

## 3T Programme Team: Draft Terms of Reference- July 2014

### 1. Purpose

- 1.1 The purpose of the Programme Team is to ensure that the commercial interests of the programme are being executed efficiently, that the programme is running to time, to budget and that the members have a firm grip on key risks and issues which could threaten its delivery.
- 1.2 For the avoidance of doubt, the programme shall be taken to mean the scope of the 3Ts programme as set out in the approved Outline Business Case (OBC) and the Full Business Case for the decant elements of the programme;
- 1.3 The meeting will receive regular reports from the Main Scheme and Decant Delivery Groups.
- 1.4 These Terms of Reference shall be in effect from July 2014 until the approval of the Full Business Case for the programme as a whole has been approved, when they will lapse and require updating and further authorisation by the Programme Board.

### 2. Authority

- 2.1 The Programme Board has delegated to the Programme Team the authority to deal with the matters set out in paragraph 6 below.
- 2.2 The Programme Team is authorised by the Programme Board to seek any information it requires from any employee of the Trust in order to perform its duties.

### 3. Membership and Attendance

- 3.1 The members of the Programme Team shall be:
  - Clinical Chief of 3Ts (Deputy Chair);
  - Associate Clinical Director of 3Ts;
  - Associate Director (Programme Office and Governance);
  - 3Ts Finance Lead;
  - 3Ts Head of Engagement
  - Decant Programme Manager (Trust Head of Capital Development);
  - 3Ts Associate Director (Service Modernisation);
  - 3Ts Capital Projects Manager;
  - A senior representative from the Trusts clinical operational structure (as nominated by the Trust's Chief Operating Officer or the Chief Nurse), representing the business as usual function;

- 3.2 The Chair of the Committee will be the Director of 3Ts, as Senior Responsible Owner. The SRO may, at his discretion nominate the Clinical Chief of 3Ts or another member of the team to chair the group as appropriate.
- 3.3 The 3Ts Assistant Director (Programme Office & Governance) will provide support to the group to fulfil its duties.
- 3.4 The Chair may also require others to attend on an ad-hoc basis.

#### **4 Quorum**

- 4.1 The quorum necessary for the transaction of business shall be five and should include the Chair and at least one of the following: Associate Director (Programme Office and Governance), the 3Ts Capital Projects Manager, Associate Director 3Ts Service Modernisation, and a senior representative from “business as usual” .
- 4.2 A duly convened meeting at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the Programme Team.
- 4.3 Business as Usual: In the event of unavoidable absence, nominated deputies can cover by exception, providing they have the authority to make the necessary decisions and can undertake actions as required.
- 4.4 In the absence of the Chair, the Clinical Chief of 3Ts shall Chair the meeting.
- 4.5 Where a Programme Team meeting:
  - (i) is not quorate under paragraph 4.1 within one quarter hour from the time appointed for the meeting; or
  - (ii) becomes inquorate during the course of the meeting,

the Committee members present may determine to adjourn the meeting to such time, place and date as may be determined by the members present. Urgent business which needs to be transacted in the absence of a quorum can be escalated to the Programme Board for action or, to the SRO subject to the nature of the authority delegated in him/her by the Trust Board of Directors.

#### **5. Meetings**

- 5.1 The Committee shall ordinarily meet monthly or at a frequency determined by the Chair of the Group and/or required by the Programme Board.

- 5.2 Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed, shall be forwarded to each member of the Committee no later than five days before the date of the meeting. Supporting papers should be submitted for distribution to members at the same time.
- 5.3 Notes of the meetings shall be circulated to all members and to all members of the Programme Board.
- 5.4 The Programme Team is accountable to the 3Ts Programme Board.

