

## Strategic Projects Committee Self-Assessment Statement 2022-23

Establishment, scope, composition, independence, objectivity and assurance		Excelling	Meeting standards	Room for improvement	Comments/Evidence
1	The chair is a non-executive Board member and possesses an appropriate level of relevant experience.	X			The Chair is a NED in their second term. They have extensive clinical leadership and management experience including nearly 10 years as the Executive Medical Director at CUHFT and many years' experience leading, supporting and managing change, leadership and strategy challenges across the wider NHS.
2	The Committee terms of reference clearly, adequately & realistically set out the Committee's role and the scope of its responsibilities and have been approved by the Committee and the Board of Directors.	X			ToR setting out scope & role of Committee approved by Committee February 2022 and on agenda February 2023. Approved at Board in March 22 and on agenda for March 2023.  There remains regular debate about the role of the Committee and which areas/projects that are included within its remit, post move to the new site and post COVID.
3	The Board was active in its consideration of Strategic Projects Committee composition.		X		The Board has reviewed the Committee membership and business cycle in year following new NED appointments in 2020.  The Board does not play a role in Committee composition. This is agreed by the Chair in discussion with individual NEDs.
4	Committee members have a good understanding of what is expected of them in their role and have the skills and expertise to scrutinise the business of the Committee.	X			
5	The Strategic Projects Committee's actions reflect independence, ethical behavior, adherence to good practice guidance and the best interests of the Trust and its stakeholders.	X			Actions based on review of independent reports & best interests of the Trust in recommendations to the Board.

6	The Strategic Projects Committee reports to the Board of Directors throughout the year demonstrating compliance with its terms of reference and provides the Board of Directors with assurance on the effective operation of systems and procedures within the remit of the Committee.	X			Each SPC set of Minutes and the corresponding SPC Chair's report are reviewed by the Board with key issues escalated to Board.
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Organisation, Resources, Duties		Yes	No	Room for improvement	Comments
7	Are the terms of reference reviewed annually to take into account governance developments and the remit of other Committees within the organisation?	X			<p>Terms of reference are reviewed at least annually. Committee remit/planning processes allow for links with other committees.</p> <p>Role of the SPC has been reviewed in year with discussion and agreement about balance of workload between SPC and PC. Also the agreement on oversight of BAF risks through a single committee.</p>
8	Are changes to the Committee's current and future workload discussed and approved at Board level?	X			<p>Committee membership and business cycle agreed for Board and Committees. The Board self-assessment considers the overarching work programme across committees.</p> <p>Role of the SPC has been reviewed in year with discussion and agreement about balance of workload between SPC and PC. Also the agreement on oversight of BAF risks through a single committee.</p>
9	Does the Committee have a forward plan for its meetings so it can consider issues at the right time and in the right level of detail?	X			
10	Does the Committee receive information and papers far enough in advance for them to fully consider before the meeting?			X	<p>Some papers have been circulated late because of workload pressures and problems with scheduling. A number of matters have been deferred with the agreement of the Chair. It would be good to focus on improving this in year.</p> <p>Late papers add a burden and stress on the committee overall, especially if approvals are being sought within these. This also puts pressure on the meeting secretary at what is already a stressful time.</p>

Agenda Management, Oversight of the Reporting Process, Compliance with the Law and Regulations governing foundation trusts		Excelling	Meeting standards	Room for improvement	Comments
11	Committee members keep their skills and knowledge up to date through networking and conferences to allow them to focus on key issues facing the organisation.		X		Not sighted on what other members attend or what opportunities are available
12	The Committee acts in an inclusive and respectful manner, avoids 'group think', and provides an appropriate balance between challenge and support.	X			
13	The Committee's role in the scrutiny of the Trust's financial performance is clearly defined and complementary to the Board of Directors.		X		Duties and delegated authority set out in ToR.
14	Does the Board of Directors ensure that Committee members have sufficient skills and knowledge of the organisation to identify key risks and to challenge line management on critical and/or sensitive matters?		X		<p>Selection process for NEDs includes assessment of appropriate experience/skills and NEDs are appointed to contribute to through individual portfolios.</p> <p>The Board has re-established its regular learning together programme to ensure there is development of knowledge across a broad range of areas including BAF, Information Governance, safeguarding and whistleblowing.</p> <p>ED led development session delivered on NHS Finance.</p> <p>The NED Buddy programme builds on knowledge of the organisation but had been largely on hold during the pandemic.</p> <p>Divisional presentations provide opportunity for dialogue and triangulation of reports. NEDs also invited to join CNO led visibility rounds.</p> <p><b>Board training/development has included:</b>  Information Governance: July 2022  Responding to Ockenden: June 2022  Developing a shared vision for QI: Sept 2022  Bribery training (EDs): Oct 2022  NHSE Making data count: Dec 2022</p>

					<p>Strategic Choices: Jan 2023</p> <p>The Board have an agreed plan for mandatory training and Board development.</p> <p>Some NEDs have also attended the external induction by NHS Providers.</p>
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Oversight of Trust Processes		Excelling	Meeting standards	Room for improvement	Comments
15	There is appropriate consideration of assurance reports (from a variety of sources). The Board of Directors is clearly sighted on the issues that arise which require action by the Strategic Projects Committee.	X			<p>The Committee has received some independent assurance reports from a range of sources including:</p> <ul style="list-style-type: none"> <li>• HRLI – Project Management Documentation.</li> <li>• NHS Digital/Mills &amp; Reeve/Gartner: in relation to Dedalus agreement.</li> <li>• Trust’s Estate Strategy and FAR reporting including expert advice on the FAR programme.</li> <li>• Trust strategy 2020-25: second year review</li> <li>• Committee BAF reports</li> <li>• Expert advice on water systems and report from the visit from Duke University Hospital, NC, USA</li> </ul> <p>The reports and presentations provide the ability to triangulate assurances.</p> <p>NEDs are also able to join visibility rounds at the hospital and that also helps to triangulate information.</p> <p>The Committee is charged oversight of specific elements of the Board Assurance Framework. Committee reporting has been revised in year to provide additional detail on controls and</p>

					assurance for each BAF risk.  Matters that are to be escalated to Board are included in the written Chair's report.  1x RI score with the note: This score is more aimed at the quality of reports and whether they provide the details to allow appropriate consideration of issues at hand.
16	The Committee is appropriately sighted on significant projects and programmes throughout their lifecycle.	X			
17	The Committee has the skills and expertise to provide effective critical challenge on the financial management, delivery risks and overall progress of projects or programmes.	X			The Committee may benefit from some increased IT and Digital expertise in the near term.
18	The Committee understands the key sources of assurance in the organisation, and how and why each of these sources provide assurance to them.	X			
19	The Committee understands the organisation's strategy, operating environment and the associated risks to executing the strategy.		X		

Overall evaluation of effectiveness		Excelling	Meeting standards	Room for improvement	Comments
20	What is the overall assessment of the performance of the Performance Committee?	X			

<p><b>Additional Comments:</b> Areas for focus 2023/24:</p> <ul style="list-style-type: none"> <li>• The management of late papers to be addressed.</li> <li>• The Committee to consider the need for increased IT and Digital input.</li> <li>• Development opportunities for NEDs to be shared.</li> </ul> <p>Update on actions from 2022/23: The Committee noted that whilst there were some limits on collaboration with other bodies due to the confidential and commercial nature of some programmes, it had been able to bring together the hospital build brochure, and this would be shared across NHS partners as an example of good practice. Update: NPH Lessons Learned and Benefits Realisation report taken to the public Board in September 2022.</p>
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