

Research and Innovation Committee Annual Report (2022/23)

Trust Board

25th May 2023

Presented for:	Information and Assurance
Presented by:	Dame Linda Pollard, Trust Chair
Author:	Christopher Herbert, Director of Operations: Research and Innovation Jeanette Thorpe, Research and Innovation Manager (Research Operations)
Previous Committees:	Audit Committee

Our Annual Commitments for 2023/24 are:	
Effectively develop and deploy new assets (buildings, equipment, IT)	
Reduce healthcare associated infections	
Improve staff retention	
Deliver the financial plan	
Reduce average length of stay by 0.5 days per patient	
Achieve the Access Targets for Patients	
Support a culture of research	✓

Risk Appetite Framework				
Level 1 Risk	(✓)	Level 2 Risks	(Risk Appetite Scale)	Impact
Workforce Risk	✓	Workforce Deployment Risk - We will deliver safe and effective patient care through the deployment of resources with the right mix of skills and capacity to do what is required.	Cautious	Moving Towards
Clinical Risk	✓	Research, Innovation & Development Risk - We will deliver agreed minimum research and innovation priorities with health, social care, voluntary, education and private sectors	Open	Moving Towards

Financial Risk	✓	Financial Reporting Risk - We will deliver sound financial management and reporting for the Trust, with no material misstatements or variances to forecast.	Minimal	Moving Towards
External Risk	✓	Partnership Working Risk - We will maintain well-established stakeholder partnerships which will mitigate the threats to the achievement of the organisation's strategic goals.	Open	Moving Towards

Key points	
<p>1. Terms of Reference</p> <p>The Committee Chair, along with the Committee has reviewed the Terms of Reference to ensure that the Committee is fit for purpose and carries out its duties as delegated by the Board of Directors.</p> <p>The Committee has discharged its duties in line with the ToR set out in Appendix A.</p>	Assurance
<p>2. Reporting Requirements</p> <p>The Terms of Reference for the Research and Innovation Committee state that the focus of the Committee is to provide assurance to the Trust board of:</p> <ul style="list-style-type: none"> • The development and implementation of strategies to promote LTHT as a global hub for Research and Innovation and to establish conditions for increasing participation in research, promoting and supporting innovation and continuing development opportunities. • The financial management, performance and governance of Research and Innovation activity, which enable the Committee to consider the risks involved in the Trust's Research and Innovation business and how they are controlled and monitored by management. • The development and replenishment in sufficient numbers of the research workforce to meet LTHT's long-term strategic and clinical aspirations. <p>This report provides an overview on the delivery of the Committee's work programme, since establishment as a Board Assurance Committee from 1 November 2022.</p>	Assurance
<p>3. Work Plans</p> <p>The Board of Directors approved the Committee's Work Plan for 2022/23, Appendix B (NB from establishment as an Assurance Committee from 1 November 2022) and reports assurance against items received from the three meetings held to date, (or stating where it cannot provide assurance).</p>	Decision

The Committee sets out its draft Work Plan for the coming year in Appendix C, seeking approval from the Board.	
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1. Purpose

The purpose of this paper is to provide assurance to the Audit Committee that the Research and Innovation Committee has discharged its duties in accordance with its Terms of Reference, completed its Work Plan for 2022/23, delivered against the defined objectives, and sets out the proposed Work Plan for 2023/24.

For a number of years, the Trust has operated a Research and Innovation Committee as a Management Committee providing updates to the Board. However, during the Summer of 2022 this was reviewed and it was agreed that as Research and Innovation was a key focus of the Board, the Board would establish a Research and Innovation Committee, as an assurance Committee of the Board, supported by a Management Group underpinning its governance structures.

The first meeting of the newly established Research and Innovation Committee was held on 1 November 2022, with the approval of the terms of reference and work plan agreed by the November Board meeting.

