Healthcare Improvement Scotland

Meeting of the Scottish Health Council at
23 May 2024,10.15-12.45, MS Teams

Present	In Attendance
Suzanne Dawson, Chair (SD)	Clare Morrison, Director of Community Engagement & System Redesign (CM)
Nicola Hanssen, (Vice Chair) (NH)	Tony McGowan, Associate Director Community Engagement (TM)
Michelle Rogers, HIS Non-Executive Director, Member (MR)	Derek Blues, Head of Assurance of Engagement (DB)
Dave Bertin, Member (DB)	Christine Johnstone, Head of Evidence of Engagement (CJ)
Jamie Mallan, Member (JM)	Carole Wilkinson, (CW), Chair of Healthcare Improvement Scotland (HIS)
Nicola McCardle, Member (NMC)	Duncan Service, Employee Director (DS)
Emma Cooper, Member	Ben Hall, Head of Communications (BH)
	Lynda Nicholson, Head of Corporate Development Chief Executive Office (LN)
	Richard Kennedy McCrea, Operations Manager (RKM)
	Rosie Tyler Greig, Equalities, Diversity & Inclusion Manager (RTC)
	Sharon Bleakley, Strategic Engagement Lead (SB)
	Lisa McCartney, Strategic Engagement Lead (LMC)
Observer	
Board/Committee Support	**Apologies**
Susan Ferguson PA (SF)	Gina Alexander, Member (GA)
	Wendy McDougall (WMD)

1.	**Opening Business**
1.1	**Chair's Welcome, Introductions and Apologies**
	The Chair (SD) welcomed everyone to the meeting, extending a warm welcome to Carole Wilkinson, (CW) Chair of Healthcare Improvement Scotland (HIS), Duncan Service, Employee Director (DS), Ben Hall, Head of Communications (BH) and Lynda Nicholson, Head of Corporate Development, (LN). Apologies were noted as above. It was noted that the Declaration of Interest item has been previously omitted from the Scottish Health Council's Agenda and should in future be included. SD noted there was no declarations of interest. **Action(s): Declaration of Interest to be included in all Agendas-SF**
1.2	**Draft Minutes of Meeting**
	The draft minutes of the meeting held on 29 February 2024 were accepted as an accurate record.

	There were no matters arising. **Decision: The SHC approved the minutes from 29 February 2024.**
1.3	**Review of Action Point Register**
	The SHC reviewed the Action Point Register with updates being provided for each action point for assurance. It was proposed to close the following two action points; 2.6 from 30/11/2023- A draft workplan and further update to be shared with SHC, along with other HIS governance committees, early in the new year. 3.1/3.2 from 24/08/2023- CM and Head of Evidence (once appointed) to contact SB on how to progress this in terms of good quality engagement and evaluation process. **Decision: The SHC agreed to close action points 2.6 and 3.1/3.2 and were content with the remaining actions noted.** **Action(s): Close action 2.6 30/11/2023 and action 3.1/3.2 24/08/2023 - SF**
2.	**HIS STRATEGIC BUSINESS**
2.1	**Engagement on Service Change**

	CM provided the Director's update on service change and provided the rationale for the new format of the meeting agenda and paper layout. It was noted that feedback from the SHC on the agenda format and paper layout would be welcomed.
	
	The following key points were highlighted to the SHC;
	   a) The Scottish Government's (SG) *Planning with People* (PWP) guidance on community engagement and participation had now been signed off by the Cabinet Secretary with communication to Boards being sent out today. (23/05/2024)
	   b) Defining Engagement responsibilities for different types of national service changes which is important in relation to NHS reform, advised that this work is ongoing with SG.
	   c) Acknowledged the work of the Head of Assurance (DB) and the Team who worked tirelessly on this. Recognition and thanks for this work was also echoed by the Chair and the SHC.
	
	The SHC raised the following points;
	   a) Pleased that the PWP had now been signed off.
	   b) Found it helpful to see the definitions of nationally provided, determined, and planned service changes.
	   c) Concern around the balance of work plan priorities and if there are the resources within the directorate to respond to the asks.
	   d) Referred to Page 11/73 of SHC papers and the lack of person-centred approach which raised a concern that due to other priorities, electronic communication via emails and letter maybe relied on which could lose the importance of talking to people.
	   e) National decision making – queried what was the balance of rural and urban views?
	   f) Nationally planned services guidance-queried how is awareness raised once developed?
	
