

Meeting title:	UHL Public Trust Board	Trust Board public paper M
Date of the meeting:	11 September 2026	
Title:	East Midlands RRDN Quarterly Board Report	
Report presented by:	G Xu, Medical Director & E Moss, Network Director, East Midlands RRDN	
Report written by:	E Moss, Network Director, East Midlands RRDN and C Sheppard, Corporate Services Manager, East Midlands RRDN	

Action – this paper is for:	Decision/Approval		Assurance	x	Update	x
Where this report has been discussed previously	East Midlands RRDN Host Governance Group on 20 July 2026					

To your knowledge, does the report provide assurance or mitigate any significant risks? If yes, please detail which
The purpose of the report is to provide assurance against the RRDN Host Contract. The report does not relate to any significant risks.

Impact assessment
N/A

Acronyms used:
 ARDT - Agile Research Delivery Team
 FYTD - Financial Year to Date
 NIHR - National Institute for Health and Care Research
 RDN - Research Delivery Network
 RRDN - Regional Research Delivery Network
 RDDI - Research Data, Delivery and Intelligence

Purpose of the Report

The purpose of this report is to provide an update on current RRDN priorities and assurance regarding the latest RRDN financial position and risks & issues.

University Hospitals of Leicester (UHL) NHS Trust is the Host Organisation for the National Institute for Health and Care Research (NIHR) East Midlands Regional Research Delivery Network (RRDN). UHL is contracted by the Department of Health and Social Care (DHSC) to take overall responsibility for the monitoring of governance and performance of the Network.

Recommendation

We would welcome the Board's input to review our report and provide any comments or feedback you might have.

Summary

This report provides an update on recent progress and current priorities for the RRDN. This includes a focus on two key elements of performance (150 day study set-up metric & recruitment activity), an overview of the new NIHR Life Sciences Industry Hub and progress on activities to increase uptake to the NIHR Be Part of Research (BPOR) registry.

For assurance purposes, the report also includes information pertaining to the RRDN 2025/26 outturn financial performance & 2026/27 Q1 financial position, and an update on key risks. Appended to this report is our latest Finance update report, Governance Framework (annual update) and current risks & issues register

Main report detail

1. RRDN progress and priorities

i) Performance: delivering impact

The East Midlands Network is a component of the England-wide Research Delivery Network, operating within the national research eco-system. Across this system there are various performance expectations; this report focuses on two elements of performance and provides some regional context. Both of these measures form part of the RDN funding model which derives RRDN annual budgets for NHS Trusts and thus are key drivers for our Delivery partners.

150 day study set-up metric

As previously reported to the Board, a key priority continues to be supporting the government's metric to reduce clinical trial set up time to 150 days for all NIHR RDN research studies. The UK government's target is for 95% of clinical trials to be set up and recruit their first participant within 150 days. The Network and delivery organisations are specifically able to influence the latter 90-days following regulatory approval to the first participant recruited.

To improve visibility and performance, study set up time has been formally integrated into the NHS Oversight Framework 2026/27, through the inclusion of a metric to report on the percentage of clinical trials set up within 90 days. This represents a shift in how NHS England monitors and holds trusts accountable for clinical research delivery, ensuring that speed and predictability in trial setup are managed with the same rigor as standard elective care and financial targets. We expect the first formal reporting of Q1 data will be available in due course.

In advance of this reporting through the Framework, data is currently collected through RDN systems, and is provided in Fig 1. This shows an aggregate position for the region, and is set alongside other regions for this measure

Figure 1. NHS Trust Study Set Up for FY 2026/27 - 90 days (HRA approval/Date Site Selected to first participant consent)



Data cut: 20 August 2026

Whilst performance in this metric across the whole portfolio is below the goal of 95%, it is positive to see that local process improvements in the East Midlands are beginning to show impacts. Prior to the introduction of this metric, the median compliance was c.30-35%.

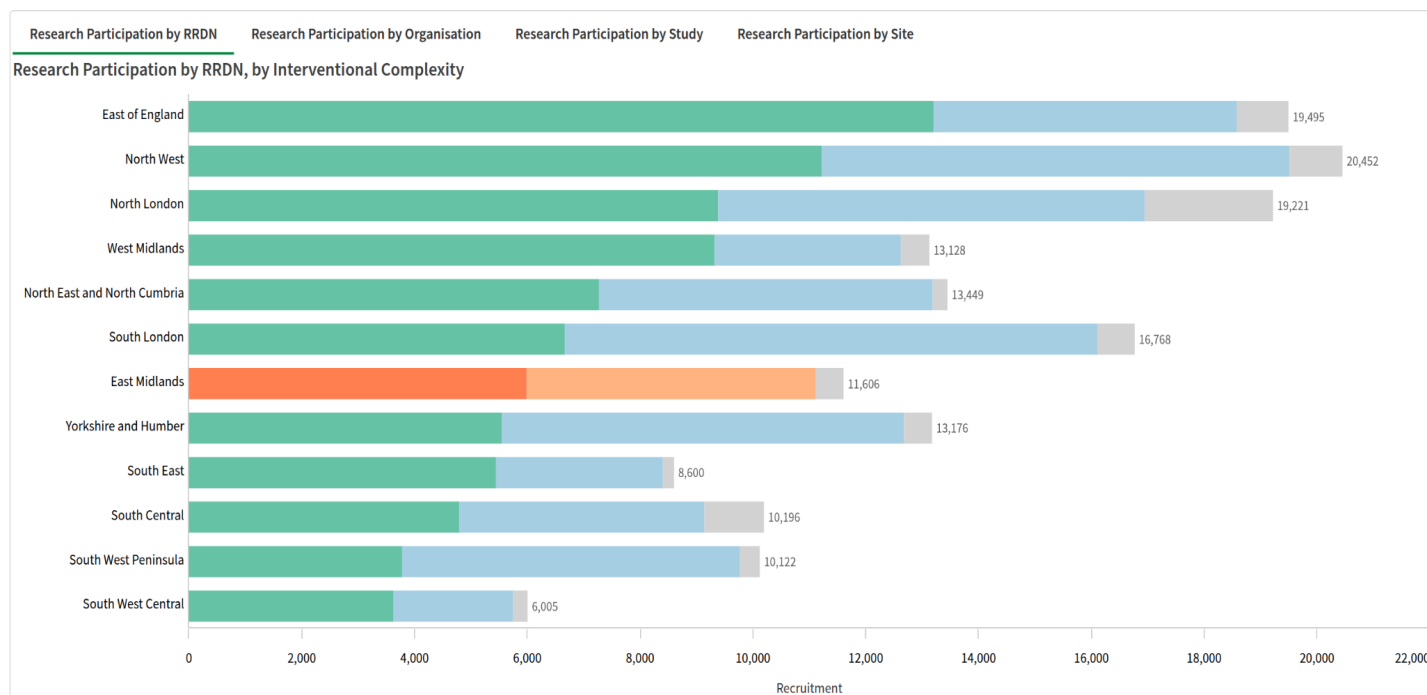
It is also important to note that formal measurement of this metric by DHSC focusses on a sub-set of commercial contract studies. Recently [published data](#) shows the average time to set up a commercial interventional clinical trial has fallen from 169 days to 122 days when comparing the same 6-month period this year to last.

There is still much more to do to ensure we are consistently accelerating study set up and delivery times for all studies. As the year progresses DHSC are keen that we are able to embed these changes to ensure that they are truly sustainable, and to go further in streamlining the research system and offering research to even more patients. Achieving this will ensure that life-saving research can reach our patients faster than ever before.