2. Committee Membership

Dame Linda Pollard Chair of the Committee, with membership from Non-Executive Directors Chris Schofield and Laura Stroud. Other members of the Committee are the Chief Medical Officer, Director of Strategy, Company Secretary, Associate Medical Director for Research and Innovation, Director of Operations: Research and Innovation, Head of Nursing Research and Innovation, Research and Innovation Manager (Operational Research), BtLW Innovation & Digital Lead (Devices & Equipment Lead), Chief Clinical Information Officer. Executive Dean of the Faculty of Medicine and Health at the University of Leeds. The Committee commenced its work in November 2022 and has held three meetings, all of which have been quorate.

3. Committee Effectiveness

The Committee has held three meetings to date and is still in the formative stages of its work, in establishing style and content of reports required by the Board for assurance purposes. Information from the Committee flows to the Board via verbal and a written Chairs report in the public domain (noting regard to any commercial sensitivities). Full minutes are received in the Blue Box at the Board Workshop.

The Committee has made progress in describing and reporting risk which is described in section 9, along with financial reporting.

Areas for improvement have been identified as:

- The ongoing training and development for Committee members, particularly those providing reports for the meeting given that assurance Committees are new to some Committee members
- Improving the quality of certain papers, which has been communicated to authors
- Focus and briefing for presenters for consistency – describing benefit/outcomes to patients

4. Delivery Against Terms of Reference

Committee Duty	How delivered against
<p>To be assured of the development and implementation of strategies to promote LTHT as a global hub for Research and Innovation and to establish conditions for increasing participation in research, promoting and supporting innovation and continuing development opportunities.</p>	<p>Standing agenda items for the Committee to discuss include:</p> <ul style="list-style-type: none"> • Reports on Research and Innovation marketing and communications activities • Reports on key performance metrics associated with research activity • Reports on Partnerships, Innovation and International development activities <p>Three reports from the Research and Innovation leadership team on performance against key targets and work underway to improve areas identified where improvements have been identified as being required. The team have highlighted that the Trust is continuing to perform strongly in a number of national league tables related to performance in recruiting participants to research. The Committee has heard about the ongoing work to promote Research and Innovation activities through a wide range of channels and heard about some examples of innovation partnerships being developed.</p>
<p>Provide assurance of the establishment of partnerships with higher education institutes, industry, NHS organisations, and charities across the UK and internationally to increase participation in research, the clinical innovation pathway and continuing development opportunities.</p>	<p>Standing agenda items for the Committee to discuss include:</p> <ul style="list-style-type: none"> • Reports on Research and Innovation marketing and communications activities • Reports on key performance metrics associated with research activity • Reports on Partnerships, Innovation and International development activities <p>In addition, membership of the Committee includes colleagues from the University of Leeds to provide assurance that the relationship with that organisation is strong and working effectively.</p>

	<p>The committee has received a report on the establishment of the new £19.8m NIHR Biomedical Research Centre, a collaboration with the Universities of Leeds and York. The research themes reflect Leeds strengths across musculoskeletal, cardiovascular, Anti-microbial Resistance, Surgery, Pathology and Haematology research.</p>
<p>Provide assurance of the proactive development of commercial opportunities that may arise from Research and Innovation activities and from the networks that develop with partners and other organisations through the course of that work. When necessary, be underpinned by external advice and expertise to explore and exploit commercial opportunities.</p>	<p>Within the Partnerships, Innovation and International report an update is provided for the Committee on any commercialisation opportunities that are arising from Research and Innovation activities. The committee has heard about a project in pathology to develop a tracking innovation for tissue samples which has recently received an investment of £250k from Innovate UK.</p>
<p>Provide assurance of the process and review of the performance management for the delivery of the Research and Innovation strategy and progress of the defined key performance indicators.</p>	<p>A report is presented for discussion at each meeting of the Committee which focuses on key performance metrics and any key improvement programmes that are in place to address areas identified where significant work is required to improve performance.</p> <p>The committee have received assurance that the Trust is continuing to perform strongly in a number of national league tables related to performance in recruiting participants to research and other national KPI's.</p>
<p>Provide assurance of the financial management, performance and governance of Research and Innovation activity, which enable the Committee to consider the risks involved in the Trust's Research and Innovation business and how they are controlled and monitored by management.</p>	<p>A finance report is provided for discussion at each meeting of the Committee. At the January 2023 meeting of the Committee a deep dive into research finances was presented to help the committee understand the overall position associated with research and the complexities and rules associated with the management of research finances.</p> <p>The committee has received a detailed report that set out how research is funded in the Trust along with the current financial position of research and noted the</p>

