

Clinical Research Network Host

Trust Board Report

Meeting Date:	Monday 25th November 2013
Title:	Host of the West Midlands Local Clinical Research Network (WMLCRN)
Executive Summary:	This report provides the Trust Board with a progress update on the delivery of the Host interim Management and Governance Arrangements and Transition Arrangements.
Action Requested:	Trust Board are asked to note the report and to formally ratify the Governance and Management Structure
Report of:	Director of Planning & Contracting
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Resource Implications:	The indicative financial envelope for 2014/15 has been released by the National Institute of Health Research (NIHR) and the West Midlands Region is expected to receive circa £27m for health research activities.
Public or Private: (with reasons if private)	Public
References: (eg from/to other committees)	
Appendices/ References/ Background Reading	Interim Governance and Management Arrangements for the West Midlands LCRN
NHS Constitution: (How it impacts on any decision-making)	In determining this matter, the Board should have regard to the Core principles contained in the Constitution of: <ul style="list-style-type: none">  Equality of treatment and access to services  High standards of excellence and professionalism  Service user preferences  Cross community working

	<ul style="list-style-type: none">  Best Value  Accountability through local influence and scrutiny
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Background Details

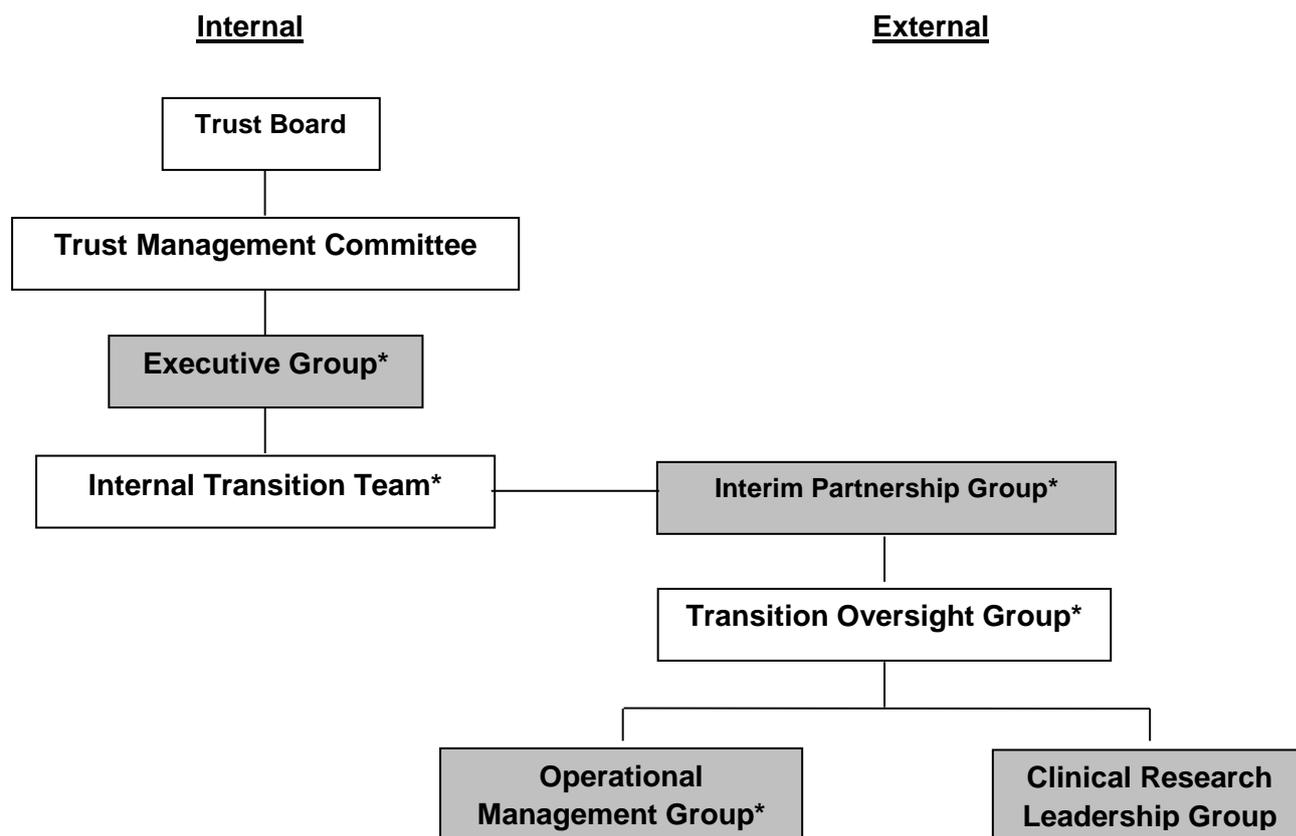
1.	<p>Introduction</p> <p>The Trust Board received a report in October 2013 which provided a progress update on the delivery of Host arrangements which highlighted that a significant amount of work would need to be undertaken in the coming months to deliver the new arrangements.</p>
2.	<p>Host interim Management and Governance Arrangements</p> <p>A draft of the NIHR Operating and Performance Framework V0.5 was released to Hosts at the end of November to allow for robust Transition Planning. The Framework sets out the governance requirements for all aspects of the Network both during Transition and beyond. In order to secure the longevity of the Network, the interim Management and Governance Arrangements outlined below have been agreed both internally by the Executive Directors and also by the external Transition Oversight Group. See Appendix 1.</p> <p>This structure ensures both internal and external governance is robust, ensures an interface between the two and meets the requirements of the DH Contract. All of the mandated Interim Management Groups (shaded grey) have been established in line with the key milestones.</p> <p>The appointment process for the Clinical Director and Chief Operating Officer is underway with interviews expected to be held in December.</p>
3.	<p>Robust Financial Management:</p> <p>The Host recognised a requirement for ‘due diligence’ prior to the establishment of the formal LCRN in 2014; a Project Accountant has been seconded to initiate this process. In addition, the secondee is working with current Network Finance Managers and Hosts in establishing robust financial systems to enable financial allocations to other Trust and providers within the primary care setting.</p>
4.	<p>Workforce Scoping:</p> <p>Workforce mapping has been undertaken which will support the development of the 2014/15 Annual Financial Plan. Dossiers on each Network are being produced to support HR scoping which is progressing in line with the initial host work stream plan and will allow for TUPE consultation (as appropriate) to begin.</p> <p>To safeguard the existing workforce during a time of potential instability, the Host have circulated a letter to all current hosts of Network funded staff to provide assurance on continuity of funding, subject to final due diligence.</p>
5.	<p>Transition Arrangements:</p>

