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NHS Highland
na Gàidhealtachd

NHS HIGHLAND
MEETING OF FINANCE, RESOURCES AND PERFORMANCE COMMITTEE

14 November 2025 at 9.30am
Virtual Meeting Format (Microsoft Teams)

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

Distribution: Thursday 6 November 2025

AGENDA

Time	1.	Standing Items	Paper
09.30am	1.1	**Welcome and Apologies**	
	1.2	**Declarations of Interest** 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.	
09.35am	1.3	**Minutes of Previous Meeting held on 3 October 2025, Rolling Action Plan and Committee Work Plan 2025/26 (attached)** The Committee is asked to **Approve** the Minute and associated Rolling Action Plan and **Note** the Committee Work Plan 2025/26.	PP.1-8
09.40am	**2.**	**MATTERS ARISING**	
	2.1	**Time to Care Review and Planning Report** David Park, Deputy Chief Executive (attached) The Committee is asked to **Note** the review of the Time to Care project and progress towards a planning approach to embedding productivity and efficiency in line with national policy directives and take **Limited** assurance.	PP.9-13
09.45am	**3.**	**FINANCE**	
	3.1	**NHS Highland Financial Position 2025/26 (Month 6) Update and Value and Efficiency Update** Report by Elaine Ward, Deputy Director of Finance on behalf of Heledd Cooper, Director of Finance (attached) The Committee is asked to **Examine** and **Consider** the report content and take **Limited** assurance.	PP.14-47
	3.2	**Update Report on Escalation Framework** Report by Heledd Cooper, Director of Finance **3.2(b) NHS Grampian Diagnostic Overview** Report by Elaine Ward, Deputy Director of Finance on behalf of Heledd Cooper, Director of Finance (attached)	To Follow PP.125-137

		The Committee is asked to **Examine** and **Consider** the content of the report and take **Limited** assurance.	
10.05am	**4.**	**Annual Delivery Plan 2025/26 Q2 Update**	
		Report by Kristin Gillies, Interim Head of Strategy and Transformation (attached) The Committee is asked to **Note** the progress of the ADP and links to the operational Improvement Plan and IPQR reporting for performance metrics to the end of Quarter 2 and take **Substantial** assurance.	PP.48-60
10.20am	**5.**	**Integrated Performance and Quality Report**	
		Report by Kristin Gillies, Interim Head of Strategy and Transformation (attached) The Committee is asked to **Consider** the level of performance across the system, **Note** the continued and sustained service pressures facing both NHS and commissioned care services, and take **Substantial** assurance.	PP.61-90
10.35am	**6.**	**Operational Improvement Plan Deliverables Report**	
		Report by Kristin Gillies, Interim Head of Strategy and Transformation (attached) The Committee is asked to take **Substantial** assurance on NHS Highland's delivery against the Scottish Government Operational Improvement Plan deliverables.	PP.91-105
10.50am	**7.**	**Strategy, Transformation and Assurance - Update on Future Structural Arrangements**	
		Update by K Gillies, Interim Head of Strategy and Transformation	
11.00am	**8.**	**Digital Update 2025/26**	
		Report by Iain Ross, Head of eHealth (attached) The Committee is asked to **Note** the report content and take **Substantial** assurance.	PP.106-119
11.15am	**9.**	**Capital Asset Management Update**	
		Report by Richard MacDonald, Director of Estates, Facilities and Capital Planning (attached) The Committee is asked to **Note** the report content and take **Moderate** assurance.	PP.120-124
11.30am	**10.**	**Risk Register – Review of Level 1 Risks**	
		Report by Gil Paget, Project Manager on behalf of David Park, Deputy Chief Executive (attached) The Committee are asked to **Consider** the circulated report and take **Substantial** assurance on the awareness and recording of Level 1 Risks within NHS Highland.	PP.138-145
	11.	**2025/26 and 2026/27 Meeting Schedules**	
		5 December 2025 – Next Meeting 9 January 2026 6 February 2026 13 March 2026	

		10 April 2026 8 May 2026 5 June 2026 10 July 2026 7 August 2026 11 September 2026 2 October 2026 13 November 2026 4 December 2026 8 January 2027 5 February 2027 12 March 2027	
	12.	**Date of Next Meeting**	
		Friday 5 December 2025 at 9.30 am.	
		Close of meeting	

	Committee Membership	
Non-Executive Members (5x)	Chair	Alex Anderson
	Vice Chair	Graham Bell
	Member	Steve Walsh
	Member	Gerry O'Brien
	Member	Garett Corner
Chief Executive		Fiona Davies
Deputy Chief Executive		David Park
Director of Finance	Lead Officer	Heledd Cooper
Board Medical Director		Dr Boyd Peters
Director of Public Health		Dr Jennifer Davies
Board Nurse Director		Louise Bussell
Director of Estates, Facilities and Capital Planning		Richard MacDonald
In attendance (Routinely Invited)	Chief Operating Officer (Acute)	Katherine Sutton
	Chief Officer (Argyll and Bute)	Evan Beswick
	Chief Officer, North Highland	Arlene Johnstone
	Interim Head of Strategy and Transformation	Kristin Gillies
	Deputy Director of Finance	Elaine Ward
	Board Secretary	Vacant