	complexities associated with the management of research finances. Future work of the committee will focus on how R&I becomes a net contributor to the Trust's budget overall.
Provide assurance that opportunities to develop the research and clinical innovation portfolio are aligned with the Trust Board's strategy and that high quality bids are submitted.	<p>Within the. Since the committee's establishment 3 major strategic bids have been submitted and reported to the committee. These were</p> <ul style="list-style-type: none"> (a) A bid to host the new NIHR Research Delivery Network (RDN) for Yorkshire and Humber (b) A bid for £3.4m capital investment in research infrastructure from NIHR (c) A bid for £250k to support the Radiology CSU collaboratively develop, evaluate and deploy imaging AI applications.
Provide assurance that the research workforce is developed and replenished in sufficient numbers to meet LTHT's long-term strategic and clinical aspirations.	The committee has not received any reports on the research workforce since its establishment
Provide assurance on the development and implementation of highly effective controls for Research and Innovation governance, including the management of risks, ensuring appropriate controls are in place, reporting to other Board committees as appropriate.	A report on major risks associated with Research and Innovation is presented at each Committee meeting and since its establishment the committee has overseen the further development of the Research and Innovation risk register and alignment of Research and Innovation risks to both corporate risks and the corporate risk appetite statements (see section 9 of this report). Research and Innovation also present at the Trust Risk Committee every six months.
Provide assurance on the rapid resolution of any significant weaknesses found in the Trust's Research and Innovation endeavours by reviewing decisions to halt Research and Innovation activity and apply whatever learning is necessary to: (i) ensure safe, high-quality and compliance Research and Innovation practices at all times; and (ii) the success fulfilment of research obligations to which the Trust is committed. Ensure material concerns are addressed to the satisfaction of all concerned and properly declared to the Trust Board.	There has been no call on the Committee to do this since its establishment

Where there is a perceived overlap of responsibilities between the Research and Innovation Committee and Innovation District Committee (IDC), the respective Committee Chair shall have the discretion to agree the most appropriate Committee to fulfil any obligation. To support this, information will be shared (and reported to more than one Committee) to maintain understanding between IDC and the Committee.

5. Amendments to Terms of Reference

There are no proposed amendments to the Terms of Reference for 2023/24, as these were approved at the 24 November 2022 Board meeting. However, the membership of the committee has been updated to include the Chief Nurse and Head of Healthcare Professionals Academic Development.

6. Committee Objectives

Given that the Committee only commenced its work in November, the objectives established at inception have been superseded by those set out below which are aligned to the relevant Trust annual commitments for 2023/24 as follows:

Our Annual Commitments for 2023/24	Committee Objectives to support delivering Commitments
Effectively develop and deploy new assets (buildings, equipment, IT)	<p>To provide assurance that</p> <ul style="list-style-type: none"> the existing estate and infrastructure associated with research is being optimally utilised, the estate and infrastructure needs associated with research are being met, funding for new assets required for research are being sought through grant applications and other strategic applications and there is effective working with other corporate departments and CSU's to deploy and utilise these.
Improve staff retention	<p>To provide assurance that staff are being given opportunities to be involved in Research and Innovation and have access to training opportunities and mentoring to support their professional development needs and that research-active staff with shorter-term contracts are supported to identify funding that enables them to be retained in research roles in the Trust.</p>

Deliver the financial plan	To provide assurance that Research and Innovation is meeting its financial target for the year, that waste reduction schemes are being met and continuing the work to get to a position where R&I is a net contributor to the Trust's budget overall.
Support a culture of research	<p>To provide assurance that CSUs are being supported to develop a culture of Research and Innovation through:</p> <ul style="list-style-type: none"> • Development of CSU Research and Innovation strategies • The development of a system that exposes, engages, educates and embeds clinical research, creating a culture where research, service and quality improvement is everyone's business and equitable clinical academic career pathways within and across the CSUs • Evidence of Research and Innovation activity in every CSU • Evidence of impactful internal and external communications that support engagement of staff and patients with research • Development of metrics to gain assurance that we are operating within risk appetite for the Research and Innovation risk statement

7. Work Plan

7.1 Research team presentations

The Committee has received presentations from three research teams on their work. The purpose of the presentations is to provide the Committee with an overview of some of the research that is being undertaken in the organisation and to provide assurance that research is benefitting patients.

