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Research Ireland

ARC HUB Accelerating Research to Commercialisation

ARC HUB MANAGEMENT AND GOVERNANCE GUIDANCE

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Disclaimer: This information does not constitute legal advice and is for guidance purposes only.

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1 Introduction

This document provides guidance to the ARC Hub Leadership, Research Bodies and Governance Committee about Research Ireland's expectations for the Management and Governance of an ARC Hub.

The goal of the Accelerating Research to Commercialisation (ARC) Hub Programme is to establish a new model for regional innovation and entrepreneurial training, that will catalyse a step-change in the translation of cutting-edge publicly-funded research toward impact at a regional level. The ARC Hubs will enhance and accelerate the commercialisation of research to create new products, processes and services. ARC Hubs are focused on specific thematic areas that are aligned with the respective regional strategic priorities and the 'National Smart Specialisation Strategy for Innovation 2022-2027' (S3)¹. The ARC Hubs, as a distributed consortium of Research Bodies, create regional ecosystems focused on optimising research translation and training future entrepreneurs through establishing new academic networks and bringing together stakeholders, while leveraging existing supports, as appropriate.

The ARC Hub Programme is co-funded by the Government of Ireland and the European Union under two European Regional Development Fund (ERDF) Regional Programmes - the Southern, Eastern and Midland Regional Programme 2021-2027 and the Northern and Western Regional Programme 2021-2027. The ERDF aims to promote economic, social and territorial cohesion across all European regions.

The ARC Hub Programme provides a significant level of investment of public funds, and it is required that all funded ARC Hubs have clear Management and Governance structures in place.

A Letter of Offer, which outlines specific conditions of funding, was issued by Research Ireland to the respective Host Research Body for each ARC Hub. These include both standard terms and conditions for Research Ireland and additional terms and conditions specific to the ARC Hub Programme and ERDF funding. Each ARC Hub is obligated to work within the terms of the Letter of Offer, Grant General Terms and Conditions, and other relevant policies, the majority of which can be found here:

Links to useful Guidance and Policy Documents

- ARC Hub award management webpage: <https://www.sfi.ie/funding/award-management/arc-hubs-award-management/>
- Research Ireland General Policies and Guidance: <https://www.sfi.ie/funding/sfi-policies-and-guidance/>

2 Host Research Body

The host Research Body, as the formal holder of the ARC Hub grant, has a key role and obligation to ensure sound governance of the ARC Hub. In recognition of the scale of funding and strategic importance of the ARC Hub, Research Ireland requires that the President/Provost of the host Research Body take an active role in overseeing ARC Hub award made to their institution. To assist the President/Provost in this task, Research Ireland requires that:

- A Governance Committee is formed within 180 days of the ARC Hub award start date, as outlined below (Section 5).

¹ National Smart Specialisation Strategy for Innovation 2022-2027: <https://www.gov.ie/en/publication/4b219-national-smart-specialisation-strategy-for-innovation-2022-2027/>

- An Advisory Committee is formed within 180 days of the ARC Hub award start date as outlined below (Section 6).
- The responsibilities of partner Research Bodies to be laid out in an Inter-Institutional Agreement (IIA) within 90 days of the start date of the award, as outlined below (Section 11.1).

The Responsibilities of the Host and Partner Research Bodies are described in more detail in Section 11.

3 Governance and Management High-Level Structure

The ARC Hubs are expected to have appropriate management and governance structures in place to ensure the effective operation of the Hub. These include:

- **Hub Leadership:** the Hub Director and Co-Principal Investigators (Co-PIs), who are accountable to Research Ireland and to the host Research Body for the running and performance of the ARC Hub award, as laid out in the Letter of Offer and in accordance with Research Ireland's General Terms and Conditions.
- **Operations Team:** the group of individuals tasked with supporting the activities of the ARC Hub, including working closely with the cohort of researchers funded through the ARC Hub to support and accelerate their translational research journey. The Operations Team reports to the Hub Leadership.
- **Executive Management Committee:** responsible for developing and executing a long-term strategic plan for the ARC Hubs (including how the indicator targets will be met) and ensuring the ongoing, smooth operations of the ARC Hub.
- **Advisory Committee:** advises the ARC Hub Executive Management Committee on strategy, operations and performance, as well as providing independent peer review in relation to the selection of the Translational Research Projects.
- **Governance Committee:** ensures appropriate governance and management structures are adhered to while supporting the strategic development and performance of the ARC Hub, and providing equality, diversity, and inclusion (EDI) oversight.

The President/Provost of the host Research Body is the ultimate grant holder and retains overall responsibility for the successful operation of the ARC Hub. As each funded ARC Hub does not have its own legal status, the contracting party in all legally binding agreements will be the host Research Body.

