



CAPITAL REVIEW SUB-COMMITTEE

Terms of Reference

1. VALUES

The Sub-Committee will role model the Trust values:

Compassionate

- Supporting recovery for all and maintaining hope for the future
- Being kind to others and myself
- Showing empathy for others and appreciating vulnerability in each of us.

Inclusive

- Treating people fairly, with dignity and respect
- Challenging all forms of discrimination
- Listening with care and valuing all voices.

Committed

- Striving to deliver the best work and keeping patients at the heart
- Taking responsibility for my work and doing what I say I will
- Courage to question to help us learn, improve, and grow together.

2. AUTHORITY

- 2.1 The Capital Review Sub-committee (CRSC) is established by the Director of Finance to support him in the exercise of his Executive responsibilities for the development and implementation of the Estates Strategy and management of the Capital Programme, including ICT capital schemes.
- 2.2 The Group will oversee and manage the delivery of the medium-term capital programme.
- 2.3 The Group is a Management and Assurance Committee with delegated authority to act in accordance with these terms of reference. The Director of Finance uses the Committee as a forum to exercise the responsibilities delegated to him by the Chief Executive in accordance with the Scheme of Delegation and Accountability Framework. Decisions/Instructions recorded at the Group will be decisions/instructions under the authority of the Director of Finance.
- 2.4 In the event of relevant business cases not coming forward for any reason, the Director of Finance will escalate the matter and work with the Group to assess what other planned schemes can be progressed



to ensure that the full allocation is spent. As far as possible, the Group will manage likely over- and underspends within the full allocation.

- 2.5 The Group is authorised to approve business cases up to the Director of Finance's authorised level as defined in the Scheme of Delegation.
- 2.6 The Group is authorised to request the attendance of individuals and authorities from within the Trust with relevant experience and expertise as necessary.

3. Purpose

- 3.1 To provide assurance on Capital Projects and programmes, systems and processes.
- 3.2 To approve any business cases in line with the SFI's and scheme of delegation.
- 3.3 To seek any and all explanations and information it requires from any employee or contractor of the organisation to achieve the Sub-committee's purpose.
- 3.4 To develop a medium-term capital programme for approval by FPP and the Board. This will be categorised as follows for reporting purposes:
 - Minor Projects Programme
 - Major Projects Programme
 - Statutory Standards and Backlog Maintenance (SSBM) Programme
 - ICT Programme
- 3.5 To approve policies appropriate to the work of the Committee, as defined by Policy for Management of Policies

4. Duties and responsibilities

- 4.1 To consider the Trust's short- and medium-term financial strategy, in relation to capital.
- 4.2 To approve all Capital business cases (investment, disinvestment or changes to services) within delegated limit and make a recommendation to FPP for matters reserved under delegated authority. The Group will expect assurance, via the Operational Management Team exception reports, that the Clinical Senate has considered quality implications of any business case coming to CRG for approval or review.
- 4.3 To monitor progress of major capital investments and year 1 of the medium-term capital programme.



- 4.4 To seek and receive the results of in-depth reviews of key capital financial issues affecting the Trust either from internal or external sources.
- 4.5 To maintain an oversight of, and receive assurances on, the robustness of the Trust's key capital income sources.
- 4.6 To consider the Trust's approach to tax related to capital projects.
- 4.7 To approve and keep under review, on behalf of the Board of Directors, (through the FPP) the Trust's investment capital strategy and policy.
- 4.8 To receive regular reports around Key Performance Indicators to be determined by the Group and against external benchmark information as an aid to improving overall performance and productivity of projects and programmes.
- 4.9 To review high level risks related to capital finance, performance, planning and productivity and escalate to FPP as appropriate in order to ensure these are properly reflected in the Board Assurance Framework.
- 4.10 To scrutinise and challenge project performance information and service redesign plans as a result of any capital investment and ensure that any potential impact on quality is fed back to IQC in the exception reports.
- 4.11 Where there are concerns about performance in respect of finance, planning and productivity, the Group will have the authority to request additional evidence of assurance that the concerns have been investigated, corrective action has been taken and lessons have been learnt.

5. Members

- 5.1 The membership of the Sub-committee will be:

- Director of Finance (Chair) - Priority Groupings 2 and 3B Owner
- Deputy Director of Finance (Deputy Chair)
- Director of Nursing – Priority Grouping 1 Owner
- Associate Director Estates & Facilities
- Deputy Director of ICT and Programmes
- Head of Capital Planning
- Head of Finance and Contracts
- Director of Operations – Priority Grouping 3A Owner

Other staff will be invited to attend meetings to present business cases or to discuss items on the agenda but are not members of the Group Sub-committee.



