

MINUTES - Approved

**Meeting of the Healthcare Improvement Succession Planning Committee at
10:00am on Thursday 15 March 2023**

MS Teams

Present

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

In Attendance

Sandra Flanigan	Head of O,D&L
Lynda Nicholson	Head of Corporate Development
Stephen Ferguson	Communications Manager
Pauline Symaniak	Governance Manager
Rosie Tyler-Greig	Equality & Diversity Advisor

Committee Support

Ruth Gebbie	Committee Secretary (Minutes)
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Apologies

Tony McGowan	Head of Engagement & Equalities
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1.	OPENING BUSINESS & COMMITTEE GOVERNANCE	
1.1	Welcome and apologies for absence	
	The Chair welcomed all in attendance to the Succession Planning Committee Meeting and in particular new member Rosie Tyler-Greig, Equality & Diversity Advisor. Apologies were received in advance of the meeting and are detailed above.	
1.2	Minutes from the meeting held on 19 January 2022	
	The minutes of 19 January 2023 were reviewed by the committee and the members agreed that the minutes were an accurate reflection of the meeting.	
1.3	Review of Action Point Register of Succession Planning Committee on 19 January 2022	

2.	SUCCESSION PLANNING	
2.1	Succession Planning 2021-23	
	<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> <ul style="list-style-type: none"> a) The committee sub-group has been re-established and a meeting of the group took place in February. The group discussed the draft succession plan in detail and will make updates to the narrative around engagement actions. b) The group will engage further with the communications team around conduct with engagement. c) An updated succession plan will be circulated for agreement in the next few months. 	<p>Head of Corporate Development</p> <p>Head of Corporate Development</p>
2.2	Board Vacancy update	
	<p>The Chair provided an update around the Board's current vacancy and the following was highlighted: -</p> <ul style="list-style-type: none"> a) We have one vacancy due to a recent resignation from the board. We have sought to extend the appointment of Jackie Brock due to us having a number of new members on our board. Thanks to the hard work of our Governance Manager and the Scottish Government Public Appointments Team her appointment was extended by a further six months to September 2023. b) The Public Appointments Team have been in contact regarding the proposed recruitment timetable and the Chair is currently seeking a third recruitment panel member. An advisor will also be appointed and will be involved in initial recruitment discussions and plans. c) There was a wider discussion around about the criteria for the new board member. The previous board member had previously been a practicing clinician and had wider knowledge of the NHS system and whether we should we be looking at similar criteria. There is also a potential gap in financial expertise following the departure of the previous Audit and Risk Committee (ARC) Chair. d) The Medical Director is currently composing a list of senior medical figures who have recently retired. The position is extremely difficult to recruit to as it is such a small pool. We need to formulate a communication strategy that encourages people to look at the application and apply. e) As we only have one vacancy, it would be very challenging to recruit to both criteria. We could, however, potentially also have a co-opted member with financial expertise to join ARC. We have previously had two co-opted members who are now full board members. f) The recruitment timeline will be as follows; April- planning, August- interviews and September appointment of new board member. g) If we proceed with the co-option process, it must be open and transparent. We will approach the public appointments team and ask for information on potential candidates who are deemed to be appointable or who have shown potential. The Governance Manager will circulate the previous paperwork on co-option to the Committee. h) The Chair will discuss with the Chair of the Audit & Risk Committee and ensure that she is happy with this approach. i) The Chair also confirmed that co-opted members are remunerated. 	<p>Chair</p> <p>Governance manager</p> <p>Chair</p>

