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NHS HIGHLAND
MEETING OF FINANCE, RESOURCES AND PERFORMANCE COMMITTEE

10th April 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.**

AGENDA

Time	1.	Standing Items	
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 13th March 2026, Rolling Action Plan and Committee Work Plan 2026/27** The Committee is asked to **Approve** the Minute, associated Rolling Action Plan and **Note** the Committee Work Plan.	PP.1-6
09.40am	**2.**	**MATTERS ARISING**	
09.45am	**3.**	**FINANCE**	
	3.1	**NHS Highland Financial Position (Month 11) Incl. Cost Improvement Update** Report by Elaine Ward, Deputy Director of Finance on behalf of Heledd Cooper, Director of Finance The Committee is asked to **Examine** and **Consider** the content of the report and take **Limited Assurance**	PP.7-35
	3.2	**Progress on Financial Plan 2026-29** Update by Elaine Ward, Deputy Director of Finance on behalf of Heledd Cooper, Director of Finance The Committee is asked to **Note** the update	PP.67-69
10.25am	**4.**	**Environment & Sustainability Update**	PP.36-47
		Report by Richard MacDonald, Director of Estates, Facilities & Capital Planning The Committee is asked to take **Substantial Assurance** and **Note** the content of the report	
11.05 am	**5.**	**Annual Delivery Plan/SG Planning Guidance 2026/27**	PP.48-66
		Report by Bryan McKellar, Whole System Transformation Manager on behalf of David Park, Deputy Chief Executive	

		The Committee is asked to take **Substantial Assurance** on NHS Highland's process for development of ADP 26/27 based on the Annual Operational Priorities (AOP) provided by Scottish Government	
	6.	**2026/27 Meeting Schedules**	
		8 May 2026 **– Next Meeting** 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	
	7.	**Date of Next Meeting**	
		Friday 8 May 2026 at 9.30 am.	
11.30 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
	Head of Corporate Governance	Dominic Watson