# Consultancy Policy

## 1. Introduction and values

1.1. Queen Mary University of London ('QMUL', 'the University') values its staff undertaking consultancy activity through the University. We recognise consultancy forms a necessary and vital part of the University's Knowledge Exchange activity, in particular encouraging close relationships with external organisations including business, industry, government and non-profit organisations.

## 2. Purpose

2.1. This policy sets out:

a) guidelines for undertaking external consultancy through QMUL;

b) how the university will support this activity;

c) the parameters for undertaking private consultancy.

## 3. Definitions

3.1. **Consultancy** is the provision of *know-how* and applying existing expertise, not the creation of new knowledge. QMUL wishes to retain a broad application of what constitutes consultancy. Its essential features are:

a) The application of academic expertise for external clients, usually in short-term, non-research projects.

b) Producing some form of contracted output, which in general is partly or wholly owned by the client.

c) The University does not have freedom of publication over the results of consultancy.

3.2. **Staff** refers to employees of the University.

3.3. **University consultancy** is carried out by members of staff acting as employees of QMUL. The work carried out may be in addition to normal duties, for which additional payment of the academic's revenue share over and above the normal salary may be made, or be part of normal duties for which no additional payment is made.

3.4. **Private consultancy** is carried out by members of staff acting as individuals. Such work is undertaken exclusively in the individual's own time and makes no use of university resources or reference to the QMUL brand. Section 10 has further information on private consultancy.

## 4. Scope

4.1. This policy is applicable to:

All staff who are employees of the university. In the main this is likely to include staff on academic and teaching contracts; but it may also be applicable to staff employed in professional and technical roles.

4.2. Excluded from definitions of consultancy are:

a) Research projects funded by UK or other national Research Councils, charities, or other international research awards where the main aim is to conduct research in an innovative manner.

b) Certain activities conventionally undertaken by academics as part of their normal work, but which are often the subject of a contract including external examining, quality assurance. This may include work for external institutions and authorship of books commissioned by a publisher. It is expected these tasks are undertaken in addition to an academic's workload allocation and hence they keep the fee or express a wish to gift this to QMUL.

## 5. Principles

5.1. University consultancy can bring benefits to the University, faculties, service departments, and staff. Through this policy, related processes and practices, QMUL offers an efficient and effective service based on the excellence of our educational and research expertise. This policy is intended to support university consultancy activities to the benefit of all concerned.

5.2. This policy is supported by processes and practices to set out the University's capacity and capability to respond in an agile and flexible way to external opportunities. The reasons for undertaking consultancy are many and include:

a) Assist international, national, regional, and local goals of economic growth and societal impact.

b) Provide an efficient, reliable, and competitive service to the external organisations, to access expertise available at the University.

c) Develop enhanced contacts with business, industry, government and non-profit organisations, leading to other collaborations and adding to the ecosystem to support research and education.

d) Maintain up to date expertise among staff and the social, industrial, professional, and commercial relevance of their research and teaching.

e) Enable staff whose expertise has a commercial value to benefit from external work.

f) Enhance QMUL teaching and research with case studies from successful consultancy projects.

g) Provide an income stream to the University, its faculties, service departments, and staff, and a financial return on investment.

h) Enhance the reputation of the University externally.

5.3. The University recognises that not all academic staff will wish to engage in consultancy.

## 6. Governance

6.1. QMUL attaches importance to university consultancy and wishes to encourage faculties to be involved in this activity. Service departments may also choose to be involved. University consultancy should be given a level of priority consistent with the requirements placed upon or agreed by the faculty or service department concerned.

6.2. University consultancy must comply with internal processes, procedures and authorisation levels.

6.3. Staff will be made aware of QMUL's legal and financial requirements relating to university consultancy, and of the quality assurance of the service provided to clients.

6.4. All staff undertaking university consultancy must work with the Business Development team, who will support project scoping, contract negotiations, pricing and billing. A university contract must be in place to ensure insurance cover. Staff must inform their Head of School/Institute they are undertaking consultancy.

6.5. Up to 30 days of consultancy per annum may be undertaken by a staff member in addition to contracted duties. Longer term consultancy projects will be considered as part of core duties subject to approval by schools/institutes, having considered capacity and work commitments.

## 7. Roles and responsibilities

7.1. University consultancy activities will be supported by the Business Development team and oversight provided by Research & Innovation Services leadership team.

7.2. The Business Development team will be the first point of contact to discuss proposed consultancy projects, before any terms are offered, or commitment made to an external party.

7.3. The Business Development team will:

a) Provide support on pricing. Consultancy is usually priced in day or hourly rates and provides a fixed rate for a determined scope of activity. Recommended rates are based on the full cost of an employee to QMUL including overheads and an additional surplus, based on the client and the market rate.

b) Ensure the consultancy project is fully costed, whether or not the work is undertaken within or in addition to a normal workload, and includes appropriate charges for access to and use of specific facilities and equipment when part of university consultancy.

c) Advise on contractual and legal matters including Intellectual Property (IP)).

d) Ensure compliance with VAT regulations.

e) Consult the Finance team for advice on whether additional insurance cover is required in addition to standard institutional insurance policies.

f) Work with Innovation Communications team to ensure QMUL consultancy services are offered through the University's external website.

