Healthcare Improvement Scotland

SHCC MINUTES – V1.0

Meeting of the Scottish Health Council Committee

Date: 17 November 2022
Time: 10:00am-12:30pm
Venue: Hybrid

Present
Suzanne Dawson, Chair (SD)
Nicola Hanssen, HIS Non-Executive Director Member (NH)
Michelle Rogers, HIS Non-Executive Director Member (MR)
Dave Bertin, Member (DB)
Simon Bradstreet, Member (SB)
Elizabeth Cuthbertson, Member (EC)
Jamie Mallan, Member (JM)

In Attendance
Lindsey McIntosh, Interim Director of Community Engagement (LM)
Tony McGowan, Head of Engagement & Equalities Policy (TM)
Claire Curtis, Acting Head of Engagement Programmes (CC)
Derek Blues, Engagement Programmes Manager (DBl)
Richard Kennedy McCrea, Operations Manager (RKM)
Janice Malone, Volunteering Programme Manager (JanMal) (Item 2.3)
Gary McGrow, Social Researcher (GM) (Item 2.4 and Observer)
Chris Third, Public Involvement Advisor (CT) (Item 3.3 and Observer)
Joy Vamvakaris, Social Research Analyst (Observer)

Apologies
Emma Cooper, Member (EmC)
Alison Cox, Member (AC)
Victoria Edmond, Senior Communications Officer (VE)
Susan Ferguson, PA to Director of Community Engagement & Chair of SHC

Committee Support
Provided by LM / TMG / CC

Declaration of interests
No Declaration(s) of interests were recorded.

1.	**OPENING BUSINESS**	**ACTION**
1.1	**Chair's Welcome, Introductions and Apologies**	
	The Chair (SD) welcomed everyone to the meeting and advised of the successful appointment of Clare Morrison, who will be joining the directorate as the permanent director from 23 January 2023. Lindsey McIntosh (LM) will continue in the interim role until that time to provide a smooth handover.	

	SD also advised that the Healthcare Improvement Scotland (HIS) Board had held development sessions over the previous two days. These had looked at the wider operating context, with an opening session from Linda Pollock as our sponsor within Scottish Government. The Board then went on to discuss future challenges, and the organisation's ability to adapt, maintain relevance and make a difference. This is relevant for the Community Engagement directorate, to reflect the future needs of NHS Boards, to identify where the biggest impact can be made, and to ensure that the directorate is working in a more strategic way. There was an acknowledgement that this has to be underpinned by having the right culture in place and supporting staff to deliver that. Apologies were noted as above.	
1.2	**Draft Minutes of Meeting**	
	The draft minutes of the Scottish Health Council Committee meeting, held on 15 September 2022, were approved as an accurate record of the meeting.	
	Matters arising	
	There were no matters arising.	
1.3	**Review of Action Point Register**	
	LM presented the Action point register to the Committee and advised that three of the five listed actions had been discharged and were recommended for closure. Two other action points were still ongoing and would be referred to within other items on the agenda. In relation to item 3.2 (19/05/2022) DBI would be advising of the workshops planned for HIS Non Executives under Agenda Item 2.2 (partial progress against the stated action). In relation to item 1.6 (15/09/2022) the Committee were advised that this piece of work is due for completion by the end of November and will be reported in full at the next Committee meeting in March 2023. The Committee noted the content of the action point register.	
1.4	**Business Planning Schedule**	
	SD presented the Business Planning Schedule to the Committee and highlighted two additions – the introduction of the Director's Report and also an annual marker in relation to the production of a draft annual business plan for Community Engagement directorate. SD highlighted that these additions had also been shared with the HIS Board Chairs' Committee for awareness and to ensure consistency across other HIS governance committees. LM advised that following feedback from Committee Members, papers	

