

HIGHLAND COUNCIL/NHS HIGHLAND JOINT MONITORING COMMITTEE

Minutes of the Meeting of the Highland Council/NHS Highland Joint Monitoring Committee held remotely on Wednesday 5 October 2022 at 10.30am.

Present:

Highland Council

Mr Raymond Bremner
Mr Edward Foster
Mr Derek Louden
Ms Fiona Malcolm (substitute)
Mrs Donna Manson

NHS Highland

Prof Boyd Robertson (Chair)
Dr Tim Allison
Ms Louise Bussell
Ms Ann Clark
Ms Heledd Cooper
Ms Pamela Dudek

Third Sector, Carer and Service User Representatives

Ms Sandra Brown (Inspiring Young Voices)
Mr Campbell Mair (Highland Home Carers Limited)
Mr Ian McNamara (Highland Senior Citizen's Network)
Ms Mhairi Wylie (Highland Third Sector Interface)

Officers Present

Ms Gillian Grant, Interim Head of Commissioning, NHS Highland
Ms A Johnstone, Head of Mental Health, NHS Highland
Ms Elaine Ward, Deputy Director of Finance, NHS Highland
Mr Ian Kyle, Head of Integrated Children's Services, Highland Council
Mrs Lorraine Dunn, Principal Administrator, Highland Council
Ms Fiona MacBain, Committee Administrator, Highland Council

Prof Boyd Robertson in the Chair

1. Apologies for Absence

Apologies for absence were intimated on behalf of Mr D Fraser, Mr A Christie, Ms F Duncan, Ms H May, Mr J Gibson and Ms E Caithness.

2. Declarations of Interest

There were no declarations of interest.

3. Minutes of Previous Meeting

There had been circulated and were **APPROVED** minutes of the meetings of the Joint Monitoring Committee held on 3 and 22 August 2022.

4. Contextual Current and Horizon Issues 2022-2023

A presentation was provided by the Highland Council Executive Chief Officer Health & Social Care and NHS Highland Chief Officer covering the following topics:

- Current position
- Core Suite of Integration Indicators – overview

- Impacts and pressures – system, resource and overall
- Unmet need for Care at Home and Care Home capacity
- Challenges for the next 6 months
- Opportunities
- Strategic Objectives
- Actions

During discussion, the following issues were raised:

- the strategic plan and strategic needs assessments of the population's needs were vital to plan for the future, providing data to evidence requirements;
- it was important to raise awareness among the wider public of the pressures being faced, while also ensuring people were not put off seeking medical help;
- information was sought and provided on the revised timeline for development of the strategic plan following loss of a key member of staff, and it was pointed out that some significant challenges and pressures required to be tackled in the coming six months before the strategic plan would be finalised. It was important that current issues were tackled without waiting for finalisation of the strategy. Further public engagement and consultation was also required on the final details of the strategy and to ensure the localism agenda was fulfilled;
- attention was drawn to the need for immediacy on some of the interventions that were required to tackle the challenges being faced, notably recruitment and retention. It was suggested improvements could be made to the commissioning strategy and framework within existing resources;
- the need for accurate metrics and data was emphasised;
- various options in relation to the recruitment crisis were proposed, including undertaking a skills audit, upskilling staff, and investigating local and national training opportunities. Partnership working was essential to ensure staff were not being poached from one sector to another to the detriment of both;
- a full day session was planned on 14 October 2022 with senior officers, national partners and Scottish Government representatives to discuss the challenges being faced in the coming six to twelve months, which both Chief Executives and other officers would attend. A development session for the JMC was also required, ideally before 14 October, but given diary pressures this would have to be held later, with an additional meeting of the JMC in November 2022. While acknowledging the value of national discussions, it was suggested that local partnership solutions to the imminent problems would be required; and
- it was proposed that Council Members use political connections to make representations at Government level to draw attention to the urgency of the situation and the unique challenges facing the Highlands due to its large remote and rural geography. In this regard a brief should be prepared in advance.