Please see a high-level diagram below of an ARC Hub Governance model:

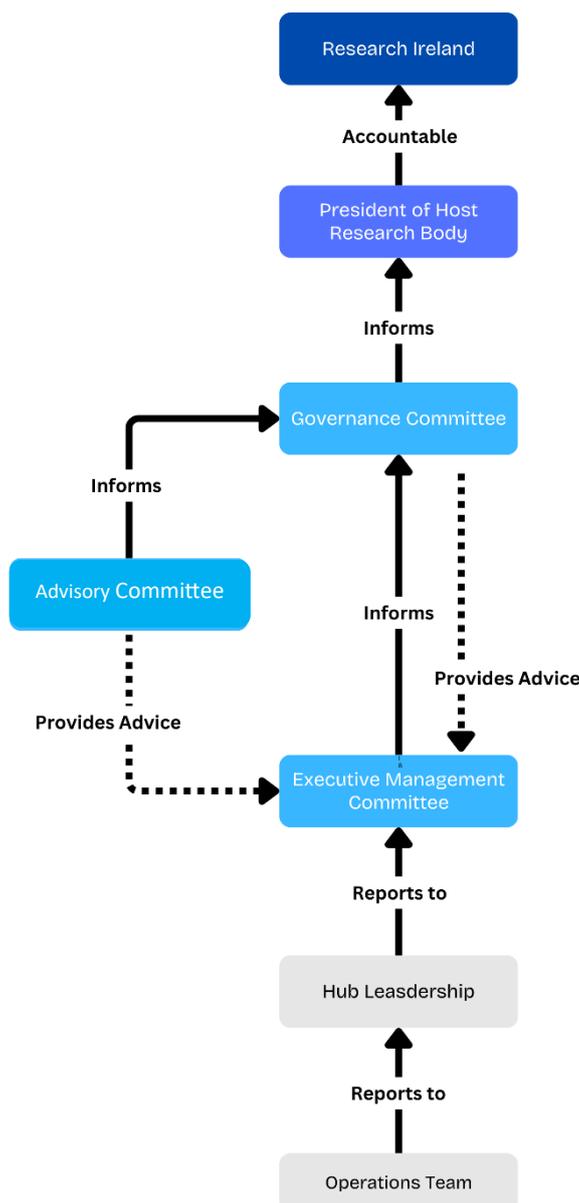


Figure 1 High-Level ARC Hub Governance Structure

4 Executive Management Committee

Research Ireland requires that each ARC Hub establish effective and robust management structures and processes which may be subject to review and/or auditing, as appropriate. The Committee has two primary responsibilities:

- (i) Developing and executing a **long-term strategic plan** for the ARC Hub that is compatible with the original objectives of the Hub as stated in its funded proposal and is well aligned with national policies. They are responsible for the delivery of the indicator targets, milestones and deliverables, and ultimately realising the proposed impact of the Hub in the region and beyond, through the transformation of the regional research and innovation ecosystem.

- (ii) Ensuring the **ongoing, smooth operations of the ARC Hub**. More specifically they are responsible for the successful execution and delivery of the ARC Hub goals through the management, administration and financial control of the Hub, in compliance with the terms and conditions of funding as set out in Research Ireland's Grant Conditions.

As key decision makers and owners of the award risks, Research Ireland requires the Executive Management Committee to ensure grant conditions are met as set out by Research Ireland's Grant Conditions (inclusive of Research Ireland's General Terms & Conditions², Letter of Offer and Research Ireland Policy documents³). The expected duties of the Executive Management Committee include:

- 1) Create, agree and implement an Inter-Institutional Agreement (IIA)
- 2) Effectively manage, administer and oversee the financial control of the Hub
- 3) Ensure the following objectives of the ARC Hub Programme are reached:
 - Drive regional development by accelerating novel, cutting-edge research, towards commercial impact readiness, in areas aligned with Ireland's Smart Specialisation Strategy.
 - To develop a cohort of entrepreneurial scientists and engineers with the skills to realise commercial opportunities from research activities.
 - Enhance and accelerate the translation of research to impact through the commercialisation process. Develop and implement the ARC Hub strategic plan in line with the approved vision and research objectives of the Hub, including but not limited to the successful execution and delivery of the ARC Hub goals,
 - Delivery of the Hub's indicator targets,
 - Managing the selection process and allocation of funds from the Translational Research Budget to support follow-on funding for projects or new projects during the lifetime of the Hub,
 - Oversight of funded Translational Research Projects, to ensure they are managed for success, including technology transfer and commercialisation or transitions into existing national and international closer-to-market supports, as appropriate
 - Communications and outreach, including the strategic and meaningful engagement with relevant stakeholders, including industry.
- 4) Translate the guidance and advice of the Governance Committee and Advisory Committee into operational plans.
- 5) Ensure that all reporting requirements to Research Ireland are met in a timely fashion.
- 6) Ensure that day-to-day conflict-of-interest and research integrity issues are managed appropriately.
- 7) Any other aspect that the Executive Management Committee deems appropriate (e.g. defining policy for bullying and harassment, safeguarding etc).

