

Highland Council/NHS Highland Joint Monitoring Committee

Minutes of the Meeting of the Highland Council/NHS Highland Joint Monitoring Committee held in the Council Chamber, Glenurquhart Road, Inverness, on Wednesday, 27 September 2023 at 10.30am.

Present:

Highland Council

Mr David Fraser (Chair)
Mr Derek Brown
Mrs Muriel Cockburn (for Mr R Bremner)
Mr Ron Gunn (for Mr A Christie) (remote)
Ms Fiona Duncan
Mr Ian Kyle
Mr Derek Loudon (remote)
Ms Fiona Malcolm
Mr Brian Porter

NHS Highland

Ms Sarah Compton-Bishop (Vice Chair)
Dr Tim Allison
Ms Louise Bussell
Ms Ann Clark
Ms Heledd Cooper
Ms Pamela Cremin
Ms Pamela Dudek
Mr Gerry O'Brien (remote)

Staff Representatives

Mr John Gibson (Highland Council) (remote)
Ms Elspeth Caithness (NHS Highland) (remote)

Third Sector, Carer and Service User Representatives

Mr Christopher Allan (Scottish Care Highland Branch Chair – Care Homes) (remote)
Mr Campbell Mair (Scottish Care - Care at Home) (remote)
Mr Ian McNamara (Highland Senior Citizen's Network) (remote)
Ms Roisin Connolly, (Connecting Carers) (remote)

Also Present

Mr Calum Munro, Highland Council (remote)

Officers Present

Ms K Lackie, Executive Chief Officer, Performance and Governance
Ms G Grant, Interim Head of Commissioning, NHS Highland
Ms D Mackenzie, Deputy Director of Adult Social Care
Ms F MacBain, Senior Committee Officer, Highland Council

Mr David Fraser in the Chair

1. Calling of the Roll and Apologies for Absence Gairm a' Chlàir agus Leisgeulan

Apologies were submitted on behalf of Mr A Christie (substituted by Mr R Gunn), and Mr R Bremner (substituted by Mrs M Cockburn), and from Ms Sandra Brown (Inspiring Young Voices).

2. Declarations of Interest/Transparency Statement Foillseachaidhean Com-pàirt/ Aithris Fhollaiseachd

There were none.

3. Minutes Geàrr-chunntas

There had been circulated and were **approved** minutes of the meetings of the Joint Monitoring Committee held on 21 June 2023.

4. Chief Officer & Chief Social Work Officer Presentation – Update Summary Aithisg Àrd-Oifigeir & Àrd-Oifigeir Obrach-sòisealta – Geàrr-chunntas às Ùr

A presentation was given by the Chief Officer, NHS Highland and the Executive Chief Officer Health and Social Care, Highland Council, covering the Mental Health and Learning Disabilities Strategy², which was almost complete, and the Whole Family Wellbeing Programme, for which a more detailed report would be provided to the next meeting of the Committee.

The Committee **noted** the presentation.

5. Annual Performance Report – Adult Social Care Aithisg Choileanaidh Bhliadhnaile – Cùram Sòisealta Inbheach

There had been circulated Report No JMC/15/23 by the Chief Officer, NHS Highland.

Following a summary of the report, the following issues were raised:

- concern was expressed that there was insufficient activity data alongside the reported financial information, making it difficult to scrutinise the finances, with examples provided where activity appeared to have declined, but costs increased. Some reasons for increased costs were touched on, for example the use of agency staff to cover workforce gaps. Current financial reporting procedures did not facilitate the capture of actual and planned service delivery activity alongside financial reporting, but this would be given further consideration; and
- assurance was sought and provided that a commissioning plan would underpin the Strategic Plan, along with workforce and financial plans.

The Committee **approved** the report and **agreed** to consider the presentation of data for future reports.

6. Integrated Children’s Services Plan Report Plana Sheirbheisean Chloinne Amalaichte

There had been circulated Report No JMC/16/23 by the Chair of the Integrated Children’s Services Planning Board.

Following a summary of the report, the following issues were raised:

- further information was sought on the community scaffolding approach, and how equitable services were being assured. Information was provided on the community-based, whole family wellbeing programme, the role of the family co-ordinators, and the recognition that each community had different needs;
- with reference to the performance information in several reports, concern was expressed about the support being offered to children and families in some

areas, with particular reference to AHP services, the Neurodevelopmental Assessment Service, and Childrens and Adolescent Mental Health Services, and whether the totality of the implications of the challenges should be considered further. It was suggested that in addition to the report due to be submitted to the Highland Health and Social Care Committee (HHSCC), an additional paper could be considered looking at the cumulative impacts and the extent to which improvement actions were coordinated. This report could also be presented to the JMC. It was also suggested this could be a theme for a possible future development session;

- information was sought on whether data on school non-attenders was being captured, and attention was drawn to work being undertaken to include Education representation in the Joint Officers Group;
- reference was made to the role of the Community Planning Partnership, and the importance of having a clear picture of all inputs into the system; and
- the importance of monitoring and reviewing outcomes was highlighted, with further attention to where these were reported, to ensure nothing was missed.

The Committee:

- i. **noted** the work undertaken by the Integrated Children's Service Plan Board in producing the Highland Integrated Children's Services Plan 2023 – 2026;
- ii. **noted** the plan which has been approved by the Community Planning Partnership Board; and
- iii. **agreed** to consider the need for a development session on support being offered to children and families, following the submission to the next Committee of a report on the Whole Family Approach.