East Midlands Performance (Recruitment activity)

The above metric is a marker of efficiency, whereas it is also important to consider numbers of participants enrolled in research. The following graph (Fig 2.) shows the relative recruitment of research participants in the financial year to date.

Figure 2. Participant recruitment weighted for study complexity, FYTD 2026/27



Data cut: 10 July 2026

In this graph, data is sorted to show study complexity, whereby interventional (usually more complex) studies are shown in the first green/darker orange bar, followed by observational studies and then commercial studies (which have their own complexity weighting) in the grey.

Whilst the Network is not managed against targets in relation to recruitment numbers, or on relative performance, it is helpful to understand the regional contribution to the overall RDN activity. Study complexity is also a factor to consider because it forms part of the funding model for our NHS partner organisations.

ii) NIHR Life Sciences Industry Hub

The Industry Hub is a new element of NIHR infrastructure which acts as the national delivery platform for commercial clinical research in England. It is working to bring together NIHR's industry-facing functions to offer a single, coordinated pathway for commercial studies with active performance monitoring to support recruitment and delivery success.

It operates across, and through other NIHR Infrastructure partners including the Research Delivery Network (RDN) and Commercial Research Delivery Centres (CRDC). This includes the NIHR East Midlands RRDN, NIHR Leicestershire and Northamptonshire CRDC, and CRDC UK Network, all of which are hosted by UHL.

iii) Be Part of Research

The Be Part of Research (BPOR) Registry is a free service which makes it easy to find and take part in vital health and care research across the UK. As part of the NIHR RDN's Strategic Plan the aim is to

ensure that BPOR is accessible UK-wide and, where applicable, representative of the population and to develop public-facing communication materials that are relevant and accessible to show the impact of research delivery, and to explain how members of the public can participate in research. The current avenues for the public to sign up to BPOR are via the website, via the NHS App or to scan a QR code via a poster or leaflet. This digital approach means it is more accessible for members of the public to access the registries and sign up quickly. With the inception of the RRDN there is a dedicated work programme to increase these sign ups, bringing innovative and impactful ways to do this. By increasing the number and diversity of people on the register, researchers using it will have access to a larger pool of potential participants, increasing the speed of study recruitment.

Colleagues in the East Midlands RRDN, including Dr Kenny Sunmboye, Health and Care Research Director (Medical) and UHL Consultant Rheumatologist have been working with regional Delivery Organisations to embed a specific QR code within routine clinic letters. This pilot work will measure whether these codes in patient clinic letters increase engagement with the BPOR service. We have been working with R&I Board members across a number of East Midlands Delivery Organisations, and also beginning conversations across primary care. A pilot project brief has been created which will be followed, including an evaluation to measure impact of the clinic letter QR code pilot. As part of this work, we are scoping partnerships with hospital systems such as Nervecentre to seek opportunities to standardise and digitalise this process.

3. Financial position

Our latest Host finance report is attached at Appendix 1. This report provides a summary of 2025/26 outturn financial performance and 2026/27 financial position as at Q1.

4. RDDN Governance Framework (annual update)

The East Midlands RRDN Governance Framework describes the RRDN's scheme of delegation, Board controls and assurances, financial management, assurance framework, risk management system and escalation process for the management of the RRDN. This Framework is reviewed and updated on an annual basis. In this annual update, there have been a number of minor staffing, governance and administrative changes. The updated Framework was approved by the RRDN Host Governance Group on 20 July 2026 and is included as Appendix 2 for the information of the Board.

5. Risks & Issues

Risks and issues are formally reviewed through the East Midlands RRDN Host Governance Group chaired by Gang Xu. A risks & issues register is maintained with risks/issues discussed and mitigating actions agreed; this is shared periodically with the NIHR RDN Coordinating Centre (RDN CC).

Risks and issues are recorded on the RRDN register (Appendix 3) as follows:

- Risk: R09 - There is a requirement to grow the Agile Research Delivery Team (ARDT) in line with a nationally defined structure and set funding allocation. This involves recruiting c.20 vacant posts across the team by the end of 2026/27. This could reduce the ability of the RDN to support all organisations across the region and increase pressure on existing staff, leading to further reduced capacity due to burn out. Progress is being made recruiting to the vacant posts, however, there are still around 12-15 vacancies. Furthermore, several of the posts have been

filled by internal ARDT staff, which has created additional vacancies in the team. This has made it challenging to reduce the overall risk level as it is taking longer to recruit the full complement of staff, whilst increasing the workload on existing team members. Currently the probability is scored as possible and the impact is scored as moderate giving a medium risk rating overall.

- Risk: R10 (Closed) - Host HR processes could result in delays appointing to vacant RRDN posts, specifically for the Agile Research Delivery Team (see risk R09 above). Progress has been made and this is now being well managed. This risk has been closed.
- Risk: R12 (Closed) - There is only one Band 8a post in the nationally consistent structure for the Agile Research Delivery Team (ARDT) which could impact on our ability to deliver this service effectively. This post is now being shared by two individuals with each working 0.6 WTE (Whole Time Equivalent). This reflects a slight increase in overall capacity. All other feasible actions have been explored, therefore this risk has been closed.
- Risk: R13 (New) - There is a risk there will not be a contract in place for the RRDN Local Portfolio Management System (LPMS) from 1 April 2027. This is the system which is used to record research activity data at organisations across the region. The current contract was recently extended for one year but will expire on 31 March 2027. The NHS Business Services Authority (BSA) will be procuring future system provision, referred to as the Research Data, Delivery and Intelligence (RDDI) system, however, this process has recently been paused while a structured review is undertaken. RRDNs were instructed to explore an extension of the current LPMS to allow for a potential phased implementation of the new RDDI system. However, the current supplier advised they do not wish to proceed with this until the outcome of the RDDI procurement is announced. This may leave limited time to enact an extension. If this is not resolved, NHS Trusts may be unable to access the system and record research delivery data. This could impact research delivery operations within NHS Trusts as well as national reporting which directly links to funding (including related to RDN funding model & 150 days metric). Additionally it may be that a contract extension is enacted, but a significantly higher price is charged and there are no viable alternatives in the market for a short term extension. We will continue to engage with the current supplier and the UHL Procurement team to prepare the contract extension. The probability is currently scored as unlikely and the impact is scored as major giving a medium risk rating overall.
- There are currently no live issues on the register.

If you have any questions about this report or require any further information, please contact:

- Elizabeth Moss, Network Director, elizabeth.moss@nihr.ac.uk
- Carl Sheppard, Corporate Services Manager, carl.sheppard@nihr.ac.uk

Supporting documentation

- Appendix 1 - Finance update report
- Appendix 2 - Governance Framework (annual update – for information only)
- Appendix 3 - Risks & issues register

Paper E: RRDN FINANCE UPDATE: 25/26 OUTTURN & 26/27 Update as at Q1

Report Purpose: To provide a summary of 25/26 Outturn financial performance and 26/27 financial position as at Q1, highlighting any significant variances and any relevant information in relation to the financial management of the RRDN.

