

**MINUTES - APPROVED**

**Meeting of the Healthcare Improvement Succession Planning Committee at 10:00am on Thursday 19 January 2023**

**MS Teams**

**Present**

Carole Wilkinson	Healthcare Improvement Scotland (HIS) Chair
Suzanne Dawson	HIS Vice Chair
Rhona Hotchkiss	Board Member
Judith Kilbee	Board Member

**In Attendance**

Sandra Flanigan	Head of O,D&L
Lynda Nicholson	Head of Corporate Development
Tony McGowan	Head of Engagement & Equalities
Pauline Symaniak	Governance Manager

**Committee Support**

Ruth Gebbie	Committee Secretary (Minutes)
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**Apologies**

Stephen Ferguson	Communications Manager
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<b>1.</b>	<b>OPENING BUSINESS &amp; COMMITTEE GOVERNANCE</b>	
<b>1.1</b>	<b>Welcome and apologies for absence</b>	
	<p>The Chair welcomed all in attendance to the Succession Planning Committee Meeting and in particular the new committee member Judith Kilbee and the new Lead Officer Lynda Nicholson. It was also highlighted that this was the last meeting for committee member Rhona Hotchkiss, prior to her leaving Healthcare Improvement Scotland at the end of February.</p> <p>Apologies were received in advance of the meeting and are detailed above.</p>	
<b>1.2</b>	<b>Minutes from the meeting held on 11 June 2022</b>	
	<p>The minutes of the Succession Planning Committee meeting held on 11 June 2022 were reviewed and it was agreed that the minutes were an accurate reflection of the meeting.</p>	
<b>1.3</b>	<b>Review of Action Point Register of Succession Planning Committee on 11 June 2022</b>	



	<p>Reference for 2022-23 and the following main points were highlighted:-</p> <ol style="list-style-type: none"> <li>a) Preparation arrangements are currently being undertaken to draft the Committee Annual Report. This is also provides the Committee with an opportunity to review the Committee Terms of Reference and membership</li> <li>b) It is currently proposed that the membership of the Committee will comprise of the 'HIS Chair and two Non-executive Directors and in attendance the officers will be :- <ul style="list-style-type: none"> <li>• Head of Corporate Development (Lead Officer)</li> <li>• Officers from the following teams; Planning and Governance, Workforce, Organisational Development &amp; Learning, Communications and the Community Engagement Directorate</li> <li>• Other guests may also be invited along to discuss particular topics.</li> </ul> </li> <li>c) The Committee's support in reintroducing the succession planning sub group was also sought.</li> </ol> <p>In response to the questions from the Committee, the following additional information was provided:-</p> <ol style="list-style-type: none"> <li>d) The contents of the Annual Report will be discussed more fully at the next meeting where a draft report will be made available.</li> <li>e) For future committee attendance it would be beneficial for the Equality &amp; Diversity Advisor to be in attendance as she is involved in the development of the Succession Plan. The Committee members were supportive of this suggestion. The Committee Secretary will invite to next meeting.</li> <li>f) There is no future requirement for the Director of Community Engagement to attend the Committee as the new Lead Officer is now in place.</li> <li>g) The Head of Corporate Development will re-establish and lead the Committee sub group. The Committee Secretary will put arrangements in place for future sub group meetings.</li> <li>h) The changes to membership of Committee as outlined within the updated Terms of Reference were agreed upon:- <ul style="list-style-type: none"> <li>• Only Board members can be voting members</li> <li>• New description should clarify this point</li> <li>• Will have new wording for each Committee for consistency</li> <li>• We can invite people to meetings if discussing a particular topic.</li> </ul> </li> </ol> <p>The Committee were assured by the initial proposed changes to the Terms of Reference and membership and were content that the Committee sub group be re-established.</p>	<p><b>Committee Secretary</b></p> <p><b>Head of Corporate Development/ Committee Secretary</b></p>
<b>2.</b>	<b>SUCCESSION PLANNING</b>	
<b>2.1</b>	<b>Succession Planning 2021-23</b>	
	<p>The Head of Corporate Development provided the Committee with a paper around the Succession Planning 2021-23 and the following points were highlighted:-</p> <ol style="list-style-type: none"> <li>a) Thanks and recognition was given to the Equality and Diversity Advisor for her hard work in updating on the progress of the Succession Plan.</li> <li>b) The two year plan supports delivery of the equality outcomes for Healthcare Improvement Scotland and there are three distinct actions for the Board within the plan- <ul style="list-style-type: none"> <li>• Developing the approach to recruitment to attract and support as</li> </ul> </li> </ol>	