It is recommended that the committee has a Terms of Reference for their members to ensure they are clear on their roles and responsibilities. These would be for the ARC Hub to define in discussion with the relevant committee.

² <https://www.researchireland.ie/wp-content/uploads/2024/12/Research-Ireland-Grant-GTCs.pdf>

³ <https://www.sfi.ie/funding/sfi-policies-and-guidance/>

4.1 Executive Management Team Composition

Research Ireland expects that, at a minimum, the Executive Management Committee will include the ARC Hub Director and Co-PIs, together with a senior member of the Operations Team and a senior representative from the host Technology Transfer Office (TTO).

It is expected that the Hub Director will act as Chair and management responsibilities will be identified for the other members.

Research Ireland encourages the ARC Hub management to consider equality, diversity and inclusive policies in relation to both the composition of the EMC and the activities of the Hub.

Changes in the composition of the Executive Management Committee must be reported in the ARC Hub Annual Progress Reports and the Governance Committee Minutes.

5 Governance Committee

The President/Provost of the host Research Body, as formal holder of the grant, has overall legal responsibility for the successful operation of the ARC Hub. To support them in meeting this goal, Research Ireland requires that a Governance Committee be convened within 180 days of the award start date.

The primary function of the Governance Committee is to provide support to the President/Provost of the host Research Body by assisting the Executive Management Committee in ensuring that the ARC Hub performs in line with best practices in all aspects of its operations. The Governance Committee will provide input on appropriate governance and management structures while supporting the strategic development and performance of the ARC Hub.

The Governance Committee's responsibilities include:

1. Providing advice/recommendations regarding the operation of the ARC Hub and oversight to determine if the Hub is developing in line with expectations, by
 - Providing input on matters of governance policy and procedure.
 - Monitoring the development of the ARC Hub periodically and recommending the requirement for remedial action to improve any aspect of the Hub's performance (such as performance against indicator targets, responding to panel recommendations, or other issues identified). It is expected that ARC Hubs should be at the leading edge internationally, including benchmarking against comparable international entities and undertaking proactive recruitment, engagement and partnerships internationally.
 - Providing an independent view on any conflict-of-interest (or potential conflict-of-interest) that may arise:
 - Between the ARC Hub, its staff (Hub Director, Co-PIs and Translational Researchers) and its industry partners in accordance with the Grant Conditions.
 - In relation to shareholdings or directorships held by the Hub Director, Co-PIs, or Translational Researchers in partner companies etc., in accordance with the Grant Conditions and the principles and mandate laid out in Ireland's [National IP Protocol 2019](#)
2. **Oversight of ARC Hub Strategy** by providing feedback to the Executive Management Committee on:
 - The vision for the ARC Hub and its clarity.
 - The strategic direction for the research ongoing at the ARC Hub (taking into account the recommendations given by the Advisory Committee, international peer reviewers at the application stage, and international site visit panels, when applicable).

- The flow of funding to the participating Research Bodies supports the research strategy (i.e. supporting fair and transparent decision-making).
- The industry engagement and collaborative approach of the ARC Hub (taking into account the direction given by the Advisory Committee and recommendations from International Experts following Progress Reviews).
- Any other supporting strategies, for example, to drive excellence in impact, best practices to support EDI within the ARC Hub, to bring about a cohesive integrated ARC Hub across partner Research Bodies.

It is recommended that the committee has a Terms of Reference for their members to ensure they are clear on their roles and responsibilities. These would be for the ARC Hub to define in discussion with the relevant committee.

To further describe the expected work of the Governance Committee, Research Ireland has provided the following for illustrative purposes:

It is vital that the ARC Hubs have a strategic vision to ensure that they remain leaders into the future, in terms of translating cutting-edge research toward commercial impact readiness and developing cohorts of entrepreneurial scientists and engineers. To this end, Research Ireland asks that this vision is presented by the Executive Management Committee to the Governance Committee annually, and that the Governance Committee, with inputs from the Advisory Committee, review and assess it against appropriate international benchmarking.

