South Eastern Health and Social Care Trust

ANNUAL REPORT OF BOARD COMMITTEE EFFECTIVENESS: FINANCE & PERFORMANCE COMMITTEE 2025/26

1.0 Introduction

1.1 As part of the Finance & Performance Committee's obligations to Trust Board, the Committee is required to provide assurance on an annual basis that it is discharging its remit as set out in its Terms of Reference (ToR) including details of how this was achieved. The Committee is also required to confirm it has reviewed its Terms of Reference (again on at least an annual basis) to ensure they remain fit for purpose. In addition, the Committee is also required to consider its overall effectiveness and review the operation of its Programme of Work (PoW) for the preceding year.

1.2 This Annual Report brings together an overview of the outcome of the Committee's work during 2025/26 including a summary of key achievements throughout the year.

1.3 *The Report in draft version was reviewed and approved by Members on 22 June 2026. The final version was tabled at the Board meeting held on 24 June 2026.*

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

2.1 The Finance & Performance Committee has a key role in providing assurance to Trust Board on how the Trust fulfils its operational responsibilities. As such, I wish to commend the dedication and diligence of Trust staff for their individual and collective contribution to safe and effective healthcare delivery during 2025/26. I am also aware of the incredibly amount of work undertaken by the Committee and I wish to record my thanks to Members and staff who make an invaluable contribution to our important work. During this reporting period, the Committee welcomed a new Non-Executive Director member namely Mr Kevin McMahon in substitution for Mr Kieran Donaghy. On behalf of the Committee, I wish to record my appreciation to Kieran for his contribution as he joins the Involvement and Experience Sub-Committee.

2.2 Of particular note, Members has been well supported by colleagues from both the Finance, Contracts & Estates Directorate as well as the Planning, Performance & Informatics Directorate - allowing the Committee to provide robust assurance to Trust Board. My sincere thanks to everyone involved for their collective efforts.

2.3 Amongst the key matters considered by the Committee this financial year, we proactively and regularly engaged with DoH and SPPG in the implementation of the Strategic Outcomes Framework (SoF) which replaced the former DoH Strategic Vision via the Commissioning Plan, the Systems Oversight Measures (SoMs) which is a systems level performance accountability system in place of the Service Delivery Plan (SDP) and the Support & Intervention Framework (SIF) 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, the Trust met its statutory break-even requirement for 2025/26 despite another extremely challenging financial settlement,

2.5 Overall, I am satisfied the Committee has discharged its duties in line with its Terms of Reference and Programme of Work. During 2025/26, the Committee has refined 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 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 Committee membership and attendance during 2025/26. 75% attendance is expected of all Members (as per the Governance Controls Assurance KPI) though it is recognised there can be absence 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 at the relevant meeting agreed with the Chair of the Committee facilitated by the Board Secretary.

4.0 Frequency of Meetings

4.1 During 2025/26, five Committee meetings were held: 19 May 2025, 23 June 2025, 22 September 2025, 24 November 2025 and 23 February 2026.

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 19 May 2025 before being approved by Trust Board on 24 September 2025 (SET/117/25).

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 formal written Programme of Work was agreed for the first time at our meeting on 19 May 2025. The Programme of Work formalises custom and practice to dates with respect to standing agenda items.

On that basis, the Programme of Work is attached at Appendix 2 for reference.

Remit	**How is this discharged by the Committee**	**When last performed**
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	Standing agenda item on relevant aspect of the Trusts financial position. Standing Committee agenda item with updates on the Capital Plan.	The Trust's financial position was considered at each Public Board meeting during 2025/26. Considered at each meeting during 2025/26.
The Committee holds delegated authority to approve documents listed in its Terms of Reference	Committee Programme of Work. Capital Business Cases in line with the Trust's Scheme of Delegated Authority (SoDA).	A formalised PoW was approved in 19 May 2025 to guide Committee business going forward. At each Committee meeting during 2025/26.
The Committee will report to Trust Board annually	Preparation of an Annual Report on the Committee's work and effectiveness.	Actioned for 2024/25 following approval on 22 September 2025.
<u>The Committee will</u>:		
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 23 June 2025.
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 within Children's Services relating to SIF on 24 November 2025.

