



Southern Health  
and Social Care Trust

TOGETHER, IMPROVING CARE, TRANSFORMING LIVES

# FINANCE, PERFORMANCE AND WORKFORCE COMMITTEE

## ANNUAL REPORT 2024/25



---

## **PURPOSE OF REPORT**

Good practice states that the Trust Board should review the performance of its Committees annually to determine if they have been effective. The purpose of this Annual Report of the Finance, Performance and Workforce Committee to the Trust Board for the financial year ended 31 March 2025 is to report on the work of the Committee for the year under review in the discharge of its oversight responsibilities to the Board.

---

## **CHAIR'S FOREWORD**

Over the past twelve months, the Committee fulfilled its remit of overseeing and assuring the financial stewardship, performance delivery, and workforce planning of the Southern Health and Social Care Trust. In a year that brought both persistent financial challenges and evolving service demands, the Committee maintained a clear focus on transparency, accountability, and proactive governance.

Our discussions and deliberations were framed by a collective commitment to improvement, with significant effort placed on financial recovery planning, refining performance metrics, and strengthening workforce resilience. We have actively monitored the implementation of recovery plans and ensured the Trust remains on a path of sustainability and service excellence.

The Committee also welcomed critical external insights and continued to hold itself and the Trust to the highest standards of openness and assurance. Our oversight of unallocated childcare cases, financial contingency actions, and governance reviews were undertaken with both diligence and empathy—keeping service users at the heart of every conversation.

I wish to thank my fellow committee members, Trust directors, and contributors for their dedication and professionalism throughout the year. In particular, I would like to thank Mrs Hilary McCartan for her contributions as Chair of the Committee up to my commencement in the role in January 2025. As we look ahead, our focus will remain on supporting the Trust to navigate future challenges while safeguarding the quality and continuity of care for our communities.

---

## THE WORK OF THE COMMITTEE

The Finance, Performance and Workforce Committee supports the Board and the Accounting Officer to ensure that the Trust is operating within the financial resource allocation and is delivering on its statutory responsibility to 'break-even' at year end and to ensure delivery of planned results for performance and service improvement targets.

The remit of the Committee as laid down in its Terms of Reference is: -

### **Finance**

- To review in detail the financial strategy, so as to be able to confirm to the Trust Board the basis of acceptance.
- To review the financial monitoring process and reporting in sufficient detail to advise the Trust Board, with confidence, concerning the financial performance of the Trust.
- To be assured that Directors are effectively carrying out duties as Budget Holders and are well informed regarding the financial outlook for the Trust, and monitoring their achievement of financial targets
- To review achievement of cost improvements and income generation activities in line with the Trust Delivery Plan and holding budget holders to account for financial performance.
- To review financial reporting (ongoing on a regular basis).
- To receive regular updates on actions taken by SLT to improve the financial position within the Trust
- To ensure the Director of Finance and Estates provides assurance that adequate training is delivered on an ongoing basis to budget holders to enable them to manage their responsibilities.
- To provide assurance to the Board that the Trust operates under a sound performance management framework, and that performance risks are understood and mitigated
- To review in detail any areas of Trust financial performance that are appropriate for further Board scrutiny, as agreed by Committee members
- To consider Trust financial performance in a regional context and identify areas for additional scrutiny
- To review financial and estates benchmarking data as it relates to Trust services

## **Value for Money**

- Oversee the adequacy of the Trust's arrangements for ensuring that value for money is obtained in the expenditure of all public funds entrusted to its care. This will include a review of the findings from, and management's response to, all value for money audit reports issued to the Trust from the Comptroller and Auditor General (C&AG).