- 5.2 In the absence of the Chair of the Group, the Deputy Chair will chair the meeting and refer all decisions to the Director of Finance. All such decisions will be confirmed at the following meeting.
- 5.3 All decisions will be taken at the discretion of the Director of Finance.
- 5.4 Where members are unable to attend, they are entitled to nominate a deputy to attend in advance of the meeting. Such a deputy will be expected to be fully briefed.
- 5.5 Non-members can attend the meeting with the prior agreement of the Sub-committee Chair.
- 5.6 Meeting attendance will be reviewed by the Sub-committee Chair annually.

6 Quoracy

- 6.1 The meeting will be considered quorate with 3 Sub-committee members, one of which must be the Sub-committee Chair or Deputy Chair.

7 Declaration of interests

- 7.1 All attendees must declare any actual or potential conflicts of interest in advance. These must be recorded in the minutes. However, if a member is conflicted with an item on the agenda, the Chair will shall adopt a sensible and pragmatic approach in managing conflict during the meeting as they may permit the conflicted member to participate and contribute to the debate and discussions on the item (so as to inform better decision-making) but abstain or recuse themselves from any related voting. (Check section 3.12 – Managing conflict of interests during meetings in the Trust's Declaration of Interest Policy for more details).

8. Meetings

- 8.1 Meetings will be held monthly.
- 8.2 Meeting dates will be agreed annually in advance by the members of the Committee.

9. Administration

- 9.1 The meeting will be closed and not open to the public.
- 9.2 The PA to the Executive Director of Finance will ensure there is appropriate secretarial and administrative support to the Sub-committee.



- 9.3 The Director of Finance shall in an agenda setting meeting with their PA, establish an agenda for the meeting which will be circulated to 'call for paper' 15 working days before the meeting, giving authors at least 7 working days to prepare and submit their reports to the PA of the Executive Director of Finance.
- 9.4 Any issues with the agenda must be raised with the chair.
- 9.5 Papers for the Sub-committee meeting must be circulated 5 working days before the meeting.
- 9.6 An action list and minutes will be compiled during the meeting and circulated within 7 calendar days of the end of the meeting. Any issues with the action list or minutes will be raised within 7 calendar days of issue.

10. Reporting and relationship with other committees

- 10.1 The Director of Finance will report any significant issues to the FPP Committee at its next meeting.
- 10.2 The Sub-committee will receive exception reports from OMT covering issues emerging through local groups which are relevant to the remit of CRSC, including development of Capital Projects, Service Strategies, tenders and business cases.
- 10.3 The Sub-committee will provide exception reports to the Audit Committee as the lead committee for governance
- 10.4 To receive exception reports from FPP/IQC on concerns which may have been raised with regard to potential impact on quality of Capital financial plans and similarly to provide exception reports to FPP/IQC on issues the Sub-committee needs to draw to its attention with regard to impact on quality from issues emerging from discussions.
- 10.5 The Sub-committee will review their effectiveness on an annual basis, reporting the outcome of the review to FPP.

11. Definitions

- 11.1 The **medium-term capital programme** is defined within the *Process for development, prioritisation and approval of capital investments*. It covers the two forthcoming years:
 - Year 1 is covered in detail and includes specific schemes which will be supported by business cases with the identified funds to be drawn down based on the development of an appropriate business case
 - Year 2 will be described in general terms and approval in principle is sought for the financial envelope earmarked for each Priority



Grouping

11.2 Priority Groupings and **Priority Grouping Owners** are defined within the *Process for development, prioritisation and approval of capital investments*. They represent categories used in developing the medium-term capital programme and the owners of those categories.

12. REVIEW OF EFFECTIVENESS

- The Capital Review Sub-committee will review its Terms of Reference and effectiveness annually.
- Amendments will be approved by the Sub-committee and ratified by the FPP.
- The Chair of the Capital Review Sub-committee shall ensure that an annual self-assessment of the sub-committee's effectiveness is completed annually by its members and facilitated by the Governance Team.

Date Drafted: December 2025

Date Approved by the Capital Review Sub-committee: (Approved via Chair's Action – January 2026)

Date Ratified by the FPP: 22nd January 2026

Date of Next Review: December 2026

Version: 2.2