

NHS Ayrshire & Arran



Meeting:	Ayrshire and Arran NHS Board
Meeting date:	Tuesday 21 May 2024
Title:	Integrated Governance Committee Annual Report 2023-24
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 Duties and Remit. The approved Integrated Governance Committee annual report for 2023/24 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 templates as part of the annual report, to support the review of committee effectiveness.

2.3 Assessment

To evidence discharge of remit, the Integrated Governance Committee annual report details the membership of the Committee and provides information on its activities in the past year. The report includes a Self-Assessment Checklist (Annex A1) together with an Assurance Mapping Template (Annex A2) and a Reporting to the NHS Board template (Annex A3).

Key Messages from 2023/24

- Strategic Risk discussions which focused on improved reporting for mitigations and actions to enable scrutiny. An agreed rigorous review was undertaken by each standing governance committee of their aligned Strategic Risks. Scrutiny of the overall Strategic Risk Register aligned with these discussions and led to work through the Chief Executive with Risk Management colleagues which will aim to improve reporting to provide assurance to the NHS Board and Board Governance Committees with an ambition to consolidate assurance, scrutiny and enable challenge of our strategic risks.
- Monitoring progress of the Caring for Ayrshire (CFA) programme and acknowledging progress made in 2023-2024 through CFA workstreams and workshops. Committee acknowledged the challenges from funding constraints in 2024-2025 and will monitor the impact on the CFA programme going forward, being reassured that many workstreams would not be reliant on additional funding to move forward.
- Continued monitoring of progress with our Community Wealth Building programme which was agreed in August 2022. Committee received assurance on progress in Year 1 of the programme with regular assurance reporting to Committee and operationally to Corporate Management Team.
- Support for the Blueprint for Good Governance self-assessment and development of the Board's improvement plan through Non-Executive Committee Chairs and the Head of Corporate Governance ensured a high level action plan was approved by the Board and submitted to Scottish Government within timescales required. Non-Exec and Exec Leads assigned to the high level actions are developing underlying actions to support delivery, for agreement with the Board Chair.

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 2 May 2024 approved the report.

2.4 Recommendation

For awareness. Board Members are asked to receive the report for assurance and note the progress of the Integrated Governance Committee in 2023-2024.

3. List of appendices

- Appendix 1 – Integrated Governance Committee Annual Report 2023-24 including:
 - Annex A1 – Self-Assessment Checklist
 - Annex A2 – Assurance Mapping template – a review of papers submitted against Integrated Governance Committee Remit
 - Annex A3 – Reporting to NHS Ayrshire & Arran Board

Integrated Governance Committee Annual Report for 2023/2024

1. Summary

- 1.1 The annual report together with the Committee Effectiveness Checklist, 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

- Strategic Risk discussions which focused on improved reporting for mitigations and actions to enable scrutiny. An agreed rigorous review was undertaken by each standing governance committee of their aligned Strategic Risks. Scrutiny of the overall Strategic Risk Register aligned with these discussions and led to work through the Chief Executive with Risk Management colleagues which will aim to improve reporting to provide assurance to the NHS Board and Board Governance Committees with an ambition to consolidate assurance, scrutiny and enable challenge of our strategic risks, recognising this may take time to show in individual risk updates.
- Monitoring progress of the Caring for Ayrshire (CFA) programme and acknowledging progress made in 2023-2024 through CFA workstreams and workshops. Committee acknowledged the challenges from funding constraints in 2024-2025 and will monitor the impact on the CFA programme going forward, being reassured that many workstreams would not be reliant on additional funding to move forward.
- Continued monitoring of progress with our Community Wealth Building programme which was agreed in August 2022. Committee received assurance on progress in Year 1 of the programme with regular assurance reporting to Committee and operationally to Corporate Management Team.
- Support for the Blueprint for Good Governance self-assessment and development of the Board's improvement plan through Non-Executive Committee Chairs and the Head of Corporate Governance ensured a high level action plan was approved by the Board and submitted to Scottish Government within timescales required. Non-Exec and Exec Leads assigned to the high level actions are developing underlying actions to support delivery, for agreement with the Board Chair.

