

Agenda Item	<b>4</b>
Report No	<b>JMC/04/23</b>

**Committee:** Joint Monitoring Committee

**Date:** 24 February 2023

**Report Title:** Integrated Adult Services  
Strategic Plan and Strategic Planning Group Update

**Report By:** Highland Council Executive Chief Officer – Health and Social  
Care and NHSH Chief Officer

## **1.0 Purpose/Executive Summary**

- 1.1 This report provides an update on the development of the Strategic Plan and sets out the timescales for completion and approval of this plan.
- 1.2 This report also provides a draft Terms of Reference for the Strategic Planning Group for the Joint Monitoring Committee's approval and updates on the status of the appointment of members to this group.

## **2.0 Recommendations**

Members are asked to:

- i. **Note** the current status of the Strategic Plan and the forward intentions and timescales for completion and approval of this plan;
- ii. **Agree** to an additional meeting being stood up in May 2023 (if required) to consider and agree the final Strategic Plan after the period of consultation set out in this report; and
- iii. **Approve** the draft Terms of Reference for the Strategic Planning Group and **note** the current position regarding membership appointment.

### 3.0 Implications

- 3.1 Resource – There are no specific resource issues arising from this report, although it is recognised that the content of the Strategic Plan, once finalised, will require to consider this area.
- 3.2 Legal – The content of this report is to seek to ensure the Partnership’s compliance with The Public Bodies (Joint Working) (Scotland) Act 2014.
- 3.3 Community (Equality, Poverty, Rural and Island) – There are no such implications as a result of this report although it is recognised that the content of the Strategic Plan will have an impact on service delivery in Highland’s communities.
- 3.4 Climate Change/Carbon Clever – There are no climate change implications as a result of this report.
- 3.5 Risk – There are no specific risks arising from this report, although it is recognised that the content of the Strategic Plan, once finalised, will require to consider this area.
- 3.6 Gaelic – There are no Gaelic implications as a result of this report.

### 4.0 Background

- 4.1 The Public Bodies (Joint Working) (Scotland) Act 2014 requires that there be an integration scheme in place between the Council and NHS Highland. Such an agreement reflecting the “Lead Agency” model in place was first agreed in 2015 and the proposed integration scheme as approved by the Scottish Government in June 2020. In terms of the 2014 Act those arrangements require to be reviewed every 5 years and it is that review which is referred to and constitutes, once approved, a legally binding agreement between The Highland Council and NHS Highland in terms of the delivery of commissioned services. This 5 year integration scheme was developed and agreed in 2021 and received Ministerial consent on 21 February 2022.
- 4.2 The Public Bodies (Joint Working) (Scotland) Act 2014 also requires the Partnership to have in place a **Strategic Plan** which sets out the arrangements for the carrying out of the integration functions for the area over the period of the plan and which also sets out how these arrangements are intended to achieve, or contribute to achieving, the national health and wellbeing outcomes.
- 4.3 This same Act also directs that a **Strategic Planning Group** requires to be established and in place in to support the development of this Strategic Plan.

### 5.0 Strategic Plan

- 5.1 The Joint Monitoring Committee received an update on 3 August 2022, which set out the intended timescales for the development of a Strategic Plan, which anticipated having a draft for consultation by Spring 2023.
- 5.2 Work has been progressing to take forward the Strategic Plan, and this has been informed by the previous Strategic Plan Working Group and the various and numerous areas of activity covered by the Strategic Plan, including work in relation to care homes, which was the subject of a JMC Development Session in November 2022.

