QUALITY MANUAL

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1. INTRODUCTION

1.1 Brief Outline of the Research Office

Established in 1991, the Office of the Vice President Research leads the formulation, development and delivery of the University of Limerick's (UL) research policy, strategy and support services. The mission of the Office is *to facilitate the growth of excellent, impactful and innovative research at the University of Limerick.*

The Office works with the faculties, the research community and UL management to grow research capacity, quality, output and funding. The Office plays an important role in building links with national and international policy makers, funding bodies, industry and other external bodies. In achieving this mission the Office supports the values, ethics, culture and environmental policies of the University.

The Office comprises 2 operational units: Research Support Services and Research Strategy and Policy Team. More detail on the units can be found in Section 4.

The Office has a **Customer Charter** that describes the Office customers and services.

1.2 Our Commitment to Quality

Quality is an integral part of the Office business operations and this **Quality Manual** describes the Office Quality Management System (QMS). The Office QMS demonstrates the Office's commitment to maintaining a high level of quality and strong customer focus, while striving to continually improve the services we provide to our customers.

The Office QMS is based on the UL Quality Framework for support departments. The principles of the QMS framework are adopted from recognised best-in-class management system frameworks such as Baldrige, EFQM and ISO. The framework is built on the following set of recognised interrelated values:

- Maintaining customer focus
- Demonstrating good leadership
- Involving all staff (teamwork and inclusion)
- Emphasising continual quality improvement
- Using a defined process approach to services provided
- Using facts and analysing data in all decision-making
- Developing mutually beneficial supplier, partner and community relationships

Every support department at the University of Limerick operates a quality management system (QMS) and a review is undertaken periodically. The quality review of a support department focuses on the development and effectiveness of the department's QMS.

The main components of the Office QMS are; Customer Charter, Quality Manual, quality processes and key business processes.

The Office uses a process approach to service delivery and all documented quality processes and key business processes are published on the Office webpages. Figure 1 shows the Office QMS structure.
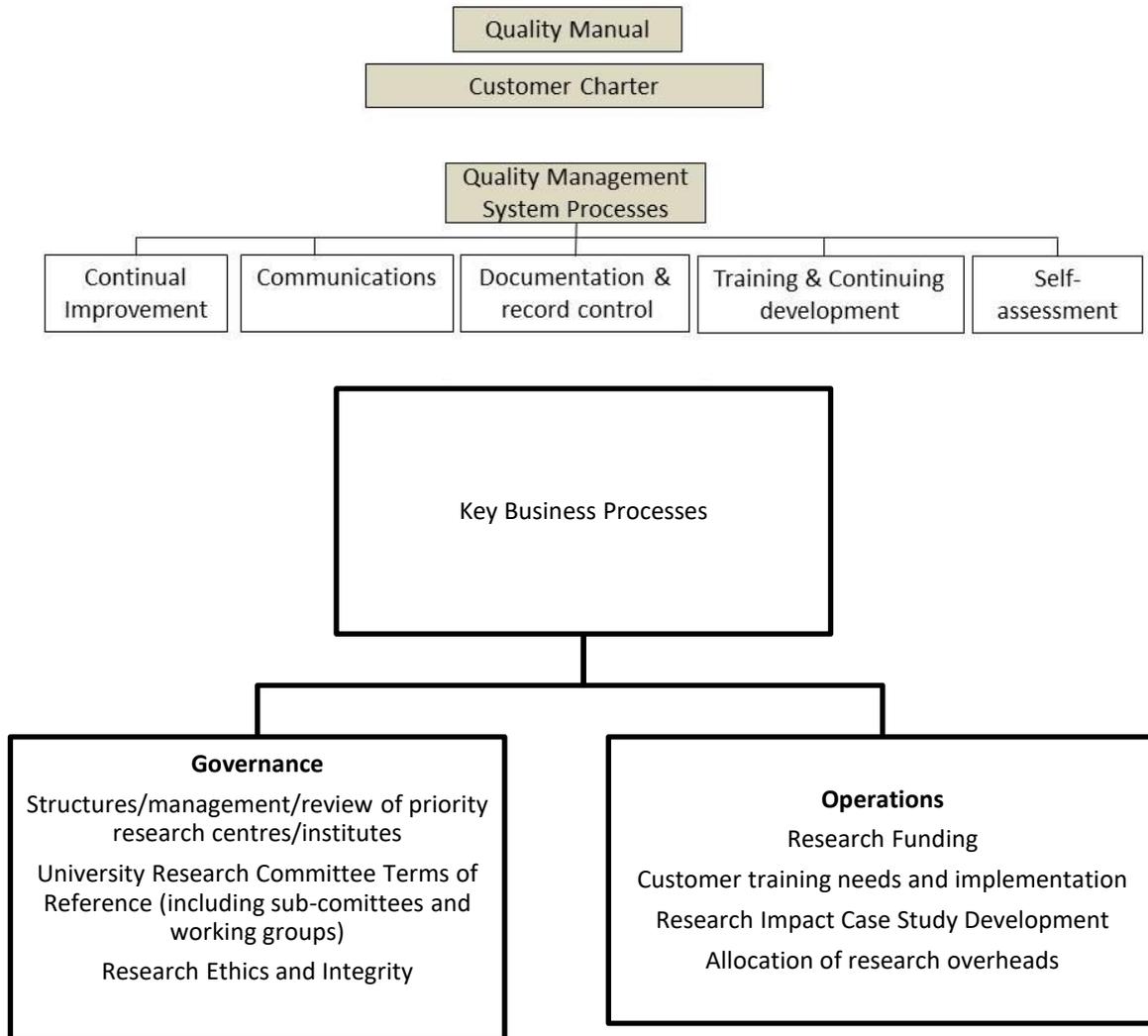
Figure 1 Research Office Quality Management System structure