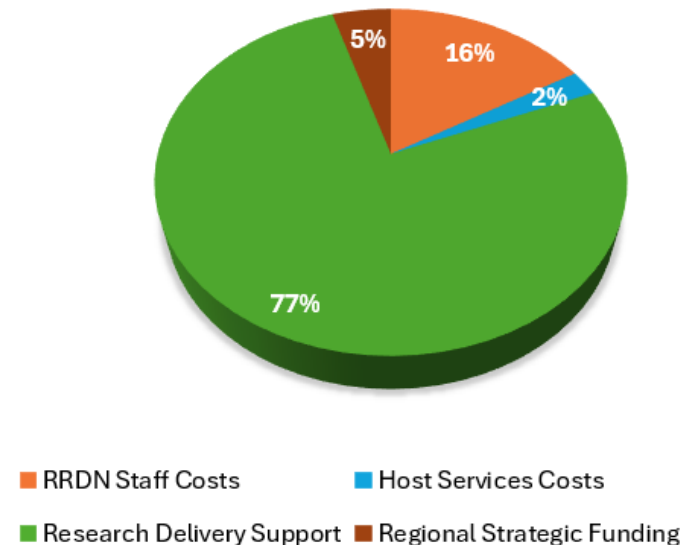
1. Outturn 25/26 Update

- Balanced position as forecast during the year.
- Funding allocation was reduced to account for Agile Delivery Team ring fenced funding. Actual costs funded.
- Underspend on vacant posts elsewhere was used to support Direct Delivery organisations.

Table 1: Summary 25/26 Outturn

Funding Category Description	£000's Allocation 25/26	£000's Outturn Expenditure 25/26	£000's Outturn Variance
Fixed RRDN Team	2,831	2,825	6
Agile Research Delivery Team	1,915	1,894	21
Total RRDN Staff	4,746	4,720	26
Host Services	494	494	1
LPMS	188	188	0
Total Host Services Costs	682	682	1
Delivery funding	21,399	21,407	(8)
Clinical Support Services	393	407	(14)
Pharmacy Capacity Funding	276	276	0
Total Research Delivery Support	22,068	22,090	(22)
Pharmacy Pump Prime	207	207	0
NCVR	14	14	0
PC Research Champion Scheme	28	28	0
Strategic Development	1,101	1,104	(3)
Regional Strategic Funding	1,349	1,352	(3)
TOTAL FUNDING	28,845	28,844	2

% Spend by Category 25/26



2. Year to Date Update as at Q1 (April to June 2026)

- RRDN Management Team and Agile Delivery Team vacant posts driving forecast underspend.
- Where possible, any underspends are planned to be used to support direct delivery organisations.
- Position will be reviewed monthly to ensure a balanced position is delivered – monitoring arrangements are in place to support this.

Table 2: Summary Forecast Outturn position against annual funding allocation as at Q1

Funding Category Description	£000's Allocation 26/27	£000's Expenditure Year to Date	£000's Forecast Outturn As at June 2026	£000's Forecast to Allocation Variance	Explanatory Notes
Fixed RRDN Team	3,514	761	3,170	344	Vacant posts in management team. Vacancies. Awaiting clarification about freedoms to use of any unspent monies
Agile Research Delivery Team	2,356	429	2,206	150	
Total RRDN Staff	5,870	1,190	5,376	493	Underspend
Host Services	509	77	509	0	Forecast assumes some costs (eg Paget House) will remain the same as 25/26. Reviewed monthly
LPMS	188	47	188	(0)	
Total Host Services Costs	697	124	697	(0)	
Delivery funding	21,376	5,402	21,924	(548)	£405k overall net forecast underspend is planned to be used to support Delivery funding : but will be reviewed
Clinical Support Services	393	98	393	0	
Pharmacy Capacity Funding	276	69	276	(0)	
Total Research Delivery Support	22,045	5,569	22,593	(548)	Overspend
Regional Strategic Funding	1,267	223	1,212	55	Current Estimate of overall commitment, but will be reviewed monthly
TOTAL FUNDING	29,879	7,105	29,879	0	

3. Recommendation

- Host Governance Group note the balanced outturn position for 25/26 and Q1 26/27.

NIHR East Midlands RRDN

University Hospitals of Leicester NHS Trust

Version Control

Title	East Midlands RRDN Governance Framework
Current Version and Version No.	2.0
Prepared By	Carl Sheppard, Corporate Services Manager
Date	10 July 2026
For review by	East Midlands RRDN Host Governance Group

Previous Version History

Previous Version	1.0 (25 July 2025)
Reviewed by:	Elizabeth Moss, Network Director Daniel Kumar, Operations Director Carl Sheppard, Corporate Services Manager
Next review due	July 2027

Change Control

Version	Date	Changes made
1.0	25.07.25	Original document
2.0	10.07.26 (annual review)	4.2 - Updated RRDN Nominated Executive Director 5.1 - Updated composition and job titles of RRDN Management Group 5.3 - Table 1 - Updated RDN Specialty and Setting Leads 6 - Added RRDN Research Delivery Operations Group (RDOps) 7.2 - Referenced RDN 5-year Strategic Plan 8.3 - New section added 8.4 - Minor updates 8.15 - Added Finance Manager 8.17 - Referenced link to Scheme of Delegation of Powers 8.18 - Minor update to contract terminology 9.10 - Table 5 updated 9.14 - Added RRDN Host Assurance Indicators 12.2 - Updated escalation points for RDN Coordinating Centre

Table of contents

Table of contents	2
1. Introduction	3
2. Purpose	3
3. General Principles	3
4. Executive Leadership Team	5
5. RRDN Management Group	6
Table 1. RDN Specialties and Settings	7
6. RRDN Governance Structure	9
7. Host Board Controls and Assurances	9
8. Financial Management	10
Table 2. RRDN Delivery Organisation Agreements	13
9. Assurance Framework	13
Table 3. Sources of identified issues	14
Table 4. Issue Management 5 Step Procedure	14
Table 5. Sources of Assurance	15
10. Business Continuity	16
11. Risk Management Process	17
Table 6 Risk Management Matrix	17
12. Escalation Process	19
13. Monitoring of Action Plans	19
14. Review	19
Appendices	20

1. Introduction

- 1.1 The purpose of the NIHR Research Delivery Network (NIHR RDN) is to support the successful delivery of high quality research, as an active partner in the research system and increase capacity and capability of the research delivery infrastructure for the future.
- 1.2 The formal name of the RRDN in the region is NIHR East Midlands RRDN (the RRDN). University Hospitals of Leicester NHS Trust (the Trust) hosts the Network on behalf of the Department of Health and Social Care (DHSC) and delivery organisations in the East Midlands region (Derbyshire, Leicestershire, Lincolnshire, Northamptonshire, Nottinghamshire and Rutland).
- 1.3 The Trust is committed to providing safe high quality care and has developed a range of policies, systems and processes which together comprise robust and integrated Financial Management, Assurance and Escalation, and Risk Management Frameworks. The principles of which have informed this document to ensure high-level, informed accountability of the Trust Board for the good governance of the RRDN.
- 1.4 The RRDN was launched on 1 October 2024. This document describes the processes and controls established by the RRDN to ensure good governance. This document provides governance assurances for delivery of the DHSC/Host organisation contract and NIHR RDN Performance & Operating Framework (POF) and associated POF Support Pages (PSPs).

2. Purpose

- 2.1 This framework describes the East Midlands RRDN's Scheme of Delegation, Board controls and assurances, financial management, assurance framework, risk management system as agreed by the RDN Board and escalation process for the management of the East Midlands RRDN.
- 2.2 This framework will be reviewed by the East Midlands RRDN Host Governance Group on an annual basis to ensure compliance with the DHSC/Host organisation contract and to adhere to any specific procedures of the Host.

3. General Principles

- 3.1 The East Midlands RRDN Host Organisations' Chief Executive Officer, Richard Mitchell is the Accountable Officer for the DHSC/East Midlands RRDN contract, and therefore accountable for the delivery against and compliance with the contract.

