



**Finance, Performance & Resources
Committee
Induction Pack**

Contents

| | |
|---------------------------------|---|
| Introduction | 3 |
| Purpose of Committee..... | 3 |
| Dates of Meetings 2025/26 | 3 |
| Useful Documents | 3 |
| Members | 8 |

Introduction

Welcome to NHS Fife Finance, Performance & Resources Committee. I hope you find this pack helpful as a new member of the Committee.

Purpose of Committee

The Finance, Performance and Resources Committee review the financial position and performance against key non-financial targets of the Boards, ensuring that suitable arrangements are in place to secure economy, efficiency, and effectiveness in the use of all resources and that the arrangements work effectively.

Dates of Meetings 2025/26

All meetings are held from 10am – 12.30pm and are held virtually via MS Teams. A pre-meet for Non-Executive Members will be held from 9.30am. Meeting papers are available [here](#).

Thursday 8 May 2025

Tuesday 15 July 2025

Thursday 16 September 2025

Thursday 11 November 2025

Thursday 13 January 2026

Thursday 10 March 2026

In addition to the main meetings, development sessions will take place approximately twice a year on specific topics.

Useful Documents

[Annual Statement of Assurance for NHS Fife Finance, Performance & Resources Committee](#)

[Code of Corporate Governance](#)

[Population Health & Wellbeing Strategy](#)

[Scottish Public Finance Manual](#)

[Digital & Information Acronyms Abbreviation List](#)

FINANCE, PERFORMANCE AND RESOURCES COMMITTEE

CONSTITUTION AND TERMS OF REFERENCE

Date of Board Approval: 27 May 2025

1. PURPOSE

- 1.1 The purpose of the Committee is to keep under review the financial position and performance against key non-financial targets of the Board, and to ensure that suitable arrangements are in place to secure economy, efficiency and effectiveness in the use of all resources, and that the arrangements are working effectively.
- 1.2 To consider, review and take assurance from agreed actions relevant to financial sustainability in the implementation of the Board's Population Health & Wellbeing Strategy, including assessing the financial and performance aspects of transformative change programmes and new and innovative ways of working.

2. COMPOSITION

- 2.1 The membership of the Finance, Performance and Resources Committee will be:
 - Six Non-Executive or Stakeholder members of the Board (one of whom will be the Committee Chair). (A Stakeholder member is appointed to the Board from Fife Council or by virtue of holding the Chair of the Area Partnership Forum or the Area Clinical Forum)
 - Chief Executive
 - Director of Finance
 - Medical Director
 - Director of Public Health
 - Director of Nursing
- 2.2 Officers of the Board will be expected to attend meetings of the Committee when issues within their responsibility are being considered by the Committee. In addition, the Committee Chair will agree with the Lead Officer to the Committee which other Senior Staff should attend meetings, routinely or otherwise. The following will normally be routinely invited to attend Committee meetings:
 - Director of Acute Services
 - Director of Property & Asset Management
 - Director of Health & Social Care
 - Director of Pharmacy & Medicines
 - Director of Planning & Transformation
 - Board Secretary

- 2.3 The Director of Finance shall serve as the Lead Executive Officer to the Committee.

3. QUORUM

- 3.1 No business shall be transacted at a meeting of the Committee unless at least three Non-Executive members or Stakeholder members are present. There may be occasions when due to the unavailability of the above Non-Executive members, the Chair will ask other Non-Executive members to act as members of the committee so that the quorum is achieved. This will be drawn to the attention of the Board.

4. MEETINGS

- 4.1 The Committee shall meet as necessary to fulfil its remit but not less than four times per year.
- 4.2 The Chair of Fife NHS Board shall appoint a Chair who shall preside at meetings of the Committee. If the Chair is absent from any meeting of the Committee, members shall elect from amongst themselves one of the other Committee members to chair the meeting.
- 4.3 The agenda and supporting papers will be sent out at least five clear days before the meeting.

5. REMIT

- 5.1 The Committee shall have accountability to the Board for ensuring that the financial position of the Board is soundly based, having regard to:
- compliance with statutory financial requirements and achievement of financial targets;
 - such financial monitoring and reporting arrangements as may be specified from time-to-time by Scottish Government Health & Social Care Directorates and/or the Board;
 - the impact of planned future policies and known or foreseeable future developments on the financial position;
 - undertake an annual self-assessment of the Committee's work and effectiveness; and
 - review regularly the sections of the NHS Fife Integrated Performance & Quality Report relevant to the Committee's responsibility.