5.1 Governance Committee Composition

Governance Committees of large-scale awards typically consist of 6-12 members (based on the complexity of the ARC Hub, closer to 12 members will likely be needed to allow effective representation). The Governance Committee should include the Hub Director, a senior representative of the host Research Body (typically the Vice President/Dean of Research (VPDoR) or their designate) and a senior representative from at least one of the partner institutions hosting a Co-PI (typically the VPDoR or their designate) and the chair of the Advisory Committee.

At least half of the members must be external to the Hub, including the Chair, and should be senior, independent figures from business, academia or the public sector. Research Ireland reserves the right to nominate one additional member to the Governance Committee (after consultation with the Hub Director). Please be cognisant of the conflict-of-interest process during the committee formation and new committee membership outlined in section 9.

A table showing the expected composition for the ARC Hub Governance Committee is shown below.

Governance Committee Roles / Background	External / Internal
Governance Chair	External
Hub Director from host Research Body	Internal
A senior representative from the host Research Body (typically the VPDoR or their designate)	Internal
A senior representative from at least one of the partner institutions hosting a Co-PI (typically the VPDoR or their designate)	Internal
Advisory Committee Chair	External
Senior, independent figure from business, academia or the public sector	External

Senior, independent figure from business, academia or the public sector	External
Senior, independent figure from business, academia or the public sector	External

Table 1 Table representing the expected composition of the ARC Hub Governance Committee

Changes in the composition of the Governance Committee must be reported in the ARC Hub Annual/Progress Reports and the Governance Committee Minutes. Please note there are additional requirements and a specific approval process for the Governance Committee Chair as outlined in the next section.

5.2 Governance Committee Chair

The selection of Chair of the Governance Committee should be agreed between the President/Provost of the host Research Body, the Hub Director and Research Ireland, and should preferably be a senior public figure, ideally an independent contributor not affiliated with any of the Research Bodies or industry partners engaged in the ARC Hub. It is expected that the Chair of the Governance Committee would have a track-record that demonstrates strong skills and capabilities in chairing.

The process steps are as follows:

- 1) Engagement with the relevant Research Ireland Scientific Programme Manager to informally discuss the proposed Governance Chair
- 2) Email the Research Ireland Scientific Programme Manager, CCing arc@researchireland.ie, with the following attachments:
 - Letter of endorsement by the President or Vice President for Research of the lead Research Body, briefly outlining why it supports the appointment of the nominated Governance Chair.
 - The CV of the new Chair, highlighting relevant skills and capabilities of the candidate to professionally chair the Governance Committee.
- 3) Research Ireland will note the new Chair but reserves the right to query the appointment.

The Governance Chair has a dual reporting line to the President/Provost of the host Research Body and to Research Ireland. At a high level the Governance Chair is responsible for:

- Convening and chairing at least two Governance Committee meetings annually.
- Ensuring that the Governance Committee structure is appropriate as per these guidelines.
- Ensuring that the responsibilities of the Governance Committee are fulfilled.
- Establishing and disbanding, as appropriate, sub-committees of the Governance Committee.
- Inputting to the selection of strategic hires within the ARC Hub, such as recruitment of a new Executive Director.
- Approving the formal minutes of all meetings of the Governance Committee.

Research Ireland must be informed of any change in the composition of the Governance Committee, including a change of Chair.

5.3 Governance Committee Meetings and Reporting

The Governance Committee will meet at least twice per year (but may decide to meet more frequently). The Governance Committee will review the performance and operation of the ARC Hub and compile formal minutes which will at a minimum include:

- Changes to the Hub Director, Executive Management Committee, Governance Committee or Advisory Committee membership.
- Notable Hub activities, and achievements.
- Current challenges, risks, and mitigating responses.
- ARC Hub Strategy (and/or reports), and any notable actions for the Hub to address (including inputs from the Advisory Committee).
- Commentary on the indicator results.
- Commentary on the Annual Progress Reports, and the response to the International Site Visit Panel Report, when applicable.
- Noting of any conflict-of-interest within the ARC Hub and the outcome of their resolution.
- A copy of the minutes from the Advisory Committee meetings, and any other relevant Governance Committee reports or documents.
- Any other aspect that the Governance Committee deems appropriate.

Formal minutes of all meetings of the Governance Committee will be approved by the Governance Chair, Hub Director and host Research Body President/Provost, and will be retained by the host Research Body.

The minutes will be submitted by the Hub Director by e-mail to the Research Ireland Scientific Programme Manager, CCing arc@researchireland.ie and the host Research Body President/Provost and Governance Chair.

