



**ANNUAL REPORT OF BOARD COMMITTEE EFFECTIVENESS:  
FINANCE & PERFORMANCE COMMITTEE 2024/25**

**1.0 Introduction**

- 1.1 As part of the Finance & Performance Committee's assurance obligations to Trust Board, the Committee is required to review its Terms of Reference under which it operates as well as consider its overall effectiveness. The Committee is also required to review the operation of its Programme of Work.
- 1.2 This Annual Report brings together an overview of the outcome of the Committee's work including a summary of key achievements throughout the year.
- 1.3 The Report in draft version was reviewed and approved at the Committee meeting held on 22 September 2025. The final version was tabled and approved at the Trust Board meeting held on 24 September 2025.

**2.0 Chairperson's Foreword: Mr Raymond Havlin (Non-Executive Director)**

- 2.1 I wish to commend the dedication and diligence of Trust staff for their individual and collective contribution to safe and effective healthcare delivery over the course of 2024/25. Having taken up the role of Chair of the Trust's Finance & Performance Committee on 1 January 2025, I am very aware of the incredibly amount of work undertaken by the Committee during this reporting period. I wish to record my thanks to Members and staff who continue to make a valuable contribution to our important work.
- 2.2 During 2024/25, the Committee has been supported by colleagues from both the Finance, Contracts & Estates Directorate as well as the Planning, Performance & Informatics Directorate which allowed the Committee to provide stronger assurance to Trust Board. My sincere thanks to the team for their collective efforts.
- 2.3 Amongst the key matters considered by the Committee this financial year, we proactively engaged with DoH and SPPG in the implementation of the new Strategic Outcomes Framework (SoF) which replaced the former DoH Strategic Vision via the Commissioning Plan, the Systems Oversight Measures (SoMs) which is a new systems level performance accountability system replacing the Service Delivery Plan (SDP) and the Support & Intervention Framework which is based on a similar initiative within NHS England to provide external support where necessary in areas of performance where Trusts are deemed to be 'in escalation.'
- 2.4 In addition, despite a challenging financial settlement, the Trust met all its statutory financial performance targets for 2024/25.

- 2.5 I would like to express my thanks to those NEDs who have retired from the Committee and Trust Board – Mr Noel Brady and Mrs Helen Minford - and to my new NED colleagues – Ms Siobhan McCauley and Mrs Sheryl Henderson - who joined during 2024/25. Having only joined the Committee myself, this year has seen a wholesale change in membership.
- 2.6 I would also like to acknowledge the leadership provided by both Mr Maynard Mawhinney who was a long-serving Chair of the Committee who retired in early 2024 and to Mrs Helen Minford who served as my predecessor as Chair during the course of the 2024 calendar year.
- 2.7 I am satisfied the Committee has discharged its duties in line with its Terms of Reference and Programme of Work. The Committee will review and refine its new Programme of Work to ensure we remain on a strong footing to provide robust assurances to Trust Board and to the Accounting Officer that a sound system of financial and operational controls are in place.

### **3.0 Membership of Committee**

- 3.1 Membership of the Committee comprises five Non-Executive Directors from which one has been designated as Chair of the Committee by the Chair of Trust Board.
- 3.2 The Deputy Chief Executive, Director of Finance, Contracts & Estates as well as the Director of Planning, Performance & Informatics act as the primary EMT advisors to the Committee and will be in attendance at all scheduled meetings. The Assistant Director, Financial Management & the Assistant Director, Performance, Improvement & Commissioning will also be invited to attend as requested. The Board Secretary (or their nominee) is in attendance at all meetings to provide the secretariat to the Committee.
- 3.3 Appendix 1 hereto details the membership of the Committee and their attendance at meetings during 2024/25. 75% attendance is expected of all Members (as per the Governance Controls Assurance KPI).
- 3.4 Members can be absent for unavoidable reasons. When an EMT member has agenda items before the Committee and has submitted an apology, tabled written briefings can be made available for consideration at the relevant meeting as agreed with the Chair of the Committee facilitated by the Board Secretary.
- 3.5 The Committee welcomed new Non-Executive Directors appointed to Trust Board at the beginning of the 2024 calendar year - namely Mr Norman McKinley MBE and Mr Kieran Donaghy - both of whom attending their first meeting of this Committee on 29 April 2024. The Committee also welcomed Ms Siobhan McCauley and Mrs Sheryl Henderson having been appointed Non-Executive Directors at the end of the calendar year to their first Committee meeting on 24 February 2025.

### **4.0 Frequency of Meetings**

- 4.1 During 2024/25, five Committee meetings were held: 29 April 2024, 24 June 2024, 24 September 2024, 27 November 2024 and 24 February 2025.