Arrangements for Securing Value for Money

- 5.2 The Committee shall keep under review arrangements for securing economy, efficiency and effectiveness in the use of resources. These arrangements will include procedures for (a) planning, appraisal, control, accountability and evaluation of the use of resources, and for (b) reporting and reviewing performance and managing performance issues as they arise in a timely and effective manner. In particular, the Committee will review action (proposed or

underway) to ensure that the Board achieves financial balance in line with statutory requirements.

Allocation and Use of Resources

5.3 The Committee has key responsibilities for:

- reviewing the development of the Board's Financial Strategy in support of the Annual Delivery Plan, and recommending approval to the Board;
- reviewing all resource allocation proposals outwith authority delegated by the Board and make recommendations to the Board thereon;
- monitoring the use of all resources available to the Board; and
- reviewing all matters relating to Best Value.

5.4 Specifically, the Committee is charged with recommending to the Board annual revenue and capital budgets and financial plans consistent with its statutory financial responsibilities. It shall also have responsibility for the oversight of the Board's Capital Programme (including individual Business Cases for Capital Investment) and the review of the Property and Asset Management Strategy (including the acquisition and disposal of property), and for making recommendations to the Board as appropriate on any issue within its terms of reference.

5.5 The Committee will receive minutes from the Pharmacy Practices Committee and the Primary Medical Services Committee. Issues arising from these Committees will be brought to the attention of the Chair of the Finance, Performance and Resources Committee for further consideration as required.

5.6 The Committee will produce an Annual Report incorporating a Statement of Assurance for submission to the Board. The proposed Annual Report will be presented to the first Committee meeting in the new financial year or agreed with the Chairperson of the respective Committee by the end of May each year for presentation to the Audit and Risk Committee in June and the Board thereafter.

5.7 The Annual Report will include the Committee's assessment and conclusions on its effectiveness over the financial year in question.

5.8 The Committee shall draw up and approve, before the start of each financial year, an Annual Workplan for the Committee's planned work during the forthcoming year.

5.9 The Committee shall provide assurance to the Board on achievement and maintenance of Best Value standards, relevant to the Committee's area of governance as set out in Audit Scotland's baseline report "Developing Best Value Arrangements" and the Scottish Public Finance Manual.

6. AUTHORITY

- 6.1 The Committee is authorised by the Board to investigate any activity within its Terms of Reference, and in so doing, is authorised to seek any information it requires from any employee.
- 6.2 In order to fulfil its remit, the Finance, Performance and Resources Committee may obtain whatever professional advice it requires, and require Directors or other officers of the Board to attend meetings.
- 6.3 The authority of the Committee is included in the Board's Scheme of Delegation, as set out in the Purpose and Remit of the Committee.

7. REPORTING ARRANGEMENTS

- 7.1 The Finance, Performance and Resources Committee reports directly to Fife NHS Board on its work. Minutes of the Committee are presented to the Board by the Committee Chair, who also provides an assurance report on the matters considered at the Committee and highlights any particular issues which the Committee wishes to draw to the Board's attention.
- 7.2 Each Committee of the Board will scrutinise the Corporate Risks aligned to the Committee on a bi-monthly basis.

Members

ALISTAIR MORRIS, NON-EXECUTIVE MEMBER & COMMITTEE CHAIR

Alistair is a Scottish solicitor with over 35 years' experience in private practice acting for individuals, families and owner-managed businesses. Apart from four years attending Aberdeen University, he has lived in West and North East Fife all his life. After serving 24 years as an elected member of the Law Society of Scotland's Council, he was elected President in 2014/15. Alistair was a member of the Judicial Appointments Board for Scotland until January 2019. During that time, he had the opportunity of working in a range of commercial boards and charities contributing to the development of strategies, communication with stakeholders, improving board governance, and the proportionate implementation of regulation.



JO BENNETT, NON-EXECUTIVE MEMBER

Jo Bennett's experience includes a variety of roles in the health and voluntary sector in Scotland. She has been involved in designing, initiating and evaluating a wide range of services across Scotland, working in partnership with voluntary and statutory sectors to improve patient and service user experience and care outcomes.

She has a background in improvement science and health and care governance.



SINEAD BRAIDEN, NON-EXECUTIVE MEMBER

Sinead is an HCPC-registered and trauma-informed Art Therapist who has worked in adult mental health for the past 16 years. She has worked across health and social care with some of Scotland's most vulnerable families, and now leads a small team of Music and Art Therapists in another health board.



Sinead was appointed to Fife Health Board as a Non-Executive Member in 2018 and was reappointed in 2022. She lives in Fife with her husband and daughter.

ALASTAIR GRANT, NON-EXECUTIVE MEMBER

Alastair Grant is a qualified accountant with more than 30 years' experience working both in Scotland and the Middle East. Most recently Alastair worked for Sodexo Justice Services, until his recent retirement. Alastair brings to the Board proven commercial acumen, combined with good people management, team building, development and mentoring skills.