7.1.1 Cardiovascular

The Cardiovascular research team presented on work that they undertake. The dedicated research facilities available to them were highlighted and the team highlighted the diverse

portfolio of research that they support the delivery of. Particularly noteworthy was that the team were the first in the UK to implant a new pacing device developed by Boston Scientific, they are leading recruitment to a trial of a new device developed by Medtronic and that every patient undergoing TAVI procedure is considered for inclusion in research. A patient who had been involved in research told his story of how being involved in research has not just been beneficial for his health; it has also given him a sense of purpose and wellbeing because as well as being a patient in a trial he now also supports researchers with the design of their own research and is part of a number of patient groups that supports research

7.1.2 Adult Critical Care

The Adult Critical Care research team presented on their journey from undertaking very little research in 2017 to now delivering nine trials. They provide a seven day/week research service and their capacity is only limited by the funding available to them; there is very little opportunity for commercially-funded research in critical care that would generate additional income. The creation of a research strategy and the support of their CSU leadership team has been essential to enable the increase in activity and they are now recognised nationally for the research they are delivering

7.1.3 Dentistry

Sue Pavitt from University of Leeds gave an overview of diverse range of Dental research being undertaken in Leeds. A strong feature is not just the research delivered in the dental hospital research facility but also the work done in underserved communities and the work with Batley High School in particular was highlighted.

7.2 Research and Innovation Performance and Portfolio

The Committee have received three reports from the Research and Innovation leadership team on performance against key targets and work underway to improve areas identified where improvements have been identified as being required. The team have highlighted that the Trust is continuing to perform strongly in a number of national league tables related to performance in recruiting participants to research. The committee has also received reports relating to improvement projects looking at the process of opening studies and managing recruitment to time and target of open trials. The Committee has received assurance that progress is being made in both of these areas and that work continues to improve in these areas.

At the January meeting, the Committee also received a presentation from the Research and Innovation leadership team on the work that has been undertaken since 2015 to address the risks and issues associated with research and create an infrastructure that can now support the Trust's commitment to embed a culture of research across all CSU's. The presentation also highlighted the Research and Innovation leadership team's vision for Research and Innovation in 2030 and some of the key activities they believe will need to be taken to achieve that vision.

7.3 Hosted Research Infrastructure

7.3.1: National Pathology Imaging Co-operative

The Committee heard about the work of the National Pathology Imaging Co-operative (NPIC), the core of which is a national digital pathology platform that that supports both clinical care and Research and Innovation. Key aims of NPIC are to; deploy digital pathology

systems across WYAAT and additional partners nationally (including a sarcoma and paediatric network) and to use this infrastructure to develop artificial intelligence Research and Innovation in digital pathology. The longer-term sustainability model for NPIC once the current major grants that have supported the programme to date were discussed, as were some of the challenges associated with retaining staff when research funding is time-limited.

7.3.2: NIHR Leeds Biomedical Research Centre

The NIHR Leeds Biomedical Research Centre, a £19.8m investment in research in LTHT, University of Leeds and University of York from National Institute for Health Research (NIHR). The new BRC is a significant expansion on the previous programme with six clinical themes as opposed to one previously. The new themes reflect Leeds strengths across musculoskeletal, cardiovascular, Anti-microbial Resistance, Surgery, Pathology and Haematology research.