The Office has a Quality Management Team (QMT) consisting of staff from the various units and chaired by a quality team leader. The role of the quality team is to support the continual development of the QMS. Section 3 sets out additional detail on the QMT.

1.3   Quality Policy

The Office **Quality Policy** is *to continually improve the services we provide to meet the requirements of our customers. We are committed to providing high-quality support and leadership to facilitate the growth of excellent, impactful and innovative research at the University of Limerick. Our staff subscribe to the principle of quality management and customer-focused service delivery. We have implemented a quality management system to assist us to achieve our goals, maximise customer satisfaction and ensure continual improvement.*

2. CUSTOMER FOCUS

2.1 Customer Policy and Services Provided

The Office **Customer Charter** is published on the Office website. The charter lists the Office customers and services provided by the Office. It describes how the Office engages with customers and what customers can do to help the Office improve its services. Our customers are academic and research staff. . Section 8 describes how we communicate with our suppliers, internal partners and external partners.

The Office services are outlined in Table 1. Services are communicated to the customer via a number of channels. Customer communication channels include the research website, research newsletter, specialised mailing lists, email, phone etc. In addition, internally organised and externally hosted events are used to communicate the Office services.

Table 1 Summary of services provided by the Office of the Vice President Research

Service	Processes associated with the services of the division	Delivered by (unit)
Leadership, reporting and governance	1. Procedure for the Allocation of Research Overheads 2. Structures and Management of Research Institutes 3. Structures and Management of Priority Research Centres 4. Research Centre Review Procedure	OVPR
Leadership and governance	5. University Research Committee - terms of reference and operating procedure 6. Research Integrity (Research Integrity Policy) and Ethics (ULREG Operating Procedures)	RSPT
Training	7. Customer Training Needs & Implementation	RSS, RSPT,
Research funding	8. Research Funding	RSS
Research Impact	9. Research Impact Case Study Eligibility, Template and Guide	RSPT

OVPR – Office of the Vice President Research
RSS - Research Support Services
RSPT – Research Strategy and Policy Team

2.2   Customer Feedback and Complaints

Within the Office, customer feedback on services provided is regarded as very important. Customer feedback is used to assess current and future customer needs, determine customer satisfaction and provide information for service improvement.

Formal feedback is obtained in a number of ways, including:
- Ongoing feedback from customers via customer survey.
- An annual survey of Nexus customers
- Representation of office at institutional committee meetings.
- Training and events feedback forms
- The Office's website, which provides a 'comments and feedback' email address
- Feedback received by individual team members
- Customer enquiries and emails

Formal feedback is discussed at the management and unit meetings, and improvement plans agreed at meetings are recorded in the Quality Improvement Action Plan (QIAP). Section 3 contains more detail on the QIAP. Records of formal feedback are maintained at Office or unit level, as appropriate.

Complaints

Formal complaints are handled in accordance with the relevant UL Policies and Procedures.

