South Eastern Health and Social Care Trust

FINANCE & PERFORMANCE COMMITTEE

Terms of Reference

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1.0 ESTABLISHMENT

The Board of the South Eastern Health & Social Care Trust (hereinafter referred to as "the Trust") has established a Committee to be known as the **Finance & Performance Committee** ("the Committee").

The Committee has no executive powers other than those specifically delegated and detailed within these Terms of Reference for information purposes.

2.0 MEMBERSHIP

Composition of the Committee shall be determined by Trust Board.

The Committee shall comprise of no fewer than three Non-Executive Directors nominated by the Chair of Trust Board and two Directors of the Executive Management Team (principally the Deputy Chief Executive, Director of Finance, Contracts & Estates and the Director of Planning, Performance & Informatics). A full list of Members as of the date of these Terms of Reference can be found at the end of this document.

A quorum shall be three Members appointed to the Committee and present including two Non-Executive Directors.

The Chair of the Committee shall be a Non-Executive Director appointed by the Chair of Trust Board and will hold office for a term specified on appointment or until such time as the Chair of Trust Board determines otherwise.

The Chair of the Committee will cease to as a Chair if they are no longer a Non-Executive Director or they notify the Chair of Trust Board in writing that they no longer wish to continue.

If the Chair of the Committee is absent, a Non-Executive Director present may act as Chair for the duration of the meeting.

3.0 ATTENDANCE

Attendance is open to all Board and Executive Management Team Members.

The Board Secretary (or their nominee), Assistant Director, Financial Management and Assistant Director, Performance & Commissioning should be in attendance at Committee meetings. Other members of staff may be required to attend meetings as the Committee considers necessary.

In the event of a Member of the Executive Management Team who is also a Member of the Committee is unavailable to attend, they can nominate a senior manager to attend in their absence by recording an apology in advance with the Board Secretary and confirming the identity of the intended substitute no later than three working days prior to the date of the scheduled meeting.

4.0 FREQUENCY OF MEETINGS

The Committee shall meet at least five times annually (ie each financial year). Members should use their best efforts to attend a minimum of four meetings during this period.

5.0 REMIT

The Committee has responsibility for overseeing the processes put in place by the Trust to achieve its statutory financial and performance targets. This will include consideration of reports pertaining to Business & Financial Planning, Budget Setting, Budget Reporting, Forecasting, Cost Improvement/Efficiency Plans, Financial Governance Framework and Grip & Control.

Performance Reports will be tabled to enable the opportunity to provide additional details regarding Trust performance against Ministerial and other Departmental performance measures (SOFs and SOMs). Assurance will be provided in relation to progress against Support and Intervention Framework action plans relating to Level 3 and higher.

The Committee shall embed the Trust's vision and values in conducting its business.

The Committee will undertake:-

5.1 To review in detail the Trust's overall financial strategy so as to be able to confirm to Trust Board the basis of acceptance;

5.2 To review the financial governance arrangements in place to ensure they are fit for purpose including developing the process for operational and strategic planning that triangulates finance, workforce and performance targets together explicitly;

5.3 To review the financial monitoring information in detail to advise Trust Board, with confidence, concerning the financial performance of the Trust;

5.4 To keep Trust Board up to date regarding the financial outlook for the Trust and to review the key financial assumptions used in estimating the projected position;

5.5 To review the activity and other monitoring information relevant to performance of the Trust including Trust progress in respect to compliance with SOFs and SOMs as well as the HSC Support & Intervention Framework;

5.6 To review the progress of any savings plans in line with the statutory duty to break even;

5.7 To review and endorse draft Annual Revenue & Capital Budgets;

5.8 To receive regular updates on actions taken by the Deputy Chief Executive, Director of Finance, Contracts & Estates to ensure the provision of effective

and sound financial management and information including noting relevant DoH Circulars;

5.9 To ensure the Deputy Chief Executive, Director of Finance, Contracts & Estates provides assurance that adequate training is delivered on an on-going basis to budget holders to enable them to manage their responsibilities;

5.10 To consider and approve Capital Business Cases (excluding hospital schemes) over £2m (£0.25m ICT) and up to £5m in accordance with DoH Circular HSC (F) 10/2024;

5.11 To consider and approve Capital Business Cases;

5.12 To consider and approve Capital Business Cases relating to hospital schemes over £2m and up to £10m in accordance with DoH Circular HSC (F) 10/2024;

5.13 To ensure that the Director of Planning, Performance & Informatics provides assurance that suitable plans are in place to monitor performance against agreed targets;

5.14 To request and/or receive Performance reports on specific service areas and provide a holistic overview of challenges/relevant mitigating actions;

5.15 To monitor progress against performance improvement actions noted at previous meetings.

The Committee will report to Trust Board annually on its work in support of the remit as stated herein.

