

**HIGHLAND NHS BOARD  
MEETING OF BOARD**

**Tuesday 30<sup>th</sup> September 2025 at 9.30am**  
**Virtual Meeting Format (Microsoft Teams)**

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

Distribution 23<sup>rd</sup> September 2025

**AGENDA**

Time	1.	Standing Items	
09:30	1.1	<b>Welcome and Apologies</b>	
	1.2	<b>Declarations of Interest</b> 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.	
09:35	1.3	<b>Minute of Previous meeting of 29<sup>th</sup> July 2025 and Action Plan</b> The Board is asked to <b>approve</b> the minutes of meeting of 29 <sup>th</sup> July 2025 and <b>note</b> the action plan.	PP.1-11 & Excel Sheet
09:40	1.4	<b>Matters Arising</b>	
09:45	2.	<b>Chief Executive's Report</b> Fiona Davies, Chief Executive  The Board is asked to <b>note</b> the update	PP.12-15
10:00	3.	<b>Governance and other Committee Assurance Reports</b> <b>Escalation of issues by Chairs of Governance Committees</b>	PP.16-168
	a)	<b>Audit Committee</b> <ul style="list-style-type: none"> <li>Agreed minutes of 24<sup>th</sup> June 2025</li> <li>Summary of meeting of 9<sup>th</sup> September 2025</li> </ul>	
	b)	<b>Finance, Resources and Performance Committee</b> <ul style="list-style-type: none"> <li>Agreed minutes of 11<sup>th</sup> July and 1<sup>st</sup> August 2025</li> <li>Summary of meeting of 12<sup>th</sup> September 2025</li> </ul>	
	c)	<b>Staff Governance Committee</b> <ul style="list-style-type: none"> <li>Agreed minutes of 1<sup>st</sup> July 2025</li> <li>Summary of meeting of 2<sup>nd</sup> September 2025</li> </ul>	
	d)	<b>Highland Health and Social Care Committee</b> <ul style="list-style-type: none"> <li>Agreed minutes of 2<sup>nd</sup> July 2025</li> <li>Summary of meeting of 3<sup>rd</sup> September 2025</li> </ul>	
	e)	<b>Clinical Governance Committee</b> <ul style="list-style-type: none"> <li>Agreed minutes of 3<sup>rd</sup> July 2025</li> <li>Summary of meeting of 4<sup>th</sup> September 2025</li> </ul>	
	f)	<b>Area Clinical Forum</b> <ul style="list-style-type: none"> <li>Agreed minutes of 3<sup>rd</sup> July 2025</li> <li>Summary of meeting of 11<sup>th</sup> September 2025</li> </ul>	

	g)	<b>Argyll &amp; Bute IJB</b> • Minutes of 17 <sup>th</sup> September 2025	
	h)	<b>Pharmacy Practices Committee</b> • Minutes of 3 <sup>rd</sup> September 2025	
		The Board is asked to:  (a) <b>Confirm</b> adequate assurance has been provided from Board Governance Committees, Area Clinical Forum and Pharmacy Practices Committee. (b) <b>Note</b> the minutes and agreed actions from the Argyll and Bute Integration Joint Board.	

## **PERFORMANCE AND ASSURANCE**

10:30	4.	<b>Finance Assurance Report – Month 4 Position</b>	PP.169-196
		Report by Heledd Cooper, Director of Finance  <b>Assurance Level Proposed – Limited</b>  The Board is asked to <b>Examine</b> and <b>Consider</b> the content of the report and take <b>limited assurance</b> .	
11:00		<b>COMFORT BREAK</b>	
11:15	5.	<b>Integrated Performance and Quality Report</b>	PP.197-244
		Report by David Park, Deputy Chief Executive  <b>Assurance Level Proposed – Limited</b>  The Board is asked to <b>note</b> the content of the report and <b>consider</b> the level of performance across the system and take <b>limited assurance</b> .	
11:45	6.	<b>Operational Improvement Plan Update</b>	PP.245-255
		Report by David Park, Deputy Chief Executive  <b>Assurance Level Proposed – Substantial</b>  The Board is asked to <b>note</b> the content of the report and take <b>substantial assurance</b> on the interface between NHS Highland's Annual Delivery Plan and the deliverables set out within the Scottish Government Operational Improvement Plan.	
12:00	7.	<b>Winter Preparedness/Surge Planning Update</b>	PP.256-266
		Report by Katherine Sutton, Chief Officer for Acute and Arlene Johnstone, Interim Chief Officer for Highland Health and Social Care Partnership  <b>Assurance Level Proposed – Moderate</b>  The Board is asked to <b>note</b> the content of the report and take <b>moderate assurance</b> regarding NHS Highland's 2025-26 Winter Preparedness.	
12.15	8.	<b>NHS Highland Tobacco Strategy</b>	PP.267-321
		Report by Susan Birse, Health Improvement Principal on behalf of Jennifer Davies, Director of Public Health  <b>Assurance Level Proposed – Substantial</b>	

