MINUTES – Approved

Succession Planning Committee of Healthcare Improvement Scotland at
17 January 2024, 10:00, MS Teams

Present	In Attendance
Carole Wilkinson, HIS Chair	Lynda Nicholson, Head of Corporate Development
Suzanne Dawson, HIS Vice-Chair	Ally Boyle, NHS Lanarkshire Vice-Chair
Jude Kilbee, Board Member	Sandra Flanagan, Head of O,D& L
	Ben Hall, Head of Communications
	Tony McGowan, Associate Director of Community Engagement
	Pauline Symaniak, Governance Manager
	Rosie Tyler-Greig, Equality & Diversity Advisor
Board/Committee Support	**Apologies**
Ruth Gebbie, Committee Secretary	N/A
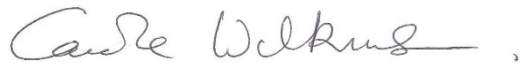
1.	**OPENING BUSINESS AND COMMITTEE GOVERNANCE**
1.1	**Welcome and apologies for absence**
	A special welcome was given to Ally Boyle, Vice-Chair of NHS Lanarkshire who was attending the Committee as a guest speaker. There were no apologies for absence.
1.2	**Draft minutes from meeting held on 10 October 2023**
	Decision: The Committee approved the minutes subject to one amendment.
	Action(s): Amendment to be made to minutes: the word 'possessions' to be replaced with the word 'applicants' on page 7, 4.1(b).
1.3	**Review of Action Point Register of Succession Planning Committee held on 10 October 2023**
	The Committee reviewed the action point register, and the following was highlighted: -
	a) As part of the HIS website refresh, board member biographies will be updated.
	b) Shared learning around the recruitment of younger people with lived experience will be completed by end of March 2024.
	Decision: The Committee gained assurance from the progress made with the action points.
2.	**COMMITTEE GOVERNANCE**
2.1	**Business Planning Schedule 2024/25**
	Two additions to the business planning schedule were proposed; Blueprint Print for Good Governance Action Plan should be scheduled for the next meeting and a guest speaker should be invited to each future meeting.
	Decision: The Committee noted the business planning schedule.
	Action: The business planning schedule to be updated for the two items above. Sarah Webster from the Public Appointments Team to be invited to be as guest speaker to the next meeting.
2.2	**Committee Annual Report**
	The draft annual report was presented to the committee. A discussion then took place around section 6(b) 'actions for the coming year' and the following was suggested: -
	a) The committee should continue to develop and oversee the board development plan and monitor the Blueprint for Good Governance Action Plan and how it links with our development plan.
	b) The skills matrix should be updated, and consideration given to the board skills gap.
	c) We should build and develop new working relationships with the Scottish Government Public Appointments Team.
	d) Consideration to be given to raising the profile of HIS at community outreach sessions/ events by providing flyers outlining what being a board member involves. Chair, Head of Communications, and the Associate Director of Community Engagement to discuss further.
	Decision: The Committee gained assurance from the discussion.
	Action(s): The next draft of the annual report will be circulated electronically to the committee

		members to review, and the final draft will be presented at the next meeting.
2.3	**Review Terms of Reference**	
		The committee reviewed their terms of reference and following discussion, minor amendments were proposed and agreed. **Decision:** The committee considered their terms of reference and agreed to make two minor amendments. **Action(s):** The Community Engagement Directorate to be updated to Community Engagement & System Redesign Directorate and point 6 add 'make available to NES board development work'.
3.	**NON-EXECUTIVE APPOINTMENTS**	
3.1	**Succession Plan 2023-2028**	
		The Head of Corporate Development provided the committee with a paper outlining the progress made since the initial consultation and the following information was highlighted: - a) There has been further engagement with internal HIS networks, the Succession Planning sub- group has reconvened to further consider the draft plan and follow up discussions with board development at NES have taken place. b) In future drafts of the plan, we need to clearly articulate what we mean by diversity. This should in turn lead to more feedback. Diversity is not just protected characteristics; it also includes diversity of thought and how do we identify and achieve it. Sub-committee members were then invited to provide feedback around the plan and the following was highlighted: - c) The Equality and Diversity Advisor commented that interesting feedback and discussion was received via our three internal networks and then fed into the plan. We should now consider inviting members from other boards as speakers and making links with them. This might include those from the third sector who may be board members. We should also continue to review our communications around board role descriptions and the definition of diversity. d) The Head of Communications highlighted that there is a real authentic desire for diverse recruitment (not just box ticking). This can be related back to the communities we serve. We want a board that reflects the communities we work with. e) The Associate Director of Community Engagement added that further emphasis is required on the skills matrix and having clarity about the key professional experience that's needed for the board, and where there might be room for people who have other experiences, such as users of healthcare from varied backgrounds. He added that it is important to not separate diversity of skills / knowledge from diversity of personal characteristics. Both shape thinking but the skills and different insight of some minority groups nonetheless remain under-valued. f) The skills matrix will be developed to identify any further skills gaps, including the addition of multi-dimensional skills. Valuable feedback from masterclasses could also be included in the matrix. Furthermore, we should consider inviting people to share views e.g. lived experience, healthcare experience and caring experience. g) A refreshed matrix will be sent to the committee members for review and comment in March. The skills matrix should be added to the agenda for the next committee meeting. h) It would be useful to have case studies included within the plan to illustrate benefits and successes (if those who were co-opted were willing to share benefits of co-option). It would also be beneficial to include some anonymous quotes around the recruitment process. i) The Chair added that looking at the last few years of recruitment rounds that there is sufficient evidence to show an increase in the numbers of those interested, those applying, and the quality of the applications received. We are also receiving continuing feedback on the recruitment process from both successful and unsuccessful applicants. j) It was agreed that a member of the Public Appointments Team should be invited to a future meeting as a guest speaker. We can potentially discuss post recruitment skills gaps identified and the use of co-option when a candidate is appointable but not the preferred candidate. **Decision:** The Subgroup will review the draft plan again and revise again in relation to feedback received.

