

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

8 May 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	
09.30am	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 10 April 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.1-5
09.40am	2.	MATTERS ARISING	
09.45am	3.	FINANCE	
	3.1	NHS Highland Financial Position (Year End) Incl. Cost Improvement 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.6-27
	3.2	Agency and Staffing Spend Analysis Report by Heledd Cooper, Director of Finance	To Follow
10.05am	4.	Highland Improvement Value and Efficiency Team Proposals Presentation by Neil Stewart, Assistant Director of Finance	
10.25am	5.	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.28-32
10.35am	6.	Lochaber Service Redesign Project Update Report by Heather Cameron, Senior Programme Manager on behalf of Louise Bussell, Board Medical Director (attached)	PP.33-449

		The Committee is asked to Approve the Outline Business Case to allow submission to NHS Highland Board for final approval before consideration by the Scottish Government Capital Investment Group, noting that minor updates may follow as internal governance proceeds as outlined. The report proposes the Committee take Moderate assurance.	
10.50am	7.	Operational Improvement Plan 2025/26 Final Report	
		Report by Bryan McKellar, Whole System Transformation Manager on behalf of David Park, Deputy Chief Executive (attached)	PP.450-461
		The Committee is asked to Note delivery against the Scottish Government Operational Improvement Plan (OIP) deliverables and take Substantial assurance.	
11.05am	8.	Integrated Performance and Quality Report	
		Report by Bryan McKellar, Whole System Transformation Manager on behalf of David Park, Deputy Chief Executive	PP.462-491
		The Committee is asked to Consider the level of performance across the system and take Moderate assurance.	
11.20am	9.	NHS Highland Risk Register	
		Report by David Park, Deputy Chief Executive	PP.492-500
		The Committee is asked to Consider the update on the awareness and recording of Level 1 Risks within NHS Highland and take Substantial assurance.	
	10.	2026/27 Meeting Schedules	
		5 June 2026 – Next Meeting 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	
	11.	Date of Next Meeting	
		Friday 5 June 2026 at 9.30 am.	
11.30 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
	Head of Corporate Governance	Dominic Watson