6.0 AUTHORITY (including Escalation to Trust Board)

The Committee is authorised by the Board to undertake any activity stated within these Terms of Reference. The Committee is further authorised to secure the attendance of relevant external parties necessary in order to fulfil its remit.

The Committee shall review and consider endorsing for Board approval the following key items:

- Schedule of Delegated Authority (SoDA)
- Standing Financial Instructions
- Banking arrangements
- Business Case Development & Approvals Process

The Committee holds delegated authority to approve the following:

- To consider and approve Capital Business Cases (excluding hospital schemes) over £2m (£0.250m ICT) and up to £5m in accordance with DoH Circular HSC (F) 10/2024;

- To consider and approve Capital Business Cases relating to hospital schemes over £2m and up to £10m in accordance with DoH Circular HSC (F) 10/2024.

Capital schemes and IT Projects (total costs of both Revenue & Capital) above £2m should be presented at Trust Board for noting following Committee approval.

The Chair of the Committee shall draw to the attention of Trust Board any issues that require disclosure to the full Board or may require action by the Chief Executive and/or wider Executive Management Team. In addition, the Committee has authority to formally escalate any issues Members judge require notification and/or further consideration by Trust Board.

7.0 OPERATIONAL ARRANGEMENTS

Administrative Support to the Committee

The Committee shall be supported administratively by the Board Secretary (or nominee) whose duties in this respect include:

- Preparation and issue of agenda on behalf of the Chair;
- Collation and distribution of papers sufficiently in advance of each meeting to facilitate their full consideration and discussion at the meeting;
- Ensuring appropriate arrangements for the servicing of the Committee including the taking of minutes, keeping a record of matters arising and issues to be carried forward;
- Advising the Committee on pertinent issues;
- Assist the Chair in ensuring the effective operation of the Committee;
- Arranging the attendance of appropriate staff at meetings;
- Ensuring the annual review of these Terms of Reference and the making of recommendations for updating;
- Development and maintenance of the Committee's Meeting Schedule.

Conduct of Meetings

All questions - if not agreed by consensus - will be decided by a simple majority of those Members present. In the case of equal votes, the Chair will have a casting vote. It is intended meetings should not last more than two hours in duration.

Should an item of business need to be raised on the day of the meeting, this can be covered under Any Other Business subject to there being available time for discussion.

Agenda Items and Papers for Meetings

The Board Secretary (or nominee) will issue the agenda and associated papers for each meeting no later than five days prior to the date of the scheduled meeting.

If separate papers require circulation, these should, wherever possible, be issued with the agenda. This is intended to enable Members to have sufficient opportunity to read information in advance.

Minutes of Meetings

The minutes of the Committee shall be formally recorded by the Board Secretary (or nominee) and agreed with the Chair of the Committee prior to issue in advance of the next meeting.

Minutes will be circulated as soon as possible after the meeting listing topics discussed, actions agreed and individuals responsible for undertaking those actions. Once approved by the Committee at its subsequent meeting, the minutes will be submitted to Trust Board for noting.

8.0 DECLARATION OF INTEREST

The Chair of the Committee shall ask Members to declare any action or potential conflict of interest on any matter listed on the agenda for consideration at the outset of each meeting.

Where a conflict arises during the course of the meeting, any Member so conflicted should declare their interest immediately and withdraw as appropriate. It is the responsibility of individual Members to ensure they declare any interest in a timely manner.

All stated declarations of interest made during each meeting shall be formally recorded in the

Members of the Finance & Performance Committee – June 2026

Non-Executive Directors	
Chair of Committee	Mr Ray Havlin
	Ms Siobhan McCauley
	Mr Norman McKinley
	Mr Kevin McMahon
	Mrs Sheryl Henderson

In Attendance:

Executive Management Team	
Deputy Chief Executive, Director of Finance, Contracts & Estates	Ms Wendy Thompson
Director of Planning, Performance & Informatics	Mrs Helen Moore

Other SEHSCT staff to be invited:

Board Secretary	Mrs Martine McNally (or nominee)
Assistant Director, Financial Management	Mrs Jennifer Dunlop
Assistant Director, Performance & Improvement	Ms Emma Hannaway