7.4 Partnerships, Innovation and International

A key part of the 2020-25 Research and Innovation strategy is to build a new income streams, through the development of new partnerships with industry, both nationally and internationally and to better support innovation activities across the Trust. The work being undertaken falls into three areas; Development of new partnerships, Engagement of staff and events and Innovation training. The work supports the redevelopment of the LGI site as it is run through the Innovation pop-up estate and is focused on creating a pipeline of innovation activity that the “Innovation Village” can be built upon. The Committee has received assurance about the work being undertaken and examples of some of the relationships being developed.

7.5 Communications

Marketing and communications is an important part of the delivery of the vision for Research and Innovation in the organisation and the achievements since the establishment of a dedicated Research and Innovation marketing and communications role in 2019 were highlighted to the Committee. The Committee has heard about the ongoing work to promote Research and Innovation activities through a wide range of channels and received assurances through the metrics of the impact this is having on visibility in the wider media and engagement with Research and Innovation specific channels.

7.6 Research Finances

The Committee received a detailed report that set out how research is funded in the Trust and the current financial position of research. The development of this report over the three Committee meetings has been commended. The Committee noted the complexities of research funding and also how research is currently subsidised by the organisation to the sum of £1.9m. A desire to reduce this was highlighted and future work of the Committee will focus on how this work.

7.7 Risks

The work carried out by the Committee to date is covered by section 9 of this report.

7.8 2023/24 Workplan

The proposed workplan for 2023/24 is attached as Appendix C and sets out how the Committee will provide assurance to the Board that Research and Innovation activities are continuing to provide benefit to our patients and that the Trust's Research and Innovation commitment is being delivered in 2023/24.

8. Other Issues Addressed by the Committee in Year

No issues to report

9. Risk Management

The Committee have overseen work to further develop the Research and Innovation risk register since its creation. This risk register covers the workforce, operational, clinical, financial and external risks associated with all the research infrastructure hosted through the Trust. The work, supported by Rob Kurau has aligned the risks identified and managed by the Research and Innovation team to both corporate risks (where applicable) and to the Trust's risk appetite statements. The risk register is aligned with the Trust's risk scoring matrix and now gives the committee assurance that live risks are either within the Trust's risk appetite or, where the risk is outside appetite that mitigation measures are in place to bring associated risks back into risk tolerance.

No changes have been made to the risk appetite statements (Research and Innovation Risk) that is aligned to this Committee.

10. Internal Control Environment

No further information has been sought during the year for assurance.

11. Publication Under Freedom of Information Act

As a draft paper - state

This paper is exempt from publication under Section 22 of the Freedom of Information Act 2000, as it contains information which is in draft format and may not reflect the organisation's final decision.

12. Recommendation

The Audit Committee are asked to receive this report and confirmation that the Research and Innovation Committee is developing its role to provide assurance to the Board through the delivery of its workplan. The Committee (and Board) are asked to;

- note that there are no changes proposed to the terms of reference
- approve the changes to the membership of the Committee to include the Chief Nurse and Head of Healthcare Professionals Academic Development
- approve the Committee objectives and work plan for 2023/24

13. Supporting Information

The following papers make up this report:

Appendix A Terms of Reference

Appendix B – Work Plan for 2022/23

Appendix C – Proposed Work Plan for 2023/24

Christopher Herbert
Director of Operations: Research and Innovation

Jeanette Thorpe
Research and Innovation Manager (Research Operations)