- 3.2 The Trust Board is accountable for the good governance of the RRDN. The Board should apply, in a proportionate and appropriate way, the principles of good governance and thereby promote:
- a) robust, transparent and accountable governance;
 - b) effective and supportive hosting arrangements;
 - c) effective and proportionate contracts with Delivery organisations and any other organisations in receipt of East Midlands RRDN funding or resources;
 - d) responsible financial management including budgetary control and the production of financial reports;
 - e) a structure that ensures effective local performance management;
 - f) partner participation and engagement, research delivery and value for money.
- 3.3 The Trust Board shall decide the arrangements for monitoring and assurance in respect of East Midlands RRDN contract compliance and research delivery, subject to these minimum requirements:
- a) The Board approves the East Midlands RRDN Governance Arrangements;
 - b) The Board approves the East Midlands RRDN Scheme of Delegation and maintains a Scheme of Delegation document in relation to the East Midlands Hosting function, that sets out the key matters that are delegated, and the individual or committee/board to whom authority is delegated; and
 - c) The Board receives the East Midlands RRDN Annual Report.
- 3.4 The Host, along with the East Midlands RRDN Leadership team, are responsible for developing governing structures, systems, terms of reference and local working practices for the East Midlands RRDN. The specific governance arrangements are detailed in this framework and in respect of:
- The Accountable Officer
 - The Nominated Executive Director
 - Scheme of Delegation and Host Board controls and assurances
 - Financial Management
 - Assurance framework and risk management system
 - Escalation process
 - East Midlands RRDN Leadership and Management Groups.
- 3.5 NHS patients and the public are key stakeholders in NIHR RDN research and are to be included in East Midlands RRDN governance arrangements. Patient or public representatives are included in the agreed membership of the East Midlands RRDN Stakeholder Group.
- 3.6 East Midlands RRDN governance arrangements are required to be formally signed off by the Host Trust Board.

4. Executive Leadership Team

- 4.1 The RRDN **Accountable Officer** is the Trust's Chief Executive Officer, Richard Mitchell.
- 4.2 The Nominated **Executive Director** for the RRDN is the Trust's Medical Director, Dr. Gang Xu.
- 4.3 The Trust has appointed Elizabeth Moss as the East Midlands RRDN **Network Director (ND)**. The Network Director is the senior accountable officer for the East Midlands RRDN and is responsible for overall leadership, management and performance of the East Midlands RRDN, reporting to the Nominated Executive Director and the RDN Board.
- 4.4 The Host has appointed Daniel Kumar as the East Midlands RRDN **Operations Director (OD)** who is responsible for the operational delivery of the contract and overall strategic and operational management of the network, which includes responsibility for the conduct, performance, financial control and governance of the East Midlands RRDN. The OD reports to the East Midlands RRDN Network Director. The Trust understands that it is a contractual obligation to ensure that the OD is a Host Organisation employee.
- 4.5 The Host has appointed Kaatje Lomme as the East Midlands RRDN **Strategic Development Director (SDD)** who is responsible for the development, delivery and implementation of RRDN strategic plans to build research capacity and capability at organisational and regional level with particular emphasis on addressing the needs of the life sciences industry (across both commercial contract and commercial collaborative research). The SDD reports to the East Midlands RRDN Network Director. The Trust understands that it is a contractual obligation to ensure that the SDD is a Host Organisation employee.
- 4.6 The Host has appointed Professor Azhar Farooqi and Dr Kenny Sunmboye as the East Midlands RRDN **Health and Care Research Co-Directors (Medical)** and Alison Cowley (NMAHP) as the **Health and Care Research Director (NMAHP)**. The RRDN Health and Care Research Directors are responsible for working with health and care professional leaders to support the development of research delivery leadership and associated staff.
- 4.7 The governance responsibilities of the Executive Leadership Team are to:
 - a) ensure effective oversight of East Midlands RRDN delivery activities in line with the agreed governance requirements within the DHSC/Host organisation contract and Performance and Operating Framework;
 - b) ensure any activities are carried out as may be necessary for the proper governance of the East Midlands RRDN;
 - c) ensure that a proper and auditable process is developed and executed for the

- fair and effective distribution of East Midlands RRDN funding;
- d) be available for regular meetings as an Executive Leadership Team;
- e) support scrutiny and transparency, for example by providing any information as required for the internal auditors, and attending the audit committee of the Trust as requested;
- f) ensure the timely delivery of performance and other reports;
- g) support the Host by adhering to any local governance requirements, such as the local standing financial instructions and all relevant national NHS requirements;
- h) convene regular RRDN governance group meetings;
- i) make freely available to the Trust and all Delivery organisations, as requested, any information that is not commercial and/or in confidence and in line with national NHS policies;
- j) manage the East Midlands RRDN so as not to compromise either the Host Organisation or Delivery organisations through reasons of conflicting issues such as competition law or data protection.

5. RRDN Management Group

5.1 The RRDN Management Group consists of:

- The **Network Director** who has local overall responsibility for the East Midlands RRDN reporting to the Nominated Executive Director and the RDN Board.
- The **Operations Director** who has overall responsibility for the operational services at RDN and RRDN level.
- The **Strategic Development Director** who has overall responsibility for the development, delivery and implementation of RRDN strategic plans to build research capacity and capability at RDN and RRDN level.
- The **Health and Care Research Director (NMAHP)** and the **Health and Care Research Director (Medical)** who are responsible for working with health and care professional leaders to support the development of research delivery leadership and associated staff.
- The **Head of Strategy, Research Engagement and Inclusion** who has overall responsibility for coordinating and delivering regional responses to key RDN strategies, ensuring all engagement and inclusion opportunities are considered synergistically, supported and optimised for all stakeholders.
- The **Life Sciences Key Account Manager** who has responsibility to develop and manage relationships with Life Sciences companies, and the NIHR wider stakeholders within the clinical research environment including non-commercial funders and other parts of the research ecosystem to attract and grow clinical research delivery in the UK.
- The **Head of Partner Liaison and Planning** who has responsibility for liaising with NIHR Research Delivery Network (RDN) research Delivery Organisations (organisations delivering RDN portfolio research) and other partners in the regional research delivery system and has oversight of the Regional RDN (RRDN) Study Support Service.

- The **Head of Research Delivery and Support for Wider Care Settings** who has responsibility for the strategic oversight, deployment and delivery capabilities of the RRDN's Agile Research Delivery Team and co-lead the work of the Study Support Service Team with a focus on wider care settings.
- In addition, the group includes the Agile Research Delivery Team Senior Managers, Corporate Services Manager, Data and Analytics Senior Manager, Finance Manager, Research Engagement and Inclusion Senior Manager, Study Support Service Senior Manager & Workforce and People Senior Manager.

5.2 The governance responsibilities of the RRDN Management Group are to:

- Deliver the management and operational activities of the RRDN, in line with any agreed governance requirements;
- Support the RRDN Executive Leadership Team to ensure that activities are carried out as may be necessary for the proper governance of the RRDN;
- Ensure delivery of RRDN Services and Functions in accordance with any agreed governance requirements.

5.3 The organogram for the East Midlands RRDN Management Team, which illustrates the RRDN leadership structure, is included in the link below:

- [Organogram for the RRDN Management Team](#)

RRDN Specialty and Setting Leads

The NIHR RDN has adopted a framework of 29 Specialties and 4 Settings for the purposes of engagement with research communities and to enable strategic oversight of the NIHR RDN research portfolio.

