

MINUTES – Approved

Meeting of the Succession Planning Committee

Date: 25 January 2022

Venue: MS Teams

Attendance

Carole Wilkinson	HIS and Committee Chair
Suzanne Dawson	Board Member
Rhona Hotchkiss	Board member

Present

Ruth Jays	Director of Community Engagement
Sandra Flanigan	Head of Organisational Development and Learning
Stephen Ferguson	Communications Manager
Tony McGowan	Head of Engagement and Equalities Policy
Lynda Nicholson	Head of Corporate Development, Chief Executive's Office
Ben Hall	Head of Communications (for item 2.2)

Committee Support

Pauline Symaniak	Governance Manager
Colin Wright	Administrative Officer

Apologies

None

1.	OPENING BUSINESS AND COMMITTEE GOVERNANCE	
1.1	Welcome and Apologies for Absence	
	<p>The Chair welcomed everyone to the fifth meeting of the Committee, in particular to Lynda Nicholson, who was attending her first meeting in her new role within the Chief Executive's Office.</p> <p>There were no apologies for absence.</p>	
1.2	Minutes of the Meeting held on 21 September 2021	
	The minutes were approved as a correct record.	
1.3	<p>Action Point Register from Meeting of 21 September 2021 All issues from the Action Point Register had been completed or would be addressed at the meeting today. The following matters were discussed:</p> <p>1.3 <u>Action Point Register - Non-Executive Skills Evaluation, Board Development</u> The Chair reported that a breakdown of gender and equality figures was currently unavailable and this item would remain on the Action List in the meantime.</p> <p>1.4 <u>Business Planning Schedule</u> In relation to the possibility of holding an additional ad-hoc meeting to take place to discuss the planning process for the 2 Board Member vacancies, this issue would be addressed later on the agenda.</p> <p>2.1 <u>Committee Co-Option Principles</u> The proposal to contact Neena Mahal with a view to obtaining her help with recruitment and diversity of applicants was discussed and this issue would be followed up with Robert Kirkwood, Head of the Office of the Chief Executive NHS Scotland. This item would remain on the Action List until a replacement for Neena Mahal had been appointed and thereafter, contact would be made with Robert Kirkwood to continue consideration of this matter.</p> <p>The Risk Issues list was an Appendix to the Action register and this would be considered during the Risk Register item later in the agenda.</p>	<p>Administrative Officer</p> <p>Chair</p>
1.4	<p>Business Planning Schedule Members considered the Business Planning Schedule and were invited to add their comments.</p> <p>A question was asked in relation to the Ethical Standards for Non-Executive Appointments, which was on the Business Planning Schedule as an issue for today's meeting. It was reported that this related to an updated code for Ministerial appointments and the Governance Manager would determine if the document had been published and report back to the next meeting. Rhona Hotchkiss stated that she had viewed the updated guidelines and to her knowledge there was nothing that would affect HIS in the new code.</p>	Governance Manager
1.5	<p>New Ways of Working The Chair reported that all the committees had been considering new ways of working for the future, following the need for remote meetings during the pandemic and it was agreed that the current arrangements were working well and whilst it may be beneficial for other committees to meet in the office sometimes, remote meetings for the Succession Planning Committee would continue. The benefits of remote working to encourage a diversity of Non-Executives was also mentioned, in addition to encouraging representation from outwith the Central Belt.</p> <p>This prompted discussion on whether to invite stakeholders to serve on the committee and it was agreed to continue with the current situation whereby they</p>	Administrative Officer

