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NHS HIGHLAND
MEETING OF FINANCE, RESOURCES AND PERFORMANCE COMMITTEE

10 July 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**	
09.30 am	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.	
09.35 am	1.3	**Minutes of Previous Meeting held on 5 June 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.1-14
09.40 am	**2.**	**MATTERS ARISING**	
09:45 am	**3.**	**Finance**	
	3.1	**Financial Position including Cost Improvement Update** Report by Elaine Ward, Deputy Director 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.15-33
	3.2	**15 Box Grid Q4 Update** Report by Heledd Cooper, Director of Finance The Committee is asked to **Examine** and **Note** the data and current position and take **Moderate** assurance.	PP.34-42
10:05 am	**4.**	**Integrated Performance and Quality Report**	
		Report by Bryan McKellar, Whole System Transformation Manager on behalf of David Park, Deputy Chief Executive The Committee is asked to **Consider** the level of performance across the system, **Note** the continued and sustained pressures facing both NHS and Commissioned care services and take **Moderate** assurance.	PP.43-70
10:15 am	**5.**	**Annual Delivery Plan 2026/2027**	

		Report by Katy Styles, Associate Director of Planning, Strategy and Performance on behalf of David Park, Deputy Chief Executive The Committee is asked to take **Substantial** assurance on the development of NHS Highland's Annual Delivery Plan for 2026/27 and the subset of deliverables comprising the Operational Improvement Plan 2027/27.	PP.71-110
10:25 am	**6.**	**Estates, Facilities and Capital Planning**	
	6.1	**Environment and Sustainability Update** Report by Richard MacDonald, Director of Estates, Facilities and Capital Planning The Committee is asked to **Note** the progress of the development of NHS Highland's Environmental & Sustainability programme and associated projects and take **Moderate** assurance.	PP.111-123
	6.2	**Environment and Sustainability – Adjustment to Targets** Report by Richard MacDonald, Director of Estates, Facilities and Capital Planning The Committee is asked to **Note** the revised targets and take **Moderate** assurance.	PP.124-128
10:45 am	**7.**	**Business Continuity Planning Investment Plan Risk Review**	
		Report by David Park, Deputy Chief Executive	To Follow
10:55 am	**8.**	**Risk Register – Level 1 Risks**	
		Report by David Park, Deputy Chief Executive The Committee is asked to **Consider** the circulated report and take **Moderate** assurance.	PP.169-175
11.15 am	**9.**	**Committee Self-Assessment** Report by Dominic Watson, Head of Corporate Governance on behalf of Alexander Anderson, Committee Chair The Committee is asked to **Consider** the relevant condensed question set and **Approve** for use in a self-assessment exercise, **Approve** the approach to identify stakeholder group for each Committee and complete survey based on questions, and undertake a discussion facilitated by an Executive or Non-Executive not associated with the Committee.	PP.129-168
	10.	**2026/27 Meeting Schedules**	
		7 August 2026 - **Next Meeting** 11 September 2026 2 October 2026 13 November 2026 4 December 2026 8 January 2027 5 February 2027 12 March 2027	
	11.	**Date of Next Meeting**	
		Friday 7 August 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