

# **CONSULTANCY POLICY FOR STAFF**

24 February 2025

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## 1. Introduction

Generating a sustainable income from a range of activities is a key element of the University's long-term Research and Innovation Strategy. Consultancy has been identified as an important way to create resources that support the University's core activities, particularly research and innovation. The University is committed to enabling staff to take advantage of consultancy opportunities while ensuring that contractual and liability considerations are properly managed.

All members of staff may undertake consultancy, either as University Consultancy or Private Consultancy (see Section 3 for definitions). Within their contractual obligations, staff may be permitted to carry out up to 40 days of consultancy per academic year, with a maximum of 20 days allocated to Private Consultancy.

While the University encourages consultancy, it must be considered in the context of workload, resource availability, and the strategic priorities of the relevant School or Department. Consultancy should align with the framework of this policy and contribute to the University's broader objectives by:

- Strengthening links between the University and external organisations, including businesses, industry, and non-academic groups, to aid development of impactful research and innovation.
- Developing and maintaining commercially viable relationships that enhance research, innovation, and teaching & learning activities.
- Encouraging staff participation in consultancy through appropriate incentives.
- Ensuring that Schools and Directorates receive a fair return for the use of their resources, in line with the Research and Innovation Strategy.

Staff considering consultancy should contact Knowledge Exchange and External Partnerships (KEEP) at [consultancy@reading.ac.uk](mailto:consultancy@reading.ac.uk) as early as possible to access available support and expert advice.

## 2. Objectives of the Policy

The University recognises the value of consultancy and actively supports staff in undertaking these activities, particularly University Consultancy (see Section 9.1 for definition). This policy establishes a structured framework for managing consultancy activities, ensuring transparency, clarity, and consistency in their administration. It provides clear guidance on the procedures to be followed, helping staff navigate the process effectively.

The policy defines Consultancy, Technical Services, and Contract Research, outlining the responsibilities of staff, Schools and Directorates in conducting these activities. It also aims to streamline processes and clarify documentation requirements while raising awareness of key considerations, including:

- Minimising individual risk through appropriate insurance coverage.
- Protecting the name and reputation of the University.
- Ensuring the full economic cost (FEC) of consultancy activities is recovered as a minimum.
- Balancing consultancy work within School or Directorate workload and core research and teaching priorities.
- Conducting consultancy in a professional, transparent manner, compliant with HM Revenue & Customs and relevant legal requirements.

For further guidance on this policy, staff should contact Knowledge Exchange and External Partnerships (KEEP) at [consultancy@reading.ac.uk](mailto:consultancy@reading.ac.uk).

This revised policy updates the previous version (2016) and takes effect from 12 February 2025, applying to all University staff.

### 3. Definitions

Consultancy is one of several externally focused activities supported by the University, alongside Technical Services and Contract Research. This policy specifically addresses Consultancy, outlining its processes and procedures to ensure clarity, visibility, and accountability.

For the purposes of this policy, Consultancy is defined as:

- A service in which a member of staff applies their expertise to advise or assist external clients, for a fee or in-kind benefit, in solving problems using existing knowledge.
- An activity that does not generate new knowledge (which would be classified as research).
- Distinct from Technical Services, which involve routine testing, sample analysis, or result interpretation.
- Typically short in duration, rather than a continuous or long-term engagement.
- Provided to clients across public, private, charitable, or voluntary sectors, either by individuals, consultancy units, or academic groups responding to an enquiry or tender.
- Subject to contractual terms in which the University does not normally have rights to publish or reuse the outputs, as they are typically owned by the client.

A flowchart to help determine whether an activity qualifies as Consultancy is available in Appendix 1. Further guidance on classifying projects and distinguishing Consultancy from related activities, such as Technical Services and Contract Research, can be found on the University's Consultancy webpages.

Staff unsure about how their activity should be classified or seeking to ensure compliance with the University's Conflict of Interest Policy should contact Knowledge Exchange and External Partnerships (KEEP) at [consultancy@reading.ac.uk](mailto:consultancy@reading.ac.uk).

