

MINUTES – Approved
Succession Planning Committee of Healthcare Improvement Scotland at

25 April 2024, 13:30, MS Teams

Present	In Attendance
Carole Wilkinson, HIS Chair	Lynda Nicholson, Head of Corporate Development
Suzanne Dawson, HIS Vice-Chair	Ben Hall, Head of Communications
Jude Kilbee, Board Member	Tony McGowan, Associate Director of Community Engagement
Board/Committee Support	Pauline Symaniak, Governance Manager
Ruth Gebbie, Committee Secretary	Apologies
	Sandra Flanagan, Head of O,D& L
	Rosie Tyler-Greig, Equality, Inclusion & Human Rights Manager

1.	OPENING BUSINESS AND COMMITTEE GOVERNANCE
1.1	Welcome and apologies for absence
	The Chair welcomed those in attendance to the committee meeting and apologies were noted as above.
1.2	Draft minutes from meeting held on 17 January 2024
	Decision: The committee approved the minutes as an accurate record of January's meeting.
1.3	Review of Action Point Register of Succession Planning Committee held on 17 January 2024
	The Committee reviewed the action point register, and the following was highlighted: - a) All actions are on track or will discussed further on in the agenda. b) Shared learning around the recruitment of younger people with lived experience will be taken forward by the Equality, Inclusion & Human Rights Manager, and the Associate Director of Community Engagement, who will report back on progress at the May meeting. Decision: The Committee gained assurance from the progress made with the action points.
2.	COMMITTEE GOVERNANCE
2.1	Business Planning Schedule 2024/25
	The following updates were provided in relation to the Business Planning Schedule 2024/25:- a) A guest speaker will be invited to future meetings. A speaker from the Public Appointments Team was invited to this meeting but was unable to do so due to capacity issues. Suggestions for future guest speakers were welcomed. b) The Skills evaluation work will now be taken forward by the Head of Corporate Development and the Governance Manager. c) The Succession Plan was currently scheduled to be presented at the October meeting, but it is now on course to be signed off before then. Decision: The Committee noted the business planning schedule. Action: Committee members to provide suggestions for future guest speakers.
2.2	Committee Annual Report
	The updated draft annual report was presented to the committee and incorporated the suggestions made at January's meeting. No further changes were proposed by committee members and the Governance Manager and Committee Secretary were thanked for their hard work in assisting with the drafting of the report. Decision: The committee gained assurance from the updates to the annual report. Action(s): The annual report will be signed off electronically post meeting and will be presented at the next board meeting in June.
3.	NON-EXECUTIVE APPOINTMENTS
3.1	Succession Plan 2023-2028
	The Head of Corporate Development provided the committee with an update paper, detailing the