## 8. University consultancy

8.1. All university consultancy must have a legal contractual basis. It is essential those contracts are approved before the consultancy is initiated or undertaken.

8.2. Where university consultancy relates to the proposed creation of new foreground IP which the client has rights over, this will be reflected in the University's consultancy fee. Where consultancy is likely to generate new IP,

staff are required to discuss these issues with the Business Development team in advance of carrying out any work. Disbursement of future income or royalty from IP patents etc. are defined in the QMUL's IP Policy.

8.3. A university consultancy contract:

a) Complies with the University consultancy pricing under the Research Grants and Contracts Overhead Policy.

b) Is signed by the relevant university authority.

c) Sets out financial arrangements, timescales, deliverables, and ownership of any outputs, including the IP.

8.4. QMUL recognises that consultancy offers a way to engage with external organisations.

8.5. Any use of university facilities in conjunction with university consultancy work must be carried out in accordance with the University's regulations. Approval must be obtained to use IT and laboratory facilities for commercial or external work, and the requirement to adhere to all license agreements, including the use of electronic resources such as databases and e-journals, as well as software and other products.

8.6. The Business Development team will review consultancy projects and ensure they adhere to ethical standards and Export Control, seeking review if necessary.

8.7. Income from consultancy projects will be distributed between participants and QMUL once all income has been received and outputs approved.

8.8. For university consultancy carried out as part of normal workload no additional payments to staff will be made.

8.9. If university consultancy is undertaken in addition to the normal workload, staff can elect to receive their revenue share to an EDA account or to process through PAYE.

8.10. The Business Development team will support the project development and ensure:

a) The project is financially viable.

b) There is sufficient and appropriate expertise to undertake the work.

c) The consultancy can be accommodated within staff workloads and will not have negative consequences on other aspects of service delivery.

d) Undertaking the work will not bring the University into disrepute.

8.11. Quality assurance of a university consultancy project rests with the consultancy project's lead academic.

## 9. University consultancy financial management

9.1. Staff may receive financial benefit from consultancy revenue for work carried out in addition to normal duties. Revenue from consultancy will be split with 80% allocated to participants and 20% retained by QMUL as an administrative fee. Any fees for facilities and equipment as part of the consultancy will be distributed to the facility. If consultancy commitments are in lieu of all or some of the agreed teaching load to their school/department, no additional payment is made.

9.2. Consultancy must generate a profit. Examples where an exception may be made include cases where the consultancy can be used as part of a REF impact case study. In such cases, the consultancy must break even.

9.3. Faculties, Schools, and Institutes will be expected to bear any losses resulting from any consultancy activity previously authorised.

## 10. Private consultancy

10.1. Staff are permitted to carry out and retain income from private consultancy acting as an individual only where it is not in breach of any exclusivity of service clause in their employment contract with the University. Private consultancy must not involve any activity that has the potential to bring the university into disrepute or that conflicts with the interests of the University, both as an employer and as a university.

10.2. Such work is undertaken exclusively in the individual's own time. University facilities or equipment cannot be used for private work. The QMUL brand is not permitted to be used as part of private consultancy activity.

10.3. The individual is personally responsible for:

a) Ensuring appropriate insurance arrangements. Any work undertaken by the individual is not covered by university insurance policies (such as professional indemnity, public liability).

b) The consequences of performing private consultancy work.

10.4. Time spent on private consultancy must not in any way impact on the individual's ability or availability to carry out their university role.

10.5. In these circumstances, no adjustment should be made to the individual's workload, the hours are not included in the TRAC return.

## 11. Review

11.1. This policy will be reviewed at least every three years.

11.2. Minor updates to this policy that do not affect the rules, principles or intent of this policy may be approved by Senior Partnerships Manager for Consultancy on behalf of Senior Executive Team (SET).

## Policy Information and Document Control

| | |
|---|---|
| **Policy title** | Consultancy Policy |
| **Version number** | 1.1 |
| **Related policies and procedures** | Academic Staff Main Terms and Conditions<br>Standards of Business Conduct<br>Research Grants and Contracts Overhead Policy |
| **Superseded policies** | N/A |
| | |
| **Approval level** | Senior Executive Team |
| **Approval date** | 2020 |
| **Effective date** | 2020 |
| | |
| **Next review due** | July 2027 |
| | |
| **Policy owner** | Katharine Samuel, Senior Partnerships Manager, Business Development |
| **Policy contact** | Katharine Samuel, Senior Partnerships Manager, Business Development |

## Version Control

| Version | Date | Reason for updates/Summary of key changes |
|---|---|---|
| **1.1** | April 2026 | New format of Policy Document |
| **1** | 2020 | Introduction and approval by SET |