

Research, Engagement and Innovation Office – Expertise Directory

1. Expertise supporting development and delivery of institutional research and innovation strategy and policy

We work with the Pro Vice Chancellor (Research and Innovation), Pro Vice Chancellor (Academic Planning and Resource), Associate PVCs, Research Division Leads, Unit of Assessment and Impact Leads to:

- Provide expert input to support strategy development e.g. R&I strategy, and Research and Innovation Theme strategies and the development of KPIs and measures of success relating to them
- Provide expert input to shape University strategic initiatives and support regular internal reviews e.g. IDRC review and PER
- Lead the development, consultation and regular review of policies and procedures relating to R&I activity within our core remit e.g. Acceptance of funding, export control, intellectual property and consultancy
- Co-ordinate and project manage the REF submission for the University
- Undertake horizon scanning and monitor the R&I funding landscape
- Support strategic development and facilitation of the University's response and engagement with funders and major funding opportunities
- Coordinate and contribute to formal reviews and funding body consultations
- Provide expert advice and support for new University R&I projects and initiatives e.g. Digital Humanities and AI CoP and Responsible Research Assessment

We also contribute to many University Boards and Committees including:

- University Committee for Research and Innovation
- REF Planning Group
- Costing and Pricing Steering Group
- Commercialisation Operations Group

2. Research and Innovation Development

To support the development of R&I projects and ensure colleagues across the University maintain a clear understanding of the funding landscape we provide a range of services. This included, but is not limited to, the following:

- Find and circulate relevant funding opportunities, including research, innovation and studentship funding
- Signpost to external events and funding calls relevant to themes and divisions
- Hold information sessions and workshops to highlight specific calls and bring colleagues together to create consortia

- Facilitation of sessions (including grant writing retreat) to support the co-creation of research projects
- Work with divisions to support annual research planning and the implementation of activities arising from these
- Work with researchers to develop plans for their own research pipeline – advising on strategies and funders to target at each stage.

3. Management of all Research and Innovation Applications on behalf of the institution

We provide support for all open competition Research and Innovation funding applications across the University – including from the following sponsor types:

- UKRI – research councils, Research England and Innovation UK
- Charities – UK and overseas
- UK government
- EU government – including Horizon programme
- Other international funding sources including governments, research agencies and industry bodies

All Research and Innovation funding applications are **required** to gain approval to submit from staff within REIO, regardless of whether the application itself requires an institutional signature.

To support the development and submission of high-quality applications, we:

- Provide expert guidance for all research and innovation funding applications
- Manage the development and submission of large applications, for example UKRI large grants, and CDT/DTP applications
- Manage relationships and approval processes with other institutions for joint applications
- Implement demand management and peer review processes required by funders and/or by the University/themes/division in order to increase quality of submissions
- Provide expert and lay reviews of applications to improve quality and chances of success
- Ensure pathways to impact are embedded into applications, planning and budgets
- Provide content for generic sections of research funding application forms
- Coordinate and manage requests for Letters of Support requiring institutional sign off
- Undertake eligibility checks and undertake due diligence on all co-applicant organisations
- Arrange peer review, if necessary, and manage reviewers comments and manage mock interviews for candidates if required

We are also required to undertake costing and pricing for all research related projects and applications, and this includes:

- Calculating cost and price for all research and innovation applications
- Managing and maintaining the University pricing policy on behalf of the University
- Ensuring internal matched funding contributions (cash or in kind) are appropriately costed and necessary approvals obtained prior to submission of the bid or signature of the contract
- Negotiating price for research and innovation contracts where appropriate

- Liaising with Technical Services and other Professional Services teams and major facilities to ensure their costs are effectively covered
- Liaising with Finance over core costing data including salary scales, pension and exchange rates
- Managing and updating the University research costing systems

In order to approve the submission of grant applications, we are required to provide the following services:

- Act as the authorised approvers for all applications
- Manage external funder submission systems
- Review and recommend actions on high value grants to UEB
- Manage institutional sign-off
- Obtain appropriate below costing/pricing policy approvals from Heads of School
- Check all proposals for compliance with national legislation (including national security related legislation such as export control and NSIA) and funder terms and conditions.
- Manage working at risk before receipt of final signed contracts
- Approve all research agreements (as outlined in Section 4)

For funded projects, we manage the transition of the process from pre- to post-award and some post-award management, including:

- Acceptance of all research grants
- Creation of award records and budgets on the pre-system for transfer to Finance
- Transfers of grants and contracts in and out of the University including liaising with funders and other research offices
- Working with the Research Accounts team in Finance to resolve issues with funded projects and providing advice on funder terms and conditions and reporting requirements

4. Research and Innovation Contracts

We support the University's commercial/industrial/non-competitive research and innovation portfolio in the following ways:

- We support the early phases of projects by enabling confidential discussions to take place and arranging documentation to manage expectations at an early stage
- Preparing the cost and proposing price for work for external clients, adhering to the University Pricing Policy
- Draft, review, negotiate and authorise research and related agreements on behalf of the University – see [contracts directory](#) for the full range of agreement types REIO is responsible for
- Review projects against University goals and ensure alignment with charitable objects
- Liaise with other professional services such as the Doctoral and Research College, Finance, VAT and IMPS to ensure that all aspects of the project are understood and authorised
- Flagging up project specific risks and proposing mitigating actions to project leads and Heads of School
- Review and recommend actions on high value or high risk contracts to UEB

We also support competitive applications by providing the following services:

- Review of terms and conditions for new funders and schemes
- Advice on specific issues in funder terms including intellectual property, risk allocation, compliance
- Advice on contractual arrangements required post-award
- Authorisation of contractual documentation relating to awards

We provide post-award support to all projects in the form of

- documentation signposting and training to provide academics with required information to deliver their projects
- Drafting, negotiation and authorisation of consortium agreements, or research subcontracts where we act as collaborators with other institutions
- Drafting, negotiate and authorise amendments to agreements where there are changes to project scope (budget, work plan, timescales)
- Novation of agreements if transferring to another institution

For a defined sub-set of projects where external funding is available, we additionally provide project management support

We provide support to project close-out where required in the form of formal documentation to confirm project status

5. Developing and supporting external relationships

We provide expertise in the creation and management of external R&I relationships in the following ways:

- Managing enquiries from external organisations via business front door and identifying potential University researchers to work with them
- Helping identifying external stakeholders for R&I projects (including impact projects) including networking to create new relationships and facilitating workshops for idea and partnership generation
- Helping to find partners with complementary expertise to partners on R&I applications and projects (including EU and commercialisation projects) and making introductions as appropriate
- Managing existing partnerships specifically relating to KTPs, Innovate etc.
- Providing advice on support on relationship management, including resolution of difficulties
- Providing appropriate agreements and documentation for early discussions as business relationships develop
- Managing strategic research relationships including AFESP, British Museum and NHM to drive collaboration with UoR researchers

6. Commercialisation and Consultancy

We also support consultancy and commercialisation of research and innovation in the University in the following ways:

- Providing commercialisation and IP expertise across the full life cycle of R&I commercialisation opportunities

- Providing training and key information for staff wishing to undertake R&I commercialisation
- Management of the University's commercialisation and IP budget
- Negotiation and approval of IP licences, spin-outs, staff start-ups, and student IP assignments
- Operational support of the University's consultancy process including pricing, contract negotiation and authorisation

7. Impact, Outputs and Outcomes

We provide through-life support for projects to identify and develop impact and ensure appropriate reporting of project outputs and outcomes. REF defines impact as 'an effect on, change or benefit to the economy, society, culture, public policy or services, health, the environment or quality of life, beyond academia'. In professional services, impact includes Knowledge Exchange, PAR, PER, Policy, Research Communications.

Impact support includes:

- Working with researchers at an early stage of their research ideas to ensure that potential impacts are identified and projects are constructed in a way that maximises impact creation
- Provide input to and reviews of impact sections of research applications to increase quality and if no section is required, ensure pathways to impact are embedded into the application text, including the budget
- Assist with monitoring and evaluation of impact and identifying next steps. Identify and support the completion of REF impact case studies including collating evidence and strengthening the final case studies
- Developing and supporting the approach to funding for potential impact case studies
- Working with Research Communications to ensure external (and internal) visibility of impact
- Support an internal Impact SharePoint to ensure internal visibility of best practice, opportunities, and training
- Management of the University's AHRC Impact Accelerator Account to generate further impact activity
- Ensuring contractual documentation with external funders appropriately recognises the University's requirements in relation to impact of our research

Outcomes and outputs:

- Co-ordinating the completion of the ResearchFish outputs and outcomes reporting system used by UKRI and other major UK grant funders
- Working with APVCs, develop institutional framework, guidance and processes to support the development of high quality outputs (in REF terms); such as the PRO process
- Plan, facilitate and deliver workshops at Research theme and Research Division level to increase understanding of REF criteria for outputs to inform research planning, output development, feedback and mentoring for researchers and research division leads
- Develop generic process, systems/ workflows and guidance for output support and assessment (e.g. REF Tool, PRO)
- Develop generic training for output assessment, and provide expert input and support to UOA Leads for assessor tailored training

- Develop, facilitate and deliver workshops and activities that support the development and assessment of non-traditional outputs in a REF context
- Working with the Library, support the implementation of Open Access policies for REF

● **REF and research culture**

We provide expert support for the REF and Research Culture, in the following ways:

REF support

- Planning the University approach to management of the REF
- Providing expert advice to UoA leads and REF planning group
- Project management of the REF submission including creation of timelines, key milestones, risk management and project reporting
- Expert input into high level planning of all elements of the submission, leading on their operationalization. This includes the development of guidance, templates, training and resources to support UOA Leads, Impact Leads, and researchers in their local REF preparations
- Reviewing, interpreting and disseminating content of national guidance
- Developing and implementing mechanisms to enable timely stock takes to monitor progress, inform decision making and ensure exercise requirements are met, including those related to post-submission audit
- Coordinate and provide expert input in the development of the institutional Code of practice
- Deliver institutional communication mechanisms to support the submission, ensuring appropriate dissemination of guidance, Code of Practice, updates and other relevant information via a range of mechanisms including webpages, share-point sites, MS Teams, workshops and events
- Establish, plan and coordinate the UOA Leads Community of Practice
- Working with the Library, HR, and other services, ensure that data in the submission is validated and meets REF requirements prior to submission
- Working with the Library, ensuring that our approach to Open Access for REF policy and application of exceptions meets the requirements of the exercise
- Working with the Library and PSO, ensuring that systems and process for assessment and reporting are fit for purpose

Research Culture

- Strategic input into the establishment and running of the Research Culture Program Board
- Development of research culture statement including consultation sessions
- Overall program and workstream project management including creation of timelines and key milestones, management of risks and development of program KPIs and measures of success
- Working across functions and academic units, support the development of baselines, progress measures and evidence collection to support evaluation of local initiatives
- Providing expert input into the development of research culture aspects of institutional research planning and PCE element of the REF

- Establishing links between PCE and Research Culture developments, streamlining processes wherever possible to avoid duplication
- Enabling the sharing of best practice in research culture across the University, including supporting tools training and dissemination (e.g. ToC, SCOPE)
- Support the coordination of institutional action plans (including Athena Swan, Open Research, Researcher Development, Race Equality, and PER) in what relates to research culture, facilitating practice sharing across owners and supporting the development of indicators and evaluation of those plans where appropriate
- Designing and/or supporting specific projects arising from culture board and the development of mechanisms to enable/build from local research culture initiatives
- Establishing mechanisms for dissemination of good practice in research culture across the University, including key stakeholder groups (RDLs, UOA Leads)

8. Systems and reporting

We develop and maintain core University Research Systems – the CRIS and the Research and Innovation grant and contract management System.

Responsibilities include:

- Maintaining core data and ensuring data quality
- Keeping the system up to date with new technical developments and also responding to relevant sector changes to ensure the system is fit for purpose
- Producing user guidance and providing regular updates on changes and new developments
- Training users on the system
- Supporting individual users with queries

We provide a wide range of reporting activity to a number of both internal and external audiences.

Internal Reporting includes:

- Provide data on research and studentship applications and awards to the Planning and Strategy Office
- Reporting on fEC recovery on contracts to PVC and Costing and Pricing group
- Providing data ad hoc to PVCs, aPVCs, Heads of School and RDL when requested
- Development and reporting of Impact KPIs
- Data and reports to Committees and Boards
- Reporting on REF expected profiles

External Reporting includes:

- Planning and preparation for the Knowledge Exchange Framework (KEF) and Knowledge Exchange Concordat (KEC)
- Monitoring and submission of the Higher Education Business and Community Interaction Survey (HE-BCI)
- Reporting to funders on outcomes and finances of research related projects managed by RES (e.g. RE funds)
- Ad-hoc requests from funders around due diligence and ODA compliance monitoring

- (And eventually, REF)

9. Training and development

We provide training for all aspects of funding, impact and KE within our remit including People Development courses. This includes:

- Supporting development of Early Career Researchers
- Targeted workshops e.g. ECRs, Fellowships
- Consortia building events for particular calls
- Partner finding/networking events targeting to specific funding schemes
- Bespoke events and activities as requested including responses to changes in policy and requirements.

10. Communication

To help raise the profile of the University and our activities, we work with other teams (e.g. Research Communication and Engagement, Press Office) to publicise activities and good news stories, as well as providing direct support for activities relating to external relationships. This includes:

- Developing success stories and case studies
- Raising awareness of activities and success stories through a variety of channels and social media
- Co-creating vox pops, videos, social media content, any opportunities arising from research activity

11. Other services and activities

In addition, we undertake a range of relevant activities to support the University including:

- Managing the risk register for research on behalf of the University. Where appropriate we will escalate the risk within the University. This includes performing due diligence checks as to adhere to external funder policies.
- We work with others across to ensure that the University is aware of and is embedding process to support the various National security legislation including export control and NSIA.
- We liaise with funders and maintain relationships with key contacts
- We manage research related funds on behalf of the University including the Research England Policy Support fund, the AHRC IAA and the BBSRC International Collaboration fund. We also complete any external reporting requirements associated with these funds.
- Provide project management services and expert input for the institutional research and innovation planning processes and other key projects.