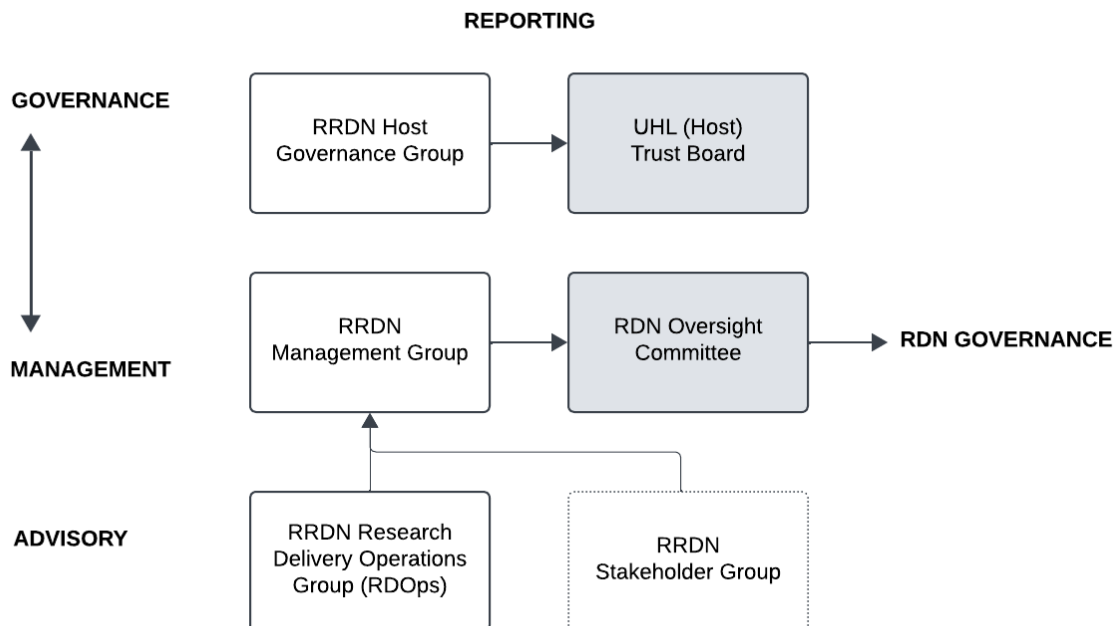
Table 1. RDN Specialties and Settings

Setting	Appointed
Community	Dr Zoebia Islam
Hospitals	Professor Elaine Boyle
Primary Care	Dr Simon Royal
Residential	Professor Martin Orrell

Specialty	Appointed
Ageing	Dr Jatinder Minhas
Anaesthesia, Perioperative Medicine & Pain Management	Dr Hakeem Yusuff
Cancer	Dr Rajini Sudhir

Cardiovascular	Dr Anvesha Singh
Children	Professor Shalini Ojha
Critical Care	Dr Dan Harvey
Dementia and Neurodegeneration	Dr Akram Hosseini
Dermatology	Dr Lisa Patel (nee Kirby)
Diabetes, Metabolic and Endocrine	Dr Narendra Reddy
Ear, Nose and Throat	Professor Raguwinder (Bindy) Sahota
Gastroenterology and Hepatology	Dr Ajay Verma
General Practice	Dr Umar Abdulmajid
Haematology	Dr Mamta Garg
Imaging	Dr Carolyn Costigan
Infection	Professor Manish Pareek
Mental Health	Dr Sudheer Lankappa
Musculoskeletal & Orthopaedics	Dr Maumur Durrani
Neurology	Dr. Radu Tanasescu
Ophthalmology	Professor Anthony King
Oral and Dental	Dr Bhupinder Dawett
Palliative Care	Dr Chris Williams
Public Health	Professor Elizabeth Orton
Renal	Professor Nick Selby
Reproductive Health & Childbirth	Dr Kerry Evans
Respiratory	Professor Chris Brightling
Social Care	Dr Frances Allen
Stroke	Professor Tim England
Surgery	Mr Ravi Vohra
Trauma and Emergency Care	Professor Frank Coffey

6. RRDN Governance Structure



Terms of Reference for RRDN governance groups

[Host Governance Group](#)

[RRDN Management Group](#)

[RRDN Stakeholder Group](#)

[RRDN Research Delivery Operations Group \(RDOps\)](#)

7. Host Board Controls and Assurances

7.1 The Trust Board will agree to review and/or sign off the following RRDN activities:

- Receipt of the East Midlands RRDN Annual Business Plan/s and Finance Plan for approval;
- Receipt of an East Midlands RRDN Annual Report for approval;
- Submission of the Annual Business Plan/s, Finance Plan and Annual Report to the RDNCC for approval.
- Provision of the approved Annual Business Plan/s, Finance Plan and Annual Report to all the members of the RRDN Stakeholder Group;
- Report to Trust Board on delivery against Plans, including key performance indicators, and risks and issues.

- 7.2 The RDN will work to deliver the Research Delivery Network 5-year Strategic Plan to address the strategic priorities set out by NIHR and government. The East Midlands RRDN Leadership Team is expected to contribute fully to the implementation of the national plan. Where appropriate East Midlands RRDN will supplement this with a regional plan to support local implementation.
- 7.3 The Trust, as Host Organisation, has an obligation to ensure the proper management of the RRDN in terms of compliance with the governance framework and processes of the Host, including human resources, standing financial, audit and standards of business conduct instructions. The Trust shall ensure that internal policies and standing financial instructions, as they affect the RRDN, do not unreasonably diminish the efficient management of the RRDN. A Host Service Level Agreement has been produced to set out the requirements for corporate services provided to the RRDN (HR, Estates & Facilities, Finance, IM&T). This Agreement should be reviewed at a minimum once per fiscal year.
- 7.4 The Trust, as Host Organisation, shall ensure that the RRDN is run in accordance with relevant laws and regulatory requirements, relevant national NHS policies and requirements, and the NHS Constitution.
- 7.5 To facilitate effective arrangements the RRDN is expected to agree a standard schedule of reports from the Host e.g. quarterly expenditure reports to ensure compliance with the RDN contract / PSP requirements.

8. Financial Management

- 8.1 The Trust, as Host Organisation, receives the allocated funding for East Midlands RRDN via the DHSC/Host Organisation Agreement.
- 8.2 The Trust, as Host Organisation, has an obligation to use the funding solely for development and delivery of East Midlands RRDN activities as set out in the DHSC/Host Organisation Agreement, along with any other purposes, as described in executed contract variations. A range of measures have been developed to provide assurance that East Midlands RRDN funding provided to Delivery organisations is used solely for these purposes. Such assurance measures are in line with the Minimum Financial Controls, contained within the RDNCC PSPs which are annually updated by the RDNCC.
- 8.3 The Trust, as Host Organisation, receives RRDN funding of around £29 million each year and this is managed across the categories detailed below:
- Delivery funding - NHS Trusts: Fixed as part of a national RDN Funding Model
 - Delivery funding - Wider Care: Managed as part of a regional annual application process
 - Regional Strategic Funding: Managed as part of a regional annual application process

