

Policy on External Work

1. Introduction

1.1 The University is committed to knowledge exchange with the prospect of delivering impact and creating value. To support this, the University encourages members of staff to undertake external work with private industry, public organisations, government and the community.

External engagement has many benefits. It can:

- enhance the reputation of the University
- enhance the quality and impact of research
- support the University's contribution to the economy and society
- broaden the experience and professional development of staff
- potentially provide additional income for the University and/or individual

This policy sets out where permission will be granted for external work, including consultancy, on the understanding:

- that it does not compromise the extent and performance of the duties which they carry out under their contract of employment for the University;
- that it does not create a conflict of interest or compete with University activities;
- that it is consistent with the purposes of the University, and does not expose the University to any liability or endanger its charitable status. This includes a requirement that consultancy is subject to an ethical review where appropriate by the University.

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- 1.2 Under this policy the University of Nottingham is considered the primary employer, with any additional work conducted with a third party being undertaken in accordance with this policy and with the knowledge and approval of the University.
- 1.3 Permissions set out under this policy are not contractual and in the event of any conflict with individual employment contract terms, the terms of the employment contract with the University will take precedence.

2. Eligibility

- 2.1 This policy applies to staff with University of Nottingham (UK) contracts of employment in any of the following staff groups:
 - Research and Teaching academic staff R&T4a-7 (including Research Only and Teaching Only)
 - Clinical Academic (Lecturer/Consultant/Professor/GP Educators/Research)
 - Administrative, Professional and Managerial APM4-7
 - Technical Services TS 4&5
- 2.2 Academic staff may apply for up to 50 days per year of Category 2 external work. A maximum of 30 days external work can be within term time. The '50 day rule' applies prorata for clinical academics with NHS honorary contracts and for part time staff (excluding time outside of their contracted University days).
- 2.3 It is emphasised that while academic staff may apply for external work up to this limit, this policy is not intended to confer a right for all staff to take the full amount. The number of days for which permission will be granted is subject to a number of conditions as detailed in 'Permissions and approval' below.
- 2.4 External work permission is subject to any contractual or grant funding conditions that may apply on an individual basis.
- 2.5 Non-academic staff in the groups listed above may apply for permission to undertake external work in accordance with this policy, although the external work would ordinarily be required to be performed outside working hours.
- 2.6 This policy is not intended to restrict any activity which is properly carried out by a member of staff in the ordinary course of their duties for the University.

3. Definitions

External work

- 3.1 For the purposes of this document, "external work" means activities, whether or not remunerated, which a member of staff carries out within or closely related to his or her professional field and which are in addition to the teaching, research and other requirements of their University appointment. It includes consultancy work and appointments as a company director or trustee.
- 3.2 Examples include the provision of specialist technical or creative expertise and advice; reviewing company literature; acting as an expert witness; lecturing or writing papers for a commercial or non-commercial organisation's internal or external purposes; committee membership of bodies such as research councils, government departments, professional associations and training organisations; medico-legal advice; and private clinical practice.

Consultancy

3.3 Consultancy is the provision of expertise, advice, analysis and interpretation, which draws upon and applies the knowledge of University staff. Unlike research, it does not have as its prime purpose the generation of new knowledge and therefore will not normally contribute to the generation of patentable intellectual property.

Typical features of personal consultancy include:

- Often short-term
- Makes minimal use of University resources
- Undertaken for an external client and there is financial remuneration
- There is a formal agreement
- Contracted outputs and deliverables are usually owned by the client
- The consultant does not normally have the freedom to publish the results without the client's approval.

3.4 Consultancy does not include activities undertaken on behalf of the University that are covered in contracts of employment such as teaching, delivery of CPD activity, or research.

4. Permission and approval process

- 4.1 This section sets out the procedure for gaining permission for external work, depending on the activity. Separate conditions apply to private clinical practice, medico legal work and holding office in a medical professional body (see Annex C).
- 4.2 It is the responsibility of an individual member of staff to ensure they have appropriate permission for any external work they wish to do, and that the work is undertaken in accordance with the procedures set out in this document. Failure to declare external work, or where the University becomes aware of external work being undertaken without the appropriate registration or permission may result in disciplinary action appropriate to the risk placed upon the University.
- 4.3 Faculty Pro Vice-Chancellors, the Director of Research and Innovation and support services Heads of Department (for staff not in the Research and/or Teaching job family) have the authority to approve external work on behalf of the University Council and may delegate this authority where appropriate.
- 4.4 Some types of external work are considered to carry automatic permission. The permission required and approval process depend on which of the following categories the external work falls into:

Category 1: Occasional external work that contributes to citizenship or scholarly development

4.5 The activities set out in this paragraph are regarded as sufficiently central to the work of academic staff to carry automatic permission.