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 2023, with an in-year amendment put forward on 31 July 2023. Amendments:

- To remove specific reference to the Corporate Governance learning and improvement plan and to add a statement on the committee role for "issues that have application across Ayrshire and Arran and are not aligned to a specific governance committee".
- Specific programmes of work were added for Community wealth building; Organisation resilience and Digital strategy and reform plan with an update to the assurance element for Strategic Climate Emergency and Sustainability.
- A duty was added to monitor and review risks falling within committee remit to formalise this assurance requirement.
- An in-year amendment was supported on 31 July 2023 which added a specific programme for Corporate parenting/UNCRC (United Nations Convention on Rights of the Child), to receive assurance on and scrutinise delivery of our legal requirements
- Attendees updated to reflect the updated assurance reporting requirements.

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 2023-2024 were:

- Lesley Bowie, Board Chair (Committee Chair)
- Sheila Cowan, Board Vice Chair (Committee Vice Chair) – Chair of Performance Governance Committee
- Jean Ford, Non-Executive Member - Chair of Audit and Risk Committee
- Linda Semple, Non-Executive Member – Chair of Healthcare Governance Committee and Chair of South Ayrshire Integration Joint Board
- Margaret Anderson, Non-Executive Member – Chair of Staff Governance Committee (Left 31/05/2023)
- Ewing Hope, Non-Executive Member – interim Chair of Staff Governance (13/06/2023 to 29/02/2024)
- Liam Gallagher, Non-Executive Member – Chair of Staff Governance Committee (from 01/03/2024)
- Marc Mazzucco, Non-Executive Member – Chair of Information Governance Committee

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
- Nicola Graham for Strategic Climate Emergency and Sustainability and Digital Strategy and reform plan
- Lynne McNiven for Organisation resilience
- 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 can also be a Chair of a Governance Committee as recorded above. From May 2023 Joyce White, Vice Chair of North Ayrshire IJB and Sukhomoy Das, Chair of East Ayrshire IJB were invited as attendees.

When required lead officers for specific areas of work are invited to Committee.

4. Meeting

- 4.1 The Committee met on four occasions between 1 April 2023 and 31 March 2024.
- 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			
	11/05/2023	31/07/2023	09/11/2023	12/02/2024
Lesley Bowie	Y	Y	-	Y
Sheila Cowan	Y	Y	Y	Y
Jean Ford	Y	Y	Y	-
Linda Semple	Y	Y	Y	Y
Marc Mazzucco	Y	Y	Y	Y
Ewing Hope (interim)		Y	Y	-
Margaret Anderson	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. A Chair's report of key items discussed was provided to NHS Board from each meeting and reports endorsed where appropriate for onward submission to the NHS Board as evidenced in Appendix 3 Committee reporting to NHS Ayrshire & Arran Board 2023-2024.

5.2 Additional points of note:

- Appendix 1 - Committee effectiveness checklist for 2023-2024 provides evidence for: The Role and Work of the Committee; Committee Meetings, Support and Information and Committee Membership and Dynamics and provides assurance to support this annual report.
- The committee work plan and agenda developed during the year and informed changes to the Terms of Reference, which were discussed in year and endorsed at the February 2024 meeting for submission to the NHS Board to agree the updated Terms of Reference for the forthcoming year. See detail noted in 2.2 above.
- Assurance reporting from the newer programmes of work continues to develop:
 - Going forward Strategic Climate Emergency and Sustainability and Digital Strategy and Reform will report six-monthly with a schedule of reporting agreed for the 2024 work plan.
 - Organisation resilience – as detailed in Appendix 1, Committee did not receive reports through 2023-24 to provide assurance on meeting key indicators and scrutinise delivery of required National Standards and Civil Contingency legislation as the National Standards are not yet agreed. Reassurance has been given that an Organisational Resilience annual report for 2023/24 will be provided to a future meeting to describe what has been achieved in the last year and plans for the coming year. It is hoped that National Standards will be agreed in 2024 to support future reporting to committee.
 - Corporate Parenting/UNCRC will report annually as a minimum with more frequent reporting as required.
- Strategic Risks aligned to Integrated Governance are reported and monitored at every Committee. A summary of the overarching NHS Ayrshire & Arran 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

6. Priorities for 2024-2025

- 6.1** Caring for Ayrshire (CFA). Strategic governance for the CFA programme and Community Wealth Building (CWB) which is closely linked with CFA. We aim to continue to develop our CFA and CWB programmes of work, acknowledging the funding challenges for the Board, and Committee will be sighted on key workstreams to monitor delivery.
- 6.2** To develop assurance reporting with executive leads for the newer programmes of work aligned to Integrated Governance Committee for assurance: Strategic Climate Emergency and Sustainability; Organisation resilience; Digital strategy and reform plan and Corporate Parenting/UNCRC to ensure Members receive the right data in the right format to enable monitoring and scrutiny.

