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NHS HIGHLAND
MEETING OF FINANCE, RESOURCES AND PERFORMANCE COMMITTEE

9 January 2026 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: 31 December 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 5 December 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.	To follow
09.40am	**2.**	**MATTERS ARISING**	
09.45am	**3.**	**FINANCE**	
	3.1	**NHS Highland Financial Position 2025/26 (Month 8) 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 **consider** the report and take **limited** assurance.	To follow
	3.2	**Redefining Financial Assurance and Stewardship and Budget Setting Approach** Report by Heledd Cooper, Director of Finance The Committee is asked to take **moderate** assurance from the report and note: • The proposed structure and principles of Stewardship through the lens of Value Based Health & Care. • The need for a phased approach to implementation recognising priorities and capacity. • The proposed budget setting approach and financial plan assumptions.	To follow

	3.3	**Support and Intervention Framework – Scottish Government Quarterly reporting Q2** Report by Heledd Cooper, Director of Finance The Committee is asked to **note** and **discuss** the report and take **moderate** assurance.	To follow
10.15am	**4.**	**Capital Asset Management Group Update**	
		Report by Richard MacDonald, Director of Estates, Facilities and Capital Planning The Committee is asked to **consider** the report and take **XX** assurance.	To follow
10.25am	**5.**	**Integrated Performance and Quality Report**	
		Report by Bryan McKellar, Whole System Transformation Manager on behalf David Park, Deputy Chief Executive The Committee is asked to **consider** the report and take **moderate** assurance on the continued and sustained pressures facing both NHS and commissioned care services.	To follow
10.45am	**6.**	**Operational Improvement Plan Deliverables Report**	
		Report by Bryan McKellar, Whole System Transformation Manager on behalf David Park, Deputy Chief Executive The Committee is asked to **consider** the report and take **substantial** assurance on NHS Highland's delivery against the Scottish Government Operational Improvement Plan (OIP) deliverables	To follow
11.05am	**7.**	**Risk Register Level 1 Risks**	
		Report by David Park, Deputy Chief Executive The Committee is asked to **consider** the report and take **XX** assurance.	To follow
11.20am	**9.**	**Committee terms of reference review**	
		Report by Nathan Ware, Governance and Corporate Records Manager The Committee is asked to **consider** the report and take **XX** assurance.	To follow
	10.	**2025/26 and 2026/27 Meeting Schedules**	
		6 February 2026 – Next Meeting 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	
	10.	**Date of Next Meeting**	
		Friday 6 February 2026 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		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	Bryan McKellar
	Deputy Director of Finance	Elaine Ward
	Board Secretary	Dominic Watson