The University of Reading recognises two types of consultancy:

1. University Consultancy
2. Private Consultancy

#### 3.1. University Consultancy

University Consultancy is when a member of staff engages with a client for a fee or other benefit **as an employee of the University**. This type of consultancy is fully supported by the University, providing [professional indemnity and public liability insurance](#), equipment and computer insurance, and access

to a range of University services. These include advice and support for travel and subsistence, cyber security compliance, and administrative functions such as contracting, invoicing, taxation, marketing, and business support. Staff must obtain prior approval from their Head of School or Directorate before undertaking any University Consultancy.

Staff undertaking University Consultancy may use University resources, including intellectual property, facilities, equipment, office and laboratory space, and specialist technologies. Consultancy should only be undertaken where it offers clear benefits to the individual, their School or Directorate, and the University.

A maximum of 40 days of University Consultancy is permitted within an academic year as part of a staff member's contractual obligations, of which up to 20 days may be allocated to Private Consultancy. All consultancy activities must comply with the University's approvals process. To begin this process, staff should complete a [University Consultancy Permissions & Payment Form](#) to formally notify the University of their intent to undertake consultancy and secure the necessary approvals.

### 3.2. Private Consultancy

Private Consultancy is undertaken by a member of staff **in a personal capacity**, in return for a fee or other benefit. It is based on their individual expertise and reputation rather than their affiliation with the University. The University's name must not be used in connection with Private Consultancy, and the activity must not conflict with the University's values or ethical standards. It must not pose a risk to the University's reputation or prioritise financial gain over the educational and research missions of the University.

University staff engaging in Private Consultancy must arrange their own professional indemnity insurance and provide evidence of this to the University before commencing any consultancy work. They are not permitted to use University intellectual property (IP), resources, facilities, office and laboratory space, or specialist technologies for these activities.

Before undertaking Private Consultancy, staff must complete a [Private Consultancy Permissions Form](#), share this with Knowledge Exchange and External Partnerships (KEEP), and seek approval from their Head of School or Directorate (or, where applicable, the relevant Pro-Vice Chancellor). This ensures there is no conflict of interest and that the work does not interfere with the core activities of the School or Directorate or the staff member's University responsibilities.

A maximum of 20 days of Private Consultancy is permitted within an academic year, subject to the approvals process. Private Consultancy cannot be included in workload planning, incentivisation schemes, or promotion considerations. Staff should also be aware that Private Consultancy is not covered by the University's Professional Indemnity or Public Liability Insurance, nor by any other University insurance policies.

## 4. Benefits

While the University encourages all consultancy activity, University Consultancy is strongly preferred for two key reasons:

1. **Greater benefits** - University Consultancy provides more collective advantages for both the staff member and the University.
2. **Risk management** - Private Consultancy exposes both the University and its staff to higher risks, particularly if appropriate professional indemnity and liability cover are not in place.

University Consultancy offers numerous advantages, enhancing the University's reputation and impact. It also supports the Higher Education – Business and Community Interaction (HE-BCI) survey,

which collects data on Knowledge Exchange activities and underpins the Higher Education Innovation Fund (HEIF) allocation received by the University. University Consultancy also contributes to the University's broader socio-economic impact.

### **Benefits for staff members**

Engaging in approved University Consultancy can:

- Provide opportunities for additional personal income or research funding via the Staff Development Account.
- Build connections with private and public sector organisations, leading to impactful research collaborations.
- Offer insights into fundamental research challenges.
- Generate additional funding for a staff member's School or Directorate activities.
- Help initiate relationships that may lead to REF Impact Case Studies.
- Open doors to new industrial and commercial collaboration opportunities.
- Develop new skills and experience.
- Provide valuable insights for Teaching & Learning, and Research.
- Offer recognition for developing and delivering commercial activities.

