



Blood and Transplant

Commonwealth Tribute to Life Project

Board Terms of Reference Version: 0.4

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B037-2 Terms of Reference	
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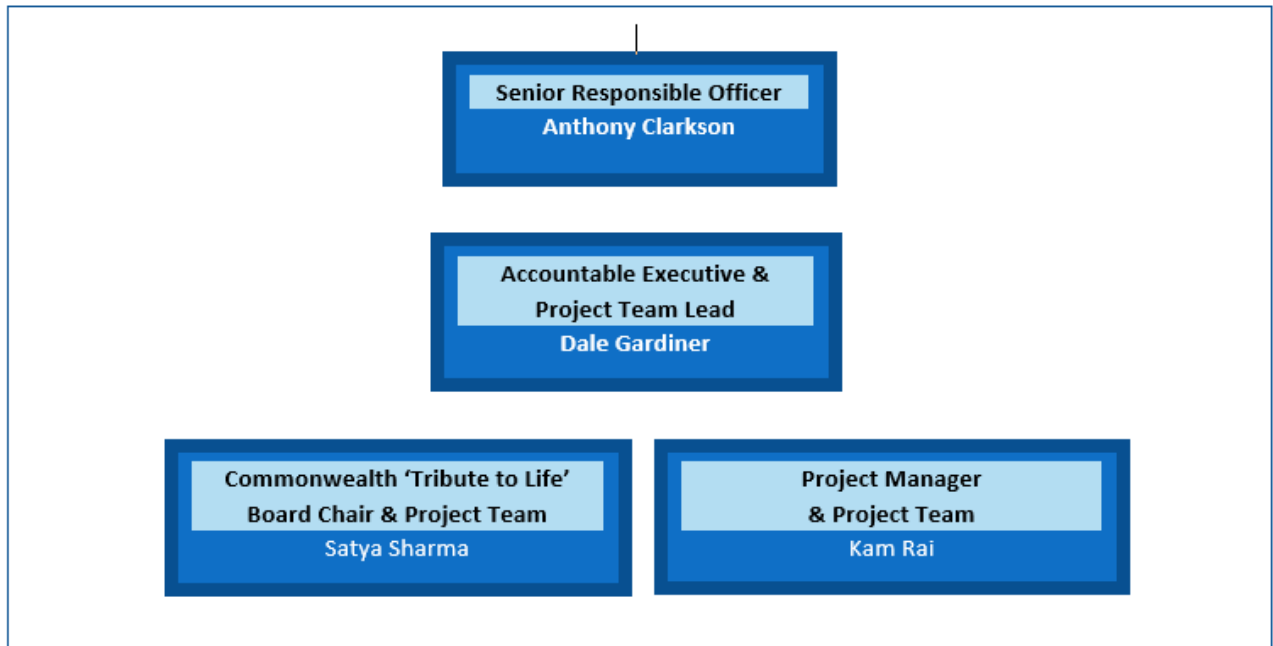
1. Commonwealth Tribute to Life Project Context

- The global database on donation and transplantation estimates that there were over 135,000 organs transplanted in 2016. This gift of life came from the generosity of thousands of living donors (most commonly through the donation of a kidney) and from nearly 35,000 deceased organ donors.
- Yet organ failure and the need for transplantation remains high in all countries. Such unmet need can lead to the death of those on the transplant waiting list or commercially driven transplantation to the detriment of both organ donors and recipients. Several international resolutions and declarations have called on each country to strive toward self-sufficiency in organ donation and transplantation. , ,
- However, no country has yet to achieve this ambition. The rate of donation varies from zero donors in some Commonwealth countries to over 20 per million population in countries like Australia, Canada, Malta and the UK. We face common challenges to increase rates of donation across all social groups, ethnicities and religions.
- Using the historical ties and established relationships of our Commonwealth citizens and governments, we believe more can be done through Commonwealth nations working together to share knowledge and expertise.

2.0 Project Governance

- The Commonwealth Tribute to Life Project will be managed by a dedicated Project Team who report monthly via the Accountable Executive and Programme Manager to the Commonwealth Tribute to Life Project Board.
- The Project Team is supported by the Commonwealth Tribute to Life UK Advisory Panel and International Advisory Panel with each workstream assigned to a Workstream Lead as shown in Figure 1.

Figure 1: Governance structure for the Commonwealth Tribute to Life Project.



