

Terms of reference: Gender Identity Programme Board

September 2020

The Gender Identity Programme Board supplants the previous Task and Finish Group for Gender Identity Services that was established by the Specialised Commissioning Oversight Group in 2014. The Task and Finish Group was established in response to long-standing concerns about poor patient access and patient experience, inconsistent and inequitable approaches to commissioning and delivery of these services, and excessive waiting times.

These concerns were reiterated by a parliamentary inquiry into *Transgender Equality* in 2016.

The Gender Identity Programme Board is formed at a critical point in time.

- Activity continues to rise beyond capacity limits in both adult services and young people's services
- Public consultation on proposed service specifications for adult services was held between July and October 2017; an independent analysis of consultation responses will be received by January 2018, with a view to final specifications being agreed in 2018
- The eventual specifications will then underpin a process of national procurement that will be run jointly between NHS England and NHS Scotland
- Stakeholder interest remains high

Aim

To lead the review of specialised gender identity services across England, having regard to the impact of decisions to the populations of Wales, Scotland and Northern Ireland where necessary.

Objectives

The Gender Identity Programme Board will make various recommendations to the Specialised Commissioning Oversight Group for the future delivery and configuration of specialised services for adults, young people and children, with a view to achieving the optimal models of care that are characterised by timely and equitable access to the range of available interventions; consistent delivery models and excellent care and excellent patient experience.

Scope

The scope of the Gender Identity Programme Board covers:

- Specialised services for children and young people
- The role of the specialist Gender Identity Clinic (for adults) in assessment and diagnosis; in providing interventions directly; and in arranging interventions with other providers
- The role of the specialist surgical unit (for adults) in assessing patients for readiness for surgery; performing surgical interventions; after care including complications
- The relationship between primary care services and specialist clinics
- Interface with non-specialist services that form part of the NHS pathway of care

Specific deliverables

- Service specifications for surgical and non-surgical services for adults that are developed and informed through a process of stakeholder engagement and public consultation, and that will enable clear assessment of provider compliance, and clarify the interventions that are available from the NHS specialised pathway of care
- A proposed model for future delivery along the pathway of care
- A proposed model for how equivalent provision will be achieved for individuals in prison and offender settings
- Proposals for financial arrangements that fairly remunerate providers and encourage innovation, including tariff and currency proposals
- Proposals for which organisations will deliver specialised gender identity services for adults as an outcome of a process of procurement, informed by an exploration of potential models
- Workforce and training tools / frameworks to address the sustainability challenges (jointly with other organisations)
- Recommendations for how to address discrimination and poor patient experience of non-specialised services that form part of the NHS pathway of care and that are commissioned by other bodies
- An Equality and Inequalities Impact Assessment/s to support recommendations and eventual decision making

Responsibilities of Project Board

The Gender Identity Programme Board will:

- i. Provide leadership and direction to the review of specialised gender identity services, ensuring that the approach follows best practice and is compliant with legal requirements
- ii. Act as a central point of coordination for the various elements of relevant work that are ongoing across the Specialised Commissioning Directorate
- iii. Oversee a process of national procurement that will determine which organisations are best placed to deliver specialised services for adults against the eventual service specifications; and as part of this work to explore the extent to which integration with young people's services is possible and advantageous
- iv. Coordinate 'demand and capacity' planning that will inform the future delivery of specialised services and resource allocation for adult services and young people's services; and that will inform an approach to commissioning that seeks to ensure the sustainability of the national service during the process of procurement
- v. Identify, manage and mitigate significant risks around safety, quality and service delivery that present during the lifetime of the Programme Board
- vi. Lead on communication and stakeholder engagement activities that are necessary to ensure that the processes for forming recommendations and eventual decision making are informed by the views of people who are using / will be using the services, in accordance with best practice and relevant legislation

Individual project plans for meeting these responsibilities are attached as appendices where appropriate.

Governance

The Gender Identity Programme Board is accountable to - and responsible for making recommendations to - the Specialised Commissioning Oversight Group.