	<p>In addition to formalising the Interim Management and Governance arrangements for the new Network, the external Transition Oversight Group has established key working groups to develop and propose options for optimal network delivery in the following areas and to inform the Transition Plan:</p> <ul style="list-style-type: none"> ○ LCRN Organisational Structure and Division Delivery Modelling/Resource Mapping and Planning ○ Research Management & Governance (RM&G) ○ Workforce Development & Training ○ Information Systems & Information Management ○ Patient, Carers and Public Involvement and Engagement (PCPIE) in Research ○ Supporting Life Sciences (Industry) ○ Continuous Improvement <p>Overseen by a nominated Management Lead, each group will develop and work to ratified Terms of Reference to deliver agreed outputs all of which will be overseen by the Transition Oversight Group. The formal reporting line to the Host is through the Internal Transition Group.</p>
<p>6.</p>	<p>Transition Plan:</p> <p>The Host is required to submit a Transition Plan to the NIHR Co-ordinating Centre by 25th November that sets out the local plans for transition from existing Clinical Research Network structures into the new LCRN structure by 1st April 2014.</p> <p>Transition plans provide the Host with an opportunity to demonstrate that they are establishing a structure that enhances the work of current networks and builds on the current high levels of research delivery performance during transition. Led by the LTFL the plan is currently in development in consultation with Partner Organisation, existing Local Research Networks' clinical and operational leadership, and other local stakeholders. It will be presented at the next Trust Board and Executive Group.</p>
<p>7.</p>	<p>Summary and Recommendations</p> <p>The Trust Board is asked to note the progress to date in developing the WMLCRN and to formally ratify the Governance structures highlighted within. It is proposed that a further progress report to include the Transition plan will be provided in January 2014. At this point the Trust expects to have received the delivery contract for 2014/15 from the NIHR and this will enable the Board to consider the future governance arrangements in more detail.</p>

Interim Governance and Management Arrangements for the West Midlands LCRN:

This paper sets out the interim governance arrangements for the Host and the reporting structure for the (interim) Management and Transition Oversight Groups to deliver the new CRN structure by 1st April 2014.