A member of academic staff may undertake the following (and receive payment if offered):

- authorship of academic books, articles and papers
- invited lectures, seminars and presentations at other universities and academic conferences (excluding courses, teaching and visiting scholar roles)
- invited lectures, seminars and presentations for international organisations (for example UN, EC, WTO), government, professional bodies and at industry sponsored conferences
- reviewing grant applications for funding agencies
- reviewing papers for scholarly journals
- advising on chair, readership or senior academic-related appointments elsewhere
- advising on NHS appointments
- serving on strategic panels for a research council or charity
- engagement with business, charities or non-governmental organisations (other than formal advisory positions or trustee roles)
- occasional media appearances or contributions in an academic expert capacity (staff are encouraged to keep the Public Affairs Office informed of any such appearances and contributions)
- external PhD examining
- other activities at the discretion of Faculty Pro Vice-Chancellors

Permission for Category 1 activities is automatically granted but all activities should be discussed with line managers and are subject to school or faculty level workload limits. The University has the right to revoke permission where Category 1 activities are adversely affecting teaching, research or other academic duties.

If a staff member believes an activity not on this list should be Category 1, they may approach their Faculty Pro Vice-Chancellor to request this.

Citizenship and scholarly development activity is included in an individual's workload plan, although schools may impose limits on the amount of this activity that can be included in workload. Category 1 work is not part of the 50 day allowance.

Staff may receive payments from external parties for Category 1 activity and it is optional to process the work or payments through Nottingham University Consultants.

Category 2: External work that is aligned to the University's aims and part of University workload

4.6 Category 2 includes all external work which may be aligned to University aims but excluding Category 1 activities. In general the distinction between Category 2 and Category 1 is either the length of commitment or the nature of the work.

Category 2 includes:

- consultancy work where the activity aligns with the University's aims for knowledge exchange
- membership of the editorial board of a journal (including acting as Editor)
- regular media appearances or contributions in an academic expert capacity
- serving in an advisory capacity to, or on behalf of, professional, international organisations (for example WTO, EC, World Bank, UN), or Governmental bodies, or serving on committees of such bodies
- serving in a formal advisory position for a charity or non-governmental organisation
- external examining for undergraduate or postgraduate programmes
- Board memberships (including for University spin-out companies and other commercial and non-commercial organisations)
- other activities at the discretion of Faculty Pro Vice-Chancellors

Category 2 work requires written permission from a Faculty Pro Vice-Chancellor (who may delegate authority to the Head of School or Department) for school or academic department based staff, or support services Head of Department for staff not in the Research and/or Teaching job family (who may delegate authority to line managers).

Category 2 work is aligned to the aims of the University as set out in its published strategies and Faculty or School plans and is included in the workload allocation of the staff member.

Consultancy work under Category 2 could be considered to be a benefit of employment at the University. Therefore, any commercial agreement and payment for Category 2 consultancy activity must be processed via Nottingham University Consultants (NUC), with appropriate income tax and National Insurance (employer and employee) deducted or by waiving fees to arrange a tax-free donation to the individual's personal 'Z5 donation' account with the permission of the Head of School or Department. Where the staff member can demonstrate that payment is made via the PAYE system of the external body (for example a spin-out company) the requirement to process via NUC is waived.

Up to 50 days per year of this activity may be carried out (pro rata for part time staff) but there is a requirement that University duties including teaching, research or other academic activities are not compromised. The decision to allow Category 2 external work will be informed by the workload plan for the individual. Ethical approval may be required for Category 2 activities and permission will only be granted if this requirement is met for appropriate cases.

Category 3: External work that is not part of University workload

4.7 Category 3 is all types of external work that are not part of University workload (this includes activity deemed not to be aligned to University aims).

Category 3 work requires written permission from a Faculty Pro Vice-Chancellor (who may delegate authority to the Head of School or Department) or support services Head of Department (for staff not in the Research and/or Teaching job family). Whilst there is no formal limit on the amount of Category 3 work undertaken and permission will ordinarily be granted providing there is no conflict with University activities, requirement for ethical review, or other concern, it is the member of staff's responsibility to ensure that excessive hours are not worked from a wellbeing perspective and that there is no impact on their ability to deliver contractual obligations.