- 6.3** Blueprint for Good Governance in NHS Scotland. To review and approve updates on progress with delivery of Board improvement actions developed from the self-assessment of our governance arrangements against the revised Blueprint for submission to Audit and Risk Committee for formal monitoring of delivery of actions.

7. Chair's Comments

The Integrated Governance Committee continues to develop in the contribution it makes in ensuring that we have strong Board governance arrangements and joined up governance of issues with Board wide impact. This is evidenced through the programmes of work aligned to the committee for assurance reporting and oversight of improvements to our corporate governance arrangements.

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. This included: scrutiny of specific programmes of work across health and social care; support for the Blueprint for Good Governance self-assessment process and follow up and support for the improvement plan; and regular review of the strategic risk register to deliver improved reporting on our strategic risks.

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
24 April 2024

Approved by Integrated Governance Committee
2 May 2024

Integrated Governance Committee Committee effectiveness checklist for 2023-2024

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 shared with new members/ attendees on joining the committee. 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	<p>ToR reviewed by Committee on 12 February 2024 with an update to Specific areas of assurance to include a duty for Corporate Parenting and United Nations Convention on Rights of the Child (UNCRC) and a refresh of the wording for the duty for Caring for Ayrshire Programme.</p> <p>Members and attendees updated to reflect the Duties above.</p> <p>The ToR were approved by the NHS Board on 26 March 2024.</p>
The Committee has been provided with sufficient membership, authority and resources to perform its role effectively and independently?	Yes	<p>The Board Chair and Head of Corporate Governance review membership annually and provide appropriate membership and lead officers.</p> <p>From May 2023 the Non-Executive Directors in position as Chair/Vice Chair for the North and East Integration Joint Boards attended the meeting. Previously these roles were held by Non-Executives who were also Chairs of governance committees and additional attendance had not been required. These attendees provide representation for the Ayrshire Health and Social Care Partnerships. For South Ayrshire the Non-Executive Chair of the IJB is a member of the meeting in their role as Chair of a Governance Committee.</p>

<p>In discharging its role, the focus of the governance Committee is on seeking and reviewing assurances rather than operational issues.</p>	<p>Yes</p>	
<p>Remit - the Committee discharges its role to provide assurance on:</p> <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 • specific programmes of work across health and social care to monitor and scrutinise delivery on a regular basis where defined. 	<p>Yes</p>	<p>There are regular reports on the key areas and specific programmes of work.</p> <p>In respect of Organisational Resilience reporting, in 2023/24 Committee did not receive assurance on meeting key indicators and scrutinise delivery of required National Standards and Civil Contingency legislation as the National Standards are not yet agreed. Reassurance has been given that an Organisational Resilience annual report for 2023/24 will be provided to a future meeting to describe what has been achieved in the last year and plans for the coming year. It is hoped that National Standards will be agreed in 2024 to support future reporting to committee.</p> <p>Timings for submission in relation to specific programmes for Digital Strategy and Reform and Climate Emergency and sustainability were refined later in year to support future 6 monthly reporting in 2024/25.</p>
<p>The Committee regularly reviews the strategic risks relevant to its remit and seeks assurance on mitigating controls and actions</p>	<p>Yes</p>	<p>Committee receives a report on risks assigned to Integrated Governance at each meeting. Twice a year the overall strategic risk register is also provided for information.</p> <p>Scrutiny through 2023/2024 identified a need for greater clarity on the treatment and maintenance status of strategic risks with greater clarity on actions and this work is progressing through operational teams.</p>
<p>The Committee identifies further risk for consideration and escalation from the papers presented and discussion.</p>	<p>Yes</p>	<p>A process is in place to escalate any appropriate risks. None identified in 2023-2024.</p>

The committee receives internal audit reports relevant to its remit and monitors progress against recommendations.	Yes.	A process is in place for Internal audit reports to be tabled which fall under Committee remit and Committee is kept updated on actions taken to comply with recommendations. None received in 2023-2024.
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 Members of Integrated Governance Committee are the Chairs of the other Board standing committees which enables sharing of information and learning.
The Committee produces an annual work plan.	Yes	This is produced annually and agreed with Committee, usually in March for the next 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 2023-2024 - 11 May, 31 July, 9 November 2023 and 12 February 2024.
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.
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 Board Chair and 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 2023-2024 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 Chair and Committee members.
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 the NHS Board. Membership is agreed by the NHS Board as the Chairs of the other Board standing governance committees. The quorum is set at three.
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 the five other standing 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	Yes	An induction discussion takes place with the Board Chair for new members.

development opportunities to support them in undertaking their role.		
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 2023-24: 3 members attended all possible meetings; 2 members attended 3 meetings, and 2 members attended 1 meeting (based on start/leave dates – main body of report provides detail)
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.