## **Operational Performance**

- Provide oversight of the Trust's Performance Management Framework ensuring that there are effective and regularly reviewed structures in place to support the effective implementation and continued development of integrated performance management arrangements across the Trust.
- Ensure there is sufficient independent and objective assurance as to the robustness of key processes across all areas of performance.
- Identify risks and gaps in control and assurance and seek assurance that risks are mitigated and being managed effectively.
- Review the monitoring information in sufficient detail to advise the Trust Board, with confidence, concerning the performance of the Trust.
- Receive internal and external reports on performance improvement initiatives, including efficiency and benchmarking and review progress.
- Ensure timely reports are made to the Trust Board, including recommendations and remedial action taken or proposed with timeframes, if there is an internal failing in systems or services.
- Ensure recommendations considered appropriate by the Committee are made to the Trust Board.

## **Planning**

- To provide oversight to the corporate planning process, development of business cases and post project evaluations for revenue and capital, including review of assurance/test drilling etc.
- To review business cases process for capital spend over £300k and the annual allocation of capital.
- Highlight potential risks that could impact on the Trust's ability to deliver on its strategic direction and bring these to the attention of the Trust Board and the Strategic Planning and Performance Group and PHA.

## **Workforce**

- Monitor an agreed set of workforce related metrics (Workforce Dashboard) to ensure that expected standards/targets are being achieved.
- Identify risks and gaps in compliance and assurance, and seek assurance that risks are mitigated and being managed effectively.

The Committee will agree a work-plan for specific Financial, Performance and Workforce Analysis upon which reports will be submitted to Committee for consideration.

In carrying out its work, the committee will utilise information from:

- Performance Management Framework, including established corporate performance and accountability systems
- Financial Management Systems
- Human Resources systems
- Quality & Safety Systems, including Quality and Clinical indicators
- Information Governance systems
- Service User and Carer systems
- External benchmarking

The Committee shall review the findings of other significant assurance functions, both internal and external to the organisation, and consider the implications for the performance of the organisation. These will include, but will not be limited to any reviews by Department of Health, commissioned bodies or professional bodies with responsibility for the performance of staff or functions

---

## **TERMS OF REFERENCE FOR THE COMMITTEE**

The Committee's Terms of Reference (ToR) are reviewed on annual basis and were last reviewed by the Committee on 13<sup>th</sup> March 2025.

---

## **MEMBERSHIP OF THE COMMITTEE**

The membership of the Committee is set out below:-

- Chair of Finance, Performance and Workforce Committee (Non-Executive Director)
- 2 Non-Executive Directors, following recommendation from the Trust Chair
- Chief Executive/Accounting Officer
- Executive Director of Finance, Procurement and Estates
- Executive Director of Nursing, Midwifery & AHPs and Functional Support Services
- Director of Planning, Performance and Informatics

## In attendance

- Director of Human Resources and Organisational Development
- Director of Transformation and Improvement
- Assistant Director of Performance Improvement
- Assistant Director of Financial Management
- Assistant Director Costing, Efficiencies and Capital

Other Trust Directors and Trust staff are invited to attend meetings, as required.

The Board Assurance Manager, supported by the Committee Secretary is the Secretary to the Committee and attends all meetings to provide appropriate support to the Chair and Committee members.

---

## MEETINGS OF THE COMMITTEE

The Committee is required by its Terms of Reference to meet on a quarterly basis. During the year, the Committee met on 4 occasions as detailed below:-

- 30<sup>th</sup> May 2024
- 19<sup>th</sup> September 2024
- 28<sup>th</sup> November 2024
- 13<sup>th</sup> March 2025

The attendance record for members was as follows:-

<b>Name of Finance, Performance and Workforce Committee member</b>	<b>No. of Meetings attended</b>	<b>No. of Possible Meetings</b>
Mrs H McCartan <b>Non-Executive Director</b> (tenure ended December 2024)	3	3
Mrs L Ensor <b>Non-Executive Director</b>	4	4
Ms E Mullan <b>Trust Chair</b>	4	4
Dr M O’Kane <b>Chief Executive</b>	0	3
Mrs H Trouton <b>Executive Director of Nursing, Midwifery, AHPs and</b>	1	2

