

## HIGHLAND NHS BOARD MEETING OF BOARD

**Tuesday 29 July 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 22 July 2024

### 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 27 May 2025 and Action Plan</b> The Board is asked to <b>approve</b> the minutes of meeting of 27 May 2025 and <b>note</b> the action plan.	PP.1-9 & 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.10-12
10:00	3.	<b>Governance and other Committee Assurance Reports</b> <b>Escalation of issues by Chairs of Governance Committees</b>	PP.13-73
	a)	<b>Audit Committee</b> <ul style="list-style-type: none"> <li>Agreed minutes of 13 May and 19 June 2025 &amp; Draft minutes of meeting of 24 June 2025</li> </ul>	
	b)	<b>Finance, Resources and Performance Committee</b> <ul style="list-style-type: none"> <li>Agreed minutes of 6 June 2025</li> <li>Summary of meeting of 11 July 2025</li> </ul>	
	c)	<b>Staff Governance Committee</b> <ul style="list-style-type: none"> <li>Agreed minutes of 6 May 2025</li> <li>Summary of meeting of 1 July 2025</li> </ul>	
	d)	<b>Highland Health and Social Care Committee</b> <ul style="list-style-type: none"> <li>Agreed minutes of 7 May 2025</li> <li>Summary of meeting of 2 July 2025</li> </ul>	
	e)	<b>Clinical Governance Committee</b> <ul style="list-style-type: none"> <li>Agreed minutes of 1 May 2025</li> <li>Summary of meeting of 3 July 2025</li> </ul>	
	f)	<b>Area Clinical Forum</b> <ul style="list-style-type: none"> <li>Agreed minutes of 9 January 2025</li> </ul>	
	g)	<b>Argyll &amp; Bute IJB Minutes</b> <ul style="list-style-type: none"> <li>Minutes of 28 May 2025</li> </ul>	

The Board is asked to:

- (a) **Confirm** adequate assurance has been provided from Board Governance Committees and Area Clinical Forum
- (b) **Note** the minutes and agreed actions from the Argyll and Bute Integration Joint Board.

## **PERFORMANCE AND ASSURANCE**

10:30	4.	<b>Finance Assurance Report – Month 2 Position</b>	PP.74-104
		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>Budget Setting Update</b>	PP.105-122
		Report by Heledd Cooper, Director of Finance	
		<b>Assurance Level Proposed – Moderate</b>	
		The Board is asked to <b>Examine</b> and <b>Consider</b> the content of the report and take <b>moderate assurance</b> .	
11:45	6.	<b>Integrated Performance and Quality Report</b>	PP.123-164
		Report by David Park, Deputy Chief Executive	
		<b>Assurance Level Proposed – Limited</b>	
		The Board is asked to:	
		<ul style="list-style-type: none"> <li>• Take <b>limited assurance</b></li> <li>• <b>Consider</b> the level of performance across the system and;</li> <li>• <b>Note</b> the continued and sustained pressures facing both NHS and commissioned care services.</li> </ul>	
12.00	7.	<b>Director of Public Health Annual Report – 6 Month Update</b>	PP.165-172
		Report by Jennifer Davies, Director of Public Health	
		<b>Assurance Level Proposed – Moderate</b>	
		The Board is asked to:	
		<ul style="list-style-type: none"> <li>• Take <b>moderate assurance</b></li> <li>• <b>Note</b> the content of the report and summary update on progress in relation to the recommendations of the 2024 Director of Public Health Annual Report.</li> <li>• <b>Note</b> that the report recommendations will be key in developing the strategic framework.</li> <li>• <b>Note</b> that future updates will be assured via the Population Health and Planning Committee</li> </ul>	

12.10	8.	<b>Board Strategy – Planning Policy Frameworks and Performance Reporting</b>	PP.173-180
		<p>Report by Kristin Gillies, Interim Head of Strategy and Transformation</p> <p><b>Assurance Level Proposed – Moderate</b></p> <p>The Board is asked to:</p> <ul style="list-style-type: none"> <li>• Take <b>moderate assurance</b></li> <li>• <b>Note</b> the three Health and Social Care Reform Frameworks published in June 2025: Service Renewal Framework (SRF), Population Health Framework (PHF) and Operational Improvement Plan (OIP).</li> <li>• <b>Note</b> that the NHS Annual Delivery Plan has been approved as a robust foundation for 2025-26.</li> <li>• <b>Note</b> that Annual Delivery Plans have been considered within this evolving context and remain a valuable tool for supporting local planning and aligning with a broad range of national priorities.</li> <li>• <b>Note</b> that in 2025-26 Scottish Government focus will be on the delivery of the Operational Improvement Plan, which includes reduction of waiting times, improving patient flow and to expand access through innovation. This and the other Frameworks will be governed by the SG Reform Executive.</li> <li>• <b>Note</b> that Chief Executives are required to provide a consolidated progress report on OIP delivery to SG Executive Group meetings</li> <li>• <b>Note</b> the current position statement, as the OIP develops</li> <li>• <b>Note</b> that as the strategic framework and 10-year strategy develop, delivery plans and performance reporting will continue to be assurance mechanisms to the relevant governance committees</li> </ul>	
12:20		<b>LUNCH BREAK</b>	
		<b><u>CORPORATE GOVERNANCE</u></b>	
12.50	9.	<b>Corporate Risk Register</b>	PP.390-408
		<p>Report by Dr Boyd Peters, Medical Director</p> <p><b>Assurance Level Proposed – Substantial</b></p> <p>The Board is asked to <b>note</b> the content of the report and take <b>substantial assurance</b> the report provides confidence of compliance with legislation, policy and Board objectives.</p>	
12.55	10.	<b>Whistleblowing Quarter 4 Report</b>	PP.181-187
		<p>Report by Gareth Adkins, Director of People and Culture</p> <p><b>Assurance Level Proposed – Moderate</b></p> <p>The Board is asked to <b>note</b> the content of the report and take <b>moderate assurance</b> on basis of the robust process in place but noting the challenge of meeting the 20 working days within the standards.</p>	
13.00	11.	<b>Whistleblowing Annual Report</b>	PP.188-205
		<p>Report by Gareth Adkins, Director of People and Culture</p> <p><b>Assurance Level Proposed – Substantial</b></p>	