	Action(s): The plan will be shared electronically before it is brought back to the May meeting for sign off. A refreshed matrix will be sent to the committee members for review and comment in March and will be added to the agenda for the next committee meeting.	
3.2	**Aspiring Chairs Programme**	

	The Governance Manager provided the committee with a brief overview of the Aspiring Chairs Programme and Healthcare Improvement Scotland's role as a host board. Ally Boyle, NHS Lanarkshire Vice-Chair then provided the Committee with his reflections around the programme and the following points were noted: -
	
	    a) The programme provided opportunities for people to learn from each other on their aspiring chairs journey. Hosted learning from HIS was valuable and it was discussed at the outset of the programme what would and wouldn't be useful in terms of learning and observation. There was openness and support from HIS and a huge amount of learning time was provided by the Chair. There was a clear view about what we all wanted to achieve from being part of the programme. The commitment and planning from Board Secretaries was also crucial in the process.
	
	    b) The programme requires an additional four days commitment per month and all group sessions are face to face as get more out of it. If a session is missed, the board development team have a catch-up session to bring you up to date. Ally agreed to do a '5 minutes with' news piece for the Source detailing his experience.
	
	    c) The Chair added that the programme is funded by the Scottish Government and that we have funding for programme two, with ten nominations received thus far. The Programme is not an automatic or mandatory route to becoming a chair and hopefully recent chair appointments to NHSScotland have shown that. The programme will make better, more skilled, and more informed to non-executives.
	
	 Decision: The Committee noted the update.
	 Action(s): Head of Communications to contact Ally Boyle about contributing to a '5 minutes with' section for the Source intranet page.	

4.	**NON-EXECUTIVE SKILLS EVALUATION AND DEVELOPMENT**	
4.1	**Board development/ masterclass update**	

	The Head of Organisational, Development & Learning provided an update on board development and masterclasses for 2023/24 and indicative topics for the forthcoming year. The key points were:
	
	    a) An evaluation of previous masterclasses was carried out and non- execs highlighted what they'd like to see included in future classes. The current masterclass programme has been very well received and runs until April 2024. Feedback from board members around masterclasses continues to be positive and helps with committee membership and keeps non- executives feel more informed.
	
	    b) The Blueprint for Good Governance session is planned for 24 January 2024 will help to inform what the new masterclass topics should be. In addition to the masterclasses, HIS Committee's also select areas for development in the form of deep dives around particular subjects.
	
	 Decision: The Committee welcomed the update.
	 Action(s): Consideration to be given to how Scottish Health Council and HIS board members can come together at an appropriate future learning session.	

5.	**RISK MANAGEMENT**	
5.1	Strategic Risk Register and Issues Register	
	Both the strategic risk register and committee issues register were presented to the committee for information. It was noted that the recruitment issue had been removed from the register. **Decision:** The committee gained assurance from the progress made with the issues register.	
6.	**STANDING BUSINESS**	
	The Chair confirmed the key points as: Succession Plan 2023-28, Aspiring Chairs Programme, and board skills matrix.	

7.	**ANY OTHER BUSINESS**
	No other business was discussed.

Approved by:

Carole Wilkinson Board & Committee Chair
Date:25/04/2024