Review activity and other monitoring information relevant to performance	Receive appropriate presentations and reports.	Actioned throughout 2025/26 following the introduction of SoFs, SOMs and SIF.
Review progress of savings plans in line with the Trust Delivery Plan	Receive savings updates.	Actioned at each meeting with an example being of a presentation on Delivering Value on 23 June 2025.
Receive updates on actions by the Director of Finance, Contracts & Estates to ensure effective financial management & information	Receive appropriate presentations and reports.	Director provided updates at each meeting held during 2025/26.
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 the People & Culture Committee.
Consider and approve Capital Business Cases over £2m (£0.250m ICT)	Receive appropriate presentations and reports.	Actioned throughout 2025/26 such as via a presentation on an Outline Business Case for Children's Residential (William Street) on 24 November 2025.
Ensure Director of Planning, Performance & Informatics provides assurance plans are in place to monitor performance against targets including reports on specific service areas to outline key challenges & mitigating actions as well as progress against improvement actions from previous meetings.	Receive appropriate presentations and reports.	Members considered relevant Assurance updates to 'deep dive' review including receiving a presentation on the Trust's approach to Level 3 SIF: Unscheduled Care on 23 February 2026.
Review adequacy of relevant policies for ensuring compliance with relevant regulatory, legal and Code of Conduct requirements.	Review & propose amendments to Standing Financial Instructions and Scheme of Delegated Authority as necessary.	Not necessary during 2025/26 but kept under active review in line with DoH/DoF guidance.

6.0 Reporting Arrangements

Reporting Arrangements	How Discharged
Committee deliberations formally recorded and submitted to Trust Board.	Actioned: Minutes documented by the Board Secretary (or nominee with approved Minutes submitted for noting at the next scheduled Board meeting.
Annual Report/Review of Effectiveness submitted to Trust Board including assurance on the following:	Actioned: Committee Annual Report approved on 22 September 2025 & tabled at Trust Board for noting on 24 September 2025.
- Completeness of financial & performance reporting	Actioned in so far as this Committee has a remit and based on the information presented to Members throughout 2025/26.
- Integration of governance arrangements	Actioned in so far as this Committee has a remit and based on the information presented to Members throughout 2025/26.

7.0 Other Matters

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

8.0 Conclusion & Recommendations

Following discussion on 22 June 2026 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 2025 to 31 March 2026.

There were no recommendations for action following discussion by the Finance & Performance Committee on 22 June 2026.

Appendix 1

Summary of Members attending Finance & Performance Committee Meetings 2025/26

Members		KPI - 75% attendance					
		19/05/2025	**23/06/2025**	**22/09/2025**	**26/11/2025**	**23/02/2026**	**%**
Non-Executive Directors							
Raymond Havlin	Chair of Finance & Performance Committee Non-Executive Director	✓	✓	✓	✓	✓	100
Kevin McMahon	Non-Executive Director (joined 31 May 2025)	N/A	✓	✓	✓	✓	100
Kieran Donaghy	Non-Executive Director (left 31 May 2025)	Apology	N/A	N/A	N/A	N/A	0 (0/1)
Sheryl Henderson	Non-Executive Director	✓	✓	✓	✓	✓	100
Siobhan McCauley	Non-Executive Director	✓	✓	✓	✓	✓	100
Norman McKinley	Non-Executive Director	✓	✓	✓	✓	Apology	80
Executive Management Team (in Attendance):							
Helen Moore	Director of Planning, Performance & Informatics	✓	✓	✓	✓	✓	100
Wendy Thompson	Deputy Chief Executive, Director of Finance, Contracts & Estates	✓	✓	✓	✓	✓	100

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FINANCE & PERFORMANCE COMMITTEE PROGRAMME OF WORK 2025/2026

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

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