3.0 Scope of the Commonwealth Tribute to Life (CTtL) Board

No	Scope
1.	To use the opportunity provided by the Birmingham 2022 Commonwealth games to launch a Memorandum of Understanding in organ donation and transplantation between Commonwealth nations designed to lead to the sharing of knowledge and expertise.
2.	To use the opportunity created by the MOU and Commonwealth games to promote organ donation and transplantation within the UK - especially to Black, Asian and Minority Ethnic communities.
3.	To produce documents relating to the project, using the expertise and experience of the Cottle UK and International Advisory Panel's to review and further enhance the credibility of the artefacts.
4.	To work collaboratively between the Commonwealth Tribute to Life (CTtL) UK Advisory Panel Chair and CTtL Board Chair to ratify documents produced in line with the 'good governance' practise methodology.
5.	To produce documents relating to the project, where necessary, using the expertise and experience of the CTtL UK and CTtL International Advisory Panel.
6.	All documents produced must be signed off and approved by the Board.
7.	Members must not bring the project into disrepute with internal or external stakeholders and required to seek advice via the Chair in the first instance.
8.	Members are required to seek advice from the Chair concerning policy matters which will impact in the public domain and damage the project and its stakeholder's reputation.
9.	To maximise the CTtL UK and CTtL International Advisory Panel's leadership and influence particularly around mobilising existing networks and communities to further enhance the work of the project.
10	Support dependency initiatives, where appropriate complement the newly launched Birmingham 2022 programmes.
11	To contribute and advise on appropriate content and milestones, for delivering the Commonwealth Tribute to Life project as part of the 'good' governance process.
12	Membership of the TtL Board is voluntary and only expenses approved by NHSBT will be reimbursed.

4.0 Membership and roles

No	Name & Job Title	Membership	Role in workstream
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1.	Dale Gardiner	Accountable Executive & Project Team Leader	<ul style="list-style-type: none"> Provides clear leadership and direction to the Project Team throughout the life of the project. Is the interface between the Project Team and CTtL Board. Is accountable for delivering the benefits of the project to time and available funding. Manages key risks and issues facing the project Presents Change Requests when applicable.
2	Satya Sharma MBE & DL	Commonwealth TL Board Chair & Project Team	<ul style="list-style-type: none"> Chairs the Project Board meeting. Provides advice and guide's the Board to achieve project objectives. Designs strategies for the completion of the project objectives. Identify stakeholders and opportunities to promote the project. Directs the completion of MoU, ready to be launched at the Commonwealth Games 2022. Membership of the Board is at the discretion of the CTtL Board Chair and Accountable Executive.
3.	Kam Rai	Project Manager & Project Team	<ul style="list-style-type: none"> Brings oversight to the work package or activity in order to maintain alignment with the overall - project plan and project initiation document. Produces and maintains the project's governance documents and tools. Maintains library of documents on dedicated area. Ensures all agreed work is completed on time.
4.	Nithya Krishnan Professor in Coventry for Renal Medicine	BOARD MEMBERS	<ul style="list-style-type: none"> Guides and supports the achievement of delivering the CTtL MoU to the agreed timelines. Provides specialist input into work packages, activities, members, contributors and Project Team to support decision making. Working collaboratively with the Project Team by supporting the status of the work package or activity. Escalates to the Project Team any issues that may result in a breach of tolerance on timing and cost. Undertakes to communicate with stakeholders matters that may be of relevance to them. Meets once a month or as frequently required via skype or face to face.
5.	Ben Hume Assistant Director - NHS Blood & Transplant		
6.	Gurch Randhawa Professor of Diversity in Public Health & DL		
7.	Elisabeth Buggins CBE & DL		
8.	Adnan Sharif Renal Transplant Physician		
10.	Majid Mukadam MBE & Heart Transplant Surgeon		
11.	Audrey Wheeler Donor Family Network		
12.	David Nix MBE Donor Family Network		
12.	Stephen Park NHSBT Assistant Director - Communications		
13.	Communications Lead (vacancy)		
13.	Angela Ditchfield Donor Care & Co-ordination. Lead Nurse – Diversity	<ul style="list-style-type: none"> Responsible for planning and creating marketing and communications for the project. Communicating to internal and external stakeholders via email, advertisements, manuals, letters, website content and other verbal and written forms of communication. 	
			<ul style="list-style-type: none"> Defines Equality & Diversity and helps the project to comply with obligations under legislation. Business Protection Wellbeing DSE Risk Assessment and Health & Safety.