3.   LEADERSHIP

3.1   Leadership

The Vice President Research has overall responsibility for monitoring and providing strategic direction to the University's research activities. The VPR is a member of the University Executive Team and reports directly to the President. The VPR is responsible for the development of the University research strategy in collaboration with the faculties. Institutional research performance metrics area available on the Research Performance Dashboard accessible by Senior Leadership including Heads of Department, Assistant Deans, Institute Directors.

The Office Management team comprises the Vice President Research (VPR), Director of Research Support Services and the Research Strategy and Policy Manager. Leadership succession strategy is facilitated by the Performance Development Review System process (see also section 4.4) wherein relevant staff have opportunities to advance their leadership skills.

The Office has a number of dedicated processes relating to research governance and management as outlined below. In addition, the Office engages with university-wide policies and procedures in support of its remit including but not limited to UL Policy Framework, Risk Management Policy, Human Resources, Quality, Financial Management, Procurement.
- University Research Committee - terms of reference and operating procedure
- Procedure for the Allocation of Research Overheads
- Structures and Management of Research Institutes
- Structures and Management of Priority Research Centres
- Research Centre Review Procedure

Leadership in quality is achieved via the QMT. The QMT comprises members from each of the three operational units and is led by a member of the Office management team. Current membership of the QMT is listed on the Quality section of the Office website. The Office QIAP is used by the Office and the QMT as a systematic way of recording and tracking improvement plans.

In maintaining and changing the Office Quality Management System, University-wide regulatory, statutory and policy requirements, such as University's Act, Purchasing, Finance and HR policies, are taken into account.

3.2   Planning

Planning within the Office is guided by the University Strategic Plan. The Office supports the delivery of the research objectives outlined in the Strategic Plan.

The University Research Committee is tasked with supporting the VPR in the development of the University's research strategy arising from the Strategic Plan and with the leadership and management of its implementation. URC's terms of reference outlines its membership and operating procedure.

Office meetings focus on strategic priorities and business objectives. They include periodic review of institutional research performance data and agreement on improvement plans. Individual meetings between the VPR and each of the unit managers are held to review business objectives within each unit. Office and unit meetings take place in accordance with the **Communications Process**. Section 4 describes the Office Communications Process in more detail.

3.3   Management and Process Review

Office objectives are aligned with institutional strategy. The University Performance and Development Review System (PDRS) is used to align staff objectives with Office objectives. Identification of staff training needs to meet these objectives forms part of the PDRS. All staff have clear roles and responsibilities set out in accordance with HR processes.

Management review of the QMS is undertaken on an annual basis to assess its suitability and effectiveness in an evolving research environment. This review includes assessing opportunities for improvement and requirement for change. To ensure the effective implementation of the Office QMS the Office has a defined **Self-Assessment Process** that describes how periodic internal audits are undertaken.

The role of the QMT is to drive the development of the Office QMS. The QMT uses the **Self-Assessment Process** to evaluate the Office QMS. Planned improvements are recorded on the QIAP and any revisions to process documentation are undertaken in accordance with the **Document Record Control Process**. The QMT leader is a member of the management team and reports on quality related issues at Office management meetings.

4.   ENGAGEMENT OF PEOPLE

4.1   Engagement of People

The Office is governed by University policies and procedures for the selection, recruitment, promotion and development of staff.

When taking on new staff, the Office follows HR's recruitment procedures, which are designed to ensure that successful candidates have the required experience and qualifications for the job. Positions are well advertised to ensure that applicants are drawn from the widest possible pool. Detailed job specifications for positions to be filled are prepared by the Office (using HR templates) and approved by line managers.

Staffing plans are informed by external benchmarking, assessment of needs and activity growth based on data. These plans are submitted annually to inform organisational staff planning process.

The Office recognises that staff involvement is critical if business and continual improvement objectives are to be met. As such, the Office provides both formal and informal mechanisms to facilitate staff involvement in the review and promotion of quality.