JOHN KEMP, NON-EXECUTIVE MEMBER

John Kemp was previously a director of the Scottish Funding Council, the body responsible for funding universities and colleges. During his 20 years at the Council, his roles included responsibility for outcome agreements with colleges and universities; leading a programme of college mergers; interim chief executive between 2016 and 2018; and a secondment to the University of the Highlands and Islands for two years from 2019 to 2021. Before that he had been a councillor and had worked in publishing. He brings extensive experience of linking investment and outcomes in the public sector and knowledge of the education system that supports people into NHS careers.



NICOLA ROBERTSON, AREA CLINICAL FORUM REPRESENTATIVE

Nicola initially commenced her nursing career in NHS Fife and went on to work with Oxford University Hospitals NHS Trust where the majority of her clinical career was spent within Cardiology. Nicola graduated with an MSc (Advanced Practice) in Oxford before returning to NHS Fife. Nicola took up post as Director of Nursing, Corporate, in 2021, having previously



worked as a Head of Nursing within the Planned Care Directorate.

JANETTE KEENAN, DIRECTOR OF NURSING

Janette joined NHS Fife in 2002 as Deputy Director of Nursing in Acute Services. She trained as a nurse in Falkirk and Stirling and worked in a variety of roles in NHS Forth Valley, including Ward sister in the Stroke unit, eHealth Project Nurse, Nurse Manager, and Associate Director of Nursing before crossing the bridge into Fife. She became Associate Director of Nursing in Fife in 2014 and Director of Nursing in 2021. She chaired the Area Clinical Forum between 2016 and 2021. Janette has completed a MBA and took part in the NHS Scotland 'Delivering the Future' leadership programme. She is passionate about modern health and social care, about delivering the best for the people of Fife and providing a progressive, positive workplace for staff. Person-centred care, delivering excellence in patient experience and kindness are at the heart of what she believes in.



SUSAN DUNSMUIR, DIRECTOR OF FINANCE

Susan joined NHS Fife on 1 April 2025. With over 20 years within finance roles Susan brings a wealth of experience from the private, public and third sector. Having started her financial career within Financial Services, Susan then moved to Fife College holding a number of posts over 12 years, culminating in Deputy Principal and Chief Finance Officer. Most recently Susan held the role of Director of Finance and Corporate Services at the Scottish Society for the Prevention of Cruelty to Animals (SSPCA). Susan is an accountancy graduate of Napier University and Fellow member of the Association of Chartered Certified Accountants (ACCA). Susan is committed to delivering robust financial strategies and working collaboratively to ensure organisational values and strategic



objectives remain at the heart of everything we do.

DR CHRIS MCKENNA, MEDICAL DIRECTOR

Dr McKenna – started his career in NHS Fife in 2011, when he was employed as one of the first consultants in Acute Medicine. He trained as an Acute Physician in the South East of Scotland and is a Fellow of the Royal College of Physicians Edinburgh. He was appointed as the Clinical Director for Emergency Care within the Acute Division of NHS Fife in 2015 and has played a key role in the improvement of unscheduled care delivery within the Victoria Hospital. Dr McKenna completed the IHI Improvement Advisor training programme in 2012 and has been involved in a number of quality and safety initiatives across the Acute Division. In 2018 Dr McKenna took part in the Leading for the Future programme and he is passionate about the development of Medical Leadership. He took up his position as Medical Director for NHS Fife in March 2019.



CAROL POTTER, CHIEF EXECUTIVE

Carol took up her role as Chief Executive in September 2020 having been appointed Interim Chief Executive in January 2020. Carol was previously Director of Finance from May 2017 and, prior to that, Assistant Director of Finance, having joined NHS Fife in March 2014, following a short spell in the higher education sector. Her NHS career started in 1993 with the then Kirkcaldy Acute Hospitals NHS Trust, as a National Finance Graduate Trainee. During the intervening period, Carol has held senior NHS finance roles in Forth Valley, Lanarkshire and Lothian. In 2004 Carol spent a short period with the Scottish Government leading a review of training and development within the finance function across NHS Scotland. She has a broad portfolio of experience across strategic financial planning, operational financial performance management and major capital investment projects. She is presently a trustee of the



Healthcare Financial Management Association (HFMA), the representative body for finance staff in healthcare.

DR JOY TOMLINSON, DIRECTOR OF PUBLIC HEALTH

Dr Joy Tomlinson has more than 28 years' experience in clinical and Public Health work within the NHS in Scotland. She began her career in Public Health following completion of training in general practice and has worked as a consultant in Public Health since 2009. She joins NHS Fife in June from NHS Ayrshire and Arran, where she was recently Interim Director of Public Health (Joint).