	<p>substantial progress made to the draft report, following input from members of the sub-group additional stakeholder feedback. During the subsequent discussion, the following was highlighted: -</p> <ul style="list-style-type: none"> a) Ensuring that we have both diversity and skills mix should also apply to the Scottish Health recruitment Council (SHC). This is relevant to section 5.1 of the draft plan, ensuring that SHC follows the same principles of HIS Board. b) Part 1 of the plan outlines a list of health and social care providers. It was agreed that the list should be omitted from the plan so that we don't exclude people. c) Consideration should be given to producing a piece of writing for the HIS website that outlines and describes the collective experiences of our board members alongside, or in place of individual member biographies. This would include lived experience stories and could refer to the groups/ individuals that we are trying to reach. It may in turn inspire people to apply to be non-executives on HIS Board. <p>Decision: The Committee noted the plan, and thanks and appreciation were given to those involved in drafting and contributing towards the plan.</p> <p>Action(s): Following amendments noted above, the final approval of the Succession Plan will be sought at the May meeting of the committee.</p>
3.2	Blueprint for Good Governance Development Plan (diversity action)
	<p>The plan was presented to the committee by the Head of Corporate Development who noted that there was one action highlighted on the plan for this committee. The Skills Matrix action is complete; however, the committee must now continue to actively demonstrate progress made. Discussion then followed around monitoring the diversity action and the following was highlighted:-</p> <ul style="list-style-type: none"> a) The committee agreed that non-executive recruitment would be the best way to monitor this and that the action should not have an end date. Activities on developing the Succession Plan and updating the Skills Matrix, can be used to evidence recent progress. b) The committee agreed that a guest speaker should be invited to a future committee(s) to speak about non-executive recruitment in terms of diversity. What can be done differently? What have we learned? c) It was agreed that it was also important to consider how we fit within the national picture, and what are the common themes? It is important to see ourselves within the broader public appointments picture and not just see ourselves in isolation. d) The Chair and Head of Corporate Development check with Robert at Scottish Government, who holds the diversity data? <p>Decision: The committee welcomed the update.</p> <p>Action(s): The Head of Corporate Development and the Governance Manager will look at how best to update the narrative for the action on the plan.</p>
4.	NON-EXECUTIVE SKILLS EVALUATION AND DEVELOPMENT
4.1	Board development update
	<p>The Governance Manager provided a verbal update around board development and the following was highlighted:-</p> <ul style="list-style-type: none"> a) HIS are hosting a further candidate via the Aspiring Chairs Programme and one of our non-executives is currently being hosted by another NHS board for the same programme. b) HIS have provided a substantial amount of information to assist NES with the content of their Succession Planning module. c) The Service Change masterclass will take place next month and the SG & Innovation masterclass is scheduled to take place later in the year. d) The Governance Manager and Governance Officer are working together to develop a HIS board handbook outlining the non-executive journey upon joining HIS. This will help board succession planning as it will be publicly available. Furthermore, NES are working to produce a board induction pack for non-executives. e) The HIS non-executive appraisal process is underway, and all appraisals are scheduled to have taken place by the end of May. f) TURAS mandatory training for non-executives has now been set up and the deadline for completion is the end of June. Scottish Health Council members can now also access the same online training as HIS non-executives. NES is also working on a lot more strategic work, including the development of e-learning. Consideration should be given to linking

	<p>training to deep dive sessions and master classes (Crisis management- social media masterclass).</p> <p>Decision: The committee welcomed the update.</p>
4.2	Skills Evaluation
	<p>The Head of Corporate Development presented a Skills Evaluation paper to the committee summarising the results of the recent refresh of the non-executive's skills self-evaluation and the following was highlighted:-</p> <p>a) The evaluation outlined the skills and experience of the current non-executives on the board. This will be used to help inform and identify the specific candidate specifications for the forthcoming board vacancy.</p> <p>In response to questions from the committee the following was noted:-</p> <p>b) It was agreed that there was not an immediate urgency to fill the vacancy. The Chair added that risk and finance expertise not a priority, they were at the forefront in the past, but we have the experience now.</p> <p>c) The view of the committee was to proceed with the meeting scheduled for 30 May and plan for recruitment in late August/ early September. The Governance Manager will make contact with the Public Appointments Team to confirm timescales and timetable with the team so that when we are ready to proceed, there is no delay.</p> <p>d) We should consider the one current board member vacancy, whilst thinking strategically about the board for the future. However, we should continue to value the current skills of the current board and not overlook this.</p> <p>Decision: The committee welcomed the update.</p> <p>Action(s): The Governance manager to make contact with Public Appointments team regarding timescales.</p>
5.	NON-EXECUTIVE APPOINTMENTS
5.1	Non- Executive Recruitment 2024
	The non-executive recruitment item was covered above in item 4.2.
5.	RISK MANAGEMENT
5.1	Strategic Risk Register and Issues Register
	<p>Both the strategic risk register and committee issues register were presented to the committee for information. The Chair highlighted to the committee that the auditors had recently raised issues around the Executive Remuneration Committee having a separate issues register and questioned whether the issues should be on the main register as risks.</p> <p>Decision: The committee noted the update.</p> <p>Action(s): The Head of Corporate Services and the Governance Manager will discuss post meeting whether any of the issues should be on the risk register and whether the action point register could be used to capture issues.</p>
6.	STANDING BUSINESS
	The Chair confirmed the key points as: Succession Plan 2023-28, Skills Evaluation, and Good Governance Development Plan (diversity action).
7.	ANY OTHER BUSINESS
	No other business was discussed.

Approved by:



Carole, Wilkinson, Chair
Date: 30 May 2024

Next meeting: 30 May 2024, 13:30