6 Advisory Committee

The ARC Hub has a duty to ensure that it is well informed of trends, developments and thinking in areas of research, innovation and industry activity related to the Hub's activities. In recognition of this, Research Ireland requires the ARC Hubs to establish an Advisory Committee within 180 days of the award start date.

The Committee should fulfil the primary role providing advice and guidance to the Executive Management Committee of the Hub on strategy, operations and performance, as well as providing independent peer review in relation to the selection of the Translational Research Projects and inputting on go/no go decisions as the projects progress. It is expected that the Advisory Committee provides advice to the ARC Hub to support and drive performance. This may include highlighting any risks or suggested remediation actions,

The Advisory Committee should provide independent and impartial advice on:

- Scientific trends and latest developments.
- Prevailing industry trends
- Scope and choice of research topics being pursued.
- Potential options to support the acceleration of the Translational Research Projects.
- The ARC Hub Strategy.
- Approach to industry engagement and its collaborative research approach in the Irish ecosystem.
- The commercial strategy and impact of the IP developed by the Hub.

It is expected that external members of the Advisory Committee will act in a non-partisan fashion and that they will present impartial views and advice. It is recommended that the committee has a Terms

of Reference for their members to ensure they are clear on their roles and responsibilities. These would be for the ARC Hub to define in discussion with the relevant committee.

The Executive Management Committee (via a representative) is expected to keep the Advisory Committee regularly briefed on the progress of the ARC Hub's Translational Research Projects and other Hub activities. Representation of the Advisory Committee should be included on the Governance Committee to allow a reporting pathway. Please note the advice is non-binding and the responsibility to decide direction and execute the agenda of the ARC Hub remains with the Executive Management Committee.

6.1 Advisory Committee Composition

The number of participants will likely vary between ARC Hubs depending on the breadth of activity, but Research Ireland advises that this committee should be of a manageable size (typically 8-12 members). A committee's size should be determined based on the number of members needed to accomplish the committee's work and ensure engagement from each member - it might take a year or two of trial and error to determine the right size for the committee.

Members of the Advisory Committee may include, for example, senior international academics, relevant industry experts, entrepreneurs, scientific experts, venture capitalists, TTO staff, or representatives from national funding agencies. It is recommended that the Chair of the Committee be external and independent of the Hub.

It is at the discretion of the ARC Hub Executive Management Committee and the Governance Committee to decide and implement how membership to the Advisory Committee is to be determined. Hubs should be cognisant of potential conflicts-of-interest during Committee Formation and new committee membership, as outlined in Section 9.

6.2 Advisory Committee Meetings and Reporting

Formal minutes of Advisory Committee meetings are to be retained by the host Research Body and these minutes, along with any other relevant Advisory Committee reports or documents, should be provided to the Governance Committee and included as part of the Governance Committee submission to Research Ireland at the next available reporting opportunity.

It is expected that the Advisory Committee would meet multiple times a year (at least four), dependant on the needs of the hub and the stage of award.

7 Sub-Committees

The ARC Hub may, at the discretion of the Executive Management Committee, form other management sub-committees that it feels are necessary to ensure the efficient operations of the ARC Hub. Examples of topics that may warrant the establishment of a management sub-committee include "Intellectual Property & Commercialisation", "Equality Diversity and Inclusion" and "Inter-Institutional Committee". It is best practice for the Executive Management Committee to assess and evaluate their sub-committees regularly to ensure they remain productive and relevant to the mission of the ARC Hub.

8 Deviation from Governance Structures

If an ARC Hub feels that the Governance structures outlined above are not best suited to the particular needs of that Hub, it may submit in writing to Research Ireland a document offering a convincing case as to why, as well as a proposed alternative arrangement, with appropriate justification. Research Ireland may, at its discretion, accept the revised structures proposed by the ARC Hub and permit the Hub to adopt such a structure. Any such decision by Research Ireland will be notified to the Hub Director and the VPDoR (or equivalent) in writing.

9 Conflicts-of-Interest

Conflicts-of-interest may arise either within the Governance structures of the ARC Hub or within the Hub itself. As a general rule, it is the responsibility of the host Research Body to identify and resolve any such conflicts within the Governance structures, and it is the responsibility of the Governance Committee to identify and resolve conflicts within the ARC Hub.

9.1 Conflicts-of-Interest for ARC Hub Committees (Governance and Advisory)

It is the responsibility of the host Research Body, through the Office of the VPDoR (or equivalent), to ensure that any potential conflict-of-interest between a member of one of the Governance or Advisory committees and the ARC Hub or an ARC Hub team member be formally declared and resolved prior to the formation of the committees. Likewise, in the case of new members to the committees, issues of conflict-of-interest must be declared and resolved in advance of a new member joining a committee. Conflicts-of-interest should be identified and declared using the host Research Body's standard definition and process.

