

SUMMARY REPORT OF GOVERNANCE COMMITTEE MEETING

Name of Committee	Population Health and Planning Committee
Date of Meeting	09 September 2026
Committee Chair	Gerry O'Brien

KEY POINTS FROM DISCUSSION AND ESCALATION

ALERT

There was nothing to escalate to the Board.

ASSURE

- NHS Highland 10-Year Organisational Strategy 2027–2037 (Moderate)
- Strategic Outcomes and Indicators Development (Moderate)
- Update on the Anchors Strategic Plan (Moderate)
- Population Health Organisation Maturity Matrix Self-Assessment Approach (Substantial)

ADVISE

- The Committee noted the importance of balancing immediate financial, service and political pressures with longer-term population health ambitions. Priorities should be informed by population data and community experience. Population health should also be embedded across the workforce and translated into practical programmes of work.
- The Committee supported the development of a manageable set of meaningful local indicators. These should reflect NHS Highland's population health priorities and consider wider determinants of health, inequalities, access to specialist services and investment in prevention.
- The Committee supported a more coordinated and system-wide approach to anchor activity. This should strengthen partnership working, workforce development, employability and community wealth building.
- The Committee emphasised that the Population Health Organisation Maturity Matrix should be used as a learning and improvement tool rather than a performance measure. The assessment should focus on a small number of priorities and support constructive challenge and shared learning.

RISKS

No specific risks were highlighted. However, the Committee noted uncertainty arising from the Programme for Government announcement and the potential for strategic responsibilities and outputs to change as future governance arrangements developed

ACTIONS

The Committee will receive an update on the Population Health Strategy, including proposed timescales, engagement approach and next steps following consideration of the Programme for Government.

The Committee workplan to remain flexible and responsive to emerging priorities, with further development of the Population Health Programme Board to support operational oversight and governance

LEARNING

The Committee noted that the maturity matrix and associated King's Fund support would provide opportunities for peer challenge, shared learning and the development of a population health community of practice