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NHS HIGHLAND
MEETING OF FINANCE, RESOURCES AND PERFORMANCE COMMITTEE

12 September 2025 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: Thursday 4 September 2025

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 1 August 2025, 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.1-7
09.40am	**2.**	**MATTERS ARISING**	
09.45am	**3.**	**FINANCE**	
	3.1	**NHS Highland Financial Position 2025/26 (Month 4) Update and Value and Efficiency Update** Report by Elaine Ward, Deputy Director of Finance on behalf of Heledd Cooper, Director of Finance (attached) The Committee is asked to **Examine** and **Consider** the report content and take **Limited** assurance.	PP.8-38
	3.2	**15 Box Grid Update – Quarter 1** Report by Heledd Cooper, Director of Finance (attached) The Committee is asked to **Consider** the reported data and take **Moderate** assurance.	PP.39-89
10.25am	**4.**	**Integrated Performance Quality Report and Work Plan Update**	
		4.1 Integrated Performance and Quality Report Report by Sammy Clark, Performance Manager on behalf of David Park, Deputy Chief Executive (attached)	PP.108-136

		The Committee is asked to **Consider** the report content and take **Limited** assurance. **4.2 Operational Improvement Plan Update** Report by Kristin Gillies, Interim Head of Strategy and Transformation (attached) The Committee is asked to **Consider** the report content and take **Substantial** assurance.	PP.137-147
10.40am	**5.**	**Planned Care Update and Spotlight**	
		Report by Gillian Gunn, Senior Operational Manager on behalf of Katherine Sutton, Chief Officer (Acute) (attached) The Committee is asked to **Consider** the report content and take **Moderate** assurance.	PP.90-107
11.10am	**6.**	**Capital Asset Management Update**	
		Report by Richard MacDonald, Director of Estates, Facilities and Capital Planning (attached) The Committee is asked to **Consider** the report content and take **Moderate** assurance.	PP.148-152
11.25am	**7.**	**Risk Register – Refresh of Level 1 Risks Update**	
		Update by Boyd Peters, Board Medical Director	
11.50am	**8.**	**2025/26 and 2026/27 Meeting Schedules**	
		3 October 2025 **14 November 2025** **5 December 2025** **9 January 2026** **6 February 2026** **13 March 2026** **10 April 2026** **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**	
	10.	**Date of Next Meeting**	
		Friday 3 October 2025 at 9.30 am.	
12.00am		**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		Dr 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	Kristin Gillies
	Deputy Director of Finance	Elaine Ward
	Board Secretary	Vacant