The Committee **NOTED** the presentation and **AGREED**:

- to hold an informal development session in the latter half of October and an additional meeting of the JMC in November 2022; and
- to prepare a briefing note for presentation to the Scottish Government on the particular challenges and issues facing Highland, as raised during the presentation.

5. Chief Officer Report

There had been circulated Joint Report No. JMC/16/22 by the NHS Highland Chief Officer and Highland Council Executive Chief Officer Health and Social Care.

During discussion, the following issues were considered:

- it would be helpful if comparative data could be included in future reports for Children's Services and Transitions;
- assurance was sought that the JMC's terms of reference in relation to monitoring performance were being adequately covered by the report on an ongoing basis;
- information was requested on the various Council, NHS Highland and Community Planning Partnership committees / groups at which the data in the report was being presented, indicating the relationships between and purposes of the various levels of governance, and which data / evidence should be presented to the JMC. A working group had been recently established to determine the appropriate format for assurance reports to the Highland Health and Social Care Committee, and Ann Clark asked that the report on performance indicators due to be presented to the HHSCC in November 2022 also considered which indicators were relevant to the JMC;
- it was suggested the template might also be suitable for Children's Services reporting;
- with reference to Transitions, an update was sought and provided on Shared Lives work, with a feasibility study having been commissioned, the outcomes of which would be reported to the JMC in due course;
- Mr Loudon sought information on Self-Directed Support for young carers;
- the localised roll-out of the winter vaccination programme across the Highlands was welcomed. Apologies were offered for earlier misinformation in Badenoch & Strathspey, and attention was drawn to the complexities of the electronic appointment booking system for use with a high number of small rural clinics; and
- the suite of reported activities was welcomed but the report was missing an element of 'so what' in the narrative.

The Committee:-

- i. **NOTED** the update;
- ii. **NOTED** the proposed refreshed template and future content;
- iii. **AGREED** a diagram be prepared of the various Council, NHS Highland and Community Planning Partnership committees / groups at which the data in the report was being presented, indicating the relationships between and purposes of the various levels of governance;
- iv. **AGREED** to provide Mr D Loudon with information on how young carers could draw down SDS funding; and
- v. **AGREED** the report on performance indicators due to be presented to the Highland Health and Social Care Committee in November 2022 also considered which indicators were relevant to the JMC.

6. Highland Health & Social Care Partnership Finance Reports

a. Highland Health & Social Care Partnership Finance Report

There had been circulated Report No. JMC/17/22 by the NHS Highland Director of Finance.

During discussion, the following issues were raised:

- it was queried why costs were rising despite there being unmet need and reduced capacity, and the need to set the financial reporting in context was emphasised. Further internal conversations were required on this, and attention was drawn to the need for transformational change to properly tackle the budget deficit;
- the importance of understanding what was planned and commissioned against what was actually delivered was emphasised, especially in relation to increasing budgets and declining activity. Improvement on how budget issues were articulated and reported would be beneficial; and
- attention was drawn to recruitment challenges across all services being a significant element in the budget situation. It was important to work with staff to develop an affordable structure that facilitated operational delivery, and that these issues were appropriately reported. The risks that could result from realigning budgets as a result of underspends due to recruitment challenges were pointed out.

The Committee **NOTED** the:

- i. financial position at the end of Month 5 of financial year 2022/23; and
- ii. ongoing work on Covid reserves and a Financial Recovery Plan.

b. Highland Council Finance Report

There had been circulated Report No. JMC/18/22 by the Highland Council Head of Corporate Finance.

During discussion, various changes were summarised including the increasing focus on localism and loss of Covid-related funding. There was a need for improved data and more evidence based reporting, linking finances to outcomes. The reduction in the number of Out of Authority Placements for Looked After Children was welcomed.

The Committee **NOTED** the contents of the report and **AGREED** to aim for more evidence based reporting in future, linking finances to outcomes.