### **Benefits for the University**

When staff engage in University Consultancy, the University benefits through:

- Supporting the professional development of academic and professional services staff working with external partners.
- Increased revenue, leading to additional government funding (e.g. HEIF) for reinvestment in collaborative activities.
- Enhanced reputation through good publicity.
- Strengthening relationships with private and public sector organisations.
- Contributing to key metrics (e.g. HE-BCI and HEIF) that use income generation from consultancy activities to measure the University's performance.
- Developing case studies to enhance the University's reputation and strengthen Research and Innovation partnerships.
- Establishing a pathway for long-term collaborations and seeding REF Impact Case Studies.

## **5. Consultancy risks**

Engaging in consultancy carries risks for both individual staff members and the University, including reputational, legal, and financial risks. The following key risks should be considered:

- **Reputational risk** - Associating with organisations that could compromise the University's reputation. *Follow the consultancy process and obtain approval from your Head of School or Directorate.*
- **Legal risk** - Failing to comply with legislation and other legal obligations. *Follow the consultancy process and obtain approval from your Head of School or Directorate.*

- **Commercial risk** - Potential loss of resources without adequate return. *Price consultancy based on the value of outcomes to the client and market rates, rather than just the cost of delivery.*
- **Personal wellbeing** - Risk to mental health from excessive workload. *Follow the consultancy process and obtain approval from your Head of School or Directorate. This will include an assessment of the impact on your teaching, research, and other work obligations.*
- **Conflicts of interest** - Potential conflicts with the University or research collaborators. *Comply with the University's conflict of interest regulations.*
- **Professional risk** - Engaging in activities beyond your area of expertise, which could result in reputational or legal consequences. *Limit consultancy activities to areas where you have relevant expertise and interest.*

Additional risks specific to Private Consultancy:

- **Legal liabilities** - Risk of financial loss due to litigation. *Secure your own professional indemnity insurance for private consultancy.*
- **Tax liabilities** - Risk of fines or legal action from HMRC due to non-disclosure of income. *Complete a Self-Assessment tax return and declare all private consultancy income.*

## 6. Exclusions to University Consultancy Policy

Some activities are not managed as University Consultancy because they are fundamental to the University's teaching, research, and innovation missions. Although these activities fall outside core responsibilities, the University supports and encourages them. They may include services to external communities and organisations, as well as academic contributions made on behalf of the University, such as:

- Lecturing
- Research funded by UK Research Councils, Charities or EU Research Awards where the main aim is to conduct research without profit in an innovative manner
- Serving as a Research Excellence Framework panel member
- Participating in Knowledge Transfer Partnerships
- Acting as a Teaching Quality Assessor
- Refereeing academic papers
- External examining
- Reviewing books and manuscripts
- Providing ad-hoc media commentary (e.g. responding to journalists on specific topics)
- Serving on public, governmental, or charitable bodies
- Journal editorships
- Delivering invited lectures
- Developing business training (e.g. through the London Technology Network)
- Serving as a member of an advisory board or steering group outside academia

This list is not exhaustive. If you are unsure whether an activity can be classified as University Consultancy, Knowledge Exchange and External Partnerships (KEEP) can provide guidance on classification and the appropriate process.

Activities typically classified as University Consultancy and that are aligned with the Higher Education - Business and Community Interaction (HE-BCI) definition include:

- Providing specialist opinions
- Advising on technical issues
- Problem-solving for businesses and other organisations
- Analysing products or materials
- Developing technology or processes

The Head of School or Directorate must be satisfied that any external appointment does not conflict with a staff member's University duties.

## 7. Restrictions to Consultancy activity by external bodies

Some university positions are funded by external bodies through specific schemes with their own terms and conditions. In some cases, these terms may create a conflict if staff in such roles undertake consultancy work. To avoid any risk to their funding, staff should seek advice from their Head of School or Directorate, or Knowledge Exchange and External Partnerships if they are unsure whether consultancy activity could conflict with the terms of their funding.

## 8. Pro bono work

University staff may provide consultancy services free of charge to charitable and non-profit organisations (pro bono), subject to approval.