9.2 Conflicts-of-Interest for ARC Hub Team Members

It is recognised that funded researchers in the ARC Hubs may be involved in spin-out companies or may act as advisors to commercial partners. A possible conflict-of-interest may arise when personnel with responsibility for ARC Hub funding have outside commercial interests, such as directorships or significant shareholdings which may be affected by the activities funded by Research Ireland. In general, it will not be possible for an individual to concurrently hold a decision-making role in an ARC Hub award (e.g. as a member of the ARC Hub Executive Management Committee) and a decision-making role in a commercial partner to that award.

In some cases, a decision may be made to allow more limited conflict-of-interest representations, such as acting as a scientific advisor or being a shareholder in a partner company once this is managed appropriately under the responsibility of the host Research Body.

In all scenarios, interests must be fully disclosed, and captured as part of the Governance Committee meeting minutes so that the Governance Committee and ultimately the host Research Body is content that:

- The financial interests of all participants in the research programme (including management and governance) have been declared and assessed.
- Any active or apparent conflicts-of-interest have been managed to ensure the integrity of the research.

- All IP management and commercialisation transactions among and by the parties will be open, transparent and objective. SFI-funded research must be managed in line with the requirements as set out in the National IP Protocol 2019⁴.
- Research activities are conducted in line with national research integrity policies.

The purpose of this provision is to elicit full disclosure of financial interests by all participants and relevant parties to the research programme and to manage and resolve all such interests that might influence, or appear to influence, research conduct or research outcomes.

10 Committee Membership Duration

Research Ireland does not put limits on the duration of membership of Committees but recommends that the policies of the Governance Committee include consideration of whether the duration of committee membership should have a defined length to ensure impartiality.

11 Responsibilities of the Host and Partner Research Bodies

11.1 Inter-Institutional Agreement (IIA)

It is imperative that the responsibilities of the host and partner Research Bodies are laid out in an Inter-Institutional Agreement (IIA), which is a legally binding agreement between the collaborating Research Bodies in receipt of award funding.

The Executive Management Committee should facilitate engagement between the leadership of the partner Research Bodies involved in the ARC Hub to progress development discussions relating to the IIA, but the development of, and adherence to, this IIA document is to be managed by the host Research Body.

The Principal Investigator must submit to Research Ireland the executed inter-institutional agreement(s) describing the partnership between the Research Body and other Higher Education Institutions (HEIs) participating in the SFI ARC Hub Programme (the “Inter-Institutional Agreements” or “IIAs”) no later than ninety (90) days from the commencement date of the Grant (as specified in the Letter of Offer).

The Research Body agrees that the IIA shall not conflict with the terms of the Grant Conditions or contain any provisions which might hinder its ability to comply with the Grant Conditions.

In the event that an IIA is amended, the Research Body agrees to submit the amended IIA to Research Ireland promptly after it has been executed. The IIA, and any revised/amended IIAs, may be made available to Research Ireland's advisors or auditors, the ERDF Managing Authority, the ERDF Audit Authority and the Commission auditors for audit purposes or otherwise in connection with the proper management of the Grant and Research Ireland's functions or those of the ERDF Managing Authority, the ERDF Audit Authority and the Commission auditors.

As the body responsible for overall compliance with the conditions for support set out in the Letter of Offer and the Grant Conditions, including those relating specifically to co-funding under the European Regional Development Fund (ERDF), the Research Body will ensure that all contracts with third parties, including Inter-Institutional Agreements with other Higher Education Institutions, will take full account of the legal obligations of the Research Body set out in the Letter of Offer and the Grant Conditions.

⁴ <https://www.knowledgetransferireland.com/Reports-Publications/Ireland-s-National-IP-Protocol-2019-.pdf>

This Letter of Offer (together with the Research Ireland Grant General Terms and Conditions) will be included as an addendum to the IIA with the other HEIs. In the event of a conflict or inconsistency between any provisions of the IIA and the Grant Conditions, then the relevant provisions of the Grant Conditions shall prevail. The Research Body further acknowledges that depositing an IIA with Research Ireland shall not be regarded as any endorsement or approval by SFI of the IIA.

The host and partner Research Bodies need to provide adequate support to the ARC Hub, as laid out in their institutional support letter at the application stage. These supports should be outlined in the IIA. Such support may include: staffing/recruitment, equipment, space, teaching load balance, the provision of a portion of the Research Ireland overheads to support the running of Hub, etc and on receipt of the award, action needs to be taken by the host and partner Research Bodies to ensure that there is efficient, non-duplication of resources (e.g. business development, communications, etc) thereby ensuring optimal use of ARC Hub funding and overheads.