	had been included to support each agenda items to better prepare members. The Committee noted the Business Planning Schedule.	
1.5	**Director's Update** LM provided the Committee with a brief verbal update based on the contents of the circulated paper. In respect of clarifying the Committee's priorities, following discussion amongst members, an amendment was suggested to the wording proposed in the paper on the second priority which originally stated, "*The need to proactively reach out to the public*." Following discussion, suggested wording should include being innovative and dynamic, with Committee Members being able to actively promote the needs and benefits of community engagement across various networks, whilst reinforcing that HIS-CE is there in a strategic advisory role. In addition, clarity was sought on the third priority which had been agreed previously: "*The change to the public's approach to engagement since the onset of the pandemic*." It was agreed that the development day in June 2022 had reflected a broader discussion around the public's changing expectations/experiences around engagement methods and how bodies have adjusted to new ways of working to enable this engagement. LM explained the rationale behind the proposed dashboard report approach, and how one report could serve many purposes. The format will give a visual overview of the status of engagement levels with the various NHS Boards; the progress of various work programmes; the level of operating resources available; key operating risks and also celebrating directorate achievements. The intention is to use this as a strategic management tool within the Directorate Management Team (DMT), as well as sharing more widely with all staff in the spirit of transparency and engagement. The use of it within the Committee setting would be to establish where there may be areas both for further work or where best practice within boards can be shared more widely. The Committee acknowledged that this is a new initiative and will be iterative in its development and application over the coming months but welcomed the approach and visibility. LM gave an outline of the recently held workshop for the DMT, which looked at the wider operating context over the coming years, and what that would mean for service delivery overall, understanding the financial picture, and examining lessons from the interim structure. This was an initial exploratory workshop, with further sessions scheduled to identify what is going to be possible moving forward. This work reflects the discussions which are happening at the HIS Board. Ultimately this work will identify a number of key activities and outputs, which the Committee will receive regular updates on. The Committee acknowledged the challenges that are facing the	

	directorate with regard to making the organisation fit for the future and advised of their support and desire to be involved in developing future plans. The Committee noted the Director's Report and agreed that this should be a regular written item at every meeting. **ACTION:** New wording of priorities will be re-issued to the Committee for approval.	**LM / Committee Members**
2.	**SETTING THE DIRECTION**	
2.1	**Business Planning for 2023/24**	
	LM introduced the paper, which outlined plans to develop a business plan for 2023/24. Linked in part to the previous agenda item, this will be based on activity consolidation matched to available resources and budget. This clarity will also allow for everyone to know what delivery model is being sought, and how it links into individuals' personal objectives. **ACTION:** The Committee expressed a desire to be involved and share expertise throughout the process, and it was agreed that a committee workshop should be set up in order to progress this activity. A timescale for bringing a draft business plan for 2023/24 back to the Committee at its March 2023 meeting for approval was also agreed.	**SD / LM**
2.2	**Quality Framework for Community Engagement**	
	The Engagement Programmes Manager (DBI) introduced the paper and provided updates to the Committee on a number of items since the paper was prepared: 1. One of the test sites has withdrawn from the pilot of testing due to capacity issues, whilst other Boards have expressed an interest in the testing work. 2. Participants in the pilot are due to meet on 01 December 2023 to have honest discussions around their experiences and identifying 'wicked problems' they have faced whilst testing the framework. 3. There is going to be a session for Community Engagement DMT members to ensure they are all fully sighted on the contents of the framework to ensure consistency of understanding and practice. This will support roll out to the whole directorate staff. 4. Current Scottish Government ambition was to publish a revised version of '*Planning with People*' in January 2023 and we would intend to align the publication of the final Quality Framework with its publication.	

Questions were asked around the scale of change proposed for '*Planning for People'*, and how it would link to the Quality Framework. DBI advised that directorate representatives had been asked to be members of a Scottish Government short life working group which would look at proposed changes, with a view that they should be linked as closely as possible to ensure good alignment.

In response to a question on how the tool would be used to measure impact, the Committee was advised that this would require a longer term evaluation to look at what successes there would be in relation to influence, support and changes in practice which had occurred underpinned by HIS-CE evidence.

Head of Engagement Programmes (CC) highlighted that this work also closely aligns with the '*reconnections*' work being undertaken currently. There are lessons to be learned about how the tool does not capture changes to practices that were driven through or impacted by Covid. This is an area which needs further exploration with the short life working group.

The Committee noted the Quality Framework for Engagement paper.

| 2.3 | **Volunteering in Scotland - Update** | |

The Volunteering Programme Manager (JanMal) introduced her paper and drew the Committee's attention to a number of key points.

1. The Volunteering Programme Board has repositioned itself from being one focussed on communications to one of delivery strategy. The first of the new style board meets within the next week.

2. Part of the strategy is about ensuring there is a supporting ICT structure which is fit for the future. This is currently going through a scoping exercise, to meet the needs of many stakeholders, and to get prepared for entering potential tendering phase.