## 5.0 Remit of Committee

- 5.1 The Committee’s remit is reviewed on an annual basis and last considered as part of its Terms of Reference review on 24 June 2024 before being approved by Trust Board on 28 August 2024.
- 5.2 There were only minor revisions of the previous Terms of Reference to maintain alignment with the Integrated Governance & Assurance Framework (IGAF), the Revised Code of Conduct & Code of Accountability of ALB Chairs & Board Members (October 2022), NI Audit Office Board Effectiveness Good Practice Guide (June 2022) and in accordance of the HSC Board Members Handbook published by the Department of Health (DoH) (May 2021).
- 5.3 In order to discharge this remit, the Committee should maintain a Programme of Work to be reviewed on an annual basis. A Programme of Work was not in place during 2024/25 but a version was agreed for 2025/26 at the Committee meeting held on 19 May 2025. The Programme of Work formalises custom and practice to dates with respect to standing agenda items. On that basis, a copy of the Programme of Work as now agreed is attached at Appendix 2 hereto for reference.

Remit	How is this discharged by the Committee	When last performed
<p>The Committee holds overall responsibility to oversee the processes in place by the Trust to enable the Trust to meet its statutory financial performance targets</p> <p>The Committee holds delegated authority to approve documents listed in its Terms of Reference</p> <p>The Committee will report to Trust Board annually</p>	<p>Standing agenda item on relevant aspect of the Trusts financial position.</p> <p>Standing Committee agenda item with updates on the Capital Plan.</p> <p>Committee Programme of Work.</p> <p>Capital Business Cases in line with the Trust’s Scheme of Delegated Authority.</p> <p>Preparation of an Annual Report on the Committee’s work and effectiveness.</p>	<p>The Trust’s financial position was considered at each Public Board meeting during 2024/25.</p> <p>Considered at each meeting during 2024/25.</p> <p>A formalised PoW was approved in 19 May 2025 to guide Committee business going forward.</p> <p>At each Committee meeting during 2024/25 as requested including Digital Services Technical Debt Business Cases on 29 April 2024.</p> <p>Not provided for 2023/24 but will be going forward.</p>

<b><u>The Committee will:</u></b>		
Review the Trust's financial strategy in detail to confirm to Trust Board the basis of acceptance	Consideration of Annual Revenue & Capital Budgets.	Actioned at the meeting held on 24 June 2024.
Review Financial monitoring information in sufficient detail to advise Trust Board, with confidence, concerning financial performance including updating Trust Board on financial outlook & review assumptions in estimating projected position	Receive appropriate presentations and reports.	Members reviewed relevant Performance Reports including receiving a presentation on the Trust's approach to performance monitoring on 29 April 2024.
Review activity and other monitoring information relevant to performance	Receive appropriate presentations and reports.	Actioned throughout 2024/25 including on the introduction of the new SoF, SOM and SAIF.
Review progress of savings plans in line with the Trust Delivery Plan	Receive savings updates.	Actioned at each meeting – an example being of a presentation on Hospital & Community Flow Unscheduled Locality Plan on 24 September 2024.
Receive updates on actions by the Director of Finance, Contracts & Estates to ensure effective financial management & information	Receive appropriate presentations and reports.	Actioned as appropriate including presentation of the Critical Friends Report on 27 November 2024.
Ensure Director of Finance, Contracts & Estates provides assurance adequate training is delivered on an on-going basis to budget holders to enable them to manage their responsibilities	Receive appropriate presentations and reports.	Actioned through People & Culture Committee.
Consider and approve Capital Business Cases over £2m (£0.250m ICT)	Receive appropriate presentations and reports.	Actioned throughout 2024/25 such as via a presentation on an Outline Business Case for the refurbishment of UHD paediatrics theatres on 24 June 2024.

<p>Ensure Director of Planning, Performance &amp; Informatics provides assurance plans are in place to monitor performance against targets including reports on specific service areas to outline key challenges &amp; mitigating actions as well as progress against improvement actions from previous meetings.</p>	<p>Receive appropriate presentations and reports.</p>	<p>Members considered relevant Assurance updates to 'deep dive' review including receiving a presentation on the Trust's approach to Children's Unallocated Cases on 24 June 2024.</p>
<p>Review adequacy of relevant policies for ensuring compliance with relevant regulatory, legal and Code of Conduct requirements.</p>	<p>Review &amp; propose amendments to Standing Financial Instructions and Scheme of Delegated Authority as necessary.</p>	<p>Not necessary during 2024/25 but kept under active review.</p>