4.2   Responsibility and Authority

The Research Office organisational chart is shown in Figure 2.
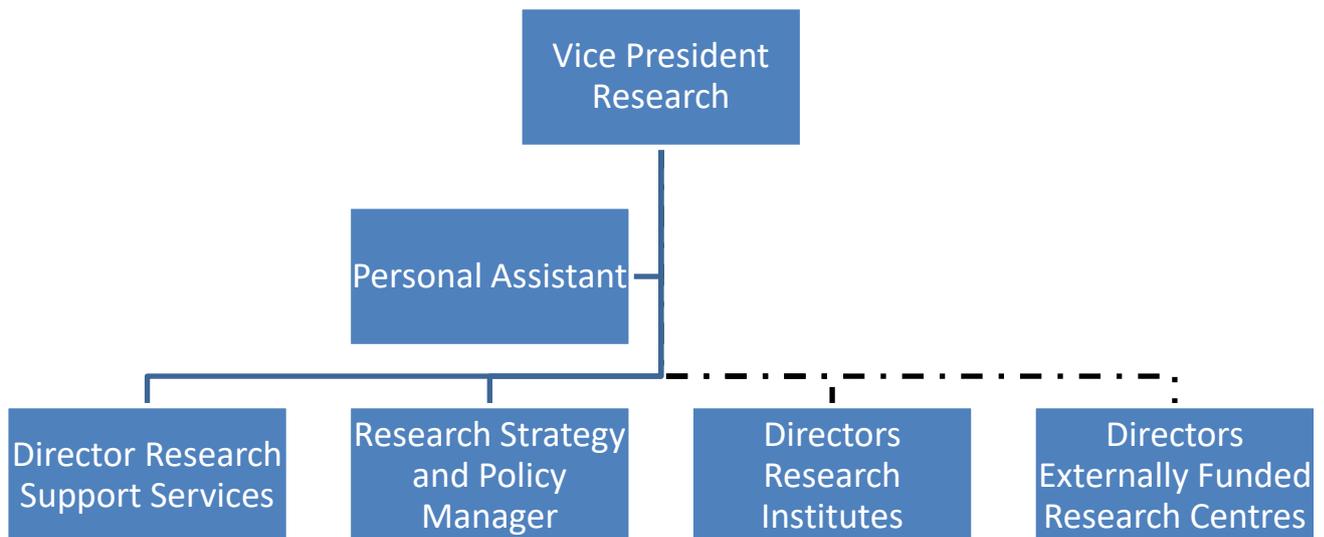
Figure 2 Office of the Vice President Research structure

Research Support Services
Research Support Services (RSS) provides assistance and intelligence to researchers on a range of funded research programmes supported by national and international agencies. The unit is led by the Director of RSS. A core role of RSS is to support researchers to identify and apply for research funding. RSS disseminates information on funding opportunities to researchers and providing advice and support relating to funding applications. The unit is responsible for the institutional approval of

research funding applications. The unit also supports research development activities to enhance UL's research capability. The unit prepares research performance reports and benchmarking data to inform decision making and monitor performance against strategic targets, and also has responsibility for the submission of institutional data to rankings agencies.

Research Strategy and Policy Team
The Research Strategy and Policy works with senior management across the university in the areas of strategy, policy, quality and governance for research and is also responsible for the delivery of the research impact programme. The team plays a key role in horizon-scanning, gathering intelligence on the national and international research policy landscape and examining best practices towards achieving our strategic ambitions.

4.3   Communication

The **Communications Process** sets out how communications are managed within the Office. All senior managers operate an open-door policy with staff members. Top-down and bottom-up communications within the Office are directed through the unit managers. Communication between units is facilitated by the Office management meetings.

Regular Office management meetings take place and are attended by the management team (i.e., the VPR, the unit managers). In addition, the VPR has one-to-one meetings with the unit managers. At these meetings unit managers are encouraged to express their views on the efficiency of processes and to suggest improvements.

Regular individual unit meetings take place between unit managers and their respective staff. At unit meetings, staff are encouraged to express their views on the efficiency of processes and to suggest improvements. The VPR attends unit meetings, as required, to ensure that clear two-way communication is maintained. Virtual platforms are widely used across the Office.

The communication structure incorporates the university's team briefing system, which ensures that all members of a division are kept up to date on developments at UL managerial level. Key information from the President and the Executive Committee is relayed through the VPR to the management team, whose members, in turn, relay information to staff in their respective units. In addition, staff across the Office are active in working collaboratively with the research community through standing membership of cross-organisational committees, attendance at faculty/divisional meetings to support engagement with activities such as funding calls, research integrity, policy development, strategic planning, rankings returns.

A divisional sharepoint hub provides centralised access to key information for the Office as well as providing a repository for key documents. The divisional hub presents key information relating to: Quality, Research Performance Dashboard, EU R&I Programmes Dashboard, Risk Register, Calendar, Communications, Training.