	Following further discussion, Members noted the progress of the Plan.	
2.2	Recruiting Non-Executive Directors – Presentation by Guest Speaker, Ben Hall, Head of Communications	
	<p>The Director of Communications had been invited to conduct a presentation on his experience of recruiting Non-Executive Directors whilst he was employed by the Department of Social Security in Scotland.</p> <p>He started by explaining the background context of the situation in Social Security Scotland where two Non-executives were coming to the end of their term and the organisation had decided to take a completely fresh approach to recruiting replacements, with the main aim being to increase the diversity of applicants. An emphasis was placed on communication and community engagement, in addition to improving the perception of people who applied to ensure that they were aware they were applying to a learning organisation. The aim was to utilise low cost channels to ensure value for money in the recruitment process, whilst also widening the reach to attract new people who wouldn't normally be involved.</p> <p>The new approach involved spreading the recruitment sources to include the following:</p> <ul style="list-style-type: none"> • Focus on low cost channels. • Advertising – www.appointed-for-Scotland.org. • Corporate Website. • Scottish Government Appointments page. <p>Other crucial aspects of the process included:</p> <ul style="list-style-type: none"> • Engagement with relevant organisations. • Ensuring plain English was used. • Refreshing the plan regularly, depending on the responses. • Conduct scenario planning to achieve best results. <p>The result of the new exercise produced an improved response, with 58 applications completed and 120 partially completed, with a good range of submissions and a high quality of applicants responding. The exercise had also increased the brand awareness of the organisation and improved their profile.</p> <p>Members were invited to ask questions and discuss the issues.</p> <p>During discussion it was emphasised that whilst there was a lot of work involved in the new process, careful planning in advance had enabled a good outcome to be achieved. Members took comfort from the fact that the new process had resulted in a number of benefits to the organisation and the Head of Communications emphasised that the aim was to ensure the process was “good for Scotland” and it was relevant to this country, given that there are differences between the Scottish benefits system and elsewhere in the UK. It was also important that the system reflected the people that the service was trying to reach and that it was not perceived as working against them.</p> <p>In conclusion, the committee emphasised that there were a lot of points they could take from this presentation which could be incorporated into their recruitment campaign and the Head of Communications was thanked for his very helpful presentation.</p>	

	The Administrative Officer would circulate the presentation to Members.	Administrative Officer
3.	PAPERS FOR INFORMATION	
3.1	Risk Management: strategic risk register	
	<p>The Director of Community Engagement provided the Committee with the current strategic risk register. They also considered the Risk Issues list which had been attached to the Action List.</p> <p>The Committee noted the strategic risks and the Director of Community Engagement summarised the items raised in the first version of the Issues Register and invited comments from Members. It was emphasised that the Register had been based on the similar approach taken by the Remuneration Committee, as a useful method of monitoring the issues. The following points were made during discussion:</p> <ul style="list-style-type: none"> • It was suggested in relation to the second item referring to diversity in the recruitment process, that mention should be made of the public appointment process and this would be amended accordingly. • It was further suggested that word “will” in the “Current Update” column, of the second item, should be amended to “may” to reflect the conflicting priorities and pressures facing the organisation. • Barriers to applying to join the Board could be highlighted in the document, including the role of stakeholder engagement, to highlight this issue. <p>Further discussion took place on how to best reflect the views of our “customers”, i.e. the Health Boards and other stakeholders and it was acknowledged that the HIS Strategy could help cover this issue. The holding of Annual Review meetings in public, in addition to informal chat also helped to gather feedback on the relevant issues affecting the organisation and it was hoped that this would return in the near future.</p>	Director of Community Engagement
4.	CLOSING BUSINESS	
	The Chair left the meeting at this point to attend the Staff Huddle and Suzanne Dawson chaired the remainder of the proceedings.	
4.1	Board Report: three key points	
	<p>The following three points were agreed for reporting to the next meeting of the Board on 23rd March 2022.</p> <ul style="list-style-type: none"> • Presentation by the Head of Communications on Non-Executive Recruitment - how we can apply the suggestions to our recruitment campaign to improve equality and diversity and to increase the number of applications. • Succession Plan Update - an update was provided on the progress of the Succession Plan for 2021-23. Details of the Succession Planning Working Group were also included, in addition to information on the provision of equality and diversity training for Board Members and a review of the board paper template and information provided in board papers. • Update on the Non-Executive Recruitment Campaign. A number of dates had been organised in relation to the planning, shortlisting and interview sessions for the posts and the Chair and other panel members would be involved in this process. 	

4.2	AOB	
	There were no further items of business requiring consideration.	
4.3	Date of next meeting.	
	The next meeting would be held on 15 th June 2022 at 10.00 am. Please note different starting time for this meeting.	
	Name of person presiding: Carole Wilkinson	
	<p style="text-align: center;"></p> <p>Signature:</p> <p>Date: 1st March 2022</p>	