	In response to the points raised by the SHC, CM provided the following points for assurance;
	   a) Concern around balance of priorities – assured the SHC, advising that with the new directorate structure agreed and now in place, the directorate have the flexibility built in to accommodate this. It was noted that going forward the workload would be monitored.
	   b) Lack of person-centred approach- highlighted the importance of meaningful engagement

	and that the directorate are focussed on ensuring all engagement channels are being used to prevent this from happening. c) Balance of rural and urban views-advised that the guidance that is being put together on national changes includes the use of impact assessments as part of the recommendations. d) Nationally planned services- noted that all communication for this will be handled by SG with HIS having a robust communication plan to follow. **Decision: The SHC noted the content of the paper.** **Further to feedback on the Director's Update paper incorporating the four agenda items into one paper, the SHC decided for ease of reading, minuting and ensuring good governance, the papers should be presented as individual papers going forward.** **Action(s):** **1. Papers to be prepared as separate agenda items. – All**
2.2	**Governance for Engagement (GfE)**
	An update was provided to the SHC on the progress of revising the GfE process since the last SHC meeting on 29 February 2024. It was highlighted that following reflections on the engagement within the HIS Responding to Concerns process (RTC), the plans for revising the GFE process were accelerated. It was noted that all meetings and dates for each of the directorates where now in place with Community Engagement & System Redesign being the first to present to the GfE Sub-Committee on the 25 July 2024. It was highlighted that each of the directorates will be supported through the new process which involves using a new self-assessment tool which aligns to the HIS Quality Framework for community engagement and participation. The following point was raised by the SHC concerning the RTC process and if gaps in engagement would be able to be picked up by the new GfE process and what if this was missed? Assurance was provided that the HIS Executive Senior Leadership Team are highly focussed on the processes within the organisation. Alongside the heightened awareness around this, there is more assurance any gaps will be captured with the new GfE process. **Decision: The SHC welcomed the progress of the GfE process and were assured to hear directorates were already engaging in the new approach to changes made.** **Actions:**
2.3	**Equalities, Diversity & Inclusion:**
	An update was provided to the SHC with the following highlights being discussed; a) Compliance on Equality Impact Assessments (EQIAs)- Highlighted the progress on achieving outcomes in the current Equality Mainstreaming Report with the majority of HIS programmes that required an EQIA now had one in place. For assurance, it was noted that any gaps in this were being addressed by the Equalities team. b) To enhance equalities work going forward, it was noted that a SHC member, Dave Bertin (DBe), had joined the HIS Equality, Inclusion and Human Rights Group to support its role in advising SHC. The SHC raised the following points; a) Highlighted the importance of consistency in the use of language as this can lead to

confusion.
   b) Human Rights Bill – concerns around the resources for this.

In response to points raised the following assurance was provided;
   a) Confirmed that the team's name had been changed from Equalities, Diversity & Inclusion, and is now called Equality, Inclusion and Human Rights which fits the remit of the team better. It was noted that more care will be needed when preparing papers to ensure old terminology is not used.
   b) Advised that SG will be progressing the Human Rights Bill.

Following a discussion on the balance between SHC and the Staff Governance Committee on the governance of equalities duties, it was agreed a joint development session between the two governance committees would be useful to discuss this further.

Decision: The SHC and DS agreed that a joint development session would be useful for both governance committees.
The SHC noted the update to use the terminology Equalities, Diversity, and Human Rights

Thanks was noted to DBe on joining the HIS Equality, Inclusion and Human Rights Group.

Action(s): Joint development session on equalities responsibilities to be set up. Meeting to be arranged to explore the potential opportunities for this session and discuss content - SD, CM, DS, TMG and RTG

2.4	**Role of Public Partners:**

CM provided an overview of the role of the Public Partners (PPs) and advised that in line with the CE organisational change, changes had been made on how PPs and Peoples Experience Volunteers (PEVs) are supported. It was highlighted that both now sit under the remit of the Assurance Programme and in conjunction with the regional Engagement Advisors - Community.

It was highlighted that based on feedback from the last PPs event, there would be a strategic approach on how roles of PPs are co-ordinated across the whole of HIS with a more consistent approach on how their involvement is managed. It was advised that a new policy is currently being developed and will be brought to a future SHC meeting.

SHC asked for some clarity on the Volunteering Policy, on allowing staff company time off for Volunteering.

It was advised that there was no plan in place to allow staff time off for volunteering in their working day at this moment in time.