20th April 2023

APPENDIX A: TERMS OF REFERENCE

Research and Innovation Assurance Committee

1. Main Authority / Limitations

- 1.1 The Board hereby resolves to establish an assurance Committee to be known as the Research and Innovation (Research and Innovation) Committee ('the Committee'). The Committee is comprised of Non-Executive Directors, accounts to the Board shall have Non-Executive responsibilities, powers, authorities and discretion as set out in these terms of reference. The purpose of Research and Innovation Committee is to lead on behalf of the Board of Directors the acquisition and scrutiny of assurances concerning positioning LTHT in partnership with the University of Leeds and other academic organisations as a global Research and Innovation powerhouse and as a catalyst for commercial opportunities that may emerge; or individually, compete for and win research grants or funds that underpin the Board's long-term clinical aspirations; (ii) patient benefit from research participation and utilisation; (iii) linking research participation to quality and service improvement (iv) having oversight of commercial opportunities that arise from Research and Innovation programmes, as well as related business-engagement activities that seek to exploit Trust-owned resources (v) ensuring good governance and risk management of Research and Innovation activities in the Trust.
- 1.2 The Committee is authorised by the Board to investigate any activity within its terms of reference. The Committee may invite any Director, Executive, external or internal auditor, or other person to attend any meeting(s) of the Committee as it may from time to time consider desirable to assist the Committee in the attainment of its objective. The Committee may appoint, employ or retain such professional or legal advisors the Committee consider appropriate. Any such appointment shall be made through the Company Secretary. All Board Members shall be entitled, should they wish to do so, to see the advice received from the Committee's advisors.
- 1.3 The Committee will report annually on the delivery of its work programme. Reports will specifically comment on (i) Research and Innovation strategy and priorities in the year(s) ahead and progress of delivery of the key performance indicators along with assurance of financial management and governance of Research and Innovation.
- 1.4 Approved minutes of the Committee are circulated to the Board for information at the first formal meeting of the Board after approval. The minutes are also circulated to those regularly in attendance. The Committee Chair provides the Board with a brief summary of the Committee's work at the first available Board meeting opportunity after each Committee meeting. The Chair of the Committee will escalate matters to the Board as deemed appropriate and, if necessary, to the trust Board Chair prior to a Board meeting. (*Noting currently this Committee will be Chaired by the Trust Chair, when this ceases the above line remains functional*).
- 1.5 Trust Standing Orders and Standing Financial Instructions apply to the operation of this Committee.

2. Objective

The Committee shall be accountable to the Board and examine assurances relating to Research and Innovation performance. The Committee will set annual objectives which will be agreed by the Board.

3 Primary Duties and Responsibilities

- 3.1 To be assured of the development and implementation of strategies to promote LTHT as a global hub for Research and Innovation and to establish conditions for increasing participation in research, promoting and supporting innovation and continuing development opportunities.
- 3.2 Provide assurance of the establishment of partnerships with higher education institutes, industry, NHS organisations, and charities across the UK and internationally to increase participation in research, the clinical innovation pathway and continuing development opportunities.
- 3.3 Provide assurance of the proactive development of commercial opportunities that may arise from Research and Innovation activities and from the networks that develop with partners and other organisations through the course of that work. When necessary, be underpinned by external advice and expertise to explore and exploit commercial opportunities.
- 3.4 Provide assurance of the process and review of the performance management for the delivery of the Research and Innovation strategy and progress of the defined key performance indicators.
- 3.5 Provide assurance of the financial management, performance and governance of Research and Innovation activity, which enable the Committee to consider the risks involved in the Trust's Research and Innovation business and how they are controlled and monitored by management.
- 3.6 Provide assurance that opportunities to develop the research and clinical innovation portfolio are aligned with the Trust Board's strategy and that high quality bids are submitted.
- 3.7 Provide assurance that the research workforce is developed and replenished in sufficient numbers to meet LTHT's long-term strategic and clinical aspirations.
- 3.8 Provide assurance on the development and implementation of highly effective controls for Research and Innovation governance, including the management of risks, ensuring appropriate controls are in place, reporting to other Board committees as appropriate.
- 3.9 Provide assurance on the rapid resolution of any significant weaknesses found in the Trust's Research and Innovation endeavours by reviewing decisions to halt Research and Innovation activity and apply whatever learning is necessary to: (i) ensure safe, high-quality and compliance Research and Innovation practices at all times; and (ii) the success fulfilment of research obligations to which the Trust is committed. Ensure material concerns are addressed to the satisfaction of all concerned and properly declared to the Trust Board.