In addition to the paper, JanMal also gave an update in relation to the numbers of conversations held with Scottish Government regarding the use of volunteers to assist with winter pressures across the wider system. The key message has to be focused on ensuring volunteering is safe and sustainable, and that it requires long term investment. It cannot be used as backfill for paid workforce. In supporting this sentiment and reiterating that volunteers offer and need something different from staff, it was asked that this be raised at the next Programme Board meeting.

In relation to a query about numbers of volunteers, JanMal advised that figures were presently collated on a monthly basis from Boards, and the figures were around 2,300 volunteers participating on a monthly basis across the whole of NHS Scotland, equating to ~ 30-35,000 hours per month in volunteer hours.

A question was asked about the levels of risk presented in relation to

	stability of funding for the systems development work, and also the risk in relation to safety of volunteers. In response to the funding question it was acknowledged that this would be an additional allocation, and could be put at risk given the financial climate, but this would have to be weighed against the wider needs of the NHS. With respect to the safety of volunteers, then this was a risk for both the local NHS Boards where volunteers are deployed which would be for those Boards to manage, but also a national risk in relation to ensuring that NHS Boards have access to appropriate resources and guidance to deliver volunteering. The Committee thanked JanMal for the additional verbal update and noted the Volunteering in Scotland Update paper.	
2.4	**Citizens Panel - Update**	
	The Social Researcher (GM) presented an overview of his paper, and presented some key information from Citizens Panels 8-10, and also talked through the planned content of Citizens Panel 11, and the current refresh programme which is underway at present. SD advised the Committee that Citizens Panels have a high profile within Scottish Government, with Ministers and the Cabinet Secretary in particular. They cover a broad range of issues, and it was encouraging to hear that there are increasing levels of diversity amongst its membership. Committee Members SB and EC commended the emphasis upon impacts in the reporting that the Panels make, and the commitment to ensuring diversity of panel members. The Committee commended the quality and presentation of the report, with particular reference to the use of hyperlinks to take the reader to additional information. **ACTION:** The Committee noted the Citizens Panel Update paper and asked for a copy of the presentation to be circulated after the meeting.	**GM**
2.5	**Engaging People in the work of HIS**	
	The Head of Engagement and Equalities Policy (TMG) introduced his paper and drew the Committee's attention to a number of key points: 1. There has been a recent internal audit of the EQIA process within HIS. It has returned a number of recommendations, which have been considered by the team, and actions are already underway to address these. This is a corporate responsibility held within HIS-CE, on behalf of the wider HIS organisation, and does not necessarily have the resource to be able to audit the whole organisation itself. There are approaches to be made with the wider HIS-wide governance and planning team about what other good practices can be considered.	

	2. The Easy Read programme is being rolled out HIS-wide, and there are now 10 individuals who are trained in this skill within the organisation. 3. Governance for Engagement Sub Committee were presented with the Quality Assurance Directorate (QAD) proposal to establish a sounding board, and had asked for HIS-CE colleagues input and assistance in taking this forwards. SD commended the teams for carrying a significant workload, and the LM highlighted the importance of the EQIA audit in terms of corporate ownership. A question was asked about the availability of EQIA training to inform decision making for Non Executives. TMG offered to progress the training request. Clarification was sought regarding the Citizens Panel, the Volunteer Network and the Public Partners Forums, and if there was any overlap between them. TMG advised that the Citizens Panel seeks to reflect national demographics, that the People's Experience volunteering provides more localised opportunities to gain public views, and that our Public Partners continue to assist with the wider HIS work which is ongoing in various directorates. All of these routes provide reliable channels for wider community engagement activities. Assurance was sought around about levels of confidence in terms of corporate ownership of the EQIA recommendations across the wider organisation. The Committee thanked TMG for the update and noted the Engaging People in the Work of HIS paper. **ACTION:** LM to take the EQIA audit report to the HIS Executive Team for consideration and comment, prior to it being presented to the HIS Audit & Risk Committee. **ACTION:** TMG to ascertain Non Executive training opportunities, in light of skills / knowledge required to inform committee decision making.		 **LM** **TMG**
3.0	**COMMITTEE GOVERNANCE**		
3.1	**Remobilisation and Operational Plan Progress Report**		
	The Operations Manager (RKM) gave a brief summary of his paper and highlighted that a lot of the good practices had already been covered through items on the agenda. In commending the paper it was suggested that there might be opportunities to include a 'what next?' within each section and a final commentary section which draws out the 'so what?' with respect to the difference that the work of HIS-CE makes.		