## **6 Duties**

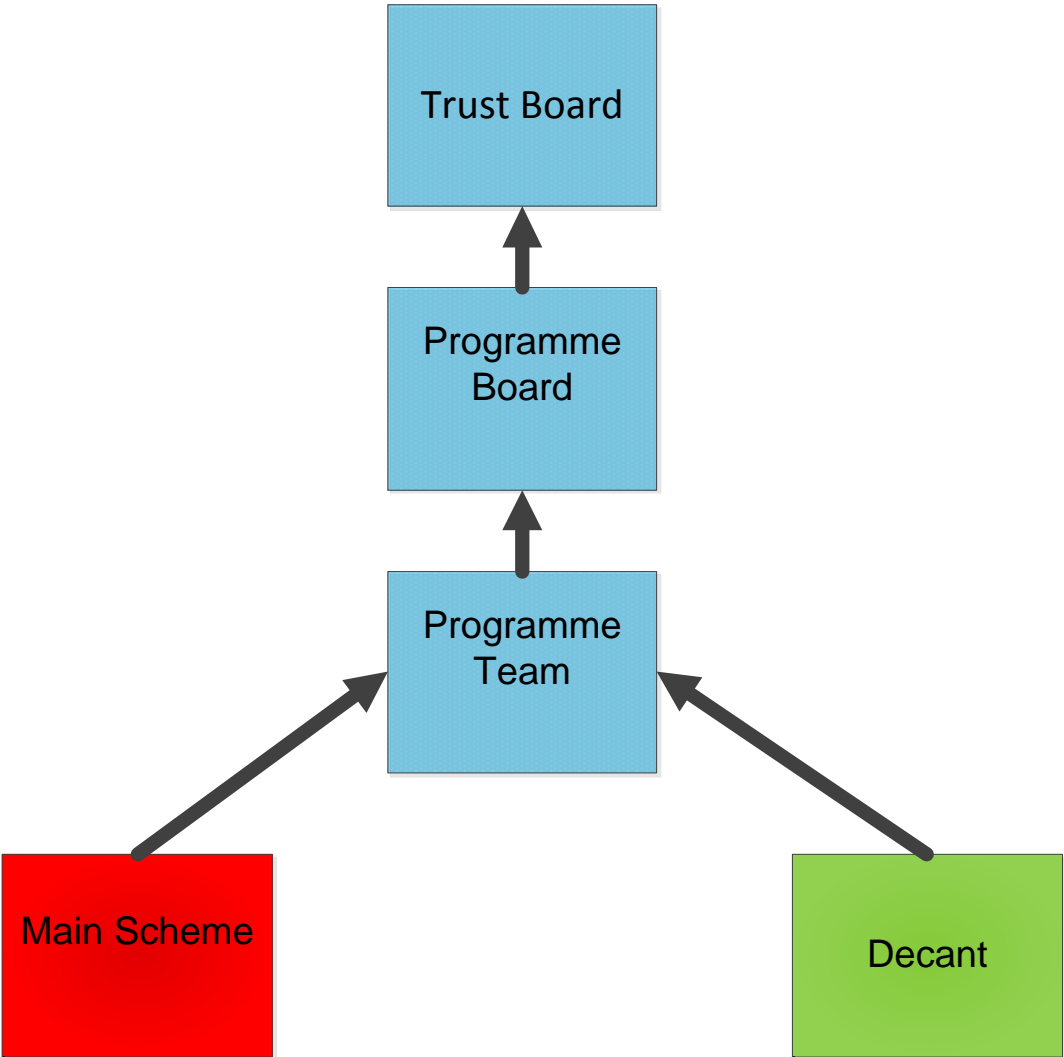
The Programme Team shall:

- 6.1 Act as the key delivery vehicle for the design of the 3Ts development under the direction of the Programme Board, the successful completion of all tasks required to complete the Full Business Case for the programme and the successful delivery of the decant programme;
- 6.2 Agree the structure and Terms of Reference of the project delivery teams/groups which will report to it;
- 6.3 Review highlighted risks and issues which have been escalated from the delivery teams which shall report to the Programme Team and agree, as required, strategies for mitigation or further escalation as required;
- 6.4 Assess and monitor the financial profile of the programme (capital and revenue);
- 6.5 Review the communications and engagement strategy for the programme on a regular basis;
- 6.6 Outline and implement the project plans for programme delivery and ensure that these are understood by, and explicitly signed off by, the Trust's day to day operations (business as usual);
- 6.7 Review the plan for the next stage of programme delivery.

## **7. Reporting responsibilities**

- 7.1 The Project leads shall report formally to the Programme Board on its proceedings after each meeting on all matters within its duties and responsibilities.

# Proposed Governance Structure



# Proposed Meeting Frequency