- 5.3 In terms of the content of the developing Strategic Plan, the following is specifically highlighted:
- a) The Strategic Plan is a high level plan underpinned by a number of national and local policies, strategies and action plans. It is a 3 year plan made at a time where there are significant financial constraints. It will be necessary on a short term basis to take actions and deliver services in a manner which may not be immediately consistent with the longer term strategic direction set out in the Plan. Any such issues will be reported to the Joint Monitoring Committee;
  - b) Linked to this, and following on from previous care home items to the Joint Monitoring Committee, there may be short term actions relating to service delivery which are not consistent with the strategic direction which provides for home based solutions where possible. The Partnership is working towards those solutions with our housing partners but in the short term it recognises that decisions may be made which are at all times person centred and must take into account the immediate and present needs of service users; and
  - c) The Strategic Plan provides the strategic direction for how health and social care services will require to be shaped in our communities in the coming years and describes the necessary transformation that will be required to achieve the vision and financial balance. The plan explains what these aims are and how the Partnership intends to make a difference by working closely with all partners and communities across Highland.
- 5.4 The process for the development of the Strategic Plan is set out within the Public Bodies (Joint Working) (Scotland) Act 2014, and the current status and intended steps for progressing the plan are as follows:
- a) The current status of the Strategic Plan is that, as per legislative requirements, initial proposals for what the Strategic Plan should contain have been prepared and the views of the Strategic Planning Group on the proposals have been sought.
  - b) These views have been taken into account and a first draft has been prepared, upon which the views of the Strategic Planning Group were sought in January 2023.
  - c) A second draft of the Strategic Plan is currently in preparation. At the time of writing this report, the possibility of sharing the second draft at this stage is subject to being able to also share in advance with the Strategic Planning Group. It is intended that this document will be to follow, if available, and that a presentation on the key content areas will be provided to the meeting
  - d) The legislative requirements mandate that a second draft is prepared and that this is consulted upon with a prescribed list of stakeholders, along with anyone else that the Partnership consider may have an interest.
  - e) It is proposed that the Strategic Planning Group continue to input to this developing second draft and that this version is then available to the Joint Monitoring Committee for its scheduled meeting on 29 March 2023, before being issued for a period of consultation in April.
  - f) Thereafter, a final version will be prepared, taking into account the consultation comments received, which will be overseen by the Strategic Planning Group.

g) It is intended and requested that an additional meeting of the JMC be stood up in May 2023, to enable consideration and approval of this final document, unless as a result of the public consultation no changes are required and were that to be the case the JMC would have had sight of what would then be the agreed draft at their meeting in March.

5.5 A summary of the key stages and dates are as noted in the attached **Appendix 1**.

## **6.0 Strategic Planning Group**

6.1 Whilst work has been ongoing to develop the Strategic Plan, there has also been a review of the Strategic Planning Group arrangements.

6.2 Members of the JMC will recall that the Strategic Planning Group was stood down over the pandemic and re-established in 2022, originally in the form of a Strategic Plan Working Group, which supported the earlier development of the Strategic Plan as noted above.

6.3 At the end of 2022, an opportunity was taken to reconsider the Terms of Reference of the Strategic Planning Group and its operational procedures, along with group membership and appointment, to ensure that arrangements are fully aligned with legislative requirements.

6.4 An updated Terms of Reference has subsequently been developed by the Strategic Planning Group, the content of which proposes that this is to be agreed by the Joint Monitoring Committee, which is the purpose of its inclusion in this report and the Committee is therefore requested to note and agree this draft Terms of Reference as set out at **Appendix 2**.

6.5 It is highlighted that the Terms of Reference contains a list of members at Appendix 3, which are those persons to be appointed to the group a period of 3 years, to align with the timescales of the Strategic Plan.

6.6 Those identified within this Appendix are being contacted to invite and request their agreement to appointment and it is proposed that the list of members to be appointed from April 2023 for the 3 year period of the Strategic Plan, are reported for information to the JMC (as contained within the Terms of Agreement) once this appointment process has concluded (most likely to the next JMC in March 2023).

