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Care.data Programme Board Terms of Reference

Document Management

Revision History

Version	Date	Summary of Changes
V1.0	16/07/2014	Version approved by Programme Board on 14 July 2014
V1.1	30/01/2015	Amendment following agreement to have main and private session
V1.2	02/02/2015	Amendment following Programme Directors amendments
V2.0	11/02/2015	Final following approval from Programme Board members

Reviewers

This document must be reviewed by the following people:

Reviewer name	Title / Responsibility	Date	Version
Donna Braisby	Care.data Programme Manager PMO	30/01/2015	1.1
Eve Roodhouse	Care.data Programme Director	02/02/2015	1.2

Approved by

This document must be approved by the following people:

Name	Signature	Title	Date	Version
Tim Kelsey		Care.data Programme SRO	11/02/2015	2.0
Care.data Programme Board		Care.data Programme Board	11/02/2015	2.0

Glossary of Terms

Term / Abbreviation	What it stands for
PB	Portfolio Board
PMO	Programme Management Office
SRO	Senior Responsible Owner
HSCIC	Health & Social Care Information Centre
ToR	Terms of Reference
MPA	Major Projects Authority
IGAR	Informatics Governance Accountability Review
NIB	National Information Board
IPMB	Informatics Portfolio Management Board

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Contents

1. Document Purpose

This document sets out the Terms of Reference (ToR) for the care.data Programme Board. This ToR replaces all previous ToR for the Programme Board and reflects changes necessary as a result of recommendations from the MPA (Major Projects Authority) Project Validation Review for the programme which took place in May 2014.

A further version of this document reflects proposals agreed by the care.data Programme Board on 14 January 2015, to create a main and private session meeting structure. It therefore replaces the Terms of Reference approved by the Programme Board on 16 July 2014.

2. Project Board Accountabilities

The care.data Programme Board provides overall direction for the programme and is accountable for the delivery of programme benefits. It provides assurance for the commissioned programme, by providing governance and control to assure delivery, for example by receiving progress reports (covering all care.data delivery workstreams) and by addressing risks and issues that have been escalated.

The board takes advice from appropriate internal (to the programme) governance groups and external groups (including the care.data Advisory Group) to ensure that the strategic design of the programme is both appropriate and is meeting the requirements of stakeholders. The board will also ensure that links to other related programmes and related/dependent initiatives are effectively managed.

The SRO, who will chair the Board, is accountable for delivery of the programme and has appointed an overall Programme Director to ensure effective day-to-day delivery.

The wider governance context within which the programme board exists post the Informatics Governance Accountability Review (IGAR) – i.e. relationship to The National Information Board (NIB) and The Portfolio Management Board (PMB) - is illustrated in Annex A.

3. Programme Board Roles and Responsibilities

The care.data Programme Board is responsible for agreeing the strategic scope and timing of all care.data deliverables, and for the control and delivery of the programme. To this end, the Programme Board will make key critical judgements (for example, determining whether and when it is appropriate to proceed to collect primary care data through a number of pathfinder GP practices) at certain points. The board will seek independent assurance to support them as appropriate.

The board will be responsible for holding all organisations to account for delivery (including 'constituent delivery organisations' such as Public Health England) and will be responsible for being a voice and ensuring communication with previous Programme Board member organisations/individuals and other related stakeholders

Members of the Programme Board are individually accountable for their areas of responsibility and delivery within the programme as follows:

- Acting as advocates for the programme: representing the programme to a wider audience, protecting its interests and championing its benefits, thereby helping to ensure its success.

- Seeking the advice of, and taking advice from, the care.data Advisory Group (see Annex B for further information).

- Defining the acceptable risk profile and risk thresholds for the programme and its constituent projects, ensuring risks have appropriate ownership and mitigation plans are in place.
- Ensuring the programme delivers within its agreed parameters (e.g. cost, organisational impact and rate/scale adoption, expected/actual benefits realisation, etc.) and considers/impacts change requests where appropriate.
- Resolving strategic and directional issues between projects, which need the input and agreement of senior stakeholders to ensure the progress of the programme.
- Ensuring the integrity of benefit profiles and realisation plan.
- Providing assurance for operational stability and effectiveness through the programme delivery cycle.
- Each member of the Programme Board will provide and commit for some or all of the following as appropriate for the area they represent:
- Understanding and managing the impact of change.
- Benefits estimates and achievement.
- Owning the resolution of risks and issues that the programme faces.
- Resolving dependencies with other pieces of work, whether change or business operations.
- Representing local strategy as expressed in, for example, medium-term plans and operational blueprints.
- Supporting the application of and compliance with operating standards, etc.
- Making resource availability for planning and delivery purposes.
- Communicating (or ensuring that communication routes are established) for the key activity and decisions from the board in their own organisations where appropriate.
- Maintain the vision for the care.data programme.