This permission is required to ensure that the work is not in competition with University activities or potentially damaging to the University as well as to ensure that University duties including teaching, research or other academic activities are not compromised. If permission is granted, then the work may be carried out but is not included in the workload allocation.

Category 3 external work cannot be considered a benefit arising from employment with the University and so it is optional whether or not to process the work through NUC. Category 3 work is not part of the 50 day allowance and should be done outside normal working hours.

Members of staff may be required to report these activities from time to time to the Head of School or the University in accordance with School or University policies (for example annual HEBCIS return, appraisal, a School publications database, or University register of interests).

If there is any doubt whether an activity falls within Category 1, 2 or 3 or whether permission is required, advice should be sought from the Faculty Pro Vice-Chancellor for academic staff, or support services Head of Department for staff not in the Research and/or Teaching job family.

Applying for permission to undertake external work

- 4.8 Where permission is required, the member of staff should make an application for permission following the procedure set out in Annex B.
- 4.9 Civic and public duties such as school governor roles and service as a member of an NHS trust, board of visitors for prisons or the Environment Agency are covered by a separate policy and do not require permissions under the External Work policy or count towards the 50 day allowance. For civic and public duties which qualify for leave see:

 http://www.nottingham.ac.uk/hr/quidesandsupport/worklifebalance/civicpublicduties/index.aspx
- 4.10 Where an application is received for Category 2 or 3 activity, approval is likely to be granted by a Faculty Pro Vice-Chancellor or support services Head of Department (for staff not in the Research and/or Teaching job family) or through their delegated authority, provided it falls within the rules set out in this document and taking into account:
 - The degree to which it is aligned to the University's aims as set out in the objectives of the University's current global strategy and its supporting strategies, and current Faculty or School Plans
 - Whether the activity is likely to give rise to a conflict of interest
 - The individual's wider workload
 - Individual's current performance of academic or other duties
 - Whether the activity would be likely to compromise teaching or other academic duties
 - Evidence provided by the individual of how any impact would be mitigated or avoided
 - The degree to which the activity would support the individual's continuing professional development.
- 4.11 All applications must be made using the online External Work request form (see Annex B). Staff who do not come under the definition of Academic Staff in Section 2 above should discuss proposals with their line manager before making an application.

- 4.12 The Faculty Pro-Vice-Chancellor or Head of Department may seek advice from appropriate officers including the Director of Research and Innovation, and will take into account the factors listed in para. 4.10 above. The Faculty Pro Vice Chancellor will seek advice from the Head of School in relation to individual workload and school allocation principles. He or she should inform the member of staff whether the application is supported, any additional conditions attached to the permission, and, if it is not supported, give the reasons. For Category 2 applications by academic staff, the response may include a recommended workload time allowance to be applied by the school.
- 4.13 Permission must be obtained on each occasion and in advance of any commitment being entered into or work undertaken. As much notice as possible should be given. For a project with recurring activities, permission for periods of up to three years may be granted.
- 4.14 In the case of clinical academics, honorary contracts with the NHS will often stipulate the time that can be spent on external work. Where this differs from University regulations, no more than the time allowed for external work under the terms of the honorary contract may be taken within clinical sessions. In the case of any proposed absence, it is the responsibility of the individual to ensure that appropriate alternative arrangements are made well in advance.
- 4.15 Applicants are required to disclose the level of remuneration at the time of applying for permission to undertake external work under Category 2 and are encouraged to declare remuneration for external work under Category 3 to support the University's reporting requirements to funding agencies such as HEFCE.
- 4.16 The University reserves the right to withdraw permissions where there are indications that the amount of External Work is impacting on an individual's wellbeing or University duties.