- 3.10 Provide assurance to the Chair of Audit Committee confirming the effectiveness of the Committee and fulfilment of its objective, and to the effect that the Committee has disclosed to the Audit Chair all significant deficiencies and material weaknesses in the design or operation of internal controls which could adversely affect the Trust's ability to achieve research, innovation, education, or training objectives.
- 3.11 To consider, within its agenda, material issues communicated to it by the Audit Committee arising from the work of the Internal Audit function relating to matters which fall within the scope of the objective and responsibilities of the Committee. The Committee shall provide feedback on its review of such referred internal audit work, in particular as to any shortcomings perceived in the scope or adequacy of the work. Additionally, the Committee shall respond to any other matters of an internal audit nature that are referred to it by the Audit Committee as appropriate.
- 3.12 The Committee shall review annually the Committee's terms of reference and its own effectiveness and recommend to the Board any necessary changes arising therefrom.
- 3.13 To report to the Board on matters set out in these terms of reference and how the Committee has discharged its responsibilities.
- 3.14 The Chair of the Committee shall provide an annual letter of assurance to the Chair of Audit Committee confirming the effectiveness of the Committee and fulfilment of its objective, and to the effect that the Committee has reported to the Board financial or operational performance which could adversely affect achievement of corporate objectives.
- 3.15 To undertake or consider on behalf of the Trust Chair or the Trust Board such other related tasks or topics as the Trust Chair or the Board may from time to time entrust to the Committee.
- 3.16 Where there is a perceived overlap of responsibilities between the Committee and Innovation District Committee (IDC), the respective Committee Chair shall have the discretion to agree the most appropriate Committee to fulfil any obligation. To support this, information will be shared (and reported to more than one Committee) to maintain understanding between IDC and the Committee.

4. Duties and Etiquette

The duties of the Chairperson of the Committee shall be to:

- keep the Board informed regularly of any material matters which have come to the Committee's attention;
- ensure that minutes of the Committee are an accurate reflection of discussion;

- attend or designate another member of the Committee to attend public meetings of the Trust to answer any questions related to the work of the Committee;
- submit an annual report on the work and effectiveness of the Committee to the Board; and
- ensure that all significant risks are discussed and where necessary escalated in line with LTHT's Risk Management Policy.

The duties of members and attendees shall be to:

- attend and contribute;
- have read the papers and materials in advance and be ready to work with them;
- actively participate in discussions pertaining to Committee business ensuring that solutions and action plans have multidisciplinary perspectives and have considered the impact Trust-wide;
- disseminate the learning and actions from the meetings;
- to attend at least 75% of meetings of the Committee per year.

5. Constitution

The Committee shall meet with such frequency and at such times as it may determine. It is expected that the Committee shall meet a minimum of four times per year.

The quorum for meetings shall be two Non-Executive Directors, one of whom should be the Committee Chairman, unless he or she is unable to attend due to exceptional circumstances. In the absence of the Committee Chair a decision will be taken in advance of the meeting as to which independent Non-Executive Director who is a member of the Committee, shall Chair that particular meeting.

6. Membership and attendance

- 6.1 The Membership shall be disclosed in the Annual Report and shall be three independent Non-Executive Directors of the Board. There shall be no deputies allowed in the absence of a member attending. Any member of the Committee who is able to speak and be heard by each of the other members shall be deemed to be present in person and shall count towards the quorum.

The Members shall be:

- Linda Pollard (Chair)
- Chris Schofield
- Laura Stroud

The Chief Medical Officer, Director of Strategy, Company Secretary, Deputy Medical Director for Research and Innovation, Director of Operations: Research and Innovation, Head of Nursing Research and Innovation, Research and Innovation Manager (Operational Research), BtLW Innovation & Digital Lead (Devices & Equipment Lead), Chief Clinical Information Officer, **Chief Nurse, Head of Healthcare**

Professionals Academic Development and Executive Dean of the Faculty of Medicine and Health at the University of Leeds.

In regular attendance; Senior Finance Manager (for specific items only), Joint Unit Directors to attend in rotation.