4.4   Training and Continuing Development

Staff training and continuing development are recognised as critical in order for Office staff and teams to operate effectively, as such the research office encourages and promotes staff training outside of day-to day work where appropriate and within available resources. Staff are encouraged to join professional associations relevant to their function as it is recognised these associations provide an ongoing method of professional development through peer interaction. Staff members are also encouraged to share their evaluation of training at unit meetings, and training files are kept as part of the University's Performance Development Review System (PDRS). PDRS covers appropriate training and conference attendance to ensure staff are aware of emerging developments in their field of

specialisation. Cross training among units is identified through unit and management meetings and PDRS. Staff training and development follows the **Training and Continuing Development Process** that is available on the office website and shared server. Staff are directed to complete required training such as dignity & respect, Cybersecurity and GDPR/Data Protection training.

4.5   Work Environment and Infrastructure

The Office of the Vice President Research promotes day-to-day interaction between and among units of the office which improves understanding of work practices across the office. The University's infrastructure is maintained by the Building and Estate's department. Any issues that arise in relation to the working environment can be brought to attention of the office unit managers by staff for discussion at management level. In addition, the provision of work space for staff is bound by the Health and Safety regulations of the University.

5. PROCESS APPROACH

5.1 Process Approach

The mapping of both QMS and key business processes is an integral part of the Office's QMS and is regarded as a critical component to enable the delivery of quality services.

All controlled documents relating to the QMS are listed in the Index of Controlled Documents and managed using the **Documentation and Record Control process**. An **Index of Controlled Documents** lists the most up to date version of all controlled documents. In addition, the Index of Institutional Policies relating to Research provides an overview of the institutional level policies which are supported by the division. Both the Index of Controlled Documents and the Index of Institutional Policies relating to Research are stored on the office sharepoint hub.

When a document is removed from the QMS it is listed as strikethrough on the Index of Controlled Documents and archived. When a controlled document is replaced by a new revision the old documents is removed from the Controlled folder, placed in the records folders in the appropriate section, renamed as 'Archived' and an 'archive' watermark is put on the document.

A **Record Control Sheet** list the records and retention times for all Office records generated as a result of using QMS and business processes and is located on the Office server. These records are kept in line with the university records and retention and GDPR policies.

5.2 QMS Processes / Activities

The Office QMS processes are documented and available to staff via the shared server and are published on the Office website. This enables an understanding of the processes employed and facilitates the review and identification of process improvements. It also ensures that relevant QMS information and support is available to deliver the business services.

The QMS processes of the office are as follows:
- Training & Continuing Development
- Documentation Record Control
- Continual Improvement
- Communications
- Self-Assessment

In addition the Office uses processes operated by other divisions where appropriate.

5.3 Key Business Processes

Documented key business processes at both Office and unit level are outlined below. Business processes and associated forms and procedures are available to research Office on the shared server. Key Business Processes:
- Customer Training Needs and Implementation
- Procedure for the Allocation of Research Overheads
- Structures for Research Institutes
- University Research Committee terms of reference and operating procedure
- Structures and Management of Priority Research Centres
- Research Centre Review Procedure
- Research Funding

5.4   A Systematic Approach to Management

Figure 3 outlines the interaction between the processes of the quality management system. The diagram outlines the main processes/activities integral to our QMS (displayed in the outer circle). These processes/activities support our key business processes (outlined in the centre).