5. Transacting external work through Nottingham University Consultants or in a private capacity

- 5.1 The University has established Nottingham University Consultants (NUC), a trading division of Nottingham University Industrial and Commercial Enterprise Limited, to act as a vehicle for supporting external consultancy work. NUC provides a range of support services for staff, including professional indemnity insurance, financial servicing, contract negotiations and payment of fees (via PAYE or tax-free donation to the individual's personal 'Z5 donation' account with the permission of the Head of School or Department).
 - Staff permitted to undertake consultancy work classified as Category 2 are to conduct this through NUC as set out in 4.6 above. Category 1 and 3 work can be either undertaken through NUC or in a private capacity. Members of staff undertaking Category 1 or 3 work who wish insurance and contractual matters to be arranged on their behalf are encouraged to use NUC.
- 5.2 It is stressed that staff carrying out external work that is not part of their formal University role profile and not aligned to University aims (i.e. it is Category 3) and undertaken in a private capacity are not covered by the University's insurance policies and should arrange their own insurance cover where appropriate. This is particularly relevant in relation to professional consultancy advice upon which the external client relies. The requirement for a disclaimer may be waived at the discretion of the Director of Research and Innovation where there is no associated prospect of any risk to the University.
- 5.3 Members of staff undertaking paid external work privately are also responsible for their own invoicing of clients, for their liability for income and any other taxes and for properly accounting for the same to the relevant authorities.
- 5.4 Staff acting as consultants do so in a personal capacity and those who do not go through NUC must not use University letterhead, logo, email facilities or in any way associate the University with the advice being offered to the client.

- 5.5 Any activity requiring association with the University (excluding Category 1 work, editorships, external examining or other at the discretion of the Faculty Pro Vice Chancellor), should be undertaken through NUC or as a Services Rendered activity through the academic school or department.
- 5.6 Where University facilities and resources are used, with the express permission in writing of the relevant Head of School/Department, or Head of Professional Services department, they should be accounted for as a Services Rendered activity which at least covers their direct and indirect costs (at full economic cost). For more information please refer to the Finance Regulations provisions relating to Services Rendered activity.

6. Company formation and directorships

- 6.1 Subject to the granting of permission by a Faculty Pro Vice-Chancellor (or support services Head of Department for staff not in the Research and/or Teaching job family), staff may be appointed as non-executive directors to commercial companies, or directors or trustees of not for profit organisations outside the University, or directors of their own companies. Separate permission is not required for public duty appointments (including school governor roles) for which permission has already been granted see list at: http://www.nottingham.ac.uk/hr/guidesandsupport/worklifebalance/civicpublicduties/index.aspx
- 6.2 Staff may also, with the permission of the Innovation Governance Board, become directors of University owned or controlled companies or companies where the University has an equity holding (spin-out companies). Staff wishing to do so should contact the Director of IP Management and Commercialisation to discuss their proposal and to develop the business plan.
- 6.3 Application for approval must be made using the online external work request form (see Annex B). Such permissions, when granted, will be subject to the category of work they fall within and the 50 day rule if appropriate, and will be considered in the light of the factors within this policy. They will also be subject to clear arrangements with the University in respect of any University-owned intellectual property and access to facilities which the companies concerned may wish to exploit.
- 6.4 Applications associated with external work as a director require renewal every three years.

7. Intellectual Property

7.1 Staff should take care that the University's interest in any potentially valuable intellectual property is not compromised, for example through personal consultancy. Advice is available from the Director of IP Management and Commercialisation (see: https://www.nottingham.ac.uk/fabs/research-innovation/ipcommercialisation/aboutintellectualproperty.aspx).

8. Data Protection

- 8.1 Information provided by a member of staff for the purposes of the application of this policy will be regarded as confidential to the officers mentioned and their delegates, subject to paragraph 8.2.
- 8.2 Information provided by a member of staff for the purposes of the application of this policy may be disclosed:
 - where such disclosure is necessary for the University to demonstrate its involvement with external agencies; in these circumstances the names of individuals will not be disclosed without the consent of the relevant individual; or
 - where such information is already in the public domain; or
 - in anonymised summary form, for the purpose of monitoring the External Work policy and profiling the University's engagement with different partner organisations; or
 - where University Executive Board determines that such disclosure is in the interests of the University (see https://www.nottingham.ac.uk/governance/records-and-information-management/data-protection/data-protection-policy.aspx).

9. Personal conduct Staff should ensure they comply with the University's general codes of practice and rules relating to personal conduct when participating in any kind of external work, for example in relation to conflicts of interest, gifts and hospitality (see https://nottingham.ac.uk/hr/guidesandsupport/universitycodesofpracticeandrules/index.aspx).

Summary of External Work categories and examples

	Category 1	Category 2	Category 3
	Occasional external work that contributes to citizenship or scholarly development	External work that is aligned to the University's aims and part of University workload	External work that is not part of University workload
Permission?	Automatic	Faculty PVC (Head of Department for non-academic staff). May be delegated.	Faculty PVC (Head of Department for non-academic staff). May be delegated.
May be paid?	Yes	Yes	Yes
Process through NUC?	Optional – Privately or NUC	Consultancy - Yes (unless able to demonstrate PAYE payment or private clinical) Other activities - Optional	Optional - NUC or privately
Limited to 50 days total?	No	Yes	No
Can be included in WLP (workload plan)?	Yes	Yes	No
Notes	Notify and discuss with line manager	Request via online form. Contact Research and Innovation if it relates to a spin out company.	Request via <u>online form</u> . Not during working hours.