- Approval Requirement: Staff must obtain University approval before offering pro bono advice.
- Contractual Obligations: All pro bono consultancy must be covered by a formal contract. The client must be made aware of the University's standard terms and conditions for unpaid consultancy services.
- Reporting: Staff must report all pro bono work to Knowledge Exchange and External Partnerships (KEEP) to support University-wide consultancy reporting.
- Compliance: Staff must ensure that any pro bono work aligns with the University's Volunteering Policy.

In most cases, staff should not provide pro bono consultancy to industry or for-profit organisations, as this may distort the market and conflict with state aid rules.

## 9. The Policy

The Policy sets out the requirements for Consultancy, ensuring that the University, Schools and Directorates, and staff understand their responsibilities in conducting all forms of Consultancy and related activities.



## 9.1. University Consultancy

University Consultancy occurs when a member of staff provides consultancy services to a client as an employee of the University, in return for a fee or other benefit. This type of consultancy is fully supported by the University and benefits from professional indemnity insurance, along with other cover outlined in Section 3.1. Staff undertaking University Consultancy also receive legal, invoicing, taxation, marketing, and business support services from Knowledge Exchange and External Partnerships (KEEP). Additionally, they may access relevant School or Directorate resources to successfully deliver the consultancy contract.

If any of the following University or subsidiary company resources are used, the activity must be conducted as University Consultancy rather than Private Consultancy:

- Staff time, including technicians and administrative support, particularly when the consultancy is directly linked to University employment (e.g. through an ongoing research grant or industry collaboration).
- University space or facilities, such as offices, laboratories, meeting rooms, lecture theatres, or conference facilities.
- University resources or infrastructure, including IT services (e.g. email addresses or internet access).
- Job titles, where their use could be misinterpreted by the client.
- The University's crest, logo, name, or address.
- University-owned intellectual property (IP).

### 9.1.1. Costing and pricing

The University has established a policy for costing and pricing consultancy to ensure that services are provided on a fee-for-service basis, with fees calculated using the University's Full Economic Costing (FEC) model.

Full Economic Costing (FEC) represents the total cost to the University of delivering the consultancy, including both direct and indirect costs, as well as an appropriate level of recurring investment in infrastructure.

While the FEC provides a baseline, the final price charged to the client should also reflect market conditions. Several factors may influence the pricing, including:

- The scope and complexity of the client's requirements
- The urgency of the project
- The level of expertise required
- The time commitment involved
- The availability of alternative consultancy providers
- The extent to which the knowledge required is already in the public domain
- The impact on the consultant's research, teaching and other work commitments, as well as their School or Directorate
- Potential long-term benefits from engaging with the client
- The nature of any historic relationship with the client
- Typical consultancy rates within the relevant industry or sector

Consultancy may be charged on a daily or hourly basis, with additional costs (such as consumables, travel, or other expenses) charged separately.

A consultancy pricing guide is available on the University's consultancy webpages, providing indicative day rates based on FEC plus an additional percentage uplift. Staff should seek guidance from Knowledge Exchange and External Partnerships (KEEP) if they have any questions regarding pricing.

If a member of staff wishes to price a consultancy project below the standard pricing guide, they must obtain approval from their Head of School or Directorate.

University consultancy services are subject to Value Added Tax (VAT). As VAT recovery is a standard process for most client organisations, it is not expected to impact the competitiveness or cost-effectiveness of consultancy agreements.

### **9.1.2. Contracts**

The University is the legal contracting party for all University Consultancy agreements. Regardless of whether an individual staff member is named as the principal consultant, the contract must be established between the University and the Client.

To ensure the appropriate legal and operational framework is in place, all consultancy contracts will be drafted and signed by an authorised signatory within the Research, Engagement and Innovation Office. This process helps to:

- Define the scope of work clearly
- Minimise risks for both the individual consultant and the University
- Ensure compliance with University policies and legal requirements

Only designated authorised signatories are permitted to sign University consultancy contracts on behalf of the University. These include:

- Officers of the University
- The Director of the Research, Engagement and Innovation Office

Other members of staff are not authorised to sign University consultancy contracts.