11.2 Meetings Objectives and Frequency

To ensure the strongest possible strategic alignment between host and partner Research Bodies, there should be a strong level of regular interaction between the host Research Body President/Provost, VPDoRs (or equivalent), Hub Director, Co-PIs and the Governance Chair. Below is an outline of the expected meeting objectives and frequency:

Who	Objective	Expected Min Frequency
Host Research Body President/Provost, host VPDoR, Hub Director & Governance Chair	<ul style="list-style-type: none"> To ensure the President/Provost of the host Research Body is up-to-date on the ARC Hub achievements, opportunities, challenges and risks. To allow the ARC Hub Director to input into Research Body strategy and ensure continued alignment of the Hub strategy with that of the Research Body. 	Once a Year
Host VPDoR & Hub Director*	<ul style="list-style-type: none"> To discuss areas of achievement, opportunities, challenges and risks To input into Research Body strategy 	Four times a Year
Host VPDoR & Governance Chair		Twice a Year
Hub Director, Co-PIs leadership at partner Research Bodies	<ul style="list-style-type: none"> To discuss strategic alignment between the ARC Hub host and partner Research Bodies. 	As required

**It would also be encouraging if Co-PIs from partner Research Bodies are also having similar conversations with their respective VPDoRs (or equivalent)*

11.3 Operational Staff Supports

The host Research Body should provide an appropriate central coordination mechanism / staff member assigned to the ARC Hub, to ensure that issues and challenges are dealt with swiftly and efficiently. This contact point needs to be closely aligned with the reporting line of the ARC Hub Leads (i.e. a Research Office contact). Because of the objectives of the ARC Hub, a dedicated Technology Transfer Office contact, who will be integral to the operation of the Hub, should be identified.

Other points of contact that need to be provided by the host and partner Research Bodies to support the ARC Hub Executive Management Committee include:

- Space/Facilities
- Finance
- HR
- Legal Affairs
- Corporate Communications
- Public Engagement

Each ARC Hub award has been granted funding for an Operations Team to support the activities of the Hub. Among the activities expected to be undertaken by members of the Operations Team will be:

- scouting for new translation research projects (TRPs),
- agile project management,
- supporting the Hub leadership to actively manage the portfolio of TRPs, including cross-project learnings
- management and oversight of entrepreneurial training,
- marketing, communications and promotion of the ARC Hub,
- administration and reporting to Research Ireland and the European Commission
- Financial monitoring and controls
- Risk management, including financial, project, reputational and legal risks
- understanding and ensuring compliance with the requisite standards

All staff funded by the ARC Hub Award (e.g. Executive Director, Postdocs etc) are employed by the Research Bodies and are subject to and required to comply with the Institutional Statutes, Regulations, Policies and Procedures. The Operations Team is typically managed by the Executive Director and under the Hub Director's responsibility. The Executive Director provides the full-time focus to manage the activities of the ARC Hub on a day-to-day basis. Although Operations Team members can have multiple and overlapping responsibilities, Research Ireland asks the ARC Hub Team to provide a single point of contact for the following roles:

- Translational Research Portfolio Management
- Business Development Representative
- Communications Representative
- Finance Representative
- SESAME Admin

12 Steering Committee Forum

If Research Ireland deem that an ARC Hub is not meeting performance expectations, a Steering Committee Forum may be called. The ambition of the Steering Committee Forum will be to support all parties to move forward together. The Steering Committee Forum will comprise of the following (or equivalent representation):

- Research Ireland representative – Director of Research for the Economy
- ARC Hub Governance Committee Chair
- ARC Hub Director
- VPDORs (or equivalent) of the host Research Body

13 Other information relating to ARC Hub Roles

13.1 Leadership Role Restrictions

Due to the complexity and time requirement that relates to a Hub Director and Co-PI role in a large-scale award, ARC Hub investigators must meet the individual eligibility criteria as set out in the Guidance / Call Documentation, and from a Governance perspective please note the following restrictions for the type and number of large-scale award leadership roles that can be held.

