

MMUH OPENING COMMITTEE**TERMS OF REFERENCE****Authority/Constitution**

1. The MMUH Opening Committee is constituted as a standing committee of the Trust's Board of Directors. Its constitution and terms of reference are as set out below, subject to amendment at future Board of Directors' meetings.
2. The MMUH Opening Committee is authorised by the Board to act within its terms of reference. All members of staff are directed to co-operate with any request made by the Committee. The Committee is established to provide oversight and scrutiny to the MMUH programme.
3. The MMUH Opening Committee is authorised by the Board of Directors to instruct professional advisors and request the attendance of individuals and authorities from outside the Trust with relevant experience and expertise if it considers this necessary or expedient to the carrying out of its functions.
4. The MMUH Opening Committee is authorised to obtain such internal information as is necessary and expedient to the fulfilment of its functions.

Purpose

5. The MMUH Opening Committee will provide assurance to the Trust Board on the construction, practical completion, operational commissioning and opening of the hospital, specifically including the safe transfer of clinical services. The Committee will provide assurance to the Trust Board, that the MMUH is safe to receive patients into the new building alongside other necessary clinical configuration in the Treatment Centre's and community services.
6. The MMUH Opening Committee will provide assurance to the Trust Board on the safe operationalisation of MMUH and the first 18 months of benefits delivery post the hospital opening.

Duties

7. The MMUH Opening Committee will receive reports via the Project Management Team on programme delivery. The Committee shall provide assurance to the

Trust Board that the MMUH Programme is being effectively managed and controlled and shall be responsible for providing assurance on all key decisions in relation to the programme, prior to their consideration and approval by the Trust Board.

8. The MMUH Opening Committee shall be responsible for providing assurance to the Trust Board that the programme is being managed effectively to support the successful achievement of the programmes investment objectives and the realisation of the stated benefits from the MMUH amended business case. Board level metrics will inform this. The assurance process will include exploratory deep dives in relation to major gateways and risks using experts to inform those reviews.
9. The MMUH Opening Committee will provide assurance to the Trust Board of delivery against key timelines set out in the overall project plan, as well as risks, mitigations and any deviation from plans. Advice on major risks, mitigations and deviation from plans may be subject to the exploratory deep dive process and learning from others new hospital project experiences.
10. The MMUH Opening Committee will ensure that risks relevant to the Committee's purpose are minimised through the application of the Trust's risk management system. This will include, but not be restricted to, the consideration of significant risks to the delivery of the Trust's strategic objectives, through review and scrutiny of the relevant risks from the BAF and the corporate risk registers requiring consideration in accordance with the risk management policy.
11. The MMUH Opening Committee will provide assurance to the Trust Board on compliance with the amended business case approval conditions and scheme of delegation set by the Department of Health and Social Care (DHSC). The Committee will also work closely with the National Hospitals Programme Team a key stakeholder.
12. The MMUH Opening Committee will assure itself that a robust engagement and communication plan is in place and delivered effectively to support a successful move to MMUH.
13. The MMUH Opening Committee will assure the Trust Board on effective commercial management of the programme working with the DHSC's New Hospitals Programme Team.
14. The MMUH Opening Committee will seek assurance and support, challenge and advise on getting ready for MMUH which will include the following gateways across the entire programme of work:

- Transforming and planning;
- Testing and getting ready;
- Orientation and induction;
- Go / no go decision making;
- Operationalisation of services over 100 days; and
- Optimisation.

The Committee will advise the Trust Board on key gateway readiness and make recommendations for decision that require Trust Board approval eg Go/ No Go move decision.

15. With complete programme oversight, the MMUH Opening Committee will oversee the following Trust Board committee's roles in seeking assurance of readiness, risk management and benefits realisation in respect the relevant aspects of MMUH opening preparedness set out below. The MMUH Opening Committee will at times direct items of consideration or work to the following Trust Board Committees:

- Finance Investment and Performance Committee;
- Quality and Safety Committee;
- People and Organisational Development Committee; and the
- Integration Committee.

The Committee can ask questions or seek assurance from the Committees in relation to the care model, workforce plans and affordability. A committee workplan in relation to the MMUH programme will exist for all committees as well as the Opening Committee, ensuring connectivity and alignment in the collective oversight and assurance.

16. The MMUH Opening Committee will provide the Board with a brief summary of the Committee's work on a monthly basis and an annual report in line with the requirements of the Trusts other committees. The Chair of the MMUH Opening Committee will escalate matters to the Board as deemed appropriate.

Membership

17. The Committee shall be composed of the following members:
- Chair (who must be an independent Non-Executive Director)
 - Non-Executive Directors (x 4)
 - Chief Executive
 - Managing Director MMUH Programme Company Chief Operating Officer
 - Chief People Officer
 - MMUH Delivery Director
 - Managing Director Core Organisation

18. The following are required to attend meetings of the Committee in a non-voting capacity:
 - Chief Medical Officer Chief Finance Officer
 - Chief Nurse Nursing Officer
 - Associate Director of Corporate Governance/Company Secretary
 - Director of Operational Finance MMUH Programme Director
 - Representatives of the New Hospitals Programme (NHP) team and NHE regional team will be invited to attend as required.
 - Key contractors supporting the programme will also be invited to attend as required.
19. The Committee will be deemed quorate when three members are present, including at least one Non-Executive.
20. Non-Executive Directors that are not formal members of the Committee may attend meetings at their discretion or where the focus of the agenda falls within the remit of their responsibilities.
21. Other management or clinical staff may be co-opted or requested to attend for specific agenda items as necessary.

Requirements of Membership

22. Members of the Committee must attend at least 75% of all meetings each financial year but should aim to attend all scheduled meetings. Attendance at the Committee will be recorded and monitored.

Equality Diversity & Inclusion

23. In conducting its business, the Committee will at all times seek to promote its commitment to equality and diversity by the creation of an environment that is inclusive for both our workforce, patients and service users including those who have protected characteristics and vulnerable members of our community

Reporting

24. The minutes of all meetings of the Committee shall be formally recorded and submitted to the following meeting for approval.
25. The Committee will report to the Board of Directors after each meeting via an assurance report which will provide an overview of the discussions at the meeting, details of any matters in respect of which actions or improvements are needed and decisions taken.

26. The Committee will report annually to the Board of Directors in respect of the fulfilment of its functions in connection with these terms of reference. This will include an evaluation of its performance according to a standardised framework and process.
27. The Committee shall receive regular reports from the MMUH Executive Programme Board.

Administration of Meetings

28. Meetings shall be held monthly with additional meetings held on an exceptional basis at the request of the Chair or any three members of the Committee.
29. The Director of Corporate Affairs/Company Secretary will make arrangements to ensure that the Committee is supported administratively. Duties in this respect will include taking minutes of the meeting and providing appropriate support to the Chair and Committee members.
30. Agendas and papers will be circulated least 5 working days (or 4 working days plus a weekend) in advance of the meeting.
31. Minutes will be circulated to Committee members as soon as is reasonably practicable.

Review

32. The Terms of Reference of the MMUH Opening Committee shall be reviewed by the Committee and submitted to the Trusts Board of Directors for review and approval at least annually.

Sept 2023