	<p>diverse a range of candidates as possible.</p> <ul style="list-style-type: none"> <li>• Progress candidate and member development opportunities.</li> <li>• Identify and engage with stakeholder groups as appropriate.</li> </ul> <p>c) Advice was also sought on approaches, timescales and required support in respect of any stakeholder engagement in relation to Board Succession planning. Advice was also sought on what further support was desired for the Board in respect of equality learning.</p> <p>In response to questions from the Committee, the following additional information was provided:-</p> <p>d) In terms of Board recruitment, the Scottish Government requires consistency. We can however still utilise our own networks and last year our Communications Team did a lot of work around broadening our networks. This, however sits outside the formal recruitment process.</p> <p>e) The 'reach' for vacancies within our networks and where we choose to advertise should be commended but we also need to emphasise and understand the barriers that people can potentially face.</p> <p>f) We have a greater opportunity to influence and shape recruitment for future recruitment rounds. Recruitment has moved on from having a competency based focus and the application form will be more personal. We will however still need to adhere to Ethical Standards code and Public Appointment standards.</p> <p>g) For our last round of recruitment we held an information session for those interested in applying to become Board members. As a National Board, it worked well having this online. Following on from our success, NHS Education for Scotland (NES) are now going to use this recruitment technique.</p> <p>h) There are currently pressures on the NHS and social care system and any large scale consultation on the draft plan would not be welcome or worthwhile at this time. There are however some positive signals from a small number of Boards and partnerships who are keen to engage with us on it, as well as our own internal networks.</p> <p>i) Due to a recent resignation within the Board, we will look to recruit a new member in future probably with senior clinician experience but before confirming this the Committee will review the skill gaps on the Board at its meeting in March.</p> <p>j) Jackie Brock has offered to stay on for a short period of time as we now have a vacancy and a business case has been put together requesting an extension. The extension would need to be considered and approved by the Cabinet Secretary and the Ethical Standards Committee. That decision was awaited.</p> <p>The Chair and Vice Chair commented that it was a valuable piece of Work and thanked the Head of Corporate Development and the Equality and Diversity Advisor for the work that had gone into this and also noted the progress made following the most recent non-Executive recruitment exercise.</p>	
<b>3.</b>	<b>NON-EXECUTIVE SKILLS EVALUATION AND DEVELOPMENT</b>	
<b>3.1</b>	<b>Board Development Plan/ Skills Evaluation</b>	
	<p>The Head of Organisational Development and Learning set out a paper to the Committee providing an update around the Board's development activities and the following main points were highlighted:-</p>	

	<p>a) There are proposed future development for the Succession Planning Committee and HIS Board members. These are namely that there is a continuation of the master class approach in 2023 and that non-executive Directors should consider the subjects within the context of the Committees they are associated with, and identify any other areas for inclusion in for future masterclasses.</p> <p>In response to questions from the Committee, the following additional information was provided:-</p> <p>b) The Vice-Chair made the Committee aware that she was now a non-executive member of the Board Development Reference Group and that it may be beneficial for the Committee to align with the activities of the group and also take the opportunity to contribute more widely. The Vice- Chair will investigate making links with the group.</p> <p>c) The Head of O, D &amp; L explained that in terms of the learning needs analysis for Board members, it is difficult to find a balance between individual and group development needs. When individual needs are identified these would then be discussed with the Chair. This is also why the introduction of buddying is valuable when addressing individual development needs.</p> <p>d) Organisational, Development and Learning will continue to promote appropriate learning material on TURAS for all Board members.</p> <p>e) Initial new Board member feedback indicated ICT issues but that staff were helpful in resolving the issues. The master classes and development sessions attended thus far have proved to be invaluable as has the buddying process. The induction process was found to be more difficult remotely than face-to-face but plans are in place to meet with buddy again in near future and identify areas for discussion.</p> <p>f) All in attendance were in agreement that we continue to build on the masterclasses and in turn take the discussion to a future Governance Chairs meeting. Deep dive risks at committee meetings will also form part of further learning for Board members.</p> <p>g) In relation to development needs, Scottish Health Council Committee (SHCC) have members who are not HIS Board members. In future we can consider if some of the development sessions or master classes could be appropriate for them to attend. SHCC members are also welcome to observe HIS Board meetings and should contact the Governance Manager to arrange.</p> <p>The Committee thanked the Head of Organisational, Development and Learning for the informative update and were assured by the decisions made in the discussion that followed.</p>	<p><b>Vice-Chair</b></p> <p><b>Governance Manager</b></p>
<b>4.</b>	<b>PAPERS FOR INFORMATION</b>	
<b>4.1</b>	<b>Risk Management: Committee issue register and strategic risk register</b>	
	<p>The Head of Corporate Development presented the Committee Issues Register and Strategic Risk Register assigned to the Succession Planning Committee and the following information was provided:-</p> <p>a) The Risk Register has been included within the papers for information only as there have been no updates to the risks since the HIS Board met in</p>	

	<p>December 2022.</p> <p>b) The only new issue on the committee Issues Register relates to clinical and care governance/safety. This links to the development topics discussed earlier in the agenda.</p> <p>c) A discussion around risk appetite will be included as an agenda item for the Board Development Session.</p> <p>Both the Risk Register and Issues Register were agreed as set out by the committee as there no further changes or additions.</p>	
<b>5.</b>	<b>CLOSING BUSINESS</b>	
<b>5.1</b>	<b>Board report: three key points</b>	
	<ol style="list-style-type: none"> <li>1. Terms of Reference &amp; Group Membership</li> <li>2. Succession planning, skills and learning opportunities</li> <li>3. Supporting future Chair candidates</li> </ol>	
<b>5.2</b>	<b>Any other business</b>	
	<p>The Vice Chair highlighted to the committee that there would be two vacancies within the Scottish Health Council Committee from October 2023. The Vice Chair plans to meet with the Director of Community Engagement and the Head of Engagement &amp; Equalities Policy to discuss what form the recruitment campaign will take. After a short discussion, it was agreed that the Head of Corporate Development would join for the initial recruitment meeting and then consider whether further involvement would be beneficial going forward.</p>	
<b>5.3</b>	<b>Date of next meeting:</b>	
	15 March 2023 via MS Teams	
	<p>Person Presiding: Carole Wilkinson</p> <p></p> <p>Signature:</p> <p>Date: 15/03/2023</p>	