- Clinical Support Services: Allocation to NHS Trust sites for services supporting research
 - Pharmacy Capacity Funding: An NIHR pass through cost for two designated trusts
 - RRDN Management Team: Core of EM RRDN staff against a clearly defined and mandated national structure. This includes the Agile Research Delivery Team a regional delivery and engagement team
 - Host Services: Host support including a system for regional data reporting.
- 8.4 Through the Executive Leadership team, the Trust, as Host Organisation, has established the Finance Working Group to support financial management of the East Midlands RRDN ([Terms of Reference](#)). The key business is summarised below:
- Provide operational support in the financial management of the RRDN
 - Develop and maintain principles and processes to support effective transparent financial management and ensure effective communication
 - Provide assurance in relation to financial processes and standards
 - Key influencing group in oversight of the annual budget, with decision making through the RRDN Management Group, Leadership Team or Directors supported by sub groups as necessary
 - Develop an awareness and advise on the management of the RRDN's financial risks, escalating these to appropriate groups as required
 - Develop systems and processes to enable an accurate financial forecasting function.
- 8.5 The Trust, as Host Organisation, is responsible for the financial reporting of East Midlands RRDN activities. This responsibility is discharged to the East Midlands RRDN Leadership team, who will draw up an Annual Financial Plan for the RRDN, as part of the RRDN Annual Business Plan. This plan will be developed and then shared with the Finance Working Group..
- 8.6 Through the Executive Leadership team, the Trust, as Host Organisation, reports to the RDNCC on financial expenditure including forecast outturn for the financial year, via the NIHR RDN Finance Tool, on a quarterly basis.
- 8.7 Through the Executive Leadership Team, the Trust, as Host Organisation, is required to submit an end-of-year financial return to the RDNCC in respect of East Midlands RRDN funding received. The financial return reports on all East Midlands RRDN funding and expenditure, for all organisations in receipt of that funding and agrees the year-end figures for respective Delivery organisations. In addition, there is a requirement to complete an annual financial declaration which must be signed by the East Midlands RRDN Network Director and counter-signed by the Host Organisation Finance Director.
- 8.8 The East Midlands RRDN Executive Leadership team has reviewed the RRDN Minimum Financial Controls (PSP007) and through the Finance Working Group has developed a plan to put in place relevant Financial Operating Procedures, to provide guidance to budget holders on the best practice for budget setting and monitoring. This is in line with the Trust's own financial procedures and expectations. This helps to

ensure that the East Midlands RRDN financial matters are managed to the highest professional standards and in accordance with accounting standards.

- 8.9 In order to meet the NIHR RDN Minimum Financial Controls, the Executive Leadership team are responsible for the preparation of relevant Standard Operating Procedures for the monitoring of Delivery organisations to ensure that East Midlands RRDN funding provided to Delivery organisations is used solely to deliver NIHR RDN portfolio research activities as per the RRDN Delivery organisation contracts. Oversight of this is being maintained through the Finance Working Group.
- 8.10 The Executive Leadership team is also responsible for the provision of guidance in relation to income generated from delivery of NIHR RDN portfolio commercial contract research studies by Delivery organisations. The current mechanism for this is signposting to the National guidance for Income distribution from NIHR RDN Industry Portfolio Studies.

Financial Scheme of Delegation

- 8.11 The Trust, as Host Organisation, has appointed Mahendra Wadhwa as East Midlands RRDN Host Finance Lead who is responsible for providing financial support and specialist technical accounting knowledge to the RRDN Leadership team.
- 8.12 Elizabeth Moss, East Midlands RRDN Network Director, is responsible for overall budget oversight and strategic decision making, ensuring compliance with all NIHR RDNC finance reporting PSPs.
- 8.13 The East Midlands RRDN Network Director, has appointed Daniel Kumar as East Midlands RRDN Operations Director, who is responsible and accountable for operational management for the infrastructure and central budgets.
- 8.14 The East Midlands RRDN Network Director has appointed Carl Sheppard as the Corporate Services Manager, who is responsible for leading and directing the operational business planning and strategic financial management functions for the RRDN.
- 8.15 The East Midlands RRDN has appointed Matthew Williams a qualified and experienced Finance Manager who is responsible for financial oversight for the procedures for disseminating and accounting for East Midlands RRDN funding, financial operations, transactional input support and coordination, supported by a finance team. The finance team will work closely with Host finance staff within Delivery organisations. Members of the finance team are line managed by the Finance Manager who in turn is line managed by the East Midlands RRDN Operations Director, with the Finance Manager having professional accountability to the East Midlands RRDN Host Finance Lead.
- 8.16 In accordance with the Trust's Scheme of Delegation the Host CEO has delegated the management of the East Midlands RRDN budget to the Network Director.

- 8.17 The East Midlands RRDN Operations Director, in conjunction with the Finance Manager and supported by the Network Director and Host Finance Lead, will produce and maintain a Scheme of Delegation, which provides a breakdown of the East Midlands RRDN financial delegated authorisation allowances in place for non-pay revenue, delegated authorisation allowances in place for staff recruitment and matters relating to personnel and pay. A table displaying the RDN financial cost codes and delegated authorisation allowances is linked as Appendix 1.
- 8.18 The Trust, as Host Organisation, will maintain a fully executed agreement with each RRDN Delivery Organisation using the Type 1 or Type 2 form of agreement as set out on the RRDN Contractual Framework (described in Table 2 below).

Table 2. RRDN Delivery Organisation Agreements

Delivery Organisation Agreement Type	Description	Authorised signatory
Type 1 RRDN Delivery Organisation Contract	Organisations that receive RDN funding totalling £50,000 or more per annum	Host CEO
Type 2 RRDN Funding Allocation Agreement	Organisations that receive an allocation of RDN funding of less than £50,000 per annum	Network Director

- 8.19 East Midlands RRDN maintains a log to record details of all the products and services provided by third party suppliers. This includes items such as software for training/events/design and subscriptions to a range of online tools. The roles authorised to sign different types of contract will be set out in the table displaying the RDN financial cost codes and delegated authorisation allowances. Advice regarding contract clauses may be sought from the Trust's Corporate and Legal department, however, the final decision to sign a contract will be made by the decision maker (i.e. the relevant budget holder or one of the Network Directors).

9. Assurance Framework

- 9.1 The East Midlands RRDN is committed to supporting safe high-quality research and has developed a range of policies, systems and processes to clarify how issues or concerns which may detrimentally impact upon the East Midlands RRDN are escalated through the Host and/or the NIHR RDN.
- 9.2 This section describes the structure and systems through which the East Midlands RRDN Leadership and Management Groups, and the Host Board receive assurance.
- 9.3 The assurance framework describes how the East Midlands RRDN can identify, monitor, escalate and manage issues in a timely fashion and at an appropriate level.

Issue Management and Control

- 9.4 An issue is defined as a relevant event that has happened, was not planned, and requires management action.
- 9.5 The RRDN has an open and learning culture and encourages monitoring of any issues or concerns to be communicated that impact on RRDN delivery. The table below provides examples of both internal and external sources of identified issues.

Table 3. Sources of identified issues

<u>Internal Sources</u>	<u>External Sources</u>
Staff and management	Patients, carers and the public
Staff surveys	External audit
Risk register	RDN Coordinating Centre
Host Governance Group	Partner feedback and complaints
Stakeholder Group / Delivery organisations	Partner and public surveys
RRDN Management Group	

- 9.6 It is important that the East Midlands RRDN has the capability to respond to issues or concerns in a timely fashion. In practice the response required varies considerably according to the nature of the issue or concern. In some cases, immediate action may be required. In other cases, and particularly with more complex or longstanding issues, the commissioning of a full report may be an appropriate response. However, the response must always be:

- timely;
- safe
- proportionate;
- comprehensive;
- inclusive;
- effective.

- 9.7 The East Midlands RRDN will follow a five step procedure for issue management and control, outlined in Table 3 below. This procedure will be followed by the East Midlands RRDN Management Group.

