PARTNERSHIP AGREEMENT

Research, Engagement and Innovation Office

1. Objective

This document outlines the terms under which services are delivered by the Research, Engagement and Innovation Office (REIO).

2. Who we are and what we do

REIO exists to:

- provide pre-award support and expert advisory input to all open competition research and innovation applications
- authorise all open competition research and innovation applications and awards on behalf of the University
- provide pre-award support and expert advisory input to all direct approach research and innovation funding opportunities
- assist researchers with creating and managing relationships and projects with external partners
- advise, strengthen, co-create pathways to impact for applications and awards
- provide specialist services in the identification and management of research impact, including for the purposes of creation of REF Impact Case Studies
- support key strategic external relationships and collaborations including NHM, BM, AFESP, TVCC, Reading Borough Council, and Wokingham Borough Council
- draft, negotiate and authorise agreements for all research and innovation based activities, at pre- and post-award stages
- proactively identify, assess and obtain appropriate approval for risks in research and innovation activities involving external stakeholders and work with academics to mitigate risk appropriately
- lead, secure and manage formal patent protection for intellectual property rights relating to opportunities arising from our research and innovation
- assist researchers in developing and exploiting commercialisation opportunities arising from research and innovation activities
- lead and manage the processes required for staff to undertake consultancy activities
- provide project management services for specific externally funded research projects
- work with award holders ensure new awards are set up in a timely manner and that awards holders understand their obligations, next steps and how to action those
- provide management for and expert input into the REF including overall and workstream project management, providing expert advice to UoA leads and REF planning group and monitoring progress and risks
    1. managing key strategic research projects including Research Culture and responsible research assessment

2. provide strategic advise and input, shaping or helping to shape projects and initiatives that advance the university strategy, providing professional challenge to improve outcomes

- highlight key requirements to academics in relation to compliance with external legislation and funder terms pertaining to research and innovation funding, including export control, NSIA and ODA compliance
- manage key research systems including the CRIS, grants management and IP / licence systems in order to provide high quality management information to the University and external returns, including the REF and HE-BCI
- provide appropriate training, guidance and information to staff on all areas within our remit
- provide expert advice, training and support for researchers to embed and use PAR approaches in projects
- maintain and improve processes and documentation in relation to all areas within our remit

We provide services to the following groups:

- University Executive Board & its members
- University Committee for Research and Innovation & its members
- Heads of School and Directorate
- Research Division Leaders and IDRC Directors
- Individual staff members (both academic and professional services)

We generally do not provide post-award financial services for research and innovation projects however all projects will receive support in relation to relevant post-award contractual documentation, and a limited number of projects are provided with project management expertise in line with their funding.

For further detail on the services we provide to various user groups across the University, please see **our expertise directory**, which sets out the expertise we provide.

3. How to access our service

Our expertise can generally be accessed as follows. **Please see our expertise directory** to discuss any variations for specific services or user groups that may be required.

a. When we're available

Normal working hours are 9am – 5pm, Monday to Thursday, and 9am – 4.30pm on Friday, As the University operates a Flexible and Smart Working policy individual staff may in practice follow agreed variations to these working hours. It will be made clear to service users when such circumstances arise that may materially affect service.

b. How to contact us

REIO main Website

General Email Enquiries email

Research Contracts queries: researchcontracts@reading.ac.uk

Consultancy: consultancy@reading.ac.uk

KEEP enquiries (mainly for external enquiries): frontdoor@reading.ac.uk

Commercialisation and intellectual property enquiries: Intellectualproperty@reading.ac.uk

Knowledge Transfer Partnerships (KTP) enquiries: ktp@reading.ac.uk

Policy impact and funding queries: policy@reading.ac.uk

REF queries: REF.Admin@reading.ac.uk

c. Who to contact

Each research division or School at the University has a nominated contact for research grant, collaborative relationship management and contract matters. Details for each individual team member and their areas of specialism may be found on our website.

There are specific email addresses for specific services – see above and on our website.

d. Who can request our services

We are available to all members of staff directly. We may also provide support to post-graduate research students with queries relating to industry sponsored research and intellectual property.

4. Our commitment to those we work with

In delivering our work, we commit to the following principles and practices:

We will:

- Work in partnership with our users to achieve their own and the University's objectives
- Be approachable and respectful, provide our services in an equitable and inclusive manner, and treat our users fairly and in compliance with institutional and REIO policies and procedures
- Provide timely responses to requests for our services providing clear and appropriate information
- We will clearly communicate the inputs, information and assistance required from the service user for us to be able to progress or complete actions and next steps
- We will maintain ongoing communication and dialogue with service users to update on progress of work, actions undertaken and external factors which may delay progress.
- Advise users promptly when we are unable to progress matters
- Work collaboratively with our colleagues across the University to enhance our services
- Review our services regularly and respond positively to constructive feedback from our users
- Provide a professional and timely service when dealing with external partners and stakeholders.
- Keep up-to-date with latest knowledge, trends and developments in the sector and use this knowledge in the advice and support we provide

5. What we need from users

In order to deliver an effective service, we require our users to do the following:

- Be willing to work in partnership with us for the benefit of the user and the university
- Contact us as soon as the service user is considering to undertake any work within our remit (including, but not limited to, bidding for funding, undertaking consultancy, requesting a patent or licence, entering a negotiation leading to a contract or new collaborative relationships).
- Provide us with outline project information as soon as possible after the initial contact including any deadline for piece of work, name of funder and funding call or main contact, personnel at Reading involved in the bid and information on other partners also involved.
- Adhere to any internal deadline set for specific activities or calls
- Advise us of any periods where the service user will be unavailable or working away from the University (especially in different time zones) during the application preparation or negotiation period.
- Advise immediately of any facts which might reasonably give rise to a perception of bias or conflict of interests or which may be contrary to the University's statutory obligations.