7. Future Meeting Dates

The Committee **NOTED** that 2023 meeting dates would be held as follows:-

- Wednesday 29 March 2023
- Wednesday 21 June 2023
- Wednesday 27 September 2023
- Friday 15 December 2023

All meetings to be held at 10.30am remotely via Teams.

8. Exclusion of the Public

The Committee **RESOLVED** that, under Section 50A(4) of the Local Government (Scotland) Act 1973, the public should be excluded from the meeting for the following item on the grounds that it involved the likely disclosure of exempt information as defined in Paragraphs 6 & 9 of Part 1 of Schedule 7A of the Act.

9. Independent Sector Care Home Sustainability

There had been circulated Joint Report No. JMC/19/22 by the Highland Council Executive Chief Officer Health and Social Care and NHS Highland Chief Officer.

Following discussion, the Committee **NOTED** recommendations a and b and **AGREED** that recommendations c and d be deleted to allow officers to have a further examination of the issues involved, the outcome of which would be reported to a special meeting.

The meeting ended at 12.45pm.

HIGHLAND COUNCIL/NHS HIGHLAND JOINT MONITORING COMMITTEE

Minutes of the Meeting of the Highland Council/NHS Highland Joint Monitoring Committee held remotely on Wednesday 18 January 2023 at 9am.

Present:

Highland Council

Mr David Fraser (Vice Chair)
Mr Raymond Bremner
Mr R Gunn
Mr Derek Louden
Ms Fiona Malcolm
Mr Edward Foster
Ms Kate Lackie

NHS Highland

Prof Boyd Robertson (Chair)
Dr Tim Allison
Ms Louise Bussell
Ms Ann Clark
Ms Heledd Cooper
Ms Pamela Dudek
Ms Kate Patience-Quate

Non Members present

Mr Calum Munro

Staff Representatives

Ms Elspeth Caithness (NHS Highland)

Third Sector, Carer and Service User Representatives

Mr Campbell Mair (Highland Home Carers Limited)
Mr Ian McNamara (Highland Senior Citizen's Network)

Officers Present

Mr Simon Steer, Director of Adult Social Care, NHS Highland
Mr David Park, Chief Officer, NHS Highland
Ms Gillian Grant, Interim Head of Commissioning, NHS Highland
Ms Elaine Ward, Deputy Director of Finance, NHS Highland
Mr Ian Kyle, Head of Integrated Children's Services, Highland Council
Mrs Lorraine Dunn, Principal Administrator, Highland Council
Ms Fiona MacBain, Committee Administrator, Highland Council

Prof Boyd Robertson in the Chair

1. Apologies for Absence

Apologies were intimated on behalf of Ms Fiona Duncan (substituted by Ms Fiona Malcolm), Ms Donna Manson (substituted by Ms Kate Lackie), Mr A Christie (substituted by Mr R Gunn), Ms Sandra Brown (Inspiring Young Voices), and Ms Mhairi Wylie (Highland Third Sector Interface).

2. Declarations of Interest

Mr Campbell Mair declared an interest as Managing Director of Highland Home Carers Ltd but considered his interest to be complimentary rather than a conflict, and would participate in the meeting.

3. Exclusion of the Public

The Committee **RESOLVED** that, under Section 50A(4) of the Local Government (Scotland) Act 1973, the public should be excluded from the meeting for the following item on the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 6 & 9 of Part 1 of Schedule 7A of the Act.

4. Independent Sector Care Home Sustainability: Current Situation Overview and Forward Framework

There had been circulated Joint Report No. JMC/01/23 by the NHS Highland Chief Executive and the Highland Council Chief Executive.

The Committee **AGREED** the recommendations as set out in the report with the following amendments:

- i. for recommendation (c), replace 'the full Highland Council meeting on 1 February 2023' with 'homologation at the full Highland Council meeting on 2 or 9 March 2023'; and
- ii. the following words to be inserted at the end of recommendation (d), 'pending completion of the Partnership's Strategic Plan.'