Table 4. Issue Management 5 Step Procedure

Procedure	Description	Delegation
1. Capture	Determine severity / priority	
2. Examine	Assess impact on East Midlands RRDN strategic and operational objectives	Request for advice (Host Governance Group / RRDN Management Group / RRDN Stakeholder Group, whichever is most relevant)

3. Propose	Identify options Evaluate options Create recommended options	
4. Decide	Escalate (if beyond delegated authority) Approve, reject or defer recommended option	Request for advice (Host Governance Group / Stakeholder Group)
5. Implement	Take corrective action or continue to monitor	

9.8 The RRDN has implemented an issues register to record and manage key issues currently impacting the RRDN business. Each issue is assigned an owner and scores based on the severity and priority of the issue to the RRDN, in line with the risk and issue management approach agreed by the RDN Board. The issues are reviewed regularly in parallel with the risk register, via the RRDN Management Group and Host Governance Group.

9.9 The RRDN has produced an [Issue Resolution Procedure](#) so that stakeholders have a route to raise any matters of concern which may arise in relation to East Midlands RRDN business.

Internal and External Sources of Assurance

9.10 Internal and external sources of assessment/assurance cover the range of the East Midlands RRDN's activities, and relate to DHSC/Host Organisation contract compliance as well as East Midlands RRDN performance and delivery, as shown in Table 4.

Table 5. Sources of Assurance

Internal Sources of Assurance	External Sources of Assurance
RRDN Performance review meetings	Patients, carers and the public
Performance reports; Summary, Partner, Group/Specialty, ICB	My Research Experience (MRE) survey data
Host Trust Internal audit (review of internal systems and processes)	RDNCC External Audit Program - ad hoc
Host Governance Group	Partner feedback and engagement- informal feedback and specific questionnaire responses
Stakeholder Group	RDN Stakeholder Feedback Form
Staff surveys and exit interviews	

Host Board report and feedback	
RDN Performance Dashboard	

Host Organisation Annual Review

- 9.11 The Host Organisation may be requested, on an annual basis, to review its role in discharging the DHSC contract for hosting the East Midlands RRDN and provide a report on this within the RRDN Annual Report. This report must be shared with the East Midlands RRDN Stakeholder Group.
- 9.12 The Nominated Executive Director will submit by exception a report to be received by the East Midlands RRDN Host Board of Directors that clearly identifies any areas of non-compliance with the provisions of the DHSC contract for the East Midlands RRDN. This statement of non-compliance will set out the remedial action that will be taken to ensure compliance.

East Midlands RRDN Auditing Arrangements

- 9.13 The Host is obliged to ensure that East Midlands RRDN activity is included in the local internal audit programme of work. East Midlands RRDN should be audited in line with the Host contract and PSPs.

RRDN Host Assurance Indicators

- 9.14 The RDNCC will monitor compliance of RRDN Host Organisations in respect of the Host Organisation contract via the the RRDN Host Assurance Indicators, (in development). These indicators are designed to provide a shared framework for reviewing provision and supporting RRDN Host Organisations in their vital role.

10. Business Continuity

- 10.1 The Trust has a responsibility to ensure that robust local business continuity arrangements are in place for the RRDN, to ensure continuity of service in the event of an emergency.
- 10.2 The RRDN has developed a Business Continuity and Disaster Recovery plan (Appendix 2) as required in the Performance and Operating Framework. This is to enable the RRDN to respond to a disruptive incident, including a public health outbreak e.g. pandemic or other related event, maintain the delivery of critical activities/services and return to “business as usual”.
- 10.3 The RRDN has developed an Urgent Public Health Research plan (Appendix 3) to enable the Trust and the RRDN to support the rapid delivery of urgent public health research, which may be in a pandemic or related situation. The Urgent Public Health

Research plan will be immediately activated in the event that the DHSC requests expedited urgent public health research.

11. Risk Management Process

- 11.1 The Trust operates within a clear risk management framework which sets out how risk is identified, assimilated into the risk register, reported, monitored and escalated through the Trust's governance structures. The framework is set out in the Risk Management Policy and is supported by relevant policies, including the Risk Assessment Policy and Policy for reporting and management of incidents including the investigation of Serious Untoward incidents.
- 11.2 The RRDN has implemented a risk management framework, which includes a risk register. The risk register is reviewed and updated regularly by the RRDN Management Group, at least every 8 weeks. Each risk is assigned an owner who is responsible for implementing a risk response to mitigate the risk. The risk owner is responsible for ensuring the risk register is updated and informing the RRDN Management Group of any changes to the risk score, or if any changes to the risk response are required to ensure effective risk mitigation. For some risks it may be necessary to seek input from a range of colleagues (including assigning actions) to assess and manage the risk.
- 11.3 The risk register is updated regularly and reviewed every 3 months by the RRDN Host Governance Group.
- 11.4 Both strategic and operational risks are captured within the RRDN risk register. A template risk register has previously been shared with RRDN Network Directors; RRDNs may wish to use this unless their Host has an alternative form of risk and issues register. Each risk is assigned a score based on the likelihood of occurrence and the impact to the RRDN. Risk scores take into consideration any mitigating actions and are reviewed regularly. The risk matrix is shown below:

Table 6 Risk Management Matrix

	IMPACT				
PROBABILITY	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Highly Likely (5)	5	10	15	20	25
Likely (4)	4	8	12	16	20
Possible (3)	3	6	9	12	15
Unlikely (2)	2	4	6	8	10
Highly Unlikely (1)	1	2	3	4	5

1-5 GREEN = LOW*	*Only risks with an Inherent Risk of 6 or above are recorded on this Risk Register Risks with a scoring of 12 and above should be monitored and escalated
6-11 YELLOW = MEDIUM	
12-19 AMBER = HIGH	
20-25 RED = EXTREME	

	Extreme Risk (Red)
These are classed as primary or critical risks requiring immediate attention. They may have a high or very high likelihood of occurrence, and their potential consequences are such that they must be treated as a high priority. This may mean that strategies should be developed to reduce or eliminate the risks, but also that mitigation in the form of an action plan be put in place and the risk monitored on a regular frequency. Consideration should be given to planning being specific to the risk rather than generic.	
	High Risk (Amber)
These risks are classed as significant. They may have a high or relatively low likelihood of occurrence, but their potential consequences are sufficiently serious to warrant appropriate consideration after those risks classed as 'very high'. Consideration should be given to the development of strategies to reduce or eliminate the risks, but also mitigation in the form of an action plan should be put in place and the risk monitored on a regular frequency.	
	Moderate Risk (Yellow)
These risks are less significant, but may cause upset and inconvenience in the short term. These risks should be monitored to ensure that they are being appropriately managed and considered given to their being managed under generic planning arrangements.	
	Low Risk (Green)
These risks are both unlikely to occur and not significant in their impact. They should be managed using normal or generic planning arrangements and require minimal monitoring and control unless subsequent risk assessments show a substantial change, prompting a move to another risk category.	

Risk Identification and Escalation

11.6 If a member of the RRDN team identifies a potential risk which they are concerned about, the following process should be applied:

1. Raise risk with the line manager, the line manager will decide if the risk should be escalated to the RRDN Management Group.
2. The RRDN Management Group will review the risk and decide if a formal risk assessment is required. If this is the case, the Host Governance Group may offer guidance to complete the Trust risk form (if required).
3. The Host Governance Group will review the risk and mitigations, and subsequently decide if the risk needs to be recorded on the RRDN risk

register.

4. The Risks and Issues register will be reviewed by the Trust Board on a quarterly basis, as part of the quarterly Report

If a new risk is identified which requires urgent attention, it can be raised directly to one of the Network Directors for consideration/review.