In regard to the development and eventual agreement of service specifications, NHS England's usual governance processes apply in that the Programme Board will present proposed products to the Women and Children's National Programme of Care Group, which will then make recommendations to the Specialised Commissioning Oversight Group (via the Clinical Priorities Advisory Group if necessary).

The Gender Identity Programme Board will receive clinical advice and recommendations from the Clinical Reference Group for Paediatric Medicine; Clinical Reference Group for Gender Identity Services; Clinical Reference Group for Health & Justice Services; and from other professional sources as required.

Sub-groups

The Gender Identity Programme Board may establish the following sub-groups:

- Tariff Development Working Group: to make recommendations on a national currency and tariff
- Procurement Working Group: produce proposed Invitation to Tender documents; procurement framework; market assessment; establish the approach to procurement
- Clinical Working Group: to develop the clinical questions and framework for procurement; and to drive the development of meaningful quality and outcome indicators
- Commissioning Sub Group: to oversee and deliver specific areas of work that are provider specific and that necessary as an outcome of the Programme Board's work; and (as individual hubs) to be the main link with current providers for existing delivery issues

Other sub-groups may be convened as necessary.

Senior Responsible Officer

The SRO is James Palmer, Medical Director for Specialised Services.

The main roles and responsibilities of the SRO are to:

- Be a visible, engaged and active project leader
- Put in place a team, with the right capabilities and capacity to manage and successfully deliver the project/ programme
- Provide appropriate support, steer and strategic focus to support recommendations to the National Programme of Care
- Seek legal and other expert advice as necessary (and such advice may not be shared with the Programme Board members in order to preserve legal privilege)
- Ensure that the project delivers its agreed objectives and projected benefits, including
- Monitor and take control of progress
- Create an open, honest and positive culture committed to delivering at pace
- Maintain the project's credibility with external stakeholders through transparency, inclusion and communication
- Manage formal closure processes to ensure correct handover to business as usual

Membership

Name	Title	Function on group	Employing Organisation
Mr James Palmer	Medical Director for Specialised Commissioning	Chair	NHS England
Dr Simon Barton	Regional Medical Director for Specialised Commissioning (London)	Commissioning	NHS England
Carole Bell	Director of Nursing and Quality, Welsh Health Specialised Services Committee	NHS Wales	NHS Wales
Dr Michael Brady	National LGBT Adviser	Policy	Government Equalities Office / NHS England
Mr James Bellringer	Consultant Urologist	Clinical: surgical services	
Dr Polly Carmichael	Director of the Gender Identity Development Service	Clinical: children and young people	Tavistock and Portman NHS Foundation Trust
Dr John Dean	Chair of the Clinical Reference Group for Gender Identity Services	Clinical: non-surgical (adults)	Devon Partnership NHS Trust
Anna Eccleston	Senior Change Manager, Medical Projects Team	Lead Commissioner Clinical Reference Group for Gender Dysphoria Services	NHS England
Shay Garner		Independent Member	
Jeremy Glyde	Head of Medical Projects Team, Specialised Commissioning	Deputy Chair	NHS England
Suzanna Hopwood		Independent Member	
Jason Luu	Senior Contract Manager, Specialised Commissioning London Region	Commissioning	NHS England
Fiona Marley	Head of Highly Specialised Services Commissioning	Commissioning	NHS England

Roseanne McDonald	Nursing and Quality Adviser, NHS Scotland	NHS Scotland	NHS Scotland
Peta Mylan	Communications and Engagement Lead, Specialised Commissioning	Patient Engagement	NHS England
Adrian Perks	Health & Justice Public Health Implementation Lead	Commissioning	NHS England
Peter Moore		Independent Member	
Jason Stamp	Chair of Patient Public Voice Assurance Group for Specialised Commissioning	PPV assurance	
Harri Weeks		Independent Member	

Frequency of meetings

The Gender Identity Programme Board will meet monthly in person. Remote attendance via teleconference will be at the discretion of the chairperson.