to make clear that a review would be carried out every two years or less if appropriate.

**Outcome: Board Members approved the Board's risk management strategy.**

## **12. For information**

### **12.1 Board briefing**

**(088/2023)**

Board Members noted the content of the briefing.

### **12.2 East Ayrshire Integration Joint Board**

**(089/2023)**

Board Members noted the minute of the meeting held on 1 February 2023.

### **12.3 North Ayrshire Integration Joint Board**

**(090/2023)**

Board Members noted the minute of the meeting held on 16 March 2023.

### **12.4 South Ayrshire Integration Joint Board**

**(091/2023)**

There were no minutes to report.

## **13. Any Other Competent Business**

**(092/2023)**

There was no other business.

## **14. Date of Next Meeting**

The next public meeting of the NHS Ayrshire & Arran Board will take place at 9.30 am on Monday 14 August 2023.

As per section 5.22 of the Board's Standing Orders, the Board met in Private session after the main Board meeting, to consider certain items of business.