		The Board is asked to <b>consider</b> and <b>agree</b> the actions for delivery in 2025-2030 and take <b>substantial assurance</b> .	
12:30		<b>LUNCH BREAK</b>	
13:00	9.	<b>Child Poverty Action Plan Updates</b>	PP.381-497
		<p>Report by Cathy Steer, Head of Health Improvement and Jenny Dryden, Health Improvement Lead on behalf of Jennifer Davies, Director of Public Health</p> <p><b>Assurance Level Proposed – Substantial</b></p> <p>The Board is asked:</p> <ul style="list-style-type: none"> <li>• <b>Consider</b> and <b>note</b> the actions carried out in 2024/25.</li> <li>• <b>Consider</b> and <b>agree</b> the actions for delivery in 2025/26.</li> <li>• <b>Note</b> the activity to be undertaken during 2025/26 to review the priorities in line with the refresh of the Integrated Children's Services Plan.</li> <li>• <b>Note</b> the content of the Argyll &amp; Bute Child Poverty Report.</li> </ul>	
		<b><u>CORPORATE GOVERNANCE</u></b>	
13:15	10.	<b>Corporate Risk Register</b>	PP.368-380
		<p>Report by David Park, Deputy Chief Executive</p> <p><b>Assurance Level Proposed – Substantial</b></p> <p>The Board is asked to <b>note</b> the updates to the appropriate actions and take <b>substantial assurance</b> that the content of the report provides confidence of compliance with legislation, policy and Board objectives,</p>	
13:20	11.	<b>Argyll and Bute Single Authority Model Update</b>	PP.322-361
		<p>Report by Gareth Adkins, Director of People and Culture</p> <p><b>Assurance Level Proposed – Substantial</b></p> <p>The Board is asked to:</p> <ul style="list-style-type: none"> <li>• <b>Note</b> the ongoing collaborative working that has been undertaken by local partners in respect of developing potential options for a SAM in Argyll and Bute and take <b>substantial assurance</b>.</li> <li>• <b>Accept</b> the recommended views of the SLWG that options 4 and 5 are reported to the Scottish Government by end September as the preferred models at this point in time subject to further investigation to support the development of detailed proposals;</li> <li>• <b>Agree</b> that authority is delegated to the Chief Executive and Executive Director with responsibility for Legal and Regulatory Support, in consultation with the Leader of the Council and the Policy Lead for Care Services, to utilise the Invest to Save Fund in accordance with the spend conditions set out by the Scottish Government.</li> </ul>	
13:30	12.	<b>Quarter 1 Whistleblowing Report</b>	PP.362-367
		<p>Report by Gareth Adkins, Director of People and Culture</p> <p><b>Assurance Level Proposed – Moderate</b></p>	

		The Board is asked to <b>note</b> the content of the report and take <b>moderate assurance</b> that the content of the report provides confidence of compliance with legislation, policy and Board objectives noting challenges with timescales due to the complexity of cases and investigations.	
13:40	13.	<b>Any other Competent Business</b>	
		<b>NHS Highland Annual Review 2025</b> Verbal Update by Sarah Compton-Bishop, Board Chair  The Board is asked to <b>note</b> the update.	
		<b>Date &amp; Time of Next Meeting</b>	
		<b>25<sup>th</sup> November 2025</b>	
13:45		<b>Close of meeting</b>	