



Integrated Governance Committee

Thursday 25 July 2024 at 9.30am
Rm 1 Eglinton House, Ailsa Hospital

- Present** Ms Sheila Cowan (Chair) Non-Executive Board Vice Chair
Ms Jean Ford, Non-Executive Member
Mr Marc Mazzucco, Non-Executive Member
Mr Liam Gallagher, Non-Executive Member
Ms Joyce White, Non-Executive Member
- In Attendance** Ms Claire Burden, Chief Executive
Ms Kirstin Dickson, Director of Transformation and Sustainability
Mrs Nicola Graham, Director of Infrastructure and Support Services
Mrs Sarah Leslie, Director of Human Resources
Ms Ruth McMurdo, Deputy Nurse Director
Ms Lorette Dunlop, Head of Organisational Resilience (item 12)
Ms Laura Doherty, Public Health Project Manager for Infants,
Children and Young People (item 11)
Mrs Shona McCulloch, Head of Corporate Governance
Mrs Moira Woolway, Corporate Secretary (Minutes)

ACTION

1. Apologies

Apologies were received from Ms Lesley Bowie, Dr Sukhomoy Das, Mr Derek Lindsay, Dr Crawford McGuffie and Mrs Jennifer Wilson

2. Declaration of interests

There were no declarations of interest.

3. Minute of previous meeting

The minute of the meeting held on 02 May 2024 was approved as an accurate record.

4. Matters arising

Paper 2a - The action log had been circulated prior to the meeting. Members noted the updates provided on the action in progress for Caring for Ayrshire (CfA) governance and the completed action regarding monitoring information in the Board paper template. Further update on CfA would be discussed in the meeting as an agenda item

Paper 2b. Members noted the Integrated Governance Committee work plan 2024-25 which was available at each meeting for information.

5. Digital Strategy – internal audit

Mrs Nicola Graham, Director of Infrastructure and Support Services presented the Internal Audit report on the Board's Digital Strategy to Committee and highlighted key areas from the audit:

- The Auditors highlighted good practice in governance as the Digital and Data Strategy had been approved by Corporate Management Team and the NHS Board, and was aligned with national strategy, whilst allowing NHS Ayrshire & Arran to address local digital risks and develop its use of technology, systems, and infrastructure.
- The review received an overall audit rating of minor improvement required.
- Four improvement actions had been identified with three already addressed and on route for closure by end August. The final action on stakeholder engagement would be developed with the Engagement team for the next review of the Digital Strategy which was due in 2026.

Outcome: Members noted the good report and were assured by progress to date. Follow up on the outstanding action would be provided to Committee in due course and would be added to the Committee work plan.

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6. Digital strategy and reform assurance

The Director of Infrastructure and Support Services, Mrs Nicola Graham presented an update on the Digital Strategy and Reform Plan.

Mrs Graham highlighted key areas of progress:

- Integrated care record programme. The Digital Team continued to make good progress on integrating care systems with the TrakCare Patient Management System (PMS) successfully transferred to fully hosted software as a service platform managed by the supplier. This reduces our digital risk and provides increased resilience for PMS. The update to the later version of TrakCare was planned for 26 August 2024. Following this update work will progress on the Trakcare Emergency Department (ED) module which will provide full integration to the PMS for clinical staff in ED. Work to improve access to Clinical Portal for both Secondary Care and Primary Care clinicians continues with some key information now accessible. Work continues towards full integration.
- Implement Philips ICU system. This new Critical Care Clinical Information System has been welcomed and will provide a new electronic record specifically designed for use in the critical care environment.

Whilst these were significant achievements Mrs Graham advised there were still some challenges:

- E-Rostering presented a challenge locally due to lack of an interface to either SSTS or Payroll systems which requires a national solution. It was advised that all boards faced similar issues and currently we had to double key for SSTS and rotas. There were plans in place with Nurse Directorate for this process.
- Wireless connectivity across board premises. Improvement work continued in key areas at University Hospitals Ayr and Crosshouse, to be completed by end of 2024.
- Cyber Security improvement work progressed with significant improvement in a number of key areas. This continued to be an ongoing project.
- Funding remained a challenge, however good progress was being made to bring the organisation up to date digitally.

In response to a question regarding e-Rostering and the interface challenge, Mrs Graham advised this issue had been escalated to Scottish Government (SG) via all available channels following the correct escalation pathways and due process, with no imminent resolution. Mrs Graham further reassured the committee that funding was in place from SG regarding the 'double keying' requirement and Ms Burden and Mrs Graham reassured the committee that we are on track with digital reform and this is an external delay, not an internal delay.

