

SUMMARY REPORT OF GOVERNANCE COMMITTEE MEETING

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| Name of Committee | Finance, Resources and Performance Committee |
| Date of Meeting | 8 May 2026 |
| Committee Chair | Alex Anderson |

KEY POINTS FROM DISCUSSION AND ESCALATION

ALERT

- At the end of March 2026 (Month 12) a year to date overspend of £48.928 was reported with a further update to be brought to committee following conclusion of the annual audit process.
- The Lochaber business case highlighted that delivering the new facility and service model would require additional revenue ranging between £1.654m - £6.921m (including the impact of Capital Charges). Further analysis was underway to refine associated savings and finalise the full financial position.

ASSURE

- NHS Highland Financial Position (Year End) Including Cost Improvement Update (Limited)
- Capital Asset Management Group Update (Moderate)
- Lochaber Service Redesign Project Update (Moderate)
- Operational Improvement Plan (Substantial)
- Integrated Performance and Quality Report (Moderate)
- NHS Highland Risk Register (Substantial)

ADVISE

- The Highland Improvement Value and Efficiency (HIVE) team would be created to deliver sustained, service-led improvement and efficiency through collaborative approaches rather than traditional savings-driven models.
- The operational improvement plan advised that all nine deliverables would continue into the next year. Ongoing diagnostic, cancer, urgent care and digital programmes remained in active development.

RISKS

- Reliance on supplementary staffing remained a financial and operational pressure,
- Cancer waiting times continued to be challenged, particularly within breast cancer pathways, due to ongoing workforce constraints.

ACTIONS

None recorded.

LEARNING

- Celebrating successes and sharing best practices across the organisation could help build engagement and spread improvement.
- Service redesign and investment in new facilities must be balanced with prevention and broader strategic goals.
- Data-driven analysis and benchmarking were essential for identifying opportunities and tracking progress but must be paired with qualitative insights and patient experience.