1. LCRN Interim Governance Structure



■ Mandated Management Groups

* LTFL in attendance

2. Interim Executive Group

The role of the Group is to ensure oversight and make senior management decisions about LCRN business. Full TORs can be found at Appendix 1..

In the interim membership will comprise of CEO (Chair), Medical Director, Director of Planning & Contracting, Chief Finance Officer, Director of HR and Transition Lead. CD and COO to be added once appointed.

3. Internal Transition Team

The role of the group is to identify actions and provide a clear work plan in bringing together the 14 research networks; delivering the high level work stream plan as submitted in the Host bid.

Membership to comprise Director of Planning & Contracting (Chair), Deputy Director of HR, Finance Manager, Team Manager – Estates Development, Head of IT (or rep) and Transition Lead. CD and COO to be added once appointed.

4. Interim Partnership Group

The Group is a formal forum of LCRN Partners, constituted by the Host organisation. Its role is to provide active oversight and constructive mutual challenge on LCRN plans, activities, performance and reports in order to support the LCRN to achieve its objectives and raise the ambitions for clinical research of the LCRN Partners.

In the interim the Host has opted to utilise the current CLRN Board structures to provide the necessary governance arrangements. The Partnership Group terms of reference (attached at Appendix 2) are similar to the terms of reference that underpin the remit, role and constitution of the current Network Boards (Board ToRs attached at Appendix 3). Given the similarity of remit and to maintain stability (and legacy) throughout the transition period the Host have contacted the current Network Board Chairs to request that the current Boards act as the interim Partnership Group for the West Midlands. This has been accepted by all three of the existing Board Chairs.

Interim membership across the three Boards ensures current Trust members, Primary Care (PCRN, LATs and CCGs) and the Topic Research Networks are represented across the region.

5. Transition Oversight Group

Established to provide oversight of the development of plans and processes to drive transition across the West Midlands. The ToG do not work to an agreed Terms of Reference but instead to an agreed set of Key Principles (attached at Appendix 5).

Membership to include existing Clinical Directors/Clinical Leads and Network Managers. Formal meetings to be Chaired by the Host CEO.

6. Interim Clinical Research Leadership Group

The role of the Clinical Research Leadership Group is to advise the LCRN Executive Group and to support the Clinical Director with the clinical leadership of the LCRN. Full Terms of Reference can be found at Appendix 6.

Membership shall include the Clinical Director (Chair), LCRN Clinical Research Leads and Clinical Research Specialty Leads. The inclusion of specialties within the Group will be determined locally, for example, all 30 Specialty Leads may attend or be represented by the Clinical Research Leads for each division, depending on local circumstance and pragmatic considerations.

For discussion:

- In the interim it has been proposed by the Trust to utilise current Clinical Directors/Clinical Leaders who form members of the ToG with the CDs for the CLRNs having an explicit remit to ensure current Specialty Leads are consulted during transition
- Proposal to host a region-wide forum event in February next year that will be Chaired by the CD and supported by the Interim Clinical Research Leadership Group.

7. Interim Operational Management Group

The role of the Group is to ensure effective LCRN management and performance, acting as the forum to address cross-divisional and operational issues.

Interim membership shall consist of the Local Transition Facilitation Lead (Chair) and current Network Managers. Links to the cross cutting themes of PCPIE, Industry, Information Systems/Management, Workforce Development and RM&G are maintained through the Management Leads for each working group. Terms of Reference for the interim attached at Appendix .

For action: ToG members are asked to formally acknowledge the membership of the Interim Operational Management Group.