Mrs Graham responded to a query from a Member on the percentage and RAG status on the reform update and explained that the percentage figures was progress and the colour was the risk level and this would be made clear in future updates.

Outcome: Committee welcomed the progress reported on the projects within the Digital Services Reform Plan. The national issues for e-Rostering were acknowledged and Committee asked that the interface issue be escalated again nationally. Committee were given reassurance that once e-Rostering was up and running fully this would deliver cost savings and bring benefit to nursing workforce. A column would be added to the plan update to differentiate between and risk and progress made.

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7. Strategic Risks

The Chief Executive, Ms Claire Burden presented the Strategic Risk paper to Members which reported on the two risks assigned to Integrated Governance Committee. It was noted that items 821 and 669 had not been reviewed since the last report to Committee and assurance given that reviews were active.

The Committee welcomed the updates to the risk templates noting the additional detail on the controls and the additional controls being developed to further mitigate the risk. Committee noted that work to develop and standardise the templates was ongoing and so the templates for the two risks were slightly different at this time.

In response to a question regarding the length of time since the last review of risk 669, Ms Dickson and Ms Burden reassured Committee that this would be addressed and timelines reviewed considering the revised template and feedback from Board Committees.

In response to a question from a Member on the processes to review risk templates, Ms Dickson confirmed this was an internal process led through risk sponsors and governance representatives; for the CfA risk this included input from across Corporate Management Team. As noted earlier in the meeting the risk template was being updated and information will be standardised. At the next review both risks would be updated and ready for review.

A Board workshop on risk management was planned for 20 August and the Head of Corporate Governance would link with the session leads to ensure that discussion on risk templates was included.

Outcome: Members noted the update and took assurance from the work being carried out to manage strategic risks which fall under the governance remit of this committee.

8. **Blueprint for Good Governance development plan**

Mrs McCulloch, Head of Corporate Governance presented an update on the Blueprint for Good Governance development plan which had been approved by the NHS Board at March 2024 Board meeting. Mrs McCulloch highlighted progress:

- The Whole system plan was being developed and a board workshop would take place in autumn 2024 for discussion with Board.
- A revised FMR format had been agreed following recommendations from a Short Life Working Group which included Scottish Government input and would be used for future reporting to CMT, Performance Governance Committee and Board.
- As the Caring for Ayrshire/Whole System Plan develops there would be engagement with stakeholders and communities.
- In respect to diversity, skills and experience on the Board, locally a short life working group has been convened towards development of an Ayrshire and Arran anti-racism plan. The Public Appointments Team confirmed that there had been a national review of the process to improve diversity on Boards. A Board workshop on Equality and Diversity was planned for later in 2024/early 2025.

Committee discussed the wording on diversity of thought from the progress update and it was agreed this would be updated to say “the Board try to demonstrate diversity of thought”.

As reported at previous meeting, Committee acknowledged that delivery of the plan would be monitored through Audit and Risk Committee with updates provided to Integrated Governance Committee for information. Key milestones would be added to the plan for Audit and Risk Committee.

Outcome: Members noted the progress reported

9. Caring for Ayrshire (CfA) Programme

Committee received a presentation from Ms Kirsti Dickson, Director of Transformation and Sustainability on “Achieving Sustainability Through Reform” which provided a detailed timeline to show the development of the Transformation Programme from 2016, engagement with Scottish Government on our proposals for sustainability from which the Board established its CfA strategic ambition in 2018/2019 to formalise the programme of reform.

This followed the journey for CfA post pandemic to the current position. Detail was given on the reform agenda and the timeline for submission of the Whole System Plan and Business Continuity Plan to Scottish Government in January 2025. This would include Board engagement in autumn 2024.

While work progressed on the Whole System Plan and Business Continuity Plan, Committee noted that supporting Scottish Government direction and guidance was awaited. Committee welcomed the presentation in providing context and structure to our CfA strategic ambition. Committee also received an update on CfA progress against high impact change proposals, project charters from work streams and the CfA triumvirate workshops and were assured by the next steps in regard to the reform agenda and the whole system plan.

In response to a question regarding the timeline for submission of plans to SG, Ms Dickson reassured Committee that a Board workshop on plans would take place in the autumn to give Board an opportunity to discuss longer term service options and enable input to the whole system plan as this was developed. Ms Burden responded to a question on the potential financial benefit from the opportunity areas and advised the committee that in the Viridian review potential savings extended to a total of £14million over two years. The current focus of in-year work will be extended to optimise this wider opportunity. She further clarified in relation to the support of both Viridian and Buchan associates that they are providing invaluable capacity to support the creation of the whole system plan.