## 5.0 Reporting Arrangements

Reporting Arrangements	How Discharged
<p>Committee deliberations formally recorded and submitted to Trust Board.</p>	<p>Minutes documented by the Board Secretary (or nominee). Approved Minutes submitted for noting at the next scheduled Board meeting.</p>
<p>Annual Report/Review of Effectiveness submitted to Trust Board including assurance on the following:</p> <ul style="list-style-type: none"> <li>- Completeness of financial &amp; performance reporting</li> <li>- Integration of governance arrangements</li> </ul>	<p><i>Annual Report approved on 22 September 2025 &amp; tabled at Trust Board on 24 September 2025.</i></p> <p>Yes</p> <p>Yes</p>

## 6.0 Other Matters

<p>Committee should be supported by the Board Secretary.</p>	<p>Yes: Board Secretary (or their nominee) in attendance at all meetings.</p>
<p>Papers &amp; agenda issued in sufficient time in advance of each meeting.</p>	<p>Yes: Papers issued no later than five days prior to each scheduled meeting date.</p>

## 7.0 Conclusion & Recommendations

Following discussion on 22 September 2025 and based on the information presented herein, Members concluded they were satisfied the Committee had carried out its duties appropriately during the year 1 April 2024 to 31 March 2025. There were no recommendations for action following discussion by the Finance & Performance Committee on 22 September 2025.

Table 1 – Summary of Members attending Finance &amp; Performance Committee Meetings 2024/25

Members		KPI - 75% attendance					
		29/04/2024	24/06/2024	24/09/2024	27/11/2024	24/02/2025	%
<b><u>Non-Executive Directors</u></b>							
Raymond Havlin	Chair of Finance & Performance Committee (from 1 January 2025) Non-Executive Director	N/A	N/A	N/A	N/A	✓	100
Kieran Donaghy	Non-Executive Director	✓	Apology	Apology	✓	✓	60
Sheryl Henderson	Non-Executive Director (from 1 December 2024)	N/A	N/A	N/A	N/A	✓	100
Siobhan McCauley	Non-Executive Director (from 1 January 2025)	N/A	N/A	N/A	N/A	Apology	0 (0/1)
Norman McKinley	Non-Executive Director	✓	Apology	✓	✓	✓	80
Noel Brady	Non-Executive Director (until 30 September 2024)	✓	✓	N/A	N/A	N/A	100
Helen Minford	Chair of Finance & Performance Committee Non-Executive Director (until 31 December 2024)	✓	✓	✓	✓	N/A	100
<b><u>Executive Management Team (in Attendance):</u></b>							
Helen Moore	Director of Planning, Performance & Informatics	✓	Apology	✓	Apology	✓	60
Wendy Thompson	Deputy Chief Executive, Director of Finance, Contracts & Estates	✓	✓	✓	✓	✓	100



**FINANCE & PERFORMANCE COMMITTEE**  
**PROGRAMME OF WORK 2025/2026**

<b>MONTH</b>	<b>STANDING AGENDA ITEMS</b>	<b>OTHER ACTIVITY</b>
<b>June</b>	<p>Consider any capital business cases in line with schedule of delegated authority.</p> <p>Update on SOFs and SOMs.</p> <p>Update on capital plan for current financial year.</p> <p>Update on escalated items through Support and Intervention Framework.</p>	Consider emerging performance / finance issues as they arise.
<b>August/September</b>	<p>Consider any capital business cases in line with schedule of delegated authority.</p> <p>Update on SOFs and SOMs.</p> <p>Update on escalated items through Support and Intervention Framework.</p> <p>Deep-dive (finance, HR, performance) into one of the escalated areas.</p>	Consider emerging performance / finance issues as they arise.
<b>October/November</b>	<p>Consider any capital business cases in line with schedule of delegated authority.</p> <p>Update on SOFs and SOMs.</p> <p>Update on capital plan for current financial year.</p> <p>Update on escalated items through Support and Intervention Framework.</p>	Consider emerging performance / finance issues as they arise.

<p><b>December/January</b></p>	<p>Consider any capital business cases in line with schedule of delegated authority.</p> <p>Update on SOFs and SOMs.</p> <p>Update on escalated items through Support and Intervention Framework.</p> <p>Deep-dive (finance, HR, performance) into one of the escalated areas.</p>	<p>Consider emerging performance / finance issues as they arise.</p>
<p><b>February/March</b></p>	<p>Consider any capital business cases in line with schedule of delegated authority.</p> <p>Update on escalated items through Support and Intervention Framework.</p> <p>Update on financial plan for new financial year.</p> <p>Update on SOFs and SOMs.</p>	<p>Consider emerging performance / finance issues as they arise.</p>