- Observe the requirements of the University's policies in regard to research matters and financial regulations.
- Provide such additional information in full as required by REIO in a timely manner.
- For competitive bids we require researchers to provide the final version of the application for final checking and submission **at least** in **advance of our 5 working day internal deadline** (**note** we may set different deadline for specific application round if high value; or there are complex requirements or if there are closure days during this period) **. If this deadline cannot be met, we cannot guarantee that we will be able to support the bid and approval must be sought from the Director of REIO to proceed.**
- Be polite and treat our staff in a professional manner at all times.

6. Service limitations and dependencies

The following factors may affect the service we can provide to users:

- These services are predicated on continuing levels of funding and resource being made available to REIO. Any reduction in funding such that resources do not keep pace with growth in activity may affect services over the long term.
- Many of our services also depend on external organisations including partners and funders. Often we will need to wait for their part in any process before being able to finalise matters (i.e. contracts and other related agreements) and so timescales will be affected by the responsiveness of these external organisations.
- In certain circumstances resource constraints may mean that different levels of services are provided to colleagues. Such decisions will be made based on the alignment of the work with relevant University strategies and priorities.
- Any failure to meet the service user inputs listed above may prevent us from providing service to the best of our ability.
- Failure to meet internal deadlines or to provide us with reasonable notice and / or sufficient information to allow performance of our duties and responsibilities within normal working hours and patterns may result in us being unable to provide service.
- As we service the entire University, we experience significant peaks in demand against major funder deadlines – including the REF - and financial year-ends from multiple sources. Colleagues who engage with us early in the process and well before internal deadlines, may be given priority at such times.
- In cases where we are not given a reasonable opportunity to provide a full service, we may not be able to assist beyond performing a basic grant submission or contract review service.
- In extreme circumstances where matters are received very late in the day, after our internal deadline, where there is substantial work to be done to meet the external deadline and there are other competing demands, we may not be able to provide support. This would mean that the application will not be submitted. In such cases, the Head of School and applicant will be advised of the decision by a senior member of the team.
- Our service provision is frequently dependent on inputs and advice from other service areas within the University and limitations in those services may from time to time affect our service performance.
- We may occasionally have to vary the lead contact for a research division or specific activity at short notice to ensure peaks in demand are met by appropriately experienced staff. Our aim at such times is to maintain service levels across the group while minimising disruption.

7. Managing our service

Dr Anne-Marie Van Dodeweerd , Director of REIO, is responsible for leading the REIO function which consists of:

- Impact
- Knowledge Exchange and External Partnerships (KEEP) including: KTPs, Intellectual Property, R&I Commercialisation, Consultancy and Business Relationships
- REF and research projects
- Research Contracts including project set up and project management services
- Research Development including AFESP and BM/NHM

The **Impact** team is managed by Dr Lisa Lazareck-Asunta, Head of Impact and Senior Impact Development Manager Environment Theme (l.j.lazareck-asunta@reading.ac.uk)

The **Knowledge Exchange and External Partnerships (KEEP)** team is managed by Dr Guy Hembury, Director of KE, Commercialisation and Partnerships (g.a.hembury@reading.ac.uk)

The **REF and research projects** team is managed by Wanda Tejada, REF and research planning manager (w.tejada@reading.ac.uk)

The **Research Contracts** team is managed by Rob Glenn, Senior Contracts Manager (r.j.glenn@reading.ac.uk)

The **Research Development team – Sciences** is managed by Dr Bonhi Bhattacharya, Senior Research Development Manager (b.s.bhattacharya@reading.ac.uk)

The **Research Development team – Arts, Social Science and International** is managed by Dr Charlotte Johnson, Senior Research Development Manager (c.d.johnson@reading.ac.uk)

8. Reporting and resolving problems with our service

Users experiencing problems with our service should contact the manager of the relevant area (see section 7 above) in the first instance. Unresolved or general matters should be referred to the Heads of Function.

9. Providing feedback on our service

We welcome constructive feedback on our services. Compliments and complaints, and suggestions for additions and improvements to our standard services, should be sent to the Director of REIO in the first instance. Periodically, we will request this information as part of the on-going review of our services and their provision.

Version control

VERSION	KEEPER	REVIEWED	APPROVED BY	APPROVAL DATE
1.0	[Function]			
1.1	Anne-Marie van Dodeweerd	17/11/2017		
1.2	Anne-Marie van Dodeweerd	16/08/2018		
1.3	Anne-Marie van Dodeweerd	10/09/2025		
1.4	Anne-Marie van Dodeweerd	20/11/2025		