Decision: The SHC noted the overview of the Role of Partners.
Actions:

2.5	**Directors Update**

A Directorate update was provided to the SHC, noting that the 30-day engagement staff exercise on the new structure had now been completed.
Findings were considered at the HIS Transformation Oversight Board on Monday 20 May 2024, with the directorate structure being confirmed.
It was noted that the implementation date for this will be 1 June 2024. Also noted was the proposed Directorate name had now been changed to *Community Engagement and Transformational Change Directorate* with a strapline of 'Delivering e*ngagement led change.'*

The SHC raised the following points;

	a) Made a request to be provided with an updated organisational chart to include names as well as positions. b) Assurance was sought that no gaps were left due to the removal of posts. c) Funding of the Volunteering Management System (VMS), who is providing this? In response to the points raised the following assurance was provided; a) Advised that a new updated organisational chart is currently being produced and will be sent out when completed. b) Advised that the removal of these posts was planned where there had been reprofiling of work and the combining of teams from the two former Directorates. To provide further assurance, it was noted that recruitment is still taking place with the current vacancies within the directorate. c) Noted that funding for VMS is external from SG by allocation which is yet to be confirmed. **Decision: The SHC noted the Director's update and were assured with progress made.** **Actions: To produce and send the SHC members the new Community Engagement and Transformational Change (CETC) organisational chart with names included. - RKM**
3.	**COMMUNITY ENGAGEMENT BUSINESS**
3.1	**Evidence of Engagement Programme**
	The Head of Evidence of Engagement (CJ) provided the SHC with an update on the current activities in the Evidence of Engagement programme. It was noted that the format of the paper had changed and advised this was a look forward. It was also noted that feedback on the paper was welcomed. The following key highlights were shared with the SHC; a) Citizens' Panel 13 is due to be published on 28 May 2024. It was highlighted that the findings of this CP report on environmental sustainability and health will be included in the Chief Medical Officer's Annual Report and shared at the NHS event on 11 June 2024. b) Team is looking into artificial intelligence (AI) and how it could be used in analysing data. c) Gathering Views topics - work has started with the Mental Health Portfolio to consider a topic on mental health. The SHC raised the following points; a) The new format and improved layout of the paper was welcomed b) AI – concerned that AI would introduce a bias. c) Felt encouraged to see the Gathering Views topics including mental health. In response to the points raised, the following assurance was provided; a) AI – advised that they are working collaboratively with other directorates within HIS. Noted that this was at the exploring stage which will also include a lot of testing to ensure it is robust when analysing data. After some discussion on additional external funding for research, a note of caution was expressed around the avoidance of duplication of work across the whole organisation. And in the spirit of One Team, all directorates should be working collaboratively when required. For assurance, it was noted that the directorate are working collaboratively, advising that both the CESR and Evidence Directorates worked jointly on a sustainability project that was submitted for grant funding. **Decision: The SHC noted the update from the Evidence Programme** **Action(s):**
3.2	**Improvement of Engagement Programme**

The Associate Director of CE (TMG) provided an update to the SHC and highlighted the following points;
   a) A shortlist of internal candidates for the Head of Improvement of Engagement, will be going through the assessment process on 31 May 2024.
   b) Highlighted the What Matters to You day (WMTY) which takes place on 6 June 2024, noting that the team had been providing support across the Boards and partnerships in preparation of the day.

Decision: The SHC noted the update with no further comments.
Action(s):

3.3	**Assurance of Engagement Programme**

The Head of Assurance of Engagement (DB) provided the SHC with an update from the Assurance of Engagement programme.

   a) As the work of the Assurance programme was covered extensively in the Director's update, DB took the opportunity to acknowledge the input from two of the SHC members MR and DBe on the work they supported with in producing the process charts.
   b) Advised that close working links still exist with the former Service Change Advisors (now Engagement Advisors – Service Change in the regional teams) with a weekly meeting being held due to their involvement in some of the Assurance programmes work.
   c) It was highlighted that there was still a plan for a schedule of workshops for boards and partners to take place and noted the opportunity to present a session on Assurance for Engagement in service change at the HIS Board Masterclass on the 29 May 2024.

The SHC sought assurance on the capacity to deal with the volume of service change and how will this be prioritised.

In response to the point raised the following assurance was provided;
It was advised that this would be a key part of the Strategic Engagement Leads (SELs) role to build strong relationships with senior Board/Partners and gain the early intelligence. To avoid duplication of work, a Ways of Working document has been develop ensuring that there is linkage between SELs, Engagement Advisors Service Change and the Assurance programme.

