



**Future Leaders Fellows
Development Network**

**Advisory Board
Terms of Reference**

1. Purpose

The Advisory Board provides strategic oversight and expert advice to the Future Leaders Fellows (FLF) Development Network, a UKRI-supported initiative. The Board plays a vital role in ensuring the Network remains relevant, future-facing, inclusive, and impactful across the UK research and innovation landscape.

Specifically, the Board will:

- Review and provide feedback on the strategic direction, delivery, and progress of the Network.
- Identify opportunities and risks, including horizon scanning across sectors and disciplines.
- Act as ambassadors and advocates for the Network within their respective communities.
- Support the embedding of research culture, equality, diversity, and inclusion (EDI) principles across all Network activities.

2. Scope

The Advisory Board operates in an advisory capacity. Its remit includes:

- Advising on programme strategy, delivery plans, and progress against objectives.
- Providing insight into emerging trends, technologies, and sectoral developments.
- Advising on how to strengthen engagement with relevant stakeholder communities.
- Supporting alignment with wider UKRI and national research priorities.
- Recommending mechanisms to enhance cross-sector collaboration and four-nation representation.

The Board does not have a decision-making function, but its input will inform the Network's development, implementation, and engagement strategies.

3. Membership and Appointment Processes

This section outlines the membership structure and appointment processes for the FLF Development Network Advisory Board. It replaces previous guidance (2023). The aim is to ensure all appointments are made transparently, inclusively, and in alignment with the Network's values and evolving needs, while supporting a balanced and representative Board.

The Advisory Board is comprised of individuals who bring a broad range of experience and perspectives across research, innovation, policy, industry, and professional practice.

Members serve in a personal capacity, not as representatives of their employing organisations, unless explicitly agreed.

3.1. Composition

a. Network Leadership Team

- Director
- Deputy Director / Programmes Manager
- People, Cultures and Environment Manager
- Project Manager or other representative of the Operations and Events Team (*ex officio*)

b. Stakeholder Representatives

- At least one representative from UKRI (*ex officio*)
- One representative from Innovate UK (*ex officio*)
- Founding Associates (*ex officio*)

c. Expert Advisors

- Members drawn from a range of sectors and perspectives, including:
 - Research cultures
 - Higher Education Institutions (HEIs)
 - Independent Research Organisations (IROs) or research funders
 - Industry
 - Experts in sectoral issues (e.g. Policy Engagement, Artificial Intelligence, Clinical Research)
 - Learned societies

d. Future Leaders Fellows (FLF) Representatives

- 1–3 active FLFs, drawn from the FLF Focus Groups

3.2. Principles of Membership

- The Board will reflect the four nations of the UK.
- Membership will prioritise diversity of thought, sector, discipline, career stage, background, and lived experience.
- Equity, diversity, and inclusion (EDI) will be embedded throughout all appointment processes.
- The Board's composition will be monitored for balance across sectors, nations, and demographics.

3.3. Appointment Principles

Appointments are based on individual expertise, contribution potential, and alignment with the needs of the Network.

All members serve a fixed term and may be reappointed following review.

When specific expertise or representation gaps are identified, an open Expression of Interest (Eoi) call may be issued, reviewed alongside nominations from sitting members.

3.4. Types of Membership and Appointment Procedures

a. Chair of the Board

- Appointed by consensus or vote from among sitting or former Board members.
- Serves a two-year term, renewable.
- In the event of an early resignation, the Board will hold a consultation or vote to appoint a new Chair, which may occur between scheduled meetings to ensure continuity.

b. Stakeholder Representatives

- Appointed by virtue of their role (e.g., UKRI, Innovate UK, Founding Associates).
- If an ex officio member steps down, a suitable replacement should be nominated by the outgoing member and confirmed by the Chair and Director.

c. Expert Advisors

- May be nominated by sitting or outgoing members, or identified through an Expression of Interest call.
- Applications should include a brief statement outlining expertise, expected contribution, and commitment to EDI.

d. FLF Representatives

- Nominated through FLF Focus Groups, convened prior to each Advisory Board meeting from January 2026.
- These groups provide a mechanism for Fellows to share insights, feedback, and emerging priorities from the wider community.
- Each Focus Group will nominate one representative, with a minimum of one and up to three Fellows invited to attend each meeting.
- If representatives cannot attend, the Board will accept written reports from the Focus Groups in exceptional circumstances.

- Appointments are confirmed by the Chair, in consultation with the Network Director.

3.5. Resignation or Early Departure

- Members may resign at any time, preferably with three months' notice.
- Outgoing members may nominate a replacement aligned with the Board's needs.
- In exceptional circumstances additional consultation with the Board may be initiated or a Chair's action may be undertaken in consultation with Network Director.
- Open calls or interim appointments may be made to sustain representation and continuity.

3.6. Membership List (November 2025)

- Kerry Hood – Expert Advisor, Chair
- Geraint Thomas – Expert Advisor
- Liz Simmonds – Expert Advisor
- Kay Guccione – Expert Advisor
- Jen Bromley – Expert Advisor
- Clare Taylor – Expert Advisor
- Daniel Glaser – Expert Advisor
- Olivia Harrison – Expert Advisor, Learned Society of Wales
- Marjory Da Costa-Abreu – Expert Advisor
- Danielle Rowley – Expert Advisor
- Monica Busse-Morris – Expert Advisor
- Bridget Mellifont – FLF Development Network
- Katie Nicoll Baines – FLF Development Network
- Gaby Calvert – FLF Development Network
- Sara Shinton – FLF Development Network
- Barry Smith – Founding Associate
- Paul Monahan – Founding Associate
- Tracey Stead – Founding Associate
- Steven Joy – Founding Associate
- Samantha Aspinall – Founding Associate
- Jen Postles - Innovate - Stakeholder Representative
- Stephen Meader - UKRI - Stakeholder Representative
- Chelsea Cinquegrani - UKRI - Stakeholder Representative

4. Ways of Working

Meeting Frequency:

- The Board will meet twice annually.
- Additional meetings may be convened if required.

- In extraordinary circumstances, papers may be tabled for offline review and comment.

Quorum:

- Meetings will proceed with a quorum of one-third of members, including the Chair or nominated deputy.

Mode of Meetings:

- Meetings may be held in-person or virtually, depending on availability and accessibility needs.

Secretariat:

- The Network will provide administrative support for the Board, including meeting coordination, agenda setting (in collaboration with the Chair), and documentation of key recommendations.

Reporting:

- Minutes will be taken and circulated following each meeting, including to UKRI colleagues.

5. Governance and Conduct

- Members are expected to uphold the principles of the FLF Development Network [EDI Policy](#) and [Principled Spaces Policy](#) and align with the values of openness, respect, inclusivity, and integrity.
- Conflicts of interest must be declared at the start of each meeting.
- Sensitive or confidential information shared in meetings must not be disclosed outside of the group unless agreed.