	Although it is recognised that timescales are challenging there was a discussion about what more and/or different we can do with our resources in terms of measurement and practices. The Committee thanked RKM for the update and noted the Remobilisation and Operational Plan paper. **ACTION:** RKM and LM to collaborate on reporting templates and information for reporting.		**RKM / LM**
3.2	**Risk Register**		
	LM provided the Committee with a brief update to advise that the DMT would be collectively reviewing the risks at its next meeting, based on the new guidance and scoring criteria. This would allow consideration of the risks for the remainder of the current business year, as well as looking ahead into 2023/24 in a new operating context. **ACTION:** The new operational risk register will be presented in full at the next meeting of the Committee in March 2023.		**LM**
3.3	**Corporate Parenting**		
	The Public Involvement Advisor (CT) introduced his paper and drew the Committee's attention to a key point: 1. The Corporate Parenting Report and the Children's' Rights Reports is already part drafted and will be combined into a single report to be published next year. This is a key statutory duty and is required to be published every three years – "as soon as possible after March 2023". A question was asked about training on the UN Convention on the Rights of the Child (UNCRC), and if it was mandatory. CT advised that Children's Rights is part of the mandatory equalities training, but there is not specific training on that sole topic. CT also advised that Corporate Parenting has now been recommended to become a mandatory training module which is an increase from being mandatory for some roles only. There followed a discussion on what further opportunities could be explored under the remit of Corporate Parenting, such as setting up a charitable arm of HIS, taking positive actions and raising awareness of this corporate responsibility. Committee Members discussed what may be possible and identified this as an area for future exploration. **ACTION:** CT / TMG to ascertain Non Executive training opportunities, in light of skills / knowledge required to inform committee decision making. (linked to action above) **ACTION:** CT / TMG to identify what further action can be taken in respect of Corporate Parenting and bring back a further paper to the Committee		**CT / TMG** **CT / TMG**

	at a later date.		
3.4	**Service Change Sub Committee - Update**		
	The Engagement Programmes Manager (DBI) gave a number of updates in addition to the content in the paper:		
	1. The pilot of a session covering service change and statutory duties for NHS Board Non Executives planned for new HIS Board Members is being held on 14 December 2022, with modified content to give a more rounded overview of the work of the directorate.		
	2. The next meeting of the Engagement Practitioner Network to be held on 15 December 2022.		
	The Director (LM) advised the Committee that this was the same paper, which had previously been presented to the Service Change Sub Committee, with a slightly different format. The appendices now include a full list of all NHS Boards, alongside a list of the associated Integrated Joint Boards. This was to allow full oversight of all activity and non-activity across Scotland.		
	The Committee noted the Service Change Update paper.		
3.5	**Governance for Engagement Sub Committee - Update**		
	The Head of Engagement and Equalities Policy (TMG) introduced his paper and gave an overview of the recent Governance for Engagement Sub Committee meeting, where both the Quality Assurance Directorate (QAD) and the Finance, Planning & Governance Directorate (FPG) presented their updates on Cycle 2.		
	The Committee noted the update.		
4.0	**RESERVED BUSINESS**		
4.1	**Service Change Sub-Committee meeting minutes**		
	SD presented the draft minute for the Service Change Sub Committee meeting held on 20 October 2022, and reminded the Committee that these would be formally approved at the next meeting of the Service Change Sub Committee due to be held on 26 January 2023.		
	The Committee noted the Sub Committee meeting minute.		
5.0	**ADDITIONAL ITEMS of GOVERNANCE**		
5.1	**Key Points**		
	After discussion, the Committee agreed the following three key points to be reported to the Board:		
	1. Volunteering. 2. Citizens Panel. 3. Use of Enhanced Reporting within HIS-CE.		

6.0	**CLOSING BUSINESS**		
6.1	**AOB**		
	Issues with the numbering of papers within Admin Control was raised. LM advised she would look into this. SD noted that this would be the last formal meeting of the Scottish Health Council Committee that LM would be presenting at, and thanked her on behalf of the Committee for her stewardship of the directorate. **ACTION:** LM to liaise with SF regarding technical issues.		**LM / SF**
7.0	**DATE of NEXT MEETING**		
7.1	The next Scottish Health Council Committee meeting will be held on 02 March 2023 10am-12.30pm venue tbc.		
	Name of person presiding: **Suzanne Dawson** Signature of person presiding: Date: 3 March 2023		