All QMS and key business processes are continually reviewed and periodically audited in accordance with the Self-Assessment Process, the purpose of which is to evaluate the continued effectiveness of each process and identify opportunities for improvement. Opportunities for process improvement are also identified through customer feedback, staff feedback, internal audits, annual review of the QMS by Office management, inter-departmental audits, in addition to feedback from the formal Quality Review Process that all UL support departments undergo periodically.
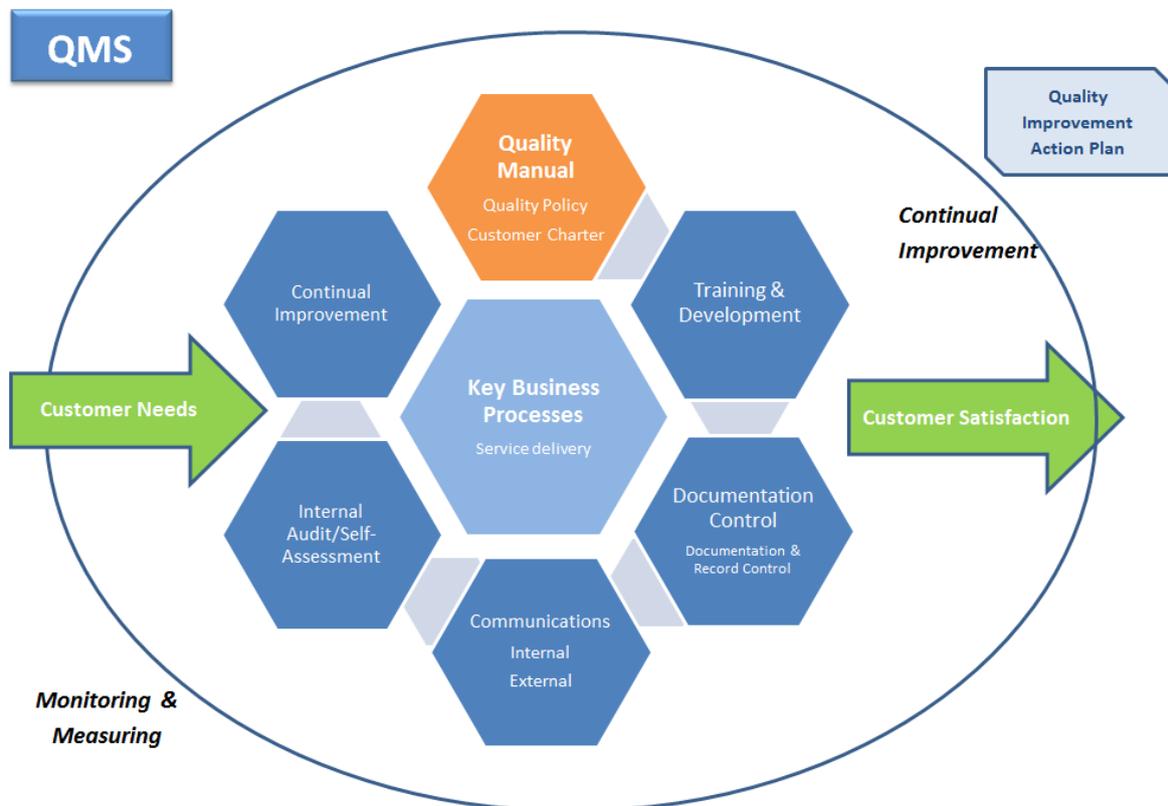

Figure 3 Interaction of processes

6. CONTINUAL IMPROVEMENT

6.1 Continual Improvement

The Office recognises that continual improvement is at the core of its QMS and is essential for the provision of high quality services to its customers. The Office understands the importance of learning from past experiences and revising processes and plans accordingly. To ensure this happens systematically, the Office has implemented a 'Plan, Do, Check, Act' (PDCA) approach in the Office Continual Improvement Process. PDCA is an iterative four-step problem-solving process.

Plan: Establish improvement actions necessary to deliver results in accordance with business objectives. Utilise feedback from staff and customers. Capture planned improvement on QIAP.

Do: Implement improvement plans. Encourage staff to drive improvements in the processes for service delivery.

Check: Monitor the processes and results against objectives and specifications. Use customer feedback and self-assessment. Evaluate all feedback and results. Report the outcome.

Act: Apply actions to the outcome for further improvement actions. This means reviewing all steps (Plan, Do, Check, Act) and modifying the process to improve it before its next implementation. Review all management and service processes for improvement. Use QIAP to ensure that actions taken are effective and inform future planning.

6.2 Quality Improvement Objectives

Opportunities for improvement of the Office QMS are identified via self-audits, annual management review of the QMS, feedback from staff and customers and regular customer surveys. Planned improvements are added to the Office QIAP.

A number of members of the QMT have undertaken auditor training and are available to conduct process audits. Office auditors are available to participate in audits and quality reviews of other departments and support divisions. A schedule of audits is updated to the shared server annually along with details of the trained QMS auditors within the office.

For their individual meetings with the VPR, the unit managers prepare reports that include both performance data and proposed improvement action items pertaining to their area of work.

7. EVIDENCE-BASED DECISION MAKING

7.1 Evidence-based Decision Making

The Office of the Vice President Research places great emphasis on data-driven decision making, as such it monitors and reports research performance against the targets set in both the strategic plan and the related metrics agreed with the Higher Education Authority (HEA). The Office carries out *ad hoc* and scenario-based analysis to aid decision making. The data is discussed at management meetings to aid strategic decision.

