

**NHS HIGHLAND
MEETING OF FINANCE, RESOURCES AND
PERFORMANCE COMMITTEE**

13 March 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: 6 March 2026

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 6 February 2026, 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.	PP. 1 – 6 & Excel
09.40am	2.	MATTERS ARISING	
09.45am	3.	FINANCE	
	3.1	NHS Highland Financial Position 2025/26 (Month 10) Update and Value and Efficiency 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 - 40
	3.2	Draft Financial Budget 2026/27 Report by Elaine Ward, Deputy Director of Finance on behalf of Heledd Cooper, Director of Finance	PP. 122 - 150
	3.3	15-Box Grid 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 moderate assurance that NHH is reviewing the data provided and is progressing the requirements of the 15-box grid through the VEAG.	PP. 41 - 44

10.20am	4.	Risk Register – Level 1 Risks	
		Report by David Park, Deputy Chief Executive	PP. 45 - 55
		The Committee is asked to take substantial assurance on the awareness and recording of Level 1 risks within NHS Highland.	
10.25am	5.	OIP Deliverables Report	
		Report by Bryan McKellar, Whole System Transformation Manager on behalf of David Park, Deputy Chief Executive	PP. 56 - 67
		The Committee is asked to take substantial assurance on NHS Highland's delivery against the Scottish Government Operational Improvement Plan (OIP) deliverables.	
10.40 am	6.	Integrated Performance Report	
		Report by Bryan McKellar, Whole System Transformation Manager on behalf of David Park, Deputy Chief Executive	PP. 68 - 97
		The Committee is asked to take moderate assurance on performance reporting and note the continued and sustained pressures facing both NHS and commissioned care services.	
10.55 am	7.	Capital Asset Management Update	
		Report by Richard MacDonald, Director of Estates, Facilities and Capital Planning	PP. 102 – 110
		The Committee is asked to note and take moderate assurance on the information on the allocation and delivery of the Capital Formula Spend delivered through NHS Highland's Capital Asset Management Group.	
11.05 am	8.	Lochaber Service Redesign Project Update	
		Report by Richard MacDonald, Director of Estates, Facilities and Capital Planning	PP. 111 - 121
		The Committee is asked to note the status of the Lochaber Redesign Programme Infrastructure Workstream, including Finance, Programme and Key Risks and take moderate assurance.	
11.15 am	9.	Draft Committee Annual Report	
		Report by Nathan Ware, Deputy Head of Corporate Governance	PP. 98 - 101
		The Committee is asked to approve the Annual Report for submission to Audit Committee.	
11.20 am	10.	Committee Workplan 2026-27	
		Report by Nathan Ware, Deputy Head of Corporate Governance	Excel
		The Committee is asked to approve the Committee Workplan for 2026-27.	

11.30 am	11.	2025/26 and 2026/27 Meeting Schedules	
		10 April 2026 – Next Meeting 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	
	13.	Date of Next Meeting	
		Friday 10 April 2026 at 9.30 am.	
		Close of meeting	

	<u>Committee Membership</u>	
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