- 6.2 Deputies may represent members in their absence or invite specific colleagues to address the Committee where appropriate and agreed with the Committee Chairman.
- 6.3 External partners will not participate in matters confidential to or of a sensitive nature for the Trust or where conflicted.
- 6.3 In order for decisions taken by the Committee to be valid, the meeting must be quorate. This will consist of two members of the Committee being present at the point when any business is transacted. [See 5 above].
- 6.4 The Committee is serviced by Research and Innovation team with support from Secretariat which organises meetings and oversees the governance of the Committee. Papers shall be available at least five clear days before each meeting. Papers shall not be tabled unless it is essential and only with the Committee Chair's prior agreement.
- 6.5 Terms of reference are reviewed annually or in the light of changes in practice or national/local guidance.

7. Version Control

Version Control	Date	Comments
V1	7 Oct 2022	JB draft – review by LP

Document Owner

The Company Secretary is the owner of this document and of any Board Minute authorising any amendment.

APPENDIX B: RESEARCH AND INNOVATION Assurance Committee 2022/23 Workplan

Agenda Item	1 Nov 2022	2 Jan 2023	3 Mar 2023
Presentation			
<ul style="list-style-type: none"> RESEARCH AND INNOVATION Development Journey Research Presentations / patient story 		◆	◆
RESEARCH AND INNOVATION Management Group			
<ul style="list-style-type: none"> Management Group Minutes 	◆	◆	◆
Hosted Research Infrastructure			
National Pathology Imaging Co-operative (NPIC)		◆	
NIHR Leeds Biomedical Research Centre (BRC)			◆
NIHR Leeds Clinical Research Facility (CRF).			
NIHR Leeds In Vitro Diagnostics Co-operative			
NIHR Surgical Medtech Co-operative			
Leeds Cancer Centre			
Research Performance and Portfolio	◆	◆	◆

<ul style="list-style-type: none"> • Performance against Strategy KPI's • Performance in Initiation and Delivery • Recruitment to time and target • Participant portfolio recruitment • Portfolio Overview (live projects and in setup) 			
Marketing and Communications		◆	◆
<ul style="list-style-type: none"> • Communications activity report 			
Patient and Public Involvement Strategy Update			◆
Partnerships, Innovation and International		◆	◆
<ul style="list-style-type: none"> • Overview of pipeline • Key project progress • Innovation programme update and planned activities • International Business Development update • Major partnerships 			
Strategic Development Initiatives		◆	◆
<ul style="list-style-type: none"> • Opportunities and projects aimed at improving efficiency and effectiveness of research delivery • Workforce development 			

Finance Report	◆	◆	◆
Risk Review	◆	◆	◆
Chair's Items	◆	◆	◆
Items for Information			

APPENDIX C: RESEARCH AND INNOVATION Assurance Committee 2023/24 Workplan

Agenda Item	May 2023	Jul 2023	Sept 2023	Nov 2023	Jan 2024	Mar 2024
3. Presentations						
Research Presentations / patient story from 2x LTHT research teams	◆	◆	◆	◆	◆	◆
5. Annual report and review of committee objectives						
Annual report and workplan						◆
Audit Committee report						◆
Terms of reference review						◆
Committee objectives review						◆
6. RESEARCH AND INNOVATION Management Group						
Management Group Minutes	◆	◆	◆	◆	◆	◆

7. Assurance reports						
Research Performance and Portfolio	◆	◆	◆	◆	◆	◆
National Pathology Imaging Co-operative (NPIC)					◆	
NIHR Leeds Biomedical Research Centre (BRC)						◆
NIHR Leeds Clinical Research Facility (CRF)	◆					
NIHR Leeds In Vitro Diagnostics Co-operative		◆				
NIHR Surgical Medtech Co-operative			◆			
Leeds Cancer Centre				◆		
Partnerships, Innovation and International	◆	◆	◆	◆	◆	◆
Patient and Public Involvement strategy update			◆			◆
8. Research Finances	◆	◆	◆	◆	◆	◆
9. Marketing and Communications						
Marketing and Communications Strategy review	◆					
Marketing and Communications activity report		◆	◆	◆	◆	◆
10. Risk Review	◆	◆	◆	◆	◆	◆

Chair's Items	◆	◆	◆	◆	◆	◆
Items for Information	◆	◆	◆	◆	◆	◆