The office recognises that some decisions are more important than others, whether in their immediate impact or long-term significance. As a means of understanding the significance of a decision, the Office has identified two levels of decision making:

- Strategic, which is at a university-wide level
- Tactical and operational

Metrics are in place for measuring institutional research performance and these are measured and recorded by each of the operational units within the Office.

7.2 Strategic Review of Data by Management

Where feasible, the Office uses electronic systems for both storing and retrieving data.

An electronic database to track proposals is used in RSS. Sharepoint 365 is used for file storage and sharing and support of committees and working groups.

Other information management systems used include ULRIS, Web of Science, InCites and Scopus, which capture faculty publication outputs. To ensure that the reporting of research metrics across support departments is consistent, data is shared via Microsoft Power BI Research Performance Dashboard , accessible by University Research Committee, Institute/Centre Directors, Assistant Deans Research and Head of Department.

All processes have associated records and information, which are stored on the shared server. Unit managers monitor and review performance relating to their own areas and report on it at management meetings. In addition, research performance data from units is fed into the quarterly and annual research performance reports.

Trend data are analysed at unit and managerial level with respect to business performance and services provided. The data collected are used to inform both operational and strategic planning and to make informed decisions at management and unit meetings.

8.   RELATIONSHIP MANAGEMENT

8.1   Relationship Management

Due to the nature of the services and supports it provides, the Office has a strong working relationship with its suppliers, internal partners and external partners.

8.2   Suppliers

Our engagement with suppliers is bound by the Guidelines, Policies and Procedures of the University Procurement Office that are available on the Procurement website. Also available on the Procurement Office website is a list of contracted and approved suppliers. The Procurement Office ensures that the University adheres to national guidelines and European regulations and aims to ensure that funds used to purchase goods and services obtain optimum quality, service and value for money. For goods or services for which there is no specific contracted or approved supplier, a supplier for that good or service may be listed on the University's supplier list (i.e. may already have a supplier ID) for account payment purposes. If not, the requestor may organise for the supplier to be added by the Procurement Office by following the university's supplier set-up procedure guidelines.

If an issue arises with a supplier the Procurement Office is notified and another supplier may be identified. Suppliers approved under tenders may be contracted by service level agreements.

The Office communicates regularly with specialist suppliers via at least one point of contact. This facilitates good bi-directional communication so that any issues between the parties can be resolved as early as possible.

8.3   Internal Partners

The Office engages closely with other academic and support departments in achieving both strategic and operational objectives. Office staff are engaged across the organisation as members of standing committee (such as EC Quality Committee, Space Committee, IT Governance Forum) and working groups or strategic projects (Web Development).

Faculties and Academic departments: The Office interacts with academic and research centres/institutes on all of the services outlined in Table 1. University Research Committee is used as a forum for two-way communication between the Office and faculty representatives/institutes & centre directors and for sharing research best practice across the university. It also considers the strategic direction of research for the University and its implementation and performance. Office staff engage with faculties and departments through their unit meetings across a range of topics including research funding, research integrity and ethics, research policy development, rankings, research strategy development.

Research Institutes: The Office works closely with the Research Institutes and engages with their leadership in strategic planning,

Finance Office: OVPR works closely with the research finance office team on financial aspects of grant applications and awards. Approval from the Finance Office is required on any funding proposals where the budget exceeds set limits. The research section of the finance office reports key data and metrics to the Office of the Vice President Research.

Human Resources (HR): Each unit of the Office engages with HR in relation to staff recruitment, contract renewals/changes, data sourcing, training. HR processes relating to staff are available on the HR website and may be accessed by any member of staff. The Office also collaborates with HR on

training delivery for customers and Office staff as well as providing data to inform UL research information system, rankings and performance data returns.

Corporate Secretary: Each unit engages with the Corporate Secretary office for advice in the areas of legal/research contracts, policy development, data protection, governance.

Chief Operating Officer: OVPR works closely with the technology transfer office, located within the Chief Operation Officer division. TTO manages the processes which support the University IP policy and the Research Commercialisation Committee is supported by TTO and reports into University Research Committee.

Library: The Office works closely with the library in the establishment of research services, awareness raising of supports available and engagement across topics such as Open Science and Open Access.

Other internal partners include: Information Technology Division, Buildings & Estates, Cooperative Education and Careers Division, UL Solicitor, Marketing and Communications.

