

**HIGHLAND NHS BOARD  
MEETING OF HIGHLAND HEALTH & SOCIAL CARE COMMITTEE**

**Wednesday 4 March 2026, at 1pm**  
**Virtual Meeting Format (Microsoft Teams)**

- **All cameras should be turned on**
- **Use raise hand facility to discuss items – please do not use MS Teams chat**

Distribution: Tuesday 24 February 2026

**AGENDA**

| Time     | 1.         | Standing Items                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Paper             |
|----------|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 13.00 pm | <b>1.1</b> | <b>Welcome and Apologies</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                   |
|          | <b>1.2</b> | <b>Declarations of Interest</b><br>Members are asked to consider whether they have an interest to declare in relation to any item on the agenda for this meeting. Any Member making a declaration of interest should indicate whether it is financial or non-financial and include some information on its nature. Advice may be sought from the Board Secretary's Office prior to the meeting taking place.                                                                                                                                                                                                                                                                |                   |
|          | <b>1.3</b> | <b>Assurance Report from 14 January 2026, Action Plan and Workplan</b><br>The Committee is asked to <b>approve</b> the minutes of meeting of 05 November 2025 and <b>note</b> the action plan and workplan.                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | PP. 1 – 7 & Excel |
|          | <b>1.4</b> | <b>Matters Arising</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                   |
|          | <b>2.</b>  | <b>Finance</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                   |
| 13.05 pm | <b>2.1</b> | <b>Finance Report – Month 9 2025/2026</b><br>Report by Elaine Ward, Deputy Director of Finance<br><br>The Committee is asked to <b>discuss</b> and <b>note</b> the Highland HSCP financial position at month 9 and associated mitigating actions and accept <b>Limited</b> assurance.                                                                                                                                                                                                                                                                                                                                                                                       | PP. 8 - 28        |
|          |            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                   |
|          | <b>3.</b>  | <b>Performance and Service Delivery</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                   |
| 13.30 pm | <b>3.1</b> | <b>Integrated Performance and Quality Report</b><br>Report by Rhiannon Boydell, Head of Integration, Strategy and Transformation, HHSCP<br><br>The Committee are asked to:<br><br><ul style="list-style-type: none"> <li>• <b>Consider</b> the progress made with the development of KPIs across the HSCP to be managed within a performance framework.</li> <li>• To accept <b>limited</b> assurance and to <b>note</b> the continued and sustained stressors facing both NHS and commissioned care services.</li> <li>• <b>Consider</b> any further indicators that are required to support the assurance for the Highland Health and Social Care Partnership.</li> </ul> | PP. 29 - 51       |
| 13.50 pm | <b>3.2</b> | <b>SDS Assurance Report 25/26</b><br>Report by Arlene Johnstone, Chief Officer for Highland HSCP<br><br>The Committee is asked to <b>consider</b> the content of the report and take <b>moderate</b> Assurance.                                                                                                                                                                                                                                                                                                                                                                                                                                                             | PP. 52 - 58       |

|          |                      |                                                                                                                                                                                                                                                                                                |                   |
|----------|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 14.10 pm | <b>3.3</b>           | <b>Carers Strategy Update</b><br>Report by Michelle Kier, Carers Services Development Officer on behalf of Arlene Johnstone, Chief Officer for Highland HSCP<br><br>The Committee are asked to <b>note</b> the content of the report and take <b>moderate</b> assurance.                       | PP. 59 - 64       |
| 14.30 pm | <b>3.4</b>           | <b>Highland Care Model Update</b><br>Report by Arlene Johnstone, Chief Officer for Highland HSCP<br><br>The Committee is asked to <b>consider</b> the content of the report and take <b>moderate</b> Assurance.                                                                                | PP. 65 - 70       |
| 14.50 pm | <b>Comfort Break</b> |                                                                                                                                                                                                                                                                                                |                   |
| 15.00 pm | <b>3.5</b>           | <b>Community Services Report</b><br>Report by Michelle Johnstone, Interim Head of Service on behalf of Arlene Johnstone, Chief Officer for Highland HSCP<br><br>The Committee is asked to <b>consider</b> the report and take <b>moderate</b> assurance on activity across Community Services. | PP. 71 - 80       |
| 15.20 pm | <b>3.6</b>           | <b>Chief Officer's Report</b><br>Report by Arlene Johnstone, Chief Officer for Highland HSCP<br><br>The Committee is asked to <b>consider</b> the report and identify any matters that require further assurance or escalation to NHS Highland Board.                                          | PP. 81 - 86       |
|          | <b>4.</b>            | <b>Committee Function and Administration</b>                                                                                                                                                                                                                                                   |                   |
| 15.40 pm | <b>4.1</b>           | <b>Committee Workplan 2026-2027</b><br>Update by Nathan Ware, Deputy Head of Corporate Governance on behalf of Gerry O'Brien, Vice-Board Chair and Committee Chair<br><br>The Committee is asked to <b>approve</b> the Workplan                                                                | Excel Spreadsheet |
| 15.45 pm | <b>4.2</b>           | <b>Committee Annual Report 2025-2026</b><br>Update by Nathan Ware, Deputy Head of Corporate Governance on behalf of Gerry O'Brien, Vice-Board Chair and Committee Chair<br><br>The Committee is asked to <b>approve</b> the Annual Report for submission to Audit Committee                    | PP. 87 - 90       |
| 15.50 pm | <b>5.</b>            | <b>Any Other Competent Business</b>                                                                                                                                                                                                                                                            |                   |
|          |                      |                                                                                                                                                                                                                                                                                                |                   |
|          |                      | <b>Date &amp; Time of Next Meeting</b>                                                                                                                                                                                                                                                         |                   |
|          |                      | Wednesday <b>6 May 2026</b> at <b>1 pm</b> via Microsoft Teams.                                                                                                                                                                                                                                |                   |
| 16.00 pm |                      | <b>Close of meeting</b>                                                                                                                                                                                                                                                                        |                   |

**Members of the Highland Health and Social Care Committee**

|                                                  |                                                                                     |
|--------------------------------------------------|-------------------------------------------------------------------------------------|
| Gerry O'Brien (Chair & Board Vice Chair)         | Kaye Oliver (Staffside representative)                                              |
| Philip Macrae (Vice Chair)                       | Position Vacant (Third Sector Representative)                                       |
| Neil Wright (Non-Exec)                           | Allyson Turnbull-Jukes (Area Clinical Forum)                                        |
| Muriel Cockburn (Non-Exec & Highland Councillor) | Position vacant (Area Clinical Forum)                                               |
| Joanne McCoy (Non-Exec)                          | Fiona Malcolm (Highland Council Executive Chief Officer for Health and Social Care) |
| Arlene Johnstone (Chief Officer)                 | Fiona Duncan (Highland Council Chief Social Work Officer)                           |
| Position Vacant (Director of Adult Social Care)  | Dr Thomas Brown (Lead Doctor)                                                       |
| Elaine Ward (Finance Lead)                       | Maira Miller (2 <sup>nd</sup> Staffside representative)                             |
| Claire Copeland (Medical Lead)                   | Position vacant (Public/Patient representative)                                     |
| Julie Gilmore (Nurse Lead)                       | Position vacant (2 <sup>nd</sup> Public/Patient representative)                     |
| Cllr, Christopher Birt (Highland Council)        | Position vacant (Carer Representative)                                              |
| Cllr, David Fraser (Highland Council)            | Jennifer Davies (Director of Public Health)                                         |
| Cllr, Ron Gunn (Highland Council)                |                                                                                     |