

# Succession Planning Committee Minutes – Approved

Meeting of the Succession Planning Committee of Healthcare Improvement Scotland at  
13.00, 20 November 2025, MS Teams

## Attendance

### Present

Evelyn McPhail, HIS Chair

Suzanne Dawson, Non-executive Director/Chair of the Scottish Health Council/Vice Chair

Jude Kilbee, Non-executive Director

### In Attendance

Sandra Flanigan, Head of Organisational Development & Learning

Pauline Symaniak, Governance Manager

Rosie Tyler-Greig, Equality, Inclusion & Human Rights Manager

### Apologies

Tony McGowan - Lead Officer for the Committee/Associate Director of Community Engagement

John McKee - Head of Communications

### Meeting Support

Tara Duffy, Admin Officer

## 1. Opening Business and Committee Governance

### 1.1 Welcome, apologies and declarations of interest

The Chair welcomed everyone present, and apologies were noted as above. There were no declarations of interest.

### 1.2 Draft minutes from meeting held on 7 August 2025

The Committee reviewed the minutes of 7 August 2025.

Decision: The Committee approved the minutes as an accurate record of the meeting.

### 1.3 Action Point Register from meeting held on 07 August 2025

The Committee reviewed the action point register.

For Action 1.5, the team is working to identify a suitable public partner and an update will be provided once available.

Decision: The Committee agreed to close all items recommended for closure and gained assurance from the progress made.

## 2. Succession Planning

### 2.1 Review of Succession Planning

The Committee received a paper presenting a refreshed HIS Succession Plan. The Chair advised that the paper would not be discussed in detail at this meeting, noting that further work is required. In particular, the plan needs greater focus on ensuring recruitment of individuals with the right skills, knowledge, experience and behaviours alongside increasing diversity. As well as this, it needs to articulate stronger actions.

Decision: The Committee did not consider the plan presented and a further revision will be provided to the next meeting.

## 3. Non-Executive Skills Evaluation and Development

### 3.1 Board and Committee Skills Assessment Proposal

The Head of Organisational Development and Learning presented a proposal to the Committee to undertake a refreshed skills evaluation exercise for Non-executive Directors.

The following points were captured from discussion:

- a) The purpose of the information collected must be clear, highlighting both personal and organisational benefits for Board members.
- b) Self-assessments can lead to underestimation of skills
- c) Linking the assessment with the annual appraisal process provides an opportunity for the Chair to discuss and challenge self-assessed ratings with a view to ensuring that full recognition is given to skills and experience.
- d) Level descriptors from the Scottish Government provide consistency and using this system would align with methods already established.
- e) Resource implications were noted, requiring dedicated time and focus to build and test the system.
- f) Consideration will be given to engaging the Board in advance through a dedicated session or seminar to support understanding of the skills assessment.

Decision: The Committee approved the skills assessment proposals and accepted a moderate level of assurance.

Action: Plan a Board session to support engagement with the skills assessment.

## 4. Risk Management

### 4.1 Strategic Risk Register

The Strategic Risk Register was presented to the Committee for information.

Decision: The Committee noted the Strategic Risk Register. A level of assurance was not proposed, as the register is provided for awareness only.

## 5. Any Other Business

### 5.1 Any other business

There were no items of any other business.

## 6. Closing Business

### 6.1 Three Key Points

Following discussion, the Chair confirmed the key points as: Review of Succession Planning and Board and Committee Skills Assessment Proposal.

### 6.2 Feedback Session

The Committee members advised that the meeting was positive, and the quality of papers was high.

## 7. Date of Next Meeting

The next meeting is scheduled for 12 August 2026 with an additional meeting planned for early 2026 to receive the revised succession plan.

Approved by: Evelyn McPhail

Date: 12 March 2026