Example Scenarios:

Scenario 1: An academic wants to do original research, related to their University research outside, for a commercial company. The academic wants to do this work in their own time and not include it in the workload model. This request would ordinarily be denied because the research would be competitive with the University activities. The appropriate mechanism for this work would be a contract between the company and University.

Scenario 2: An academic wants to advise a commercial company on their future research strategy. The academic considers this work will strengthen the relationship between the company and the University and could result in future funding for a PhD studentship. This request would ordinarily fall into Category 2 and be included in the workload model. The consultancy contract will be administered by NUC.

Scenario 3: An academic wants to be carry out consultancy, and it is assessed that this is not likely to be aligned with their area of research or other University aims. This request would generally be granted under Category 3. In this example the work will not generate any specific benefit for the University and will not be included in the workload allocation. The request is granted on the basis that the academic fulfils all of their academic duties in full.

Scenario 4: An academic wants to teach for one week at another University. This request will be considered by the FPVC and Head of School. Normally, this would be considered competitive to the University and would be denied. If the FPVC believes there is benefit to our University (for example as part of a reciprocal relationship to share teaching expertise) then they may grant permission.

Annex B

Applications for permission to undertake external work (other than Category 1 work)

- 1. There is an online application form that can be found at: https://www.nottingham.ac.uk/fabs/research-innovation/ipcommercialisation/external-work-application-form.aspx.
- 2. Applications will be directed to the Faculty Pro Vice-Chancellor (for academic staff) or support services Head of Department (for staff not in the Research and/or Teaching job family).
- 3. The following information will need to be entered onto the form:
 - Summary of proposed activity
 - Client
 - Amount of time required (with dates if known)
 - Remuneration (for Category 2 and optionally for Category 3)
 - Number of days of other outside work being undertaken (including Category 1 work automatically approved by Council apart from authorship and invited lectures, and including public/civic duties leave)
 - For Category 2, a brief summary of how the work is aligned to the University's aims as set out in the objectives of the University's current Global Strategy and its supporting strategies, and/or current Faculty or School Plans
 - How impact on academic duties will be avoided or mitigated (this may include reference to the proposal having been discussed with your line manager)

And will require staff to agree to the following statement:

"I confirm that the proposed external work is a personal activity and that the use of any University/School facilities will be paid for. The work will not result in a conflict of interest with any of my University duties or responsibilities or have an impact on my ability to meet my normal academic workload unless expressly agreed"

- 4. For Category 2 and 3 work which is not carried out through Nottingham University Consultants as the activity will be private to the applicant a disclaimer must be completed by the client. Approval is condition on this being returned prior to the work commencing (copy attached and available from the Director of Research and Innovation). This requirement is waived for external examining and membership of a journal editorial board (the disclaimer is required when acting as the principal journal Editor).
- 5. The applicant will receive a direct response from the Faculty Pro Vice-Chancellor or Head of Department normally within 10 working days. The response will be copied to Human Resources to be put on the personal file of the member of staff and to the Head of School/Faculty Division/Professional Services department. For applications by academic staff under Category 2, the response may include a recommended workload time allowance to be applied by the school.
- 6. Where applications are not approved, are approved in a different category to that requested by the individual, or are approved on certain conditions, if unhappy with the outcome individuals may reapply with an amended proposal including further information or explanation of the proposed work involved.
- 7. Failure to provide any of the required information will result in a delay in consideration.

To [Client Company]

LIABILITY - PRIVATE CONSULTANCY

The University of Nottingham ("the University") consents to [Name of staff member] carrying out work or consultancy or similar projects ("Consultancy Work") in their own capacity subject to [Client Company] agreeing with the University as follows:-

- 1. The University does not accept any liability (except in the case of fraudulent misrepresentation or death or personal injury caused by its negligence) for any costs, actions, claims, demands, liabilities, expenses, damages or losses (including without limitation consequential losses and loss of profit and all interest, penalties and professional costs and expenses) arising out of or in connection with the Consultancy Work therewith;
- The University makes no representation or warranty express or implied as to the veracity, accuracy or correctness of any opinion, advice, report, analysis, test, drawing, plan, experiment or certificate or other output whatsoever arising out of or in connection with such work or projects, and accepts no responsibility for any use which may be made of any such output; and
- 3. That [Name of staff member] is responsible for arranging his/her own professional indemnity insurance, when required, in connection with the Consultancy Work.