3.1   Delegated Authority

Authorities delegated by the SRO to the care.data Programme Board

- Approve Terms of Reference
- Approve Business Case, prior to submission into the subsequent approvals process (i.e. approvals through to HM Treasury approval)
- Approve delivery framework documentation for care.data programme, e.g. Programme Definition Document
- Monitor budget for programme management activities at an overarching level and provide direction in relation to spend need within the programme (e.g. where a new data set is proposed for delivery)
- Set risk profile for programme
- Approve benefits profile for programme
- Approve programme Key Performance Indicators
- Approve allocation of programme resources against programme budget

4. Reporting

The care.data Programme Director will prepare a monthly report for the Programme Board, summarising progress and risks and issues for escalation. Each meeting will have secretariat present, provided by the care.data programme team. The minutes of each

Programme Board meeting, once approved by the Chair, will be distributed to board members and stored in the programme document repository.

Actions from each Programme Board meeting will be allocated to named individuals and their progress and status tracked. Action owners will be expected to report back on these actions at subsequent meetings

5. Membership

In addition to the care.data SRO and Programme Director, the Board will have members that will represent a number of organisations/areas, including:

- Department of Health
- Public Health England
- National Medical Director
- Care Quality Commission
- Health and Social Care Information Centre
- Medicines and Healthcare Products Regulatory Agency (MHRA)
- Monitor
- Patients and Public
- Chief Data Officer
- Research
- Director of Informatics and Digital Strategy
- Pathfinder CCG
- The chair of the care.data Advisory Group is invited to attend as an observer on behalf of the group.

5.1 Quorum

Minimum representation shall be the Chair and three other permanent members.

6. Meeting Frequency

Meetings shall be held every 4-6 weeks (during the pathfinder stage) with Video Conference between Leeds and London.

6.1 Meeting Structure

There will be a standing agenda with items to be agreed with the SRO prior to the scheduled meeting. The Programme Board will be divided into two sessions, a main session and a private session.

- The private session will involve discussion and decision making around commercially sensitive and draft documents not yet approved for publication by the Programme Board.

- The main session will include the programme update (highlight report) and documents ready for approval by the Board. All documents in the main session (once approved) will be published in line with the 'Transparency and publication of Programme Board papers (Annex C).

7. APPENDICES

7.1   Annex A: Relationship to Informatics Accountable Officer and National Information Board

(Post IGAR governance structure – for more information see the ToR for The National Information Board, June 2014)
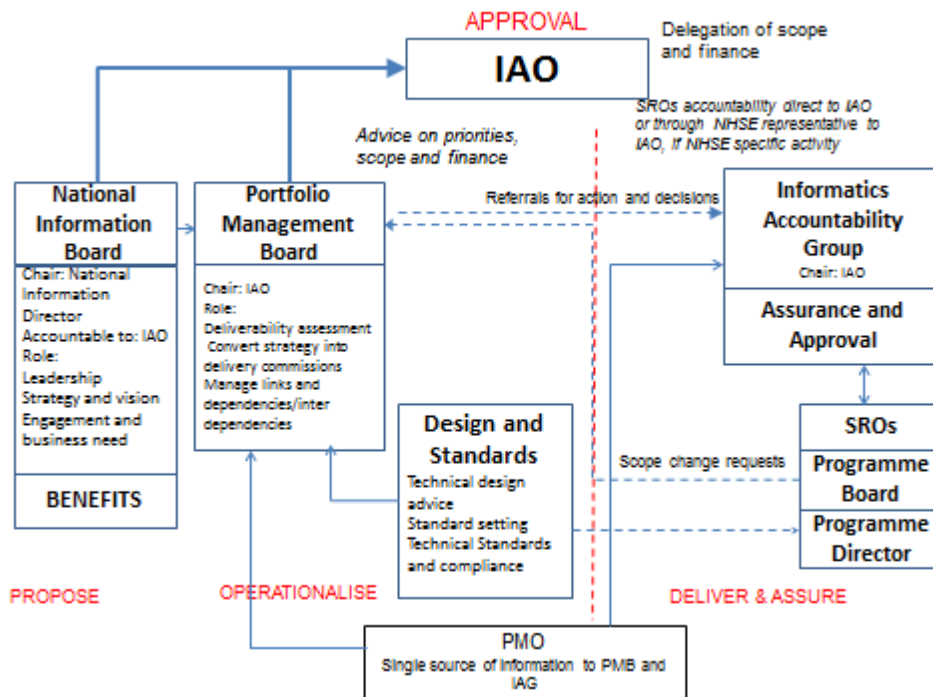
7.2   Annex B – Relationship to care.data Advisory Group

The care.data Programme Board seeks the advice of, and takes advice from, the care.data Advisory Group.

Advisory Group members are independent and not employees of NHS England or the HSCIC. The group is chaired by Ciarán Devane, Chief Executive of British Council and a Non-Executive Director of NHS England. Efforts are made to have broad representation with similar weight for the patient, clinical and commissioning view.

The purpose of the care.data Advisory Group is to guide the development of the care.data programme, by providing advice and recommendations to ensure that the objectives of care.data are achieved. In addition, advisory group members serve as liaison for sharing important information from their 'home or parent groups' to help inform the programme's activities.

To ensure that a strong link between the two bodies is maintained and that key messages are shared, the chair of the Advisory Group has been invited to be an observer of the Programme Board.

For further information, please see the care.data Advisory Group's Terms of Reference.

7.3   Annex C – Proposal on transparency and publication of Programme Board papers

Proposal on
Transparency and Pu