### **9.1.3. Code of conduct**

When engaging in consultancy work, staff must ensure that their activities do not create conflicting obligations to multiple parties or negatively impact the University's reputation. This includes considering both the nature of the work and the reputation of the client, as well as maintaining high standards in the quality of consultancy provided.

Certain clients or industries may be deemed inappropriate for consultancy work due to ethical concerns or conflicts of interest. The University prohibits consultancy for clients involved in activities that could harm its reputation or contradict its values. Staff must ensure that any proposed consultancy work aligns with the University's ethical guidelines and seek approval if unsure about the suitability of a client.

To ensure compliance with the University's policies and ethical standards, staff should refer to the [Code of Good Practice in Research](#), the Research Ethics Committee Notes for Guidance, and the [Code of Practice on Intellectual Property, Commercialisation, and Financial Benefits](#). Where any uncertainty arises, staff should seek guidance before proceeding with a consultancy arrangement.

#### **9.1.4. Limitations of days**

Staff are permitted to undertake a maximum of 40 days of consultancy work within an academic year, of which no more than 20 days may be Private Consultancy. This limit applies to full-time staff and is pro-rata for part-time staff, in line with their University contractual obligations.

#### **9.1.5. Professional indemnity & public liability insurance**

All staff engaged in University Consultancy work (see Section 6 for examples of consultancy activities) will be covered by the University's professional indemnity and public liability insurance, provided that a University Consultancy Permissions & Payment Form has been formally authorised. Coverage is subject to the limits and conditions of the relevant policies in force at the time. For details on the levels and terms of this cover, staff should contact Knowledge Exchange and External Partnerships (KEEP).

Staff may be personally liable if no agreement is in place before commencing consultancy work. Therefore, approval and the relevant contract must be signed before any consultancy activity begins.

#### **9.1.6. Use of IT and/or Library networked services**

Any use of University facilities in the delivery of University Consultancy activities must comply with the [Terms and Conditions of Use for Library E-Resources](#) and relevant DTS usage policies, including those ensuring cyber and data security.

### **9.2. Private Consultancy**

Private Consultancy is undertaken by a staff member in a personal and private capacity, in exchange for a fee or other benefit. Please refer to Section 3.2 for the full definition of Private Consultancy.

For further clarification, if any of the following University or subsidiary resources are used, the activity **is not** considered Private Consultancy:

- Staff time, including technicians and administrative support, particularly when the consultancy is linked to University employment (e.g. an ongoing research grant or industry collaboration)
- University space and/or facilities, including offices, laboratories, meeting rooms, lecture theatres, and conference facilities
- University resources or infrastructure, including IT services (e.g. email addresses, internet access)
- Job titles that might be misconstrued by the client
- Use of the University crest/logo/name/address
- The use of University-owned intellectual property (note that IP created during employment is owned by the University, as outlined in the University's Intellectual Property Policy)

#### **9.2.1. Pricing and income from Private Consultancy**

Individuals undertaking Private Consultancy are responsible for setting and collecting their own fees, as well as making the necessary returns to HM Revenue & Customs.

#### **9.2.2. Private Consultancy contracts**

Members of staff undertaking Private Consultancy must explicitly state in any contract, report, or related document that they are acting in a private capacity, that the University is not involved, and that the University holds no liability for any claims arising from the consultancy arrangement.

### **9.2.3. Conflicts of interest**

When undertaking Private Consultancy, staff must ensure that their activities do not create conflicts of interest or undermine the University's values and commitments. A conflict may arise if the consultancy contradicts the University's ethical principles, or if the staff member has an existing relationship with the client through their University role. Certain clients or industries may be deemed inappropriate due to ethical concerns, reputational risks, or conflicts with the University's strategic priorities.