The meeting ended at 10.15am.

HIGHLAND COUNCIL/NHS HIGHLAND JOINT MONITORING COMMITTEE

Minutes of the Meeting of the Highland Council/NHS Highland Joint Monitoring Committee held remotely on Friday 24 February 2023 at 11.30am.

Present:

Highland Council

Mr D Fraser (Vice Chair)
Mrs M Cockburn (sub for Mr R Bremner)
Ms F Duncan
Mr E Foster
Mr R Gunn (sub for Mr A Christie)
Mrs K Lackie
Mr D Louden

NHS Highland

Prof B Robertson (Chair)
Ms A Clark
Ms H Cooper
Ms P Cremin
Ms P Dudek
Ms K Patience-Quate (sub for Ms L Bussell)

Staff Representatives

Ms E Caithness (NHS Highland)

Third Sector, Carer and Service User Representatives

Ms S Brown (Inspiring Young Voices)
Mr C Mair (Scottish Care - Care at Home)
Mr I McNamara (Highland Senior Citizen's Network)

Non Members present

Mr C Munro

Officers Present

Mr D Park, Chief Officer, NHS Highland
Ms G Grant, Interim Head of Commissioning, NHS Highland
Ms E Ward, Deputy Director of Finance, NHS Highland
Ms R Boydell, Head of Service, Community Directorate, NHS Highland
Ms L Cowie, Head of Strategy and Transformation, NHS Highland
Mr G Sell, Head of Programmes (Adult Social Care), NHS Highland
Ms F Malcolm, Head of Integration Adult Social Care, Highland Council
Mr I Kyle, Head of Integrated Children's Services, Highland Council
Mrs L Dunn, Principal Administrator, Highland Council
Ms F MacBain, Senior Committee Officer, Highland Council

Prof Boyd Robertson in the Chair

1. Apologies for Absence

Mr R Bremner, Mr A Christie, Dr T Allison, Ms L Bussell, Mr J Gibson, and Ms M Wylie.

2. Declarations of Interest

There were none.

3. Finance

a. Highland Health & Social Care Partnership Finance Report

There had been circulated Report No. JMC/02/23 by the Director of Finance, NHS Highland.

During discussion, the following issues were raised:

- concern was expressed about the current GP situation in Alness and Invergordon and information would be provided to Mr D Louden on this after the meeting;
- both the Council and NHS Highland were under significant financial pressure and the work to produce a balanced budget was appreciated;
- information was sought and provided on the use of Salix Finance, which was not able to be progressed at present;
- the importance of 'growing our own' future workforce was emphasised and the particular issues faced in Highland were being highlighted with the Scottish Government, who were considering the challenges at a national level. The Scottish Rural Medicine Collaborative had brought a level of resilience but could not properly replace permanent, substantive posts. Attention was also drawn to the National Centre for Remote & Rural Health & Social Care, which would be reported on in due course;
- in relation to achieving the necessary savings targets in 2023-24, confidence was not high due to the likelihood of additional pressures and rising costs;
- information was requested on the number of graduate trainees going through the Scottish Graduate Entry Medicine Programme. It was reported that positive experience feedback had been received from enrolled students in the Highlands which it was hoped would make them more inclined to stay in the north to work. The ability to support the training and welfare of trainees was essential;
- it was confirmed that all of the 2021-22 non-Covid reserves would be used to balance the 2023-24 NHS Highland budget, leaving an outstanding gap of £4m;
- it was confirmed that a high-level NHS Highland 3-year financial plan was to be submitted to the Scottish Government by March 2023. This would help to gauge the scale of the transformation required;
- it was suggested that business data on volume and activity was required alongside financial information to facilitate proper scrutiny and make long term projections. This data should be provided on a locality basis as well as Highland-wide, and assurance was provided that locality plans were being referenced in the Strategic Plan; and
- information was sought and provided on the current situation with regard to the expenditure of covid funding. The NHS Highland Head of Strategy and Transformation and the Deputy Chief Officer could provide further information on this, if required, outwith the meeting.