7. 11.30am Highland Health & Social Care Partnership Finance Reports Aithisgean Ionmhais Com-pàirteachas Slàinte & Cùraim Shòisealta na Gàidhealtachd

a. Highland Health & Social Care Partnership Finance Report Aithisg Ionmhais Com-pàirteachas Slàinte & Cùraim Shòisealta na Gàidhealtachd

There had been circulated Report No JMC/17/23 by the Director of Finance, NHS Highland.

Following a summary of the report, the following issues were raised:

- the pressures across the partnership were challenging, with one of the biggest risks being failure to delivery savings measures;
- the triangular of financial data with activity data was being looked at but due to the complexities of achieving this, the benefits had to be weighed against the resources required. The level of detail required for this committee was also considered; and
- appendices 1 and 2 of the report should have been appended to the report for Item 7b.

The Committee **noted** the financial position at the end of Month 3 2023/2024 and **agreed** to give further consideration to the presentation of financial data alongside activity data.

b. Highland Council Finance Report
Aithisg Ionmhais Chomhairle na Gàidhealtachd

There had been circulated Report No JMC/18/23 by the Head of Corporate Finance, Highland Council.

Following a summary of the report and the financial situation facing the Council, the Committee **noted**:

- i. the report and financial forecast for 2023/24;
- ii. the update provided regarding savings delivery for Integrated Children's Services; and
- iii. the update provided regarding outlook for 2024/25 and beyond.

8. Quality and Performance Challenges and Risks in the Delivery of Care in Highland Report
Aithisg mu Dhùbhlain Càileachd is Coileanadh

There had been circulated Report No JMC/19/23 by the Executive Chief Officer Health and Social Care, Highland Council and the Chief Officer, NHS Highland.

Following a summary of the report, the following issues were raised:

- the importance of timelines and working at pace were emphasised;
- it was important all involved with the Neurodevelopmental Assessment Service, and the Education Service, were fully engaged given the level of risk;
- the refocus on quality and performance, and the use of appropriate language, was welcomed;
- GIRFEC should underpin all actions, and all practitioners should receive appropriate advice and guidance. How to navigate increased costs and reducing budgets were key challenges for the Committee;
- it was important that priorities were based on need, and properly evidenced, and attention was drawn to the Strategic Plan which would be a live document, giving vision and direction based on the needs of communities; and
- assurance was sought and provided that the risk register would be revisited once the Adult Strategic Plan was completed.

The Committee **noted**:

- i. the update and confirm that the risks identified should be included in a Partnership risk register; and
- ii. the recommendations as detailed in the report; and
- iii. agreed to bring back the risk register once the Adult Strategic Plan had been completed.

9. Performance Management Assurance and Audit Update Report
Aithisg Ùrachaidh mu Bharantas is Sgrùdadh Stiùireadh Coileanadh

There had been circulated Report No JMC/20/23 by the Executive Chief Officer Health and Social Care, Highland Council and the Interim Chief Officer, NHS Highland.

Following a summary of the report, the following issues were raised:

- the report presented a promising start, although more work, including with external partners, and a stronger shared understanding, was required;
- the move toward quality indicators, the focus on outcomes, and the principles of self-evaluation, were welcomed, noting the approach was not the classic type of audit. It would be interesting to understand how other partnerships had approached this type of work, and the importance of involving service users in the evaluation process was highlighted;
- the risks should also be considered as part of the scrutiny process; and
- the value of independent consideration of actions was referenced, as was the importance of timelines.

The Committee **noted**:

- i. the update; and
- ii. the recommendations as noted within the report.

10. Strategic Plan and Strategic Planning Group Update Report Cunntas às Ùr mu Phlana Ro-innleachdail agus Buidheann Planaidh Ro-innleachdail

There had been circulated Report No JMC/21/23 by the Executive Chief Officer Health and Social Care, Highland Council, and the Chief Officer, NHS Highland

Following a summary of the report, the following issues were considered:

- community engagement was critical;
- the plan would facilitate the articulation of the shared vision, but concern was expressed about how to tackle possible disconnect in relation to detail on the risks and financial challenges. The importance of a commissioning plan was highlighted, as was the need for timelines to illustrate the milestones to the committee, and to front line staff, and help to move at pace;
- reference was made to engagement and expectations in relation to strategic redesign projects;
- as this was uncharted territory, some elements of experimental change were anticipated;
- it was important there was no disconnect with external partners, and attention was drawn to the importance of language being inclusive, and not only referring to the Council and the NHS. This would be taken back to the Strategic Planning Group;
- the scale of the financial and geographic challenges were significant and there was a risk of a disconnect between the strategic vision and the frontline reality, and this should be taken into consideration in the final iteration of the plan. It was important to incorporate people's voices into all plans, at local and at system level, and to build trust to empower communities; and
- the loss of a human voice for chronic but relatively insignificant medical issues was a concern, and something that leaders should take into consideration, as it could impact positively on health, especially of older people. The need for a community based, 'whole health and social care' system was emphasised.

The Committee:

- i. **noted** the current status of the Strategic Plan and the forward intention and timescales for completion and approval of this plan;
- ii. **agreed** to establish clear timescales for the delivery of the plan; and
- iii. **agreed** to further consider, outwith the meeting, the use of language to ensure inclusivity of all involved.

The meeting ended at 12.25pm