Staff must ensure that any Private Consultancy aligns with the University's policies and ethical guidelines. Staff should adhere to the [Conflicts of Interest Policy](#), and if there is any doubt about a potential conflict of interest, they should seek guidance from their Head of School or Directorate before proceeding.

### **9.2.4. Limitation of days**

Staff may undertake up to 20 days of Private Consultancy per academic year as part of their University contractual obligations, unless stated otherwise in their employment contract or approved by the Head of School or Directorate.

Private Consultancy must be planned in advance, with sufficient notice given to the Head of School or Directorate to ensure that any impact on core University activities is managed appropriately. Approval is not guaranteed, as the Head of School or Directorate must be satisfied that the consultancy does not conflict with the staff member's University duties.

### **9.2.5. Insurance**

The individual staff member is the legal party to a Private Consultancy contract, and the University holds no liability for such work. Staff undertaking Private Consultancy are **not covered** by the University's insurance and must arrange their own professional indemnity insurance, along with any other necessary coverage as outlined in Section 3.1.

Before commencing any consultancy work, staff must provide evidence of their insurance to the Head of School or Directorate. Additionally, the Consultant must indemnify the University and its representatives against any claims, losses, damages, costs, or expenses arising from their Private Consultancy by completing a Private Consultancy Permissions Form.

### **9.2.6. Private Consultancy approval**

Before undertaking Private Consultancy, staff must submit a Private Consultancy Permissions Form, which serves as a signed declaration.

By signing this declaration, the staff member confirms that they will not use the University's or its subsidiary companies' resources in delivering the consultancy. This includes:

- Space or facilities, such as offices, laboratories, meeting rooms, lecture theatres, or conference spaces
- IT infrastructure, including email addresses or internet access
- University-owned Intellectual Property (IP)
- The University's crest, logo, name, or address
- Their job title, where its use could be misconstrued by the client
- University business cards

Approval for Private Consultancy must be obtained from the Head of School or Directorate before work begins.

### **9.2.7. Annual Declaration of Interests and Private Consultancy**

The University is committed to maintaining the highest standards of openness, accountability, and integrity. To support this, senior staff, all members of the Council, and lay members of other University boards and committees must complete an Annual Declaration of Interests. This declaration must include any external interests, including external positions held (whether paid or unpaid) as well as any relationships that immediate family members have with the University or its subsidiary companies.

Professors, Grade 9 staff, and staff in Procurement who have undertaken Private Consultancy in the past 12 months must disclose details of their consultancy activities, including the nature of the work and the client. If no such activity has taken place, a 'nil' return is required to confirm this.

All information provided will be managed in accordance with the Data Protection Act (DPA 2018). The University's senior management and Council may use this data to inform future policy decisions, improve business practices, and monitor staff compliance.

### **9.2.8. Use of IT and/or Library networked services**

Private Consultancy does not permit the use of any University IT or library services.

## **9.3. Authority**

The University Council holds ultimate authority for this policy.

## **9.4. Review of Policy**

This policy will be managed and maintained by the University Committee for Research Impact, Partnerships, and Engagement (UCRIPE).

## **9.5. Non-compliance**

Failure to comply with University policy may result in disciplinary action for misconduct or serious misconduct, in accordance with the University's disciplinary procedures. In certain cases, the University may also seek to recover any costs or damages incurred as a result of a breach of this policy.

## **9.6. Decisions**

The decisions made by the Head of School or Directorate regarding permission to undertake consultancy are final.

# **10. University Consultancy Process**

All staff are encouraged to discuss any plans to undertake consultancy, or any approaches from organisations for consultancy work, with their Head of School or Directorate at an early stage. This discussion ensures that the proposed consultancy aligns with the School of Directorate's Operating Plan and does not conflict with the staff member's core University duties or the use of School resources. Teaching & learning and research commitments must take priority, and consultancy should only be approved if it does not interfere with these responsibilities.

Staff are also encouraged to consult Knowledge Exchange and External Partnerships (KEEP) at an early stage for advice, support, and coordination for all consultancy activities, including scoping, pricing (in collaboration with the Research, Engagement and Innovation Office), and contract setup.

