



Blood and Transplant

**Commonwealth Tribute to Life Project
UK Advisory Panel
Terms of Reference
Version: 0.9**

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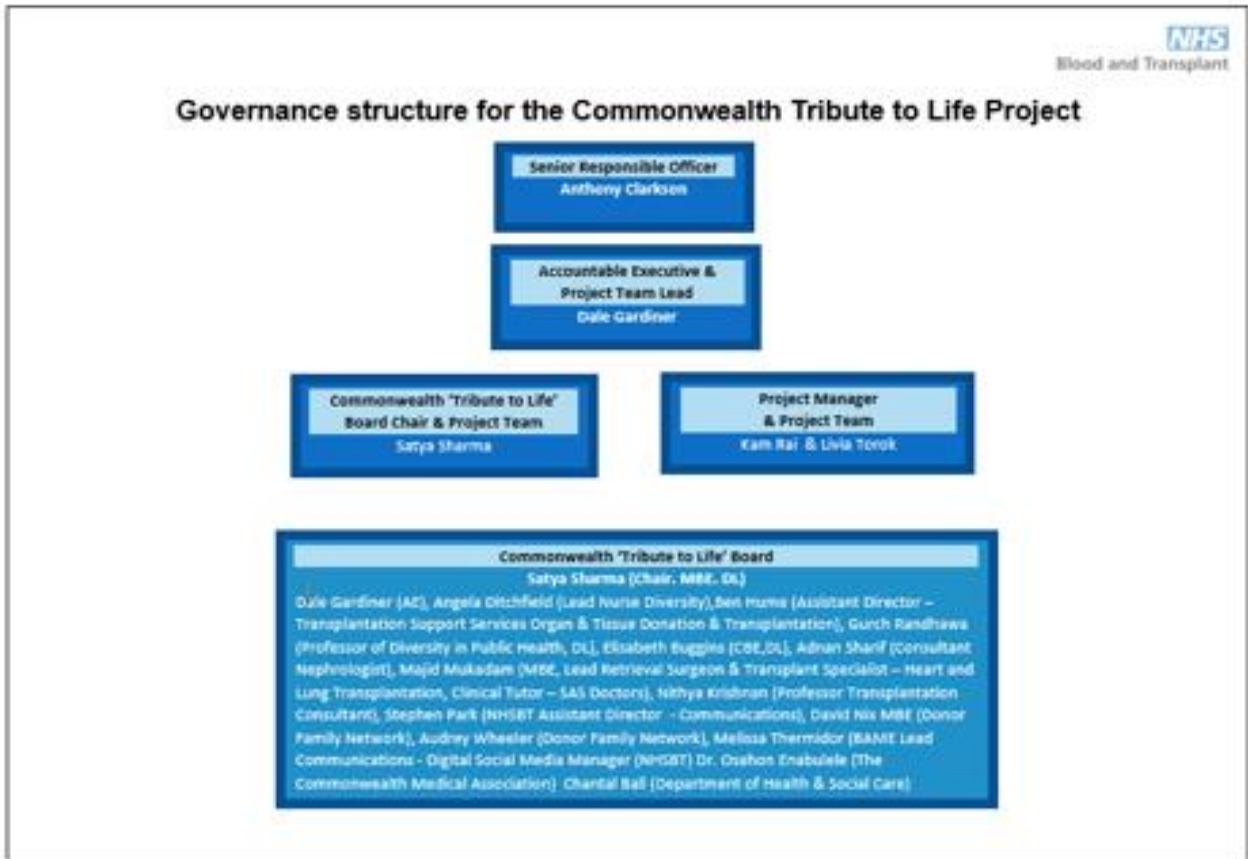
1. Commonwealth Tribute to Life Project Context

- 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) UK Advisory Panel

No	Scope
1.	In collaboration with the CTtL Board and CTtL International Advisory Panel, contribute to and develop a Memorandum of Understanding (MoU) by March 2022, designed to lead to the sharing of knowledge and expertise in organ donation and transplantation between supporting Commonwealth nations. The MOU to be launched at the Commonwealth Games July 2022 in Birmingham.
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. (BAME)
3.	To work collaboratively between the CTtL Board Chair and CTtL International Advisory Panel Chair.
4.	To produce documents relating to the project, where necessary, using the expertise and experience of the Board and International Advisory Panel.
5.	To produce correspondence for the CTtL Board and CTtL International Advisory Panel's consumption and respond according to the TtL Board Project team requests.
6.	All documents produced must be signed off and approved by the CTtL 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 Board and 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	To initiate and communicate with the project manager/stakeholders and advise on how to mitigate risks or resolve issues that may be present within the project.
13	Membership of the CTtL UK Advisory Panel is voluntary and only expenses approved by NHSBT will be reimbursed.