		The Board are asked to <b>note</b> the content of the report and take <b>substantial assurance</b> based on the content and format of the annual whistleblowing report which demonstrates compliance with our reporting requirements under the standards.	
13.05	12.	<b>Health &amp; Care (Staffing) Act Quarter 4 Report 2024-25</b>	PP.206-218
		Report by Gareth Adkins, Director of People and Culture  <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> in relation to the delivery of its statutory duties set out in the Health and Care (Staffing) (Scotland) Act for the Quarter 4 period of 2024/25	
13.10	13.	<b>Workforce Monitoring Report</b>	PP.219-268
		Report by Gareth Adkins, Director of People and Culture  <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> that the publication of the report demonstrates compliance with the Public Sector Equality Duty & Specific Duties Scotland requirement to gather, use and publish employee information.	
13.15	14.	<b>Argyll and Bute Integration Scheme Review – Approval of Changes and Consultation/Engagement Strategy</b>	PP.269-347
		Report by Gareth Adkins, Director of People and Culture  <b>Assurance Level Proposed – Substantial</b>  The Board is asked to:  <ul style="list-style-type: none"> <li>• Take <b>substantial assurance</b>.</li> <li>• <b>Agree</b> the revisions detailed within the updated Integration Scheme (appendix 1) and summary revisions document (appendix 2);</li> <li>• <b>Agree</b> that arrangements for the joint consultation exercise proceed as set out within point 2 of the assessment section of this report, and the Consultation and Engagement Strategy detailed in appendix 3.</li> <li>• <b>Agree</b> if the consultation feedback suggests no further changes to the Scheme and voices no opposition to the proposed changes, that the two Chief Executive Officers are authorised to approve the draft revised Integration Scheme on behalf of the Council and the NHS Highland Board prior to submitting to the Scottish Government for approval.</li> </ul>	
13.25	15	<b>Single Authority Model Update</b>	PP.348-369
		Report by Gareth Adkins, Director of People and Culture  <b>Assurance Level Proposed – Substantial</b>  The Board is asked to:  <ul style="list-style-type: none"> <li>• Take <b>substantial assurance</b>.</li> <li>• <b>Approve</b> the establishment of a joint short-life working group between Argyll and Bute Council and NHS Highland to progress an options appraisal for a single authority model and associated work and take Substantial Assurance.</li> </ul>	

13.30	16.	<b>Board Blueprint for Good Governance Improvement Plan - Update</b>	PP.370-378
		<p>Report by Nathan Ware, Governance and Corporate Records Manager on behalf of Sarah Compton Bishop, Board Chair</p> <p><b>Assurance Level Proposed – Moderate</b></p> <p>The Board is asked to:</p> <ul style="list-style-type: none"> <li>• Take <b>moderate assurance</b>.</li> <li>• <b>Note</b> that informal oversight of progress delivery of the improvement plan continues to be undertaken by the Chairs group and Governance Committees</li> <li>• <b>Note</b> that 6-monthly updates are presented to Board for oversight.</li> </ul>	
13.35	17.	<b>Revision to Terms of Reference – Highland Health and Social Care Committee and Area Clinical Forum</b>	PP.379-389
		<p>Report by Nathan Ware, Governance and Corporate Records Manager on behalf of Sarah Compton Bishop, Board Chair</p> <p><b>Assurance Level Proposed – Substantial</b></p> <p>The Board is asked to take <b>substantial assurance</b> and <b>approve</b> the revisions to the Highland Health and Social Care Committee and Area Clinical Forum Terms of Reference.</p>	
	18.	<b>Any other Competent Business</b>	
		<b>Date &amp; Time of Next Meeting</b>	
		<b>30<sup>th</sup> September 2025</b>	
13.40		<b>Close of meeting</b>	