

▶ Council of Governors

Finance & Performance Committee background reading

Owen McLellan, Chair of Finance & Performance
Committee and Non-Executive Director

31 July 2025

Finance Strategy 2022/23 – 2025/26



Our Vision

To improve the mental, physical and social wellbeing of people in our communities

“Our strategy will ensure we are using our resources effectively to deliver the best care we can”

We will deliver our strategy through six priority areas that focus on:

- ▶ Effective use of resources
- ▶ Partnership working across our teams and with our partners
- ▶ Using effective systems and information to underpin the decisions we make as a Trust.

Priorities and Deliverables

1. Support the organisation deliver efficiencies
2. Proactive contract management
3. Data triangulation: finance, workforce, activity
4. Optimise use of resources
5. Implement new finance system and e-procurement
6. Introduce Finance Business Partners

Our strategic aims

Our priorities

**Deliver
outstanding care**



- Deliver therapeutic environments
- Transform our community mental health and learning disability services
- Improve access to crisis care
- Improve access so people wait less and wait well
- Deliver our quality and safety objectives

**Create a great
place to work**



- Live our values, improving experience and wellbeing
- Improving staff engagement and involvement

**Effective use of
resources**



- Implement RIO safely
- Deliver our financial plan and efficiency programme

**Ensure our services
are inclusive**



- Patient and carer race equality framework
- Work in partnership to address health inequalities

**Our approach
to delivering
our priorities**

- We will ensure the care we deliver is trauma-informed, strengths-based, person-centred, and evidence-led
- We will deliver change through co-production and quality improvement approaches
- We will focus on equality, inclusion and addressing health inequalities in all we do
- We will deliver our Green Plan commitments

Key items received at Finance & Performance Committee 2025-26

- Consideration of the Financial Performance Report, Finance Plan, Capital Plan, and Integrated Performance and Quality Report, and using the data and the discussion to understand the risks and the areas of improvement.
- The Committee has been presented with regular reports and annual meeting effectiveness reports from:
 - Improvement and Change Group (Transformation Portfolio Group),
 - Sustainability Delivery Group,
 - Digital Assurance Group,
 - Business Planning Group
 - Estates Strategy Implementation Group.
- Since the last annual update in May 2024 to Council of Governors, these are the reports that have been presented to FPC:
 - Annual update on Bids, Tenders and Growth & Business Opportunities and Risks
 - Annual Operational Plan - Delivery and Monitoring Framework
 - Operational Plan 2024-25
 - Costing Update and National Cost Collection (NCC) 2024-25 submission report
 - Annual Review of Performance Framework
 - Finance and Performance related Key Performance Indicators
 - Developing our approach to performance improvement
 - Five Year Capital Plan Update
 - Treasury Management Policy Review
 - Working Capital Review Internal Audits - Action Tracking Report
 - Board Assurance Framework
 - Corporate Risk Register
 - Legal Claims report
 - FPC related Policy Governance Group report
 - Review of Standing Orders, SFIs & Scheme of Delegation
 - National IFRS 8 Operating Segment Declaration
 - Annual Update on Charity Governance
 - Sustainability and Green Plan Strategy 2022-2026
 - Estates Strategy 2021-2026
 - Finance Strategy 2022-2026
 - FPC annual report 2024-25 including terms of reference and meeting effectiveness

Finance & Performance Committee

- The Finance & Performance Committee provides assurance to the Board of Directors in consultation with the other Board Committees that adequate and appropriate governance structures, processes and controls are in place throughout the Trust.
- The Committee has primary responsibility for receiving assurance regarding all aspects of:
 - Over-arching review of financial risk.
 - Overview of the Trust's financial processes and monitoring returns to NHS England/Improvement, ensuring finances are managed within the allocated resources to deliver an efficient and effective service.
 - Provide assurance to the Board on the financial controls of the Trust.
 - Oversee the Trust's accountabilities regarding data and information, establishing and regularly reviewing policy, procedures, practice and processes are effective, providing assurance to the Board.
 - Provide assure of the Trust's compliance with its regulatory and statutory duties pertaining to data and information and the effective governance of data and information within the Trust.
 - Provide assurance that the performance framework enables the Trust to proactively manage its Quality, Financial and People performance agenda including oversight through committees.
 - Oversee the strategies for Finance; Estates; Digital Transformation and Sustainability and Green Plan.
- Its purpose is to receive assurance on:
 - Finance
 - Sustainability
 - Digital Assurance
 - Business Planning
 - Estates Strategy Implementation

Finance & Performance Committee

- This committee meets monthly.
- Membership:
 - Chair: Owen McLellan, Non-Executive Director
 - Non-Executive Director: Anne Dray, with alternating cover provided by Heather Smith and Sharon Mays for the vacant NED post.
 - Executive Director of Finance: Phillip Easthope
 - Director of Operations: Helen Smart
 - Director of Strategy: James Drury
- Attendees:
 - Deputy Director of Finance
 - Associate Director of Communications & Corp Governance
 - Director of Performance and Delivery
 - Deputy Director of Operations
 - Committee Administrator
 - Governor observer

Sheffield Health and Social Care NHS FT Corporate Governance Structure

Board & Committee Governance Structure – Finance & Performance Committee

KEY:

Tier I Board Assurance Committees

Tier II Delivery Groups

Tier III Groups

Project/ Programme Boards