Annex A2 - Assurance Mapping

(Review of papers submitted against the Integrated Governance Committee Remit 2023-2024)

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	11 May 2023	31 July 2023	9 November 2023	12 February 2024
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"> • Strategic Risks delegated to IntGC 	<ul style="list-style-type: none"> • Strategic Risks delegated to IntGC and overall Strategic Risk Register 	<ul style="list-style-type: none"> • Strategic Risks delegated to IntGC
Review actions taken by the organisation on recommendations made by the Committee or the NHS Ayrshire & Arran Board on all governance matters, through routine monitoring of progress against actions.	<ul style="list-style-type: none"> • Integrated Governance Committee (IntGC) annual assurance report 2022-2023 	<ul style="list-style-type: none"> • New and improved format of Committee workplan 2023/24 	<ul style="list-style-type: none"> • IntGC meeting dates for 2024-25 	<ul style="list-style-type: none"> • Blueprint for Good Governance self assessment - Board improvement plan
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"> • NHSAA Governance committee work plans 2023-2024 	<ul style="list-style-type: none"> • IntGC Terms of Reference in year amendment to add Corporate Parenting. 		<ul style="list-style-type: none"> • IntGC annual work plan 2024-25
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"> • Strategic Risks delegated to IntGC and overall Strategic Risk Register 	<ul style="list-style-type: none"> • Verbal update on the Blueprint for Good Governance self-assessment process 		<ul style="list-style-type: none"> • IntGC Terms of Reference annual review and updates
Agreed programmes of work 2023-2024	✓	✓	✓	✓

Annex A2 - Assurance Mapping (Review of papers submitted against the Integrated Governance Committee Remit 2023-2024)

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	11 May 2023	31 July 2023	9 November 2023	12 February 2024
<ul style="list-style-type: none"> • Caring for Ayrshire 	<ul style="list-style-type: none"> • Caring for Ayrshire programme update • Engagement assurance 	<ul style="list-style-type: none"> • Caring for Ayrshire programme update • Engagement assurance 	<ul style="list-style-type: none"> • Caring for Ayrshire programme update 	<ul style="list-style-type: none"> • Caring for Ayrshire programme update including engagement assurance
<ul style="list-style-type: none"> • Community Wealth Building assurance 	<ul style="list-style-type: none"> • Community Wealth Building assurance update 	<ul style="list-style-type: none"> • Community Wealth Building assurance update 	<ul style="list-style-type: none"> • No update to report 	<ul style="list-style-type: none"> • Community Wealth Building assurance update
<ul style="list-style-type: none"> • Climate Change and Sustainability (6 monthly reporting) 	<ul style="list-style-type: none"> • Verbal update by Non-Exec Sustainability champion 	<ul style="list-style-type: none"> • Climate change and sustainability report 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • No update to report
<ul style="list-style-type: none"> • Organisation Resilience (Annual reporting)¹ 	<ul style="list-style-type: none"> • No report available 	<ul style="list-style-type: none"> • No report available 	<ul style="list-style-type: none"> • No report available 	<ul style="list-style-type: none"> • No report available
<ul style="list-style-type: none"> • Digital strategy and reform assurance (6 monthly reporting) 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • Digital strategy and reform assurance report 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • Digital strategy and reform assurance report
<ul style="list-style-type: none"> • Corporate parenting strategy (added July 2023) 	<ul style="list-style-type: none"> • Not applicable 	<ul style="list-style-type: none"> • Corporate parenting strategic promise 	<ul style="list-style-type: none"> • No update to report 	<ul style="list-style-type: none"> • No update to report

Notes: ¹ Reporting not yet possible as National Standards are not yet agreed. Assurance given that Organisational Resilience report for 2023/24 will be provided to a future meeting to describe what has been achieved in the last year and plans for the coming year to mitigate against this gap in reporting. Advised National Standards will to be in 2024 to support future reporting to committee.