Please confirm your acceptance of the above terms by signing and returning the enclosed duplicate of this letter to us.

We hereby confirm our acceptance of the above terms and conditions.

SIGNED for	and on behalf of		
[Client Comp	pany]		
Print Name)	
)	
Date			

Annex C

Conditions Applicable to Private Clinical Practice

Applications should be addressed to the Faculty Pro Vice-Chancellor for Medicine and Health Sciences in the following format:

- Summary of proposed activity (e.g. private practice, medico-legal, consultancy etc)
- Client
- Amount of time required (with dates if known)
- Remuneration
- Total number of days of other outside work being undertaken (excluding work with automatic permission).
- A brief summary of how the work will support the University's aims

And should include the following statement:

"I confirm that the proposed external professional work is a personal activity and that the use of any University/School facilities will be paid for. The external professional work will not result in a conflict of interest with any of my University duties, clinical service or other responsibilities."

Signed	
(Appl	icant)

The member of clinical academic staff undertaking private practice and medico-legal work will:

- 1. Maintain full cover by a Medical Defence Organisation for private clinical practice.
- 2. Indemnify the University in respect of any claim arising out of the operation of their private practice. Before undertaking private practice the member of clinical academic staff must lodge a signed copy of the form of indemnity shown overleaf with the Director of Research, Enterprise and Graduate Services.
- 3. Make it clear to patients when an appointment is made that the consultation and any treatment are given in a private capacity. Any written communications with the patient should state clearly that the consultation and any related treatment are given in a private capacity. University headed paper must not be used in respect of private consultations.
- 4. Ensure that all consultations take place on appropriately licensed and equipped premises
- 5. Ensure that all facilities and equipment are in good working order.
- 6. Make payment to the University for access to University facilities including, but not limited to, secretarial assistance, equipment, phone and fax facilities, and accommodation. All such payments must be agreed with the appropriate Head of School or Faculty Division and made through the University's Services Rendered procedures. In the event that the member of clinical academic staff undertaking private practice is a Head of School or Faculty Division then payment for access to University facilities shall be agreed with the Dean of the Faculty of Medicine and Health Sciences.
- 7. The member of clinical academic staff shall be responsible for their liability for income and any other taxes and for properly accounting for the same to the relevant authorities.
- 8. The member of clinical academic staff shall be responsible for their own invoicing of private patients.
- 9. In the event that the member of staff wishes to make additional financial contributions to the University this can be undertaken in the most tax effective manner through the use of Gift-Aid. Guidelines on Gift-Aid are available from the Development Office.

DISCLAIMER and INDEMNITY - PRIVATE PRACTICE

The University is only prepared to authorise the carrying out of any personal consultancy or private practice by its academic staff upon condition that it shall have no liability whatsoever (whether in contract, for negligence, breach of duty or howsoever framed) for any loss, damage, cost, or injury no matter how the same shall arise out of or in connection with such private work.

In particular	and without prejudice to the generality of the foregoing
Ι	agree that:
	aintain full cover by a Medical Defence Organisation in respect of any private clinica I undertake; and
	emnify the University against any claim or liability whatsoever arising from my linical practice and the resultant treatment of patients.
Signed	
Name	
Date	

Annex D - comparison of external consultancy undertaken via NUC or Privately

	Consultancy work through Nottingham University Consultants (NUC)	Consultancy work undertaken Privately
Contracts, Legal and Risk Management		
Contract between client and individual	No	Yes
Liability disclaimer required (signed by client)	No	Yes
Contract between client and NUC (University)	Yes	No
Consultancy covered by University insurances, including	Yes	No
Professional Indemnity Insurance		
Contractual agreement and arrangements managed by	Yes	No
NUC on behalf of consultant		
Consultancy can be conducted using University premises,	Yes	No
letterhead, logo, e-mail etc		
University facilities and resources can be used (at full	Yes	No
economic cost)		
Financial		
Invoicing, financial administration and credit control	Yes	No
undertaken on consultant's behalf		
Personal tax administered by University, through payroll or	Yes	No
waiving of fees for tax free donation to University/personal		
donation account		