Ms Dickson highlighted that engagement with SG on our CfA strategic ambition continued to be positive and government guidance informed our plans.

In response to a question from a member on the RAG status in the work stream status report, Mrs Dickson provided reassurance that there had been movement to green for some programmes and that progress continued.

Outcome: Committee were reassured by the clarity provided on the Caring for Ayrshire journey presented. Committee welcomed the plans in place to develop and engage with Board on the whole system plan prior to submission to SG in early 2025.

10. Community Wealth Building (CWB)

Committee received the paper on Community Wealth Building which provided a high level update on Anchor/CWB programme work carried out between 20 May 2024 and 25 July 2024.

The Committee Chair, Ms Sheila Cowan reported that she felt very assured by the progress reported.

Outcome: Committee was assured by the progress delivered through the Community Wealth Building Programme.

11. Corporate Parenting

Ms Laura Doherty, Public Health Project Manager for Infants, Children and Young People presented the annual report on Corporate Parenting which provided an update on activity related to the NHS Ayrshire & Arran Corporate Parenting Task Force over the past year and outlined some of the priority areas being considered. This was the first submission of this report following the alignment of governance scrutiny with Integrated Governance Committee.

Ms Doherty reported that the most recent plan builds on the existing five foundational priorities outlined in the independent care review. This further identified twenty five key themes, seventeen of which Health Service were attached to in the Promise Plan. As there was no official framework in place the Promise Team have implemented a document which will be used by leads to guide thinking and future evaluation of progress toward "Keeping the Promise"

She further explained that since 2021 there have been internal reviews to identify areas which could be improved whilst scoping the role for corporate parenting and how partnerships would work best pan Ayrshire. This first three year period had allowed for operational and organisational risks to be identified, understood, documented and escalated where required. It had also allowed for recognition of many areas of good practice. NHSAA has been recognised nationally for its corporate parenting work by Scottish Government, The Promise Scotland and Who Cares? Scotland.

Taking a Public Health perspective to address barriers has allowed for the strong working links which exist across services, sectors and geographies in Ayrshire to be utilised. Improvements have been progressed over years 2021-24 in partnership with key colleagues. Whilst it had been difficult to evidence meaningful progress as quantitative data did not reflect the real time feedback a collaborative focus will now be adopted in future with a governing reporting process within the board and three partnerships.

In answer to a question about Corporate Parenting links to CFA the Chief Executive, Ms Burden, advised that the governance would link and CFA would have oversight for delivering services differently with children's services would be included.

Outcome: Committee welcomed the report and confirmed they were assured by the detailed update provided. Committee agreed for a six month update to Committee and this would be scheduled on the committee work plan.

MiW

12. Organisational Resilience

Mrs Lorette Dunlop, Head of Organisational Resilience, presented the Organisational Resilience Annual Report for 2023/2024. This was the first report to committee following alignment of Organisational Resilience governance to Integrated Governance Committee. The report aimed to provide assurance that the organisation was meeting its legal duties as set out in the paper.

Ms Dunlop highlighted the key theme from the report of the CONTEST national strategy and Prevent strategy related to counter terrorism. She advised members of our local and multi-agency plans and some of the key events across Ayrshire that had been supported through the year, for example the international Air Show in 2023 in South Ayrshire, the Marymass Festival, North Ayrshire and Mauchline Holy Fair in East Ayrshire. These events require input from partner agencies to consider a range of aspects of which health board medical provision for the event is one. She also referred to the range of local and multi-agency training and exercises

In looking ahead to priorities in 2024/25 she drew attention to the emerging risk associated with Lithium battery fires and reassured Committee that a workshop had been arranged to discuss this for NHSAA.

Outcome: Committee commented positively on the range of work reported and were assured that the organisation was meeting its legal duties.

13. Members agreed the following key items to report to the NHS Board on 12 August 2024:

- Strategic Risks updates
- Digital Strategy and Reform
- Caring for Ayrshire programme update (CfA) including Community Wealth Building (CWB)
- Annual reports on Corporate Parenting and Organisational Resilience

14. Risk issues to report to the Risk and Resilience Scrutiny and Assurance Group

There were no risk issues to report.

15. Any Other Competent Business

There was no other competent business.

16. Date and Time of Next Meeting

Thursday 07 November 2024, 9.30am via MS Teams.