

Major Projects and Digital Committee – TOR

Authority	<p>The Major Projects and Digital Committee is a formal committee of the board and is authorised to provide assurance to the board and carry out delegated functions on its behalf.</p> <p>These terms of reference have been approved by the board and are subject to annual review.</p>
Purpose	<p>The purpose of the committee is to gain assurance, on behalf of the board, of the following key areas;</p> <ul style="list-style-type: none"> • Estates and facilities strategy • Plans for future major physical estates projects • Delivery of major physical (estates, facilities, major equipment) projects, and review, including the return on capital and revenue invested • Digital development and IT strategy • Plans for future major digital and IT projects • Delivery of major digital and IT projects, and review, including the return on capital and revenue invested • Capital strategy, business case processes and post project review
Membership	<p>The members of the committee will be appointed by the board and have a majority of non-executive directors over voting executive directors, as follows;</p> <ul style="list-style-type: none"> • Five non-executive directors (including the Chair of Audit and Risk Committee), two of whom shall be nominated as co-chair • Chief Finance Officer • Director of Strategy and Partnerships • Chief Operating Officer • Director of Estates, Capital and Major Projects • Chief Information Officer <p>The Committee Chair at the time of voting will have a casting vote, if needed.</p> <p>Others to be in attendance in full or part of the meeting, at the discretion of the Committee Chair, include:</p> <ul style="list-style-type: none"> • Trust Chair <p>The Committee Chair may also invite others to attend where needed.</p>
Quorum	<p>The quorum will be four members, including at least two non-executive directors</p>
Frequency of Meetings	<p>The committee will meet bi-monthly and members are expected to attend at least 75% of meetings in any financial year.</p>
Duties	<p>The committee can only carry out functions authorised by the board, as pertaining to capital, estates, facilities, IT and digital activities.</p> <p>Delegated Functions</p> <p>The committee will carry out the following on behalf of the board;</p>

- Approval of business cases with a maximum of £2m (capital) as specified in standing financial instructions
- Ratification of contracts between £1.5m and £2m (revenue)
- Approval of variations to contracts with a maximum of £2m (revenue)
- Review of business cases and projects, including the return on capital and revenue invested

Assurance Functions

The committee will review the following activities pertaining to capital, estates, facilities, IT and digital, to provide assurance to the board;

Estates and facilities

- Strategy and annual plans, including annual review of site strategy
- Implementation of major physical projects (estates, facilities and major equipment)
- Major contracts within estates and facilities
- Delivery and progress of major projects inc relevant Excellence projects
- Assurance on items relating to Estates function (other than major project delivery) as required, which includes specialist equipment and facilities (but not business as usual – covered in Finance and Performance)

Digital Development and IT

- Strategy and annual plans
- Implementation of major projects
- Delivery and progress of major projects including relevant Excellence projects digital related excellence projects
- IT operations and delivery of BAU

Capital

- Annual review of capital plan
- Annual evaluation of capital allocation and sign off process
- Review risks and benefits of the Trust’s capital programme
- Review key assumptions and methodologies used to inform the Trust’s capital programme

Other

- Specific risks on the Board Assurance Framework allocated by the board
- Analyse and challenge appropriate information on performance related to Major Projects and Digital
- Annual review and forward look for Committee

Reporting and Review

Following each meeting of the committee, an update will be provided to the board, in a standard format, showing progress made and highlighting any issues for escalation or dissemination.

Minutes of meetings will be available for any board member on request.

The committee will carry out an annual deep dive review of its effectiveness against these terms of reference, including setting the forward plan for the next year. Dedicated time will be held at the last meeting of the FY for this review. This will be reported to the board via the committee’s annual report, at the first available meeting after 1 April of each year.

Sub-committees

The Committee has the power to establish sub-committees or targeted working groups to address specific tasks. Sub-committees will be subject to

	<p>annual review, or as required based on organisational priorities, against their terms of reference and reported to the committee in time for them to be included in the committee's own review of its effectiveness. Any sub-committee or working group will require its own Terms of Reference, approved by this committee.</p> <p>Regular updates to the committee will be produced to provide assurance or request support. Efforts should be made to avoid duplicating items and discussions at the committee meeting that have taken place in sub-committees.</p>		
Meeting administration	<p>The lead executive for the committee will be the Chief Operating Officer and the secretary for the committee will be the Company Secretary.</p> <p>The secretary's role will be to;</p> <ul style="list-style-type: none"> • Agree the agenda with the chair • Ensure the agenda and papers are despatched five clear days before the meeting, in line with the board's standing orders • Maintain a forward plan of items for the committee • Be responsible for the production and quality of the minutes (even if taken by a separate minute taker) • Ensure minutes are issued to the chair for review within one week of the meeting, and to committee members within two weeks of the meeting. • Ensure actions are captured, notified to relevant staff and followed up <p>Any other administrative arrangements not listed here will be as shown in the standing orders of the board of directors.</p>		
Date approved by the board	TBC	Date of next review	TBC

Standing financial instructions and scheme of delegation

<https://eyeq.moorfields.nhs.uk/download.cfm?doc=docm93ijm4n815.pdf&ver=8492>