Thereafter, the Committee:

- i. **NOTED** the financial position at the end of Month 9 2022/23; and
- ii. **NOTED** the forward projection for 2023/24.
- iii. **AGREED** to provide Mr D Louden with an update on the GP situation in Easter Ross; and

- iv. **AGREED** information on the number of graduate trainees going through the Scottish Graduate Entry Medicine Programme be provided to the Committee.

b. Highland Council Finance Report

There had been circulated Joint Report No. JMC/03/22 by the Highland Council Executive Chief Officer Health and Social Care and Head of Finance.

During discussion, with reference to the need to optimise the potential of the integration of children's and adults' services, the NHS Highland Chief Executive pointed out the importance of considering the recent Children's Inspection report and the improvement plan that would emerge from it.

Mr Ed Foster was thanked on behalf of the Committee for his work, and wished well for the future, this being his final JMC meeting.

The Committee **NOTED** the:

- i. forecast revenue position as at Quarter 3 of the 2022/23 financial year and the narrative in relation to the underspend in Integrated Children's Services; and
- ii. 2023/24 financial outlook and anticipated funding contributions from partners.

4. Integrated Adult Services Strategic Plan and Strategic Planning Group Update

There had been circulated Joint Report No. JMC/04/23 by the Highland Council Executive Chief Officer (Health and Social Care) and the NHS Highland Chief Officer.

A presentation included the current position, background, vision and aims, case for change, what the Plan meant for the wider population, the financial context, what services were included, health inequalities, and modelling of future need in localities.

During discussion, the following issues were raised:

- although considerable work had gone into meeting the tight timescales for the development of the Plan, ongoing work was still required, particularly in relation to engagement, which was considered by all to be essential and not something that should be rushed. The Plan was likely to be an ongoing process with regular adjustments, to ensure all stakeholders, including the third sector and communities bought into it. The original aim to finalise the plan by May 2023 was considered too tight, and revised timescales would be brought to the JMC meeting on 29 March 2023;
- assurance was sought that consideration was being given to pre-enablement (anticipatory care / prevention), including discussion of this with stakeholders. The NHS Highland Depute Nurse Director could provide more information if required outwith the meeting;
- it was important to use understandable language in the Plan;
- it was considered that 'engagement', or 'participation', were more appropriate words than 'consultation';

- reference was made to the Integrated Children's Services Plan which was being developed with similar principles, with a key focus on transitions. The benefits of working in partnership on both Plans were highlighted;
- workforce issues required as much focus as financial challenges;
- it was queried whether all stakeholders, particularly smaller third sector organisations, would have the necessary capacity and resources to fully engage with the development of the Plan and consideration should be given to reviewing investment in stakeholders;
- young people should be included in the engagement / participation process;
- attention was drawn to the role of the community planning partnership, and to the valuable contribution from members of the public; and
- feedback from the JMC would be taken to the strategic planning group before the Plan was brought back to the JMC.

Thereafter, the Committee:

- i. **NOTED** the current status of the Strategic Plan and the forward intentions and timescales for completion and approval of this plan;
- ii. **AGREED** revised timescales be submitted to the Committee meeting on 29 March 2023;
- iii. **APPROVED** the draft Terms of Reference for the Strategic Planning Group; and
- iv. **NOTED** the current position regarding membership appointment.

5. Revised Joint Monitoring Committee Membership

The Committee:

- i. **APPROVED** the revised membership details as circulated, subject to Sandra Brown being listed as a User Representative for Inspiring Young Voices;
- ii. **NOTED** the intention to undertake engagement in relation to filling the vacant carer representation position; and
- iii. **NOTED** that Brian Porter would replace Ed Foster for the Highland Council Head of Corporate Finance position from March 2023.

The meeting ended at 12.55pm