	The Chair was thanked for the detailed recruitment update and the members were assured by the future actions that have been put in place.	
3.	NON-EXECUTIVE SKILLS EVALUATION AND DEVELOPMENT	
3.1	HIS as Host Learning board	
	<p>The Governance Manager provided an update to the Committee around the Aspiring Chairs Programme and Healthcare Improvement Scotland's application to be a host board. The following main points were highlighted: -</p> <ul style="list-style-type: none"> a) The programme of in board learning will begin in early April and will run until January 2024 and will include shadowing of our Board Chair. How we tailor the programme will be dependent on the skills mix. b) Suggested learning activities should remain on the action point register as an ongoing action. <p>In response to questions from the Committee, the following additional information was provided: -</p> <ul style="list-style-type: none"> c) The Chair informed the committee that she chairs the advisory panel and that fourteen non-executives were nominated for the programme by their respective chairs and then interviewed. Ten people were then accepted on to the programme from a mixture of territorial and national boards. The successful candidates will be informed over the next few weeks. d) If we are accepted as a host board, there will be learning opportunities for both the candidate and us as a host board. e) If we are selected there will be an impact on our board members in terms of shadowing members and observing committee and the board meetings. We are currently the only board with a succession planning committee so they may wish to shadow this committee. f) The Vice-Chair also offered shadowing via the Scottish Health Council Committee (SHCC). <p>The Committee thanked Governance Manager and Chair for the informative update and were assured by the discussion that followed.</p>	Committee Secretary
3.2	HIS Board Masterclass Programme	
	<p>The Head of Organisational, Development and Learning presented a paper to the committee providing an update on the HIS Board Masterclass Programme and the following main points were made:-</p> <ul style="list-style-type: none"> a) Thanks was extended to the Governance Manager who has met with each of masterclass leads to assist with the development of the masterclass programme. b) The Measuring impact theme won't happen as scheduled on 31 May and will need separate meeting. c) The Equality & Diversity Advisor will look to work with the leads for each theme to ensure that equality and diversity is intertwined with each theme. This was welcomed by Head of O,D&L. d) The Governance Manager and Head of O,D&L will discuss the masterclass feedback and evaluation post meeting. <p>The following information was provided in response to questions from the committee: -</p> <ul style="list-style-type: none"> e) The Communications Teams will provide more guidance to Board members in terms of social media use. The team are also looking to 	Head of O,D&L Governance Manager/ Head of O,D&L Head of Communications

	<p>provide broader media training in terms of 'difficult conversations' for inspectors and how we engage at parliamentary committee meetings. This will allow us to build up a wider set of skills that may be of use for board members in future.</p> <p>f) A more clearly defined social media session and guidance for SHCC members will also be made available in future. The Head of Communications to discuss further with the Chair of SHCC post meeting.</p> <p>g) All committee members have been asked to consider their own development needs.</p> <p>The Chair commented that this was a helpful and informative paper. Thanks was given to the Governance Manager and Head of O,D& L for their hard work in developing the masterclass programme.</p>	<p>Head of Communications/ SHCC Chair</p>
4.	PAPERS FOR INFORMATION	
4.1	Risk Management: Committee issue register and strategic risk register	
	<p>The Head of Corporate Development presented the strategic risk register to the committee for information, noting that there had been no changes to the register since the committee last met on 19 January. The register was also previously considered at the ARC on 2 March and will be subsequently presented to HIS Board for consideration on 29 March.</p> <p>The updated issues register was then presented to the committee and reflected two additional issues: board safety masterclass and board vacancy and recruitment.</p> <p>The committee members welcomed the update.</p>	
5.	CLOSING BUSINESS	
5.1	Board report: three key points	
	<ol style="list-style-type: none"> 1. Non-executive recruitment 2. Supporting future Chair candidates 3. Non-executive development 	
5.2	Any other business	
	<p>There was further discussion around recruitment. Feedback was provided for the most recent recruitment round, and it was felt that the advertising was clear, the webinar was helpful and informative and the application criteria very clear. The person specification and instructions on how to complete the form were also easy to follow. Having a word limit within the application was also helpful.</p> <p>It was also noted that the recruitment documents were difficult to view on iPads and that the versions of the document shared today were much clearer. Support and guidance on how to write a board biography when appointment announced would also be helpful. The Chair will feed this back to the public appointments team at the Scottish Government.</p> <p>The Committee Secretary is currently reviewing board member biographies. It was agreed that the current review should be completed and updated</p>	<p>Chair</p> <p>Committee Secretary</p> <p>Head of</p>

	<p>biographies shared with the Chair and Head of Communications who will then meet to discuss.</p> <p>The Head of O,D&L suggested that a template could be constructed to help guide members to ensure consistency. The Communications Team will investigate this.</p> <p>The Governance Manager and Committee Secretary will continue to work with the Communications Team to ensure consistency.</p>	<p>Communication s/ Chair</p> <p>Committee Secretary</p>
5.3	Date of next meeting:	
	10 October 2023 via MS Teams	
	<p>Person Presiding: Carole Wilkinson Signature: Carole Wilkinson Date: 10/10/2023</p>	