

**Succession Planning Committee of Healthcare Improvement Scotland at
30 May 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	Rosie Tyler-Greig, Equality, Inclusion & Human Rights Manager
Board/Committee Support	Tony McGowan, Associate Director of Community Engagement
Ruth Gebbie, Committee Secretary	Pauline Symaniak, Governance Manager
	Apologies
	Sandra Flanagan, Head of O,D& L

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 25 April 2024
	The committee reviewed the minutes and the Vice-Chair suggested that in terms of item 4.1, that it would be useful if a list of the mandatory training courses with renewal dates could be shared with board members. Decision: The committee approved the minutes as an accurate record of the meeting. Action: The Committee Secretary will share the mandatory training list with renewal dates with the board.
1.3	Review of Action Point Register of Succession Planning Committee held on 25 April 2024
	The Committee reviewed the action point register, and the following was highlighted: - a) Diversity data- this has been raised with Robert Kirkwood at Scottish Government, and the Head of Corporate Development will raise it again b) Masterclasses- the Vice-Chair thanked the Chair for widening the invite to Scottish Health Council (SHC) members for the May masterclass . It was disappointing that they could not attend, however future opportunities will be sought. 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) Guest speakers- a meeting has been arranged with HIS Chair and NHS Forth Valley Chair and an invitation for them to be guest speaker will be made. If accepted, we can use this session to discuss plans for future board recruitment. Decision: The Committee noted the business planning schedule. Action: Committee members to provide suggestions for future guest speakers.
3.	NON-EXECUTIVE APPOINTMENTS
3.1	Succession Plan 2023-2028
	The Head of Corporate Development provided the committee with the final draft of the Succession Plan 2023-2028, following further input from members of the committee and additional stakeholder feedback. During the subsequent discussion, the following was highlighted: - a) The plan had received two acknowledgments and one further piece of feedback from stakeholders. The feedback commented on the use of the term 'lived expertise' within the plan was supportive of SHC approach and also the induction new diverse candidates. b) The Associate Director of Community Engagement explained that lived expertise refers to the deep knowledge and insights that individuals gain through direct, personal experience

	<p>with specific situations, conditions, or challenges. Lived expertise is highly valued in fields such as social work, healthcare, and policy making, where understanding the nuanced, everyday realities of people's lives can significantly inform and improve practices, services, and interventions.</p> <p>c) The Chair stated that for purposes of the plan we will use the term lived experience for consistency and ease of understanding.</p> <p>d) Talking about recruitment, the Chair noted that, we can influence, shape and challenge Scottish Government policy at the development stage but ultimately board members are ministerial appointments.</p> <p>e) The Head of Corporate Development will draft a letter on behalf of the Chair in response to non-executive feedback. Any final amendments will then be made to the plan, and the Committee Secretary will share with the committee members. The Head of Communications will also arrange for the Plan to be posted on our website.</p> <p>f) An initial review period 12 months will be set and thereafter the plan will be reviewed every two years.</p> <p>Decision: The Committee approved the plan subject to final minimal amendments, and thanks and was given to those involved in drafting the plan.</p> <p>Action(s): 'Lived experience' will be used in the plan rather than 'lived expertise' and feedback response will be sent to non-executive. The plan will be shared with committee and will also be posted on website.</p>
4.	NON-EXECUTIVE SKILLS EVALUATION AND DEVELOPMENT
4.1	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. A discussion then took place around the skills and experience it wished to seek for the board member vacancy in the forthcoming recruitment round and the following was noted:</p> <p>a) Subject to comment and reflection from the wider board, it was proposed that we would seek an experienced leader from the corporate or third sector who could bring fresh perspectives, innovative ideas and vigorous challenge.</p> <p>b) The candidate should have strategic level experience gained in either the corporate or third sector, in any one of or a combination of the following areas: Organisational change management, financial planning and/or digital innovation.</p> <p>c) If we have two appointable candidates at the end of the recruitment process, consideration can be given to appointing both.</p> <p>Decision: The committee welcomed the update.</p> <p>Action(s): The Governance manager to contact Public Appointments team to confirm timescales.</p>
5.	NON-EXECUTIVE APPOINTMENTS
5.1	Non- Executive Recruitment 2024
	<p>The Chair provided the committee with a verbal update around non-executive recruitment; advising that she had been in contact with the Public Appointments Team and was now awaiting confirmation of recruitment cycle dates. She was able to confirm that the team were seeking to link HIS with another national board's recruitment campaign. Taking timescales into account, it is likely that interviews will take place in September, with the successful candidate in post by December.</p> <p>Decision: The committee welcomed the update.</p>
5.2	Preparing for Recruitment
	<p>The Governance Manager and Head of Communications updated the committee around preparations for the forthcoming recruitment:</p> <p>Whilst awaiting the confirmed person specification and recruitment timeline the following actions can be put in place:-</p> <ul style="list-style-type: none"> • Start work on producing the candidate pack (influencing the contents, welcome letter etc). • Planning for informal online information session, where potential candidates can hear from the Chair and ask questions. This could also be used as an opportunity to share some information on board induction and development. • Public Appointments- working with them regarding lived experience.

	<ul style="list-style-type: none"> The Associate Director of Community Engagement will access national and regional networks as this has worked well in the past for SHC recruitment. Can circulate as soon as it is ready. The Communications Manager highlighted the good engagement on LinkedIn and advised that he would soon start sharing profiles of current board members on our LinkedIn profile. <p>Decision: The committee welcomed the update and the actions in place.</p>
6.	RISK MANAGEMENT
6.1	Strategic Risk Register and Issues Register
	<p>The strategic risk register and committee issues register were both presented to the meeting for information. The Head of Corporate Development advised the committee that the internal auditors had recently conducted an audit of the Executive Remuneration Committee noting the issues register which was separate from main corporate risk register and raising a question as to the benefits of this. As this committee also maintains an issues register, it was agreed that the committee would implement the recommendation and that future 'issues' would be examined to determine whether they meet the threshold for inclusion the risk register or whether they would be better managed on the action point register.</p> <p>A possible consideration for the strategic risk register would be a high number of board member vacancies occurring at the same time. The Governance Manager confirmed that during the period July - September 2026 four board members will reach the end of their first term. The Chair advised that this is something we should be alert to.</p> <p>Decision: The committee welcomed the update and were assured by the discussion that followed.</p> <p>Action(s): Future 'issues' will be examined to determine whether they meet the threshold for the risk register or whether they would be better managed on the action point register.</p> <p>Consideration to be given to board vacancy risk.</p>
7.	STANDING BUSINESS
7.1	Three Key Points
	The Chair confirmed the key points as: Succession Plan 2023-28, skills evaluation & recruitment, and the implementation of the recommendation from internal audit.
7.2	Feedback Session
	The committee members fed back to the Chair that there were good quality discussions throughout the meeting and thanks was given to the Head of Corporate Development, the Governance Manager, and the Committee Secretary for the quality of the meeting papers.
8.	ANY OTHER BUSINESS
	After discussion it was agreed that when the recruitment timeline was confirmed, a decision would be made as to whether a further meeting of the committee was needed in addition to the meeting scheduled for 9 October.

Approved by: Carole Wilkinson
Date: 9 October 2024

Next meeting: 9 October 2024, 13:30