8.4   External Partners

Higher Education Sector
Links with other higher education institutions (HEIs) are undertaken through membership of the Irish Universities Association (IUA). The IUA's Vice Presidents and Deans of Research group includes representatives from all seven Irish universities meet regularly. Likewise, research support officers meet at the IUA Research Officers group, research governance officer meets via the National Research Integrity Forum and research impact by a newly established national working group.

UL engages in research collaborations with other HEIs at home and abroad. Several national research centres have been established in Ireland, each involving multiple HEIs. Other research collaborations are led by principal investigators (PIs) and are facilitated and supported by RSS and the TTO. Support tends to be in the form of facilitating appropriate grant preparation, consortium agreements and other help with requirements mandated by the funding organisations.

Research Funding Bodies
The Office engages closely with research funding bodies in relation to national and European funding sources. There is regular communication between the Office and funding body staff, and the Office has deliberately established personal contacts with funding body staff through networking at events and one-to-one interactions. Office staff attend national workshops and information sessions organised by funding bodies. Funding bodies are invited to UL to showcase UL research strengths, disseminate funding information and engage in detailed discussions. For all funding agencies, engagement relating to agreements or contracts is managed by the TTO, which reviews research agreements. The VPR is the institutional signatory for all research agreements in line with the University signing policy.

Industry and the Wider Community

UL is very active in undertaking research projects with industry. Interactions range from conducting research in areas that are relevant to an individual company to multi-partner research centres that manage multiple projects with a sector-wide impact. These projects are typically led by the relevant UL researcher with the formal contractual relationship negotiations managed by the UL Technology Transfer Office, under the Chief Operations Officer.

National Government

On behalf of UL, the Office provides government department and agencies with submissions on the development of national research policy and represents the university at various fora to discuss national research strategies. The Office's involvement in these submissions ensures we have insight into the development of national research policy and builds positive relationships with government agencies. Input to submissions is sought from University Research Committee and, where relevant, from academic staff across the university. This work also supports the dissemination of research outcomes while raising UL's profile with government partners.

Regional and Local Government

The Office maintains relationships within the region through its interactions with relevant regional bodies and actively participates in regional development plans and strategies.

International Partners

The Office facilitates broad engagement with international universities and companies. This happens through various for a, such as EU research programmes, SFI Research Centres programme, Enterprise Ireland Centres Programme and its membership of international bodies such as YERUN: Young European Research University Network. . The Office participates in international meetings, conferences and brokerage events.

8.5   Communication with Stakeholders (Customers & Partners)

The Office communicates with the campus community and the community external to the university through direct formal and informal mechanisms. The Office website is used to communicate the research office policies and procedures. The website includes a research process guide which profiles support Services to Researchers. This guide provides information on the services provided by university support departments including Accounts, Procurement, Research Support Services, the Technology Transfer Office and Human Resources.

A dedicated research subscriber email is used to communicate with customers and partners. The research office newsletter combines all research-related information into one weekly/fortnightly mail to reduce the volume of e-mails sent by the Office. Event information is communicated via these channels. Events include briefings, seminars and workshops. Management of these events is outlined in the Customer Training Needs and Implementation process.

Other formal and informal mechanisms of external communication include:
- Discussions at national committee meetings
- Events organisation - including briefings, seminars and workshops, conferences
- Website, social media, e-mail lists and public relations
- Direct contact with external stakeholders, e.g. funding agencies, industry
- Contacts with other research offices
- Attendance of office staff at relevant conferences and training events

Query management
Each unit deals with a wide range of general queries from customers and partners and refers queries across to other unit line managers where appropriate.

Where appropriate, the TTO will facilitate the conclusion of relevant research related agreements. These include agreements relating to research collaborations confidentiality intellectual property, materials transfer, campus company and Nexus licence agreements.

Records of research related agreements are maintained by the Office of the Vice President Research in accordance with University records retention policy.

9.   APPROVALS AND REVISION HISTORY

Revision No.	Date	Approved by:	Details of Change
1	07/12/2015	VPR	Research Office Handbook incorporated into QSU Quality Manual template and further developed
2	10/01/2017	VPR	Section 3.1 (leadership) and section 4.4 (training and continuing development) updated to include leadership training and development. Section 4.4 updated to include training areas relevant to PDRS (conference attendance and cross-training).
3	30/03/2020	VPR	Updates to reflect change in structure namely removal of Graduate School, addition of Research Strategy & Policy Team and inclusion of rankings activity.
4	TBC	VPR	Reflect restructure change with TTO reporting to COO and inclusion of correct name for University Research Committee.