4.0 Membership and roles

No	Name & Job Title	Membership	Role in workstream
1.	Baroness Finlay	Chair	<ul style="list-style-type: none"> Chairs the CTtL UK Advisory Panel meetings. Provides advice and guides to the CTtL UK Advisory Panel to achieve project objectives. Designs strategies for the completion of the project objectives.

			<ul style="list-style-type: none"> 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 CTtL UK Advisory Panel are at the discretion of the CTtL UK Panel Advisory Chair and the CTtL Board Chair.
2	John Crabtree (Lord Lieutenant West Midlands, OBE, Chair for Commonwealth Games 2022)	Special advisor	<ul style="list-style-type: none"> Advise and guide the preparatory phase of MoU. To facilitate the launch of Tribute to Life in the Commonwealth Games 2022. To arrange and supervise the legacy of the above project for the benefit of participating Commonwealth nations.
3.	Paul Sabapathy (CVO CBE)	UK ADVISORY P A N E L M E M B E R S	<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.
4.	Kirit Modi (Hon President National BAME Transplant Alliance (NBTA) and President of the National Kidney Federation)		
5.	Anthony Clarkson (Director of Organ and Tissue Donation and Transplantation NHS Blood and Transplant)		
6.	John Forsythe (Medical Director, Organ and Tissue Donation and Transplantation)		
7.	Millie Banerjee (CBE. Chair - NHS Blood and Transplant)		
8.	Justin Grace (Liver recipient, British Cycling Team, Patron DFN)		
9.	Professor David Briggs (Histocompatibility and Immunogenetics, Birmingham, NHS Blood and Transplant)		
10.	Andrew Ready Consultant Paediatric Nephrologist Transplant Links		
11.	Jennie Jewitt-Harris Chief Executive Officer Transplant Links		
12.	James Neuberger Consultant Physician		
13.	Dr Matt Morgan Consultant in Intensive Care Medicine Head of Critical Care Research and Development Honorary Senior Research Fellow		

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 UK Advisory Panel Chair or a deputy nominated by the CTtL UK Advisory Chair will chair the meetings. Meetings will be held at the discretion of group alternating between a Skype/Zoom or Face to Face where appropriate.

Apologies should be given at least 48 hours to the CTtL UK Advisory Panel 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 within 7 days 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:

- Decisions agreed
- Risks and Issues reported to the TtL Board Chair and Project Manager

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 the TtL Board.

8.0 Documents and Outputs

The expected outputs for the Project Team are listed below.

No	Workstream output	Timetable
1.	To produce documents relating to the project, where necessary , using the expertise and experience of the Board and International Advisory Panel.	Ongoing

9.0 Documents Control

This document is only valid on the day that it was printed

Version History

Version	Date	Author	Brief Description of Key Changes
1	11/05/2020	Kam Rai	Draft.
2	12/05/20/20	Kam Rai	Amendment to scope and RACI chart
3	18/05/2020	Kam Rai	Amendment of Chairs role and responsibility.
.4	03/06/2020	Kam Rai	Amendment of In-scope. (page 6) Amendment of RACI Matrix. (page 7)
5	06/07/2020	Kam Rai	Amendment of Panel members titles and roles.
6.	08/07/2020	Kam Rai	Section 6 insert new line No13 Insert new member
7.	24/08/2020	Kam Rai	Insert the following members. Andrew Ready & Jennie Jewitt-Harris Transplant Links
8.	24/08/2020	Kam Rai	Governance structure titles amendment
9.	20/05/2021	Kam Rai	Governance structure titles amendment

Document Reviewed by

Version	Date	Reviewer	Reviewer Role
1	11/05/2020	Satya Sharma & Dale Gardiner	Review of amendments
2	12/05/2020	Satya Sharma & Dale Gardiner	Review of amendments
3	18/05/2020	Satya Sharma & Dale Gardiner	Review of amendments
4	01/06/2020	CTtL Board	Review of ToR documents with amendments
5	03/06/2020	Satya Sharma & Dale Gardiner	Review of amendments
6	06/07/2020	Satya Sharma & Dale Gardiner	Review of amendments
7	10/07/2020	Satya Sharma & Dale Gardiner	Review of amendments
8	24/08/2020	Satya Sharma & Dale Gardiner	Review of amendments
9	20/05/2021	Satya Sharma & Dale Gardiner	Review of amendments

Document Approved by

Version	Date	Approver Name / Body	Approver Role
6	07/07/2020	TtL Board	Approved document at 7 th July Board Meeting