### 10.1. Permission

All staff must complete a University Consultancy Permissions & Payment Form (available on the consultancy webpages) before undertaking any consultancy work. This form provides Knowledge Exchange and External Partnerships (KEEP) with the necessary information to initiate contract arrangements and begin the financial process, ultimately leading to invoicing and payment. Guidance notes are available to support staff in completing the form.

### 10.2. Distribution of fee income

Fees earned from University Consultancy will be allocated to the School or Directorate.

Before completing the University Consultancy Permissions & Payment Form, the staff member and the Head of School or Directorate must agree on the distribution of income between the School and the individual. The School or Directorate may require a portion of the fees to cover any additional resources needed to support the consultancy work, particularly if it impacts the staff member's normal duties.

Once the client has paid the fee, the income will be received by the School or Directorate and redistributed according to the pre-agreed percentage stated on the University Consultancy Permissions & Payment Form.

### 10.3. Payment to Consultant

If a staff member is to receive a fee for University Consultancy, payment may be made in one of two ways:

- As salary, with standard deductions for income tax, employee National Insurance Contributions (NIC), and the University's employer NIC (superannuation will not be applicable).
- To the School, with academic staff having the option to allocate funds into Staff Development Accounts (SDAs) for research purposes.

Once the work is complete, the staff member must inform the Research Accounts Assistant and submit copies of all receipts related to the contract. Expenses cannot be reimbursed without valid receipts.

### 10.4. Roles and Responsibilities within University Consultancy

#### 10.4.1. The role of the member of staff

As the Consultant, the staff member is responsible for:

- Initiating early discussions with their Head of School or Directorate.
- Engaging Knowledge Exchange and External Partnerships (KEEP) at an early stage at [consultancy@reading.ac.uk](mailto:consultancy@reading.ac.uk).
- Completing the University Consultancy Permissions & Payment Form and obtaining approval from the Head of School or Directorate before commencing project set-up.

- Delivering the consultancy professionally, appropriately, and in a timely manner, in line with the contract terms.
- Retaining all expense receipts related to the project.
- Notifying the Research Accounts Assistant upon project completion to facilitate payment.

#### **10.4.2. The role of Head of School or Directorate**

Each Head of School or Directorate is responsible for overseeing all consultancy activities within their area. By signing the University Consultancy Permissions & Payment form, they confirm that the consultancy does not conflict with the staff member's existing duties and responsibilities and that it is likely to deliver benefits aligned with those outlined in Section 4 of this Policy.

#### **10.4.3. The role of Knowledge Exchange and External Partnerships (KEEP)**

Knowledge Exchange and External Partnerships (KEEP) is responsible for managing and supporting consultancy activities within the University. Their role includes:

- Providing guidance on whether an activity qualifies as consultancy and, if so, identifying the appropriate type of consultancy.
- Assisting with the development of proposals for University Consultancy, including advice on costing and pricing.
- Ensuring that University Consultancy activities comply with the University's ethical policies.
- Advising on commercial contract matters in collaboration with the Research Contracts team within the Research, Engagement and Innovation Office.
- Providing contract management and, alongside the Research Accounts team, supporting the financial administration of consultancy projects.

### **10.5. Signing authorities**

The University Consultancy Permissions & Payment Form must be signed by both the member of staff and the Head of School or Directorate.

- If the member of staff is a Head of School or Directorate, the relevant Pro Vice-Chancellor must sign.
- If the consultant holds a position senior to the Head of School or Directorate, the Vice-Chancellor must approve and sign the form.
- Only authorised University signatories may sign consultancy contracts.

### **10.6. Further questions**

For any clarification on this policy, please contact Knowledge Exchange and External Partnerships (KEEP) at [consultancy@reading.ac.uk](mailto:consultancy@reading.ac.uk).

## Appendix 1 – Determining Whether an Activity is Consultancy or Not

