



Directorships, Consultancies, Outside Work & External Visiting Appointments Policy People and Culture

Introduction

The University recognises the benefits that outside work and visiting appointments, whether voluntary or remunerated can bring to both members of staff and the University.

It is however also acknowledged, that undertaking such work for external parties (as defined by this policy) can create both reputational and liability risks for the University and difficulties for staff members through the requirement for securing professional indemnity/public liability insurance, together with any conflict of interest.

The aim of this policy is therefore to provide a framework to support such activity while managing risks and any potential impact on the University. We encourage all members of staff to use these opportunities to enhance their own development and/or career whilst also enhancing the University's reputation. However, members of staff are reminded that their primary responsibility is to generate fees/income for, and to enhance the reputation of, the University.

All members of staff (applicable to both full and part time) must declare any external activities as defined by this policy. This policy defines the conditions which apply to any outside activities. It is the responsibility of each member of staff to adhere to the policy and this requirement is included in the Financial Manual which forms part of the contract of employment.

Definition of Outside Work

All members of staff are covered by this policy.

"Outside work" includes:

- any form of remunerated work including Directorships (executive or non-executive), consultancies, trusteeships, delivery of speeches and lectures and/or any regular part-time work undertaken outside normal contracted working hours.
- any voluntary work where the opportunity has arisen as a result of the member of staff's role, professional reputation or the reputation of the University and/or where this may conflict with working hours.
- any unpaid trusteeships.
- any visiting positions either within the UK or overseas (academic and non-academic), which have arisen as a result of the member of staff's role, professional reputation or the reputation of the University.

The following are outside the scope of this policy: royalties received for externally published materials (with the exception of work commissioned externally to the School); fees received for acting as an external examiner or external assessor by other Universities; payments for reviewing grant proposals, or appointments to Research Council Committees; work that is charitable (excluding trusteeships), local community based, unpaid, does not impact on working hours and is unrelated to the member of staff's professional capacity or where other arrangements are in place (e.g. school governor, councillor).

If in any doubt that the proposed outside work falls within the scope of this policy, the member of staff should seek the advice of their line manager or their local People and Culture team.

Members of staff may request up to 30 days per year normal working time (pro-rata for those on part-time hours) to undertake outside work¹. Approval will only be given where it is in the University's, School's/PSU's and members of staff's mutual best interests (following a conversation with the individual and their line manager to discuss the details of the work and any impact on their role at Cranfield and their wellbeing). Additional approval is required for any use of university branded materials, intellectual property or