<b>Name of Finance, Performance and Workforce Committee member</b>	<b>No. of Meetings attended</b>	<b>No. of Possible Meetings</b>
<b>Functional Support Services</b> (retired September 2024)		
Ms C Teggart <b>Executive Director of Finance, Procurement and Estates</b>	2	4
Mrs E Wilson <b>Director of Planning, Performance and Informatics</b>	3	4
Mr A Hughes <b>Non-Executive Director</b> (tenure commenced January 2025)	1	1

- i) Formal minutes are recorded of each meeting and these are approved at the subsequent meeting. Minutes of meetings reflect discussions held by the Committee and any actions agreed.
- ii) The Committee has an appropriate process between meetings in place for actions/matters arising from Committee business to be appropriately pursued by the relevant Director.
- iii) The Committee has a process in place for recording declarations of conflicts of interest and this mirrors the process used at Trust Board level.

---

## **REPORTING TO TRUST BOARD**

Formal minutes were submitted to the Trust Board for information, following Committee approval.

The Chair of the Committee presented a summary report to the subsequent Board meeting bringing to the attention of Trust Board any items requiring attention or escalation to the Board.

---

## **SUMMARY OF COMMITTEE WORK – 2024/2025**

Throughout the 2024/25 year, the Finance, Performance & Workforce Committee (FPWC) of the Southern Health and Social Care Trust has maintained a focused oversight across its core responsibilities: financial governance, performance assurance, and workforce planning. The Committee met quarterly to review key strategic and operational issues, ensuring transparency, accountability, and continuous improvement within the Trust.

Key Focus Areas:

### **1. Finance**

- Financial Recovery Updates and finance performance reports were standing items, reflecting the Trust's ongoing commitment to managing budget pressures and achieving sustainability.
- The RISE (Recovery, Innovation, Sustainability & Efficiency) plan was monitored across meetings as the Trust's primary mechanism for financial contingency and savings implementation.
- Detailed attention was given to the 2023/24 financial overspend in Medicine & Unscheduled Care, including action plans and learning outcomes to prevent recurrence.
- A critical friend review and regional support mechanisms for financial recovery were discussed and factored into the Trust's evolving strategy.

### **2. Performance**

- The Committee consistently reviewed combined performance dashboards including service delivery metrics, GP access times, and elective care progress.
- The Service Delivery Plan (SDP) performance was monitored with updates on outcomes and realignment where required.
- Assurance was provided via internal and external reporting mechanisms, including the CHKS Annual Report and the Strategic Outcomes Framework.

### **3. Workforce**

- Regular updates included workforce dashboards, absence management strategies, and dependency on agency/bank staff.

- In response to audit feedback, specific focus was given to priority actions to enhance workforce governance and resource deployment.

#### **4. Childcare Cases and Risk Mitigation**

- The ongoing issue of unallocated childcare cases was a standing agenda item, indicating the Committee's sustained attention to safeguarding and statutory compliance.

---

### **GOVERNANCE AND OVERSIGHT**

- Updates on the SHSCT Financial Management and Oversight Review, including learning from missed opportunities, were a regular feature, supporting a culture of continuous improvement.
- The Committee reviewed and approved key governance documents, including Terms of Reference and the Committee Workplan for the coming year.

External reports discussed by the Committee included bespoke reports produced by the NHS Benchmarking Network covering a range of service areas, highlighting the Trust's position against that of its peers. Reports presented to the Committee included:

- Bluestone USC Project – (September 2024)
- Elective Care Reform – (May 2024)
- CHKS Annual Report – (November 2024)

The Committee acknowledges that the quality of the papers presented to it has continued to improve during the year to provide better assurance that aspects of performance are being appropriately managed.

---

### **CONCLUSION AND ACTIONS FOR 2025/26**

As Chair of the Finance, Performance and Workforce Committee, I am satisfied that the Committee has discharged its duties in line with its agreed Terms of Reference and Work Plan for the year.

Areas for action in 2025/26 include: -

- Development of a consolidated finance, performance and workforce report;
- Completion of a Committee self-assessment.

---

Mr Alastair Hughes  
Chair, Finance, Performance and Workforce Committee  
September 2025