Decision: The SHC noted the Assurance of Engagement update.
Action(s):

3.4	**Strategic Engagement**

The SELs provided an update to the SHC and highlighted the following points;
   a) Noted that from the 1 April there was now a full complement of colleagues in the regional team which comprises of three SELs, three Engagement Advisors for Community, three Engagement Advisors for Service Change and one Admin Officer.
   b) Advised that the SELs have already started having early conversations with the Boards and Partnerships around the country and feedback from these has been3 very positive.
   c) Highlighted that planning for the current year is in place, considering the short-, medium- and long-term plans which will help to provide the SHC with a fuller update in the next quarter.

The SHC raised the following points;
   a) Providing an early indication of any themes from the Boards/Partnerships would be helpful.
   b) How is all the Engagement work promoted through communications?

   In response to the point raised on communication of community engagement work and across the whole organisation, the Head of Communications (BH) advised that work is currently in place to deliver a revised Comms Plan for the coming year, this will include

	looking at providing a communication framework to enable directorates to produce comms more effectively.
	For further assurance, it was noted that with the completion of the Directorate's structural changes, a plan is now in place for communicating the work of the new Community Engagement & Transformational Change Directorate through different media networks and reaching out to people by attending events in person and capturing the moment using different links.
	Decision: The SHC noted the update from Strategic Engagement Leads **Action(s):**
4.	**SHC GOVERNANCE**
4.1	**Risk Register**
	CM provided an update on the Risk Register and noted that Risk 1163, Service Change had been slightly reduced to reflect the updates to PWP which will enable the directorate to fulfil the assurance role. It was highlighted that the risk still remains high due to the volume of service change that is anticipated.
	It was noted that Risk 1239 CE Organisational Change has now been closed. It was also noted that a plan was in place for the new directorate to have directorate level risks with workforce being included.
	Clarity was sought by DS, on whether the new workforce risk should be reported to both SHC and Staff Governance Committee.
	It was agreed that both CM and DS would meet up to discuss.
	Decision: The SHC noted the Risk Register and were assured with the reduction in risks. **Action(s): CM and DS to arrange a meeting to discuss new workforce risk for the new CETC Directorate and agree who this will be reported to. -CM/DS**
4.2	**Operational Plan**
	The Operations Manager RKM provided the Q4 update which reviews the work achieved in the last quarter.
	Clarity was provided on the purpose of the Operational Plan, noting that this report is a focus on work achieved in Q4 to provide assurance to the SHC. It was noted the three Engagement programme reports will focus on looking ahead to avoid duplication or crossover in the reporting going forward.
	From the report it was highlighted that Q4 was more focused on internal activity due to the organisation change process.
	The SHC recognised the Team on the work achieved throughout the organisational change and in keeping the continued drive for improvement.
	Decision: The SHC noted the operational plan and highlighted there is now a better balance on the reporting so avoiding duplication. **Actions:**
4.3	**Business Planning Schedule**
	The SHC were presented with changes to the 2024/25 Business Planning Schedule. For assurance, rationale was provided for the amendments made and the SHC were asked for any feedback on the content.
	It was noted that the Role of Public Partners is listed to be presented at each meeting, but this may reduce as time progresses.

		Decision: The SHC approved the changes to the 2024/25 Business Planning Schedule with no further comment. **Action(s):**
5.0	**RESERVED BUSINESS**	
5.1	**Service Change Sub-Committee Draft Minutes of Meeting 23/04/2024**	

		The draft minutes from the previous Service Change Sub-Committee meeting held on 23 April 2024 where shared with the SHC for information.
		
		 Decision: The SHC noted the draft minutes highlighting the following;
		     a) Date of the meeting was incorrect showing February's meeting date.
		     b) Michelle Rogers (MR) sent apologies to April's meeting.
		
		 Action(s): The draft minute of the Service Change Sub-Committee to be corrected to reflect points highlighted. -TMG

6.0	**ADDITIONAL ITEMS of GOVERNANCE**	
6.1	**Key Points for HIS Board**	

		The below key points were suggested to take forward to the HIS Board meeting;
		     a) Progress on engagement on Service Change (including *Planning with People*)
		     b) Governance for Engagement
		     c) Equalities, Diversity, and Inclusion
		
		 Decision: Key points were agreed by the SHC to report to the HIS Board
		 Action(s):

7.0	**CLOSING BUSINESS**	
7.1	AOB	
	No other business was discussed.	
7.2	Meeting Closed	
8.0	**DATE OF NEXT MEETING :12 September 2024 via MS Teams**	

Approved by: _Chair, Scottish Health Council_
Date: 12/9/24

Next meeting: 14 November 2024