	(NHSBT)		
14.	Melissa Thermidor BAME Lead Communications - Digital Social Media Manager (NHSBT)		<ul style="list-style-type: none"> • Raising awareness about issues affecting people from visible and invisible minority ethnic communities. • Acting as a point of contact where necessary. • Acting as a liaison between issues concerning BAME members. • To provide information to members. • To have a leading role in any recruitment or organisational campaigns where potential BAME members are being targeted.
15.	Statistician (vacancy)		<ul style="list-style-type: none"> • Provides support by producing dataset's and statistical information regarding to the status of organ donation and transplantation.

5.0 Responsibilities and RACI

Figure 2: Roles and Responsibilities for the Commonwealth Tribute to Life Board Governance Structure

Responsibility Assignment Matrix RACI Chart (Responsible, Accountable, Consulted & Informed)	Dale Gardiner Accountable Executive & Project Team	Satya Sharma TtL Board Chair & Project Team	Kam Rai Project Manager & Project Team	CTtL Board Chair	CTtL UK Advisory Panel Chair	CTtL International Advisory Panel Chair
Successful delivery of the TtL project (including in each member's nation)	A	R	R	A	A	A
Planning & resource profiling	A	R	R	C	C	C
Ensuring relevant resources and inputs given to the project at right time	A	R	R	R	C	C
Monitoring progress against project plan	A	R	R	C	C	C
Monitoring expenditure against approved funding	A	C	R	C	C	C
Reporting & escalation	A	R	R	C	C	C
Action Log	A	C	R	C	C	C
Identifying, Monitoring, Risks and Issues	A	C	R	C	C	C
Operational Communications	A	R	C	R	R	R
Management of internal & external stakeholders	A	R	C	R	C	C
Quality Management	A	C	C	C	C	C
Signatories (key stages)	A	R	I	C	C	C
Glossary	R-Responsible	C-Consulted	A- Accountable	I- Informed		

6.0 Meeting schedule and agenda

The CTtL Board Chair or a deputy nominated by the CTtL Board Chair will chair the Board meetings. Board meetings will be held at the discretion of the CTtL Board when and where appropriate. Apologies should be given at least 48 hours to the Project Manager and/or CTtL Board Chair and a representative, familiar with the project, nominated to attend. (where possible)

Key discussion points, meeting actions and decisions will be recorded and circulated as soon as possible of the meeting. A copy for audit purposes will be retained by the Project Manager.

The agenda may vary but must include the following discussion items:

- Project status and progress
- Work package or activity vs Project Plan
- Financial tracking
- Risks and Issues
- Action log

7.0 Escalation Thresholds

- Time: Tolerance of 4 weeks slippage from plan.
- Risks and Issues: Risks scoring 12 and more and Issues recorded as High should be escalated to Project Board.

8.0 Project Team Documents and Outputs

The expected outputs for the Project Team are listed below.

No	Workstream output	Timetable
1.	Workstream Progress Reports (as and when appropriate)	Ongoing
3.	Action Log	Ongoing
4.	Risk & Issues Log	Ongoing
5.	Financial tracking spreadsheet	Ongoing
6.	Lessons Learned Log	Ongoing
7.	Communications Plan	Ongoing
8.	Project Plan	Ongoing

Document Control

Version History

Version	Date	Author	Brief Description of Key Changes
1	10/03/2020	Kam Rai	Re-draft of original format and simplified document.
2	08/06/2020	Kam Rai	Section 3. No 1 To use the opportunity provided by the Birmingham 2022 Commonwealth games to launch a Memorandum of Understanding in organ donation and transplantation between Commonwealth nations designed to lead to the sharing of knowledge and expertise.
2	08/06/2020	Kam Rai	Section 3. No 2 To use the opportunity created by the MOU and Commonwealth games to promote organ donation and transplantation within the UK - especially to Black, Asian and Minority Ethnic communities.

2	08/06/2020	Kam Rai	Section 4. Updated Chair's Roles and Responsibilities.
2	08/06/2020	Kam Rai	Section 5 RACI Matrix. Updated Roles and Responsibilities.
3	06/07/2020	Kam Rai	Amendment of titles
4	24/08/20 20	Kam Rai	Inserted updated Governance Structure

Document Reviewed by

Version	Date	Reviewer	Reviewer Role
1	13/03/2020	Dale Gardiner	Review of document
1	13/03/2020	Satya Sharma	Review of document
2	08/06/20 20	Satya Sharma & Dale Gardiner	Review of document
3	06/07/20 20	Satya Sharma & Dale Gardiner	Review of document
4	28/07/2020	Satya Sharma & Dale Gardiner	Review of document

Document Approved by

Version	Date	Approver Name / Body	Approver Role
1	25/03/2020	TfL Board	Review and approve document