12. Escalation Process

12.1 This process describes the escalation route of issues, concerns or risks which could threaten the delivery of the Trust's obligations with regard to the delivery of the Department of Health and Social Care contract and the Performance and Operating Framework.

12.2 There are identified points of contact within RRDN Leadership, the Host Organisation, and the national RDN Coordinating Centre for concerns and issues to be escalated. Agreed escalation routes and levels are:

- a) RRDN Network Director;
- b) RRDN Host Organisation Nominated Executive Director;
- c) RRDN Host Organisation Chief Executive Officer;
- d) Joint Executive Directors, RDN Coordinating Centre.

If an issue relates to the Host Organisation, it can proceed immediately to the RDN Coordinating Centre (step d above).

13. Monitoring of Action Plans

13.1 Action plans developed by the RRDN that were to be monitored by the RRDN Host Governance Group are in accordance with this model.

13.2 The RRDN Host Governance Group will continue to monitor any new action plans that develop from the Annual Plan or are required as routine or extraordinary plans throughout the year.

14. Review

14.1 The Governance Framework will be reviewed on an annual basis by the RRDN Host Governance Group and escalated to any Host Trust Board/s as deemed necessary locally.

Appendices

1. [Scheme of Delegation of Powers](#)
2. [RRDN Business Continuity and Disaster Recovery Plan](#)
3. [RRDN Urgent Public Health Plan](#)

Host organisation: University Hospitals of Leicester NHS Trust

PRE-RESPONSE (INHERENT)										POST-RESPONSE (RESIDUAL)							
Risk ID	Primary category	Date raised	Risk owner	Risk Description (event)	Risk Cause and Effect	Probability	Impact	Value (PxI)	Proximity	Response Actions	Action owner(s)	Action status	Probability	Impact	Value (PxI)	Risk status (open or closed date)	Trend (since last reviewed)
R10	Services	30.10.25	Operations Director	Host HR processes could result in delays appointing to vacant RRDN posts specifically for ARDT (see risk R09 above)	Cause: Host recruitment control processes have been tightened (e.g. reduced frequency to monthly for Vacancy Control panels) due to financial & workforce requirements across the NHS. This coupled with a lack of clarity in relation to visa status for these roles is adding notable delays. Effect: Delays in appointing to RRDN vacancies (notably c. 20 posts for ARDT) could reduce the ability of the RDN to support all organisations across the region and increase pressure on existing staff, leading to again further reduced capacity due to burn out. Potential non-compliance with Host Contract.	4	3	12	Ongoing	Work with HR links and Recruitment Services to expedite pending vacancies through the exception process	HRD (SWCS)	4	3	3	9	Closed 10.7.26	Static
										Developed RRDN specific Case of Need form in line with HR recommendations for exemption of RDN posts, requirement to update this to aid swift approval	CSM	5					
										Monitor this process closely	HRD (SWCS)	4					
										Seek urgent clarity and support from HR in relation to visa status	HRD (SWCS)	5					
										Flagged visa issue nationally to the ARDT Workforce Delivery Group who will undertake scoping work	HRD (SWCS)	5					
										Continue to send list & timeframes to People Partner	HRD (SWCS)	4					
R12	Services	09.01.26	Operations Director	There is only one Band 8a post in the Agile Research Delivery Team (ARDT) which could impact on the ability to deliver this service effectively	Cause: Only one Band 8a post in ARDT in the nationally set RRDN Organogram. For the size of the team, current and future (expected) volume of work and growth, this is not sustainable and more capacity needed. In addition, the current postholder will be leaving at the end of April 2026 which amplifies the risk. Effect: This could impact on the ability to deliver this service effectively especial wrt delivering strategic priorities. This could also increase the pressure on the Head of Research Delivery & Support for Wider Care Settings and other team members.	4	3	12	Ongoing	Highlight risk nationally via RDN Operational Status Report	OD	4	3	3	9	Closed 5.5.26	Reduced
										Approach NIHR RDN Coordinating Centre to consider both temporary and longer term capacity support	ND	5					
										Reappointed to post as a job share (2 individuals working 0.6 WTE)	HRD (SWCS)	5					
R09	Services	09.10.25	Operations Director	There is a requirement to grow the Agile Research Delivery Team (ARDT) in line with a nationally defined structure and set funding allocation. The team is currently under capacity, which could result in an inability to deliver this service effectively and meet Host contractual requirements.	Cause: East Midlands RRDN is required to implement the new nationally defined ARDT structure in compliance with a set funding allocation. This will involve recruiting c.20 vacant posts across the team by the end of 2026/27. Furthermore, several of the posts have been filled by internal ARDT staff, which is creating additional vacancies in the team and increasing the workload of team members. Effect: Period of reduced capacity could impact on our ability to fully deliver the ARDT service, particularly with respect to supporting commercial & urgent public health studies and expanding research into wider care settings (strategic priorities). This could potentially have an impact on the new national 150 day metric to set up trials any any other government priorities. Additionally, there is a minor risk that the ARDT funding allocation is not fully utilised, although this is somewhat mitigated.	4	3	12	Ongoing	Developed a recruitment strategy to ensure the vacancies are shared across the regional wider health and care workforce, linking with recruitment teams where appropriate.	HRD (SWCS)	5	3	3	9	Open	Static
										Manage recruitment in 3 phases, according to the needs of the service, to ensure the recruitment, onboarding and induction processes can be managed effectively	HRD (SWCS)	4					
										Ensure the ARDT capacity we have is deployed in line with national priorities, some placements may be reduced/curtailed to achieve this	HRD (SWCS)	4					
										ADRT is working across regional clusters, building agility & flexibility across the team	HRD (SWCS)	4					
										Continue to work with HR to ensure that ARDT posts are not adversely impacted by trust internal processes	HRD (SWCS)	4					
R13	Information	07.07.26	Operations Director	There is a risk there will not be a contract in place for the RRDN Local Portfolio Management System (LPMS) from 1 April 2027	Cause: Contract for the current LPMS expires on 31 March 2027. NHS Business Services Authority (BSA) will be procuring future system provision (RDDI), however, this process has recently been paused while a structured review is undertaken. At present it is unclear whether this will address system needs from 1 April 2027. RRDNs were instructed to explore a contract extension to allow for a potential phased implementation of RDDI. However, the University of Southampton, as our current supplier, advised they do not wish to proceed with this until the outcome of the RDDI procurement is announced. Depending on the outcome of the procurement exercise this may leave limited time to enact an extension.	3	4	12	31.03.27	Continue to engage with EDGE/University of Southampton in readiness of a potential contract extension	OD	4	2	4	8	Open	New
										Continue to liaise with the RDDI programme/NHS BSA regarding procurement and implementation timelines of RDDI	SDD	4					
										Engage with UHL Pre-Procurement Approval process to ensure that this is progressed sufficiently in advance of September 2026.	OD	4					
										Seek advice and guidance from NIHR RDN Co-ordinating Centre, and highlight this as a regional risk, through RDN Board	ND	4					

East Midlands RRDN - Issues Register

Date last updated: 6.8.2026

Issue ID	Issue Type	Date Raised	Owner	Description	Severity	Priority	Actions	Action Owners	Action status	Issue status
				There are currently no live issues on the register						

Key

Severity	Priority
Minor	Low
Moderate	Medium
Major	High
Catastrophic	Critical

Action RAG Status Key:

Complete	5
On Track	4
Some Delay – expected to be completed as planned	3
Significant Delay – unlikely to be completed as planned	2
Not yet commenced	1