Designation: Executive Chief Officer – Health and Social Care, THC  
Chief Officer, NHS

Date: 13 February 2023

Author: Fiona Malcolm, Head of Integration Adult Social Care  
Gillian Grant, Interim Head of Commissioning

## Strategic Plan Key Stages and Timeline

Strategic Plan Preparation	< March 2023	March 2023	April 2023	May 2023
Prepare proposals for what the strategic plan should contain				
Seek the views of the SPG on the proposals				
Prepare a first draft of the Strategic Plan				
Seek the views of the SPG on the draft				
Prepare a second draft of the Strategic Plan				
Seek further input from the SPG on the direction of this second draft				
Provide an update on progress and direction to the JMC for awareness				
Consultation draft prepared				
THC note update				
NHSH note update				
JMC agree consultation draft				
Consultation period				
Take account of any views expressed in finalising the strategic plan				
Provide a final draft Strategic Plan to SPG (virtually)				
Provide a draft Strategic Plan to the Joint Monitoring Committee for approval (ToR Requirement)				
Approved document to THC for awareness				
Approved document to NHSH for awareness				
Publication of Strategic Plan, statement of Section 33 action, and Annual Financial Statement				

**Highland Health and Social Care Partnership  
Strategic Planning Group – Integrated Adult Services  
Terms of Reference  
27 January 2023  
V0.10**

## **Introduction**

The Public Bodies (Joint Working) (Scotland) 2014 Act and accompanying Scottish Government guidance, set out the requirements in relation to establishing a Strategic Planning Group and preparing a Strategic Plan, as provided here:

<https://www.legislation.gov.uk/asp/2014/9/contents/enacted>

<https://www.gov.scot/publications/strategic-commissioning-plans-guidance/>

[Note: Strategic Plans: Statutory and Good Practice Guidance currently under review]

These Terms of Reference set out how the Highland Health and Social Care Partnership (the Partnership) will establish and operate a Strategic Planning Group and prepare a Strategic Plan for **integrated adult services** (as defined at Appendix 1) in Highland.

The scope of the Strategic Plan, and therefore, of the Strategic Planning Group is to

- a) set out the arrangements for the carrying out of integrated adult services in Highland over the period of the plan;
- b) set out how those arrangements are intended to achieve, or contribute to achieving, the national health and wellbeing outcomes, and
- c) include such other material as the integration authority, via the Joint Monitoring Committee, thinks fit.

## **Remit**

The Strategic Planning Group to be established and operated, will have the following remit:

- a) Develop and finalise a three year Strategic Plan for integrated health, wellbeing and social care services for adults living in Highland, monitor and review its progress, and report on its activity.
- b) Ensure alignment between the Strategic Plan and the plans of each of the services / partner organisations. This will include making recommendations on the commissioning and de-commissioning of service delivery models;
- c) Develop, agree and monitor a Housing Contribution Statement and where appropriate engage with Highland's Housing Strategy;
- d) Review annually the ongoing strategic plan for the Partnership, including responding to Scottish Government and other stakeholder feedback;

- e) Ensure links across all health and social care provision which will also include discussions in relation to workforce modelling, planning and development;
- f) Manage expectations between stakeholder aspirations of the Strategic Plan and the financial realities dictated by funding and political context;
- g) Display positive behaviours which reflect the Partnership's values and support the integration agenda to peers and other stakeholders;
- h) Provide advice and guidance to the Joint Monitoring Committee when developing responses to emerging Scottish Government Policy and regulations;
- i) Provide an effective conduit and feedback loop to the Joint Monitoring Committee on key proposals and service changes by linking effectively to wide groups of staff, service users, carers, independent sector, third sector, clinical and care professionals and locality members;
- j) Bring forward key issues of concern expressed in Highland locality planning arrangements from the communities through robust and engaged membership;
- k) Have final decision on progressing Locality Planning Forum recommendations to Joint Monitoring Committee;
- l) Act as a link to Community Planning Partnership (CPP) structures as required to support the Locality Partnership arrangements and to support the Integrated Children's Service Plan
- m) Ensure the questions as undernoted are considered throughout the commissioning process, and embodied in the development, monitoring, reporting and review of the Strategic Plan:



## **SPG Deliverables**

The SPG will produce / ensure the following specific deliverables to the Joint Monitoring Committee:

- a) Provide proposals about matters the Strategic Plan should contain.
- b) Develop a final draft, taking into account views obtained through consultation on drafts produced.
- c) Develop a communication and engagement plan, workforce, market facilitation, procurement and implementation plan to support the implementation of the Strategic Plan.
- d) Publish a full and detailed final Strategic Plan.
- e) Publish an easy read, over-arching summary of the Strategic Plan.
- f) Publish an annual performance report to measure progress and benchmark performance against stated objectives.
- g) Publish an annual financial statement which sets the total resource to be allocated under the provisions of the plan.
- h) Review the plan at least every three years, to include a clear recording and measurement framework.