Annex A3 - Integrated Governance Committee reporting to NHS Ayrshire & Arran Board 2023-2024

Reporting duties	11 May 2023	31 July 2023	9 November 2023	12 February 2024
Reporting action to the NHSAA Board	<p>Key items reported:</p> <ul style="list-style-type: none"> Discussions on Strategic Risk Register; agreed each Governance Committee Chair to undertake a rigorous review of strategic risks assigned to their Governance Committee. To be followed up at future Integrated Governance Committee (IntGC) meeting. Received an update on Caring for Ayrshire Programme (CFA) on the Healthcare Planners workstreams, the Professional Reference Group, Decision Management Group and workshop session to review principles and recognise impacts on ambitions. Members were assured by the plans agreed by CMT to deliver the Caring for Ayrshire Programme. Committee were assured by the plans agreed by CMT to re-launch CFA engagement including delivery and milestone activity. Integrated Governance Annual Report 2022-23 approved for onward submission to NHS Board for assurance 	<p>Key items reported:</p> <ul style="list-style-type: none"> Discussions on Strategic Risks assigned to IntGC. Committee assured by the scrutiny and rigour applied to reviewing these risks assigned to IntGC. Received an update on Risk and Resilience Scrutiny and Assurance Group (RARSAG) action to review all Strategic Risks and noted one had been moved from strategic to operational. Committee assured by the CFA update on workstreams and engagement. Community Wealth Building update provided. Members assured by the reports and noted that a whole system plan and associated infrastructure plan for CFA was being developed. Committee assured by the progress update on key deliverables of the Digital Strategy reform plan and how access to modern systems and use of data is being improved. Received a progress update on Strategic climate emergency and sustainability and assured by progress in delivering the Sustainability Development 	<p>Key items reported:</p> <ul style="list-style-type: none"> Noted work completed to review the Strategic Risk Register by RARSAG, reported at last meeting. Assured of the ongoing work to provide assurance to the NHS Board and Board Governance Committees with an ambition to consolidate assurance, scrutiny and challenge of our strategic risks in line with the Blueprint for Good Governance. Committee assured by the CFA update on workstreams and ongoing CFA workshops. Noted that work continued on a whole system plan and associated infrastructure plan. Members discussed that regular CfA Board sessions would be beneficial to allow more detailed scrutiny of ongoing work and potential investment. Committee agreed IntGC meeting dates for 2024/25 noting that one meeting would be held face to face. 	<p>Key items reported:</p> <ul style="list-style-type: none"> Committee updated on CFA workstreams and key programmes of work. Committee noted that a future Board Workshop on revenue and delivery planning would enable discussion on future planning and funding. Members assured by the update on Community Wealth Building and continued reporting through CMT and IntGC for these reports. The draft Blueprint for Good Governance self-assessment improvement plan was discussed. Committee supported the high level actions and key leads and next steps to develop the plan and underlying actions through a subgroup of Non-Execs and Head of Corporate Governance. Plan to be submitted to NHS Board for approval on 26 March 2024. Committee discussed the draft NHSAA Internal Audit Plan for 2024/25 and commented on proposed areas for internal audit services. Committee noted

Annex A3 - Integrated Governance Committee reporting to NHS Ayrshire & Arran Board 2023-2024

Reporting duties	11 May 2023	31 July 2023	9 November 2023	12 February 2024
	<ul style="list-style-type: none"> Members were assured by the Community Wealth Building update and the positive discussions that took place at the successful and enthusiastically received NHS Ayrshire & Arran Board Community Wealth Building Workshop held on 30 March 2023. 	<p>Action Plan. Noted that progress is reported to Committee and Corporate Management Team on a six monthly basis.</p> <ul style="list-style-type: none"> Committee endorsed the NHSAA Corporate Parenting Strategic Promise 2021 for onward submission to the NHS Board for approval. Noted that any associated action plan would undergo consultation and agreement with appropriate key partners from across the system. Committee agreed scrutiny of delivery of action plans would be via IntGC rather than the Healthcare Governance Committee as our obligations as a Corporate Parent are whole-system and cut across all areas of governance. 		<p>changes from Corporate Management Team and that “Business continuity and IT systems” internal audit would be aligned to IntGC. The Director of Finance would consider comments with the internal auditor, Azets.</p> <ul style="list-style-type: none"> Committee assured by progress reported on key deliverables of Digital strategy reform plan. Discussed impact from future challenges in restricted capital funding, noting that future spend will require a strategic and risk-based approach to spend wisely. Committee somewhat reassured that spend in this area was often revenue spend.
Confirmed that these were brought to the NHSAA Board	Y	Y Corporate Parenting Strategy submitted to NHS Board on 14/08/2023	Y	Y Blueprint for Good Governance Improvement Plan submitted to NHS Board 26/03/2024