		I can apply to become a		
		ARC Hub Translational Researcher	ARC Hub Co-PI	ARC Hub Director
I am currently a	Director of a currently funded 2023 ARC Hub, Co-Centre, 2012/2013/2016 Phase 2 Research Centre (or lead applicant to 2023 Research Centre Programme)	YES	NO	NO
	Co-PI of a currently funded 2023 ARC Hub	YES	NO	NO
	Co-PI of a currently funded 2012, 2013 or 2016 Phase 2 Research Centre, or Co-Centre	YES	YES*	NO
	Co-Applicant on a proposal to the 2023 Research Centre Programme	YES	YES**	NO
	Translational Researcher of a currently funded 2023 ARC Hub	YES	YES*	YES
	FI of a currently funded 2012, 2013 or 2016 Phase 2 Research Centre, or Co-Centre	YES	YES*	YES
	Other Centre PI on a proposal to the 2023 Research Centres Programme	YES	YES*	YES
	Postdoctoral Researcher	YES†	NO	NO

*Investigator may be a named Co-Applicant on a maximum of one submission to the ARC Hub Programme

‡ If a co-applicant on proposals to the 2023 Research Centres Call and 2024 ARC Hub Call is awarded funding for both, they will either need to withdraw from one of these applications, or change to a non-Executive Management Committee (EMC) role in the Research Centre (i.e. Other Centre PI for the 2023 Research Centres), as they can only sit on one EMC for awards of this scale.

† Must have commitment from a suitable mentor. Please see call document

NOTE: All applicants must meet the individual eligibility criteria set out in the call document.

In addition:

- Changes to the Director or changes/additions of new Co-PIs must follow an approval process as outlined on the [ARC Hub Award Management website](#).

14 Summary and High-Level Guide

The significant level of investment of public funds requires that each ARC Hub has clear management, governance and advisory structures. Each ARC Hub is obligated to work within the terms of the Letter of Offer, Research Ireland's Grant General Terms and Conditions, and other relevant policies as outlined above. The President/Provost of the host Research Body, as the ultimate grant holder, retains overall responsibility for the successful operation of the ARC Hub.

As an ARC Hub does not have its own legal status, the contracting party in all legally binding agreements will be the host Research Body and the host Research Body will have primary responsibility for financial and scientific reporting.

A 'High-Level Guide to ARC Hub Governance Requirements' is found in Appendix I but it is the responsibility of the Hub Director and Co-PIs, the Governance and Advisory Committee Members, VPDoRs of host and partner Research Bodies, and the host Research Body President/Provost to understand the document in full.

If you have any questions on the above, please contact the Research Ireland Scientific Programme Manager (SPM) for your Hub, CCing arc@researchireland.ie.

Appendix I: High-Level Guide to ARC Hub Governance Requirements

	Group - Committee	Min. Yearly Meeting Frequency*	High-Level Considerations
Mandatory	Executive Management Committee	12	<ul style="list-style-type: none"> Role: <ul style="list-style-type: none"> Developing and executing a long-term strategic plan Ensuring the on-going, smooth operations of the ARC Hub Key decision-making forum and management of the award risks Formal Minutes to be retained by the host Research Body
	Advisory Committee	2-4	<ul style="list-style-type: none"> Role: Advises the Executive Management Committee on strategy, operations and performance, as well as providing independent peer review in relation to the selection of the Translational Research Projects. Formal Minutes to be shared with Governance Committee, and responsibility to be retained by the host Research Body.
	Governance Committee	2	<ul style="list-style-type: none"> Role: Provides oversight function of the ARC Hub and reports to President/Provost of host Research Body and Research Ireland Typical items expected to be included in meeting minutes: <ul style="list-style-type: none"> Annual Review of ARC Hub Strategy Note receipt of Advisory Committee Minutes To be approved at a minimum by the Executive Management Committee Chair and Governance Chair Formal Minutes to be shared by Executive Management Committee Chair with Research Ireland SPM (cc in host Research Body President/Provost & Governance Chair), and to be retained by the host Research Body.
Expected	Host President/Provost - Host VPDoR - Hub Director - Governance Chair	1	<ul style="list-style-type: none"> No minutes required by Research Ireland Objective: Build strong connections to support effective governance and oversight of the ARC Hub and to ensure the strongest possible strategic alignment between the ARC Hub and the host Research Body.
	Host VPDoRs -Hub Director	3-4	<ul style="list-style-type: none"> No minutes required by Research Ireland Objective: Build strong connections to support effective governance and oversight of the ARC Hub and to ensure the strongest possible strategic alignment between the ARC Hub and the host Research Body.
	Host VPDoRs - Governance Chair	2	<ul style="list-style-type: none"> No minutes required by Research Ireland Objective: Build strong connections to support effective governance and oversight of the ARC Hub.
	Hub Director & Co-PIs engagement with leadership at partnering Research Bodies	As required	<ul style="list-style-type: none"> No minutes required by Research Ireland Objective: To provide a platform for discussion of strategic alignment between the ARC Hub and partnering Research Bodies.

* Research Ireland highly recommends one in-person meeting per annum per group