## **Governance and Reporting**

The governance arrangements are as provided at **Appendix 2**.

The SPG will:

- report to the Joint Monitoring Committee.
- provide a draft Strategic Plan to the Joint Monitoring Committee for approval.
- provide any other strategies that it may need to develop for all the functions which have been delegated to it.
- provide any requested reports to the Joint Monitoring Committee on the effectiveness of this Strategic Plan.
- provide regular formal reports to the Joint Monitoring Committee via the minutes of its meetings.
- provide an annual overview report to the Joint Monitoring Committee.
- provide a view on specific work areas and developments.



## Membership

In accordance with the requirement of the Public Bodies (Joint Working) (Scotland) 2014 Act (Section 32), the membership of the SPG will comprise, **as a minimum**, of members representative of the following prescribed groups:

- Users of health care
- Carers of users of health care
- Commercial providers of health care
- Non-commercial providers of health care
- Health professionals
- Social care professionals
- Users of social care
- Carers of users of social care
- Commercial providers of social care
- Non-commercial providers of social care
- Non-commercial providers of social housing
- Third sector bodies carrying out activities related to health or social care

The SPG is entitled to co-opt additional members for particular pieces of work as appropriate.

## Appointment of Members

The Partnership will appoint members of the SPG by way of identifying persons nominated to represent prescribed stakeholders and proposing a membership list to the Joint Monitoring Committee for approval.

Members will be required to agree to fulfil the stated SPG member role as a condition of their appointment, and to accept appointment on the basis of a 3 year term to align with the cycle of the Strategic Plan.

The JMC will review appointments on a 3 yearly basis, also in line with the cycle of the Strategic Plan.

An updated membership list will be provided annually to the JMC for information.

The SPG will:

- appoint any further members where such additionality will benefit or further the development or oversight of the Strategic Plan;
- replace any members who stand down, by seeking expressions of interest for the vacated representation area

The current agreed SPG membership is as set out at **Appendix 3**.

## Operating Procedures

The operating procedures to apply to the SPG will be as set out at **Appendix 4**.

## Amendment, Modification or Variation

These Terms of Reference will be agreed by the Joint Monitoring Committee and may be amended, varied or modified after consultation and agreement by the SPG and approval by the Joint Monitoring Committee.

## Integrated Adult Services

**"Integrated Adult Services"** means those services delivered or commissioned by NHS in the exercise of the functions specified within the Integration Scheme.

### Annex 1 Part 2

#### Functions currently provided by the Health Board which are to be integrated (Adult and Children Services)

The functions listed in Column A below are the functions of NHS that will be carried out in conjunction with the functions delegated to them by THC that are listed in Column A of Part 1 of Annex 2, thereby integrating Conjunction Functions and Delegated Functions under NHS as the Lead Agency. The services listed in column B below are general descriptors of the services to which the functions listed in Column A relate.

<b>Column A (function)</b>	<b>Column B (services)</b>
Ss 16, 16A, 16B National Health Service (Scotland) Act 1978.	Contracts with Voluntary Organisations
Ss 2A, 36, 37 National Health Service (Scotland) Act 1978.	Specialist End of Life Care
Ss 2A, 36, 37, 38, 38A, 40, 41, 42 National Health Service (Scotland) Act 1978.	Community Nursing Teams
Ss 2A, 36, 37 National Health Service (Scotland) Act 1978.	Community Allied Health Professionals
Ss 2A, 13, 36, 37 National Health Service (Scotland) Act 1978.	Homeless Service
Ss 2A, 36, 37 National Health Service (Scotland) Act 1978;  Ss 23, 24, Mental Health (Care and Treatment) (Scotland) Act 2003;  S7 Disabled Persons (Services, Consultation and Representation) Act 1986. [N.B. Partially in force and amendments pending.]	CPNs/Community Mental Health Teams

<b>Column A (Function)</b>	<b>Column B (Service)</b>
Ss 2A, 36, 37 National Health Service (Scotland) Act 1978;  Ss 23,24 Mental Health (Care and Treatment) (Scotland) Act 2003;  S7 Disabled Persons (Services, Consultation and Representation) Act 1986. [N.B. Partially in force and amendments pending.]	Older Adult CPN
Ss 2A, 36, 37 National Health Service (Scotland) Act 1978;  Ss 23, 24 Mental Health (Care and Treatment) (Scotland) Act 2003;  S7 Disabled Persons (Services, Consultation and Representation) Act 1986. [N.B. Partially in force and amendments pending.]	CPNAs
Ss 2A, 36, 37 National Health Service (Scotland) Act 1978.	Reablement
Ss 2A, 36, 37 National Health Service (Scotland) Act 1978.	Geriatricians – community/acute
Ss 2A, 36, 37, 40 National Health Service (Scotland) Act 1978.	Day Hospitals
Ss 2C, 17I, 40, 41, 42, 43 National Health Service (Scotland) Act 1978.	GPs
Ss 17I, 25(1) National Health Service (Scotland) Act 1978.	Dentists
S26(1) National Health Service (Scotland) Act 1978.	Opticians
Ss 2A, 36, 37 National Health Service (Scotland) Act 1978.	Handyperson/Care & Repair
Ss 27(1), 40, 41 National Health Service (Scotland) Act 1978.	Community Pharmacists
Ss 2A, 36, 37, 40, 41 National Health Service (Scotland) Act 1978.	Community Hospitals
Ss 2A, 36, 37 National Health Service (Scotland) Act 1978. S23, Mental Health (Care and Treatment) (Scotland) Act 1978.	Learning Disability Specialists
Ss 2A, 36, 37 National Health Service (Scotland) Act 1978.	Telecare HUB
Ss 2A, 36, 37 National Health Service (Scotland) Act 1978.	Equipment Stores
Various statutory functions listed elsewhere in this Part 1B of the Schedule	Out of Hours

<b>Column A (Function)</b>	<b>Column B (Service)</b>
Ss 2A, 36, 37, 43 National Health Service (Scotland) Act 1978	Public Health
S13 National Health Service (Scotland) Act 1978.	Housing Assessment
S 31 Carers (Scotland) Act 2016	Local Carer Strategy

## Annex 2 Part 1

### Functions delegated by the Local Authority to the Health Board (Adult Services and Housing)

The functions listed in Column A below are the functions delegated by THC to NHSH. NHSH will carry out these functions in conjunction with their own functions listed in Column A of Part 2 of Annex 1, thereby integrating Delegated Functions and Conjunction Functions under NHSH as the Lead Agency. The services listed in column B below are general descriptors of the services to which the functions listed in Column A relate.

<b>Column A (function)</b>	<b>Column B (services)</b>
<p>Ss 4, 5A, 5B, 12, 12A, 12AA, 12AB, 13ZA, 13A, 13B, 14, 27, 27ZA, 28, 29, 59, 87 Social Work (Scotland) Act 1968;</p> <p>Ss 22 and 23 of the Health and Social Services and Social Security Adjudications Act 1983;</p> <p>Ss 3, 4, 7, 8, Disabled Persons (Services, Consultation And Representation) Act 1986; [N.B. S7 partially in force and amendments pending.]</p> <p>S 6, Community Care and Health (Scotland) Act 2002.</p> <p><u>Carers(Scotland) Act 2016</u> Section 6 (Duty to prepare adult carer support plan)</p> <p>Section 21 (duty to set local eligibility criteria)</p> <p>Section 24 (Duty to provide support)</p> <p>Section 25 (Provision of support to carers: breaks from caring)</p> <p>Section 31 (Duty to prepare local carer strategy)</p> <p>Section 34 (Information and advice service for carers)</p> <p>Section 35 (Short breaks services statements)</p>	<p>Respite</p>

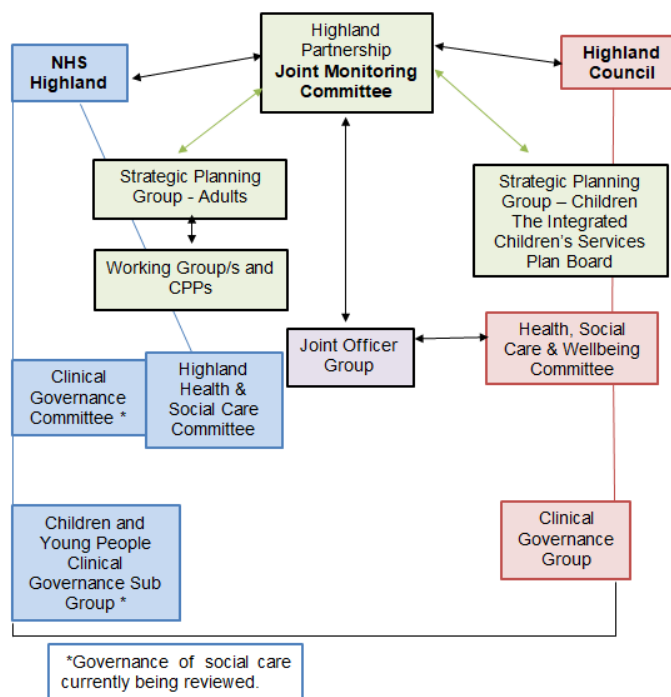
Column A (function)	Column B (services)
<p>Ss 4, 5A, 5B, 12, 12A, 13, 13ZA, 13A, 13B, 14, 27, 27ZA, 28, 29, 59, 87 Social Work (Scotland) Act 1968;</p> <p>Ss 22 and 23 of the Health and Social Services and Social Security Adjudications Act 1983;</p> <p>S48, National Assistance Act 1948;</p> <p>Ss 3, 4, 7, 8, Disabled Persons (Services, Consultation and Representation) Act 1986; [N.B. S7 partially in force and amendments pending.]</p> <p><del>Part 1 Adult Support and Protection (Scotland) Act 2007</del></p>	<p>Adult Social Work Teams</p>
<p>Ss 12, 12A, 12AA, 12AB, 13B, 14, Social Work (Scotland) Act 1968;</p> <p>Ss 25, 26, 27, Mental Health (Care and Treatment) (Scotland) Act 2003;</p> <p>Ss 22, 23 Children (Scotland) Act 1995.</p>	<p>Care at Home</p>
<p>Ss 3, 4, 7, 8 Disabled Persons (Services, Consultation and Representation) Act 1986. [N.B. S7 partially in force and amendments pending.]</p>	
<p>Ss 12, 12A, 12AA, 12AB, 13B, 14, Social Work (Scotland) Act 1968;</p> <p>Ss 22, 23 Children (Scotland) Act 1995;</p> <p>Ss 3, 4, 7, 8, Disabled Persons (Services, Consultation and Representation) Act 1986. [N.B. S7 partially in force and amendments pending.]</p>	<p>Sensory</p>

<b>Column A (function)</b>	<b>Column B (services)</b>
<p>Ss 12, 12A, 12AA, 12AB, 13ZA, 13A, 13B, 59, 87, Social Work (Scotland) Act 1968;</p> <p>Ss 22 and 23 of the Health and Social Services and Social Security Adjudications Act 1983;</p> <p>Ss 25, 26, 27, Mental Health (Care and Treatment) (Scotland) Act 2003;</p> <p>S 6, Community Care and Health (Scotland) Act 2002.</p>	Care Homes
<p>Ss 12, 12A, 12AA, 12AB, 13ZA, 13B, 59, 87 Social Work (Scotland) Act 1968;</p> <p>Ss 22 and 23 of the Health and Social Services and Social Security Adjudications Act 1983;</p> <p>Ss 25, 26, 27, Mental Health (Care and Treatment) (Scotland) Act 2003;</p> <p>Ss 3, 4, 7, 8, Disabled Persons (Services, Consultation and Representation) Act 1986. [N.B. S7 partially in force and amendments pending.]</p>	Day Care
S12, Social Work (Scotland) Act 1968.	Community Development Officers
<p>Ss 25, 26, 27, 33, Mental Health (Care and Treatment) (Scotland) Act 2003;</p> <p>Ss 3, 4, 7, 8, Disabled Persons (Services, Consultation and Representation) Act 1986. [N.B. S7 partially in force and amendments pending.]</p>	Community Mental Health Teams
<p>Ss 4, 5(1), 5A(1) of Part I, Part II Housing (Scotland) Act 1987;</p> <p>Part 1, Housing (Scotland) Act 2001.</p>	Housing Support



<b>Column A (function)</b>	<b>Column B (services)</b>
The Housing (Scotland) Act <b>2006(a)</b> Section 71(1)(b).	(assistance for housing purposes) Only in so far as it relates to an aid or adaptation. This includes the Care and repair service.
The Housing (Scotland) Act 2001(a) Section 92.	(assistance for housing purposes) Only in so far as it relates to an aid or adaptation. This relates to registered social landlords and housing associations.
The Local Government and Planning (Scotland) Act 1982(a) Section 24(1).	(The provision of gardening assistance for the disabled and the elderly)  This is an optional service for Local Authorities
Ss 12, 12A, 12AA, 12AB, Social Work (Scotland) Act 1968;  Ss 3, 4, 7, 8, Disabled Persons (Services, Consultation and Representation) Act 1986. [N.B. S7 partially in force and amendments pending.]	Support Work
Ss 12, 12A, 12AA, 12AB, 12B, 12C, Social Work (Scotland) Act 1968;  Social Care (Self-directed Support) (Scotland) Act 2013.	Self Directed Support Team
S 5A, 12, Social Work (Scotland) Act 1968.	Reviewing Team
Ss 5A, 12, Social Work (Scotland) Act 1968.	Change Support Team
Ss 12, 13B, 14, Social Work (Scotland) Act 1968;  Ss 3, 4, 7, 8, Disabled Persons (Services, Consultation and Representation) Act 1986. [N.B. S7 partially in force and amendments pending.]	Handypersons
S12, Social Work (Scotland) Act 1968.	Equipment Stores
Section 71, Housing (Scotland) Act 2006.	Assistance for Housing Purposes
Section 92, Housing (Scotland) Act 2001.	Assistance for Housing Purposes
Section 24, Local Government and Planning ( Scotland) Act 1982.	Provision of Gardening assistance for the disabled and the elderly.

### Governance and Reporting



## Membership January 2023

*Note: Where there is both a Director and Associate / Deputy identified, it is expected that only one representative would attend.*

Prescribed Stakeholder	Organisation / Designation	Name
Users of health and social care	HSCN	Ian McNamara
(Unpaid) Carers of users of health and social care	Carers Representative	Willie Wood
Commercial providers of health care	GP Representative - Chair / Nominations from Local Medical Committee	Al Miles
Non-commercial providers of health care	Chair, Area Pharmaceutical Committee	Catriona Sinclair
	Chair, Area Dental Committee	Edward Bateman
	Chair, Area Optical Committee	Calum Fraser
Commercial providers of social care	Chair, Scottish Care (Care Homes)	Chris Allan
	Chair, Scottish Care (Care at Home)	Campbell Mair
	Independent Sector Lead (Care Homes)	Sheena Williamson
Non-commercial providers of social care	To be identified	To be identified
Non-commercial providers of social housing	Highland Council Housing Representative	David Goldie / Brian Cameron
Third sector bodies carrying out activities related to health or social care	Third Sector Interface	Mhairi Wylie
	Community Contacts	Becs Barker
Health professionals <sup>1</sup>	Director of Nursing / Deputy	Louise Bussell / Kate Patience Quate
	Director of Public Health / Representative	Tim Allison / Cathy Steer
	Director AHPs / Associate Director, AHPs	Jo McBain / Margaret Moss
	Deputy Medical Director	Claire Copeland
	Director / Associate Director, Pharmacy	Ian Rudd / Thomas Ross
Social care professionals <sup>2</sup>	Director of Adult Social Care / Depute	Simon Steer / Donellen Mackenzie
	Chief Social Work Officer	Fiona Duncan

<sup>1</sup> Health Professionals are anyone who is included in the:

- Register of medical professionals kept by the registrar of the General Medical Council
- Dentists register kept by the General Dental Council
- Register of optometrists or the register of dispensing opticians kept by the General Optical Council
- Register of osteopaths kept by the General Osteopathic Council
- Register of chiropractors kept by the General Chiropractic Council
- Part 1 or Part 2 of the register maintained by the General Pharmaceutical Council
- Register of qualified nurses and midwives kept by the Nursing and Midwifery Council
- Register of member of relevant professionals kept by the Health and Care Professions Council

<sup>2</sup> Social Care Professionals are:

- A person who is included in the register of social workers and social service workers kept by the Scottish Social Services Council, or
- A person who is engaged in the provision of care or support to users of social care services which are provided under the integrated arrangements

<b>Prescribed Stakeholder</b>	<b>Organisation / Designation</b>	<b>Name</b>
Other Stakeholders	Chief Officer / Deputy Chief Officer, NHSH	TBC / Pam Cremin
	Head of Strategy and Transformation, NHSH	Lorraine Cowie
	Head of Commissioning, NHSH	Gillian Grant
	Depute Director of Finance, NHSH	Elaine Ward
	Head of Community Services, NHSH	Rhiannon Boydell
	Head of Programmes, Adult Social Care, NHSH	Gavin Sell
	Employee Director, NHSH	Elspeth Caithness
	Highland Council Representative, THC	Fiona Malcolm

### Operating Procedures

The operating procedures of the SPG are to be such as the Partnership determines, which are as follows:

- a) Meetings will be co-chaired by NHS Highland and The Highland Council.
- b) The Partnership's Chief Officer will ensure adequate officer and appropriate secretarial support for the SPG,
- c) The agenda and supporting papers will be circulated a minimum of 5 days in advance of the meeting.
- d) Notes of meetings and action points will be provided within 10 days.
- e) Meetings will be held on a quarterly basis as a minimum frequency and will take place via Microsoft Teams.
- f) Additional meetings may be scheduled where necessary, subject to approval by the Co-Chairs, by providing a minimum of 10 working days' notice to members.
- g) The SPG may agree to establish sub groups or working groups to take forward specific aspects of the Strategic Plan outside the full meetings of the SPG.
- h) The SPG may decide to hold some meetings in person in the future where this may be beneficial but this will be discussed and agreed by the group.
- i) The Partnership will reimburse all reasonable expenses associated with members attending the meetings, in accordance with standard Health Board procedures.

### SPG Member Roles

Those individuals comprising the SPG membership will be expected to:

- a) Attend all SPG meetings; or submit apologies ahead of any SPG meeting where attendance is not possible and arrange for a nominated and briefed deputy to attend in their place to represent their area of business;
- b) Prepare adequately for all meetings by familiarising themselves with the agenda and reading any associated papers;
- c) Where appropriate, should discuss forthcoming meeting agendas and where relevant, provide feedback to the group, sector or professional area they represent;
- d) Actively contribute to discussions in a way that represent their community of interest, sector or professional area;
- e) Share relevant information to their peers and build effective feedback loops to the SPG;
- f) Where relevant to the role, ensure the interests of the agreed localities are represented;

- g) Use their community of interest to develop and maintain the necessary links and networks with groups and individuals to enable views to be sought and represented over the development, review and renewal of the Strategic Plan;
- h) Help ensure the Strategic Plan reflects the needs and expectations (and that there has been an adequate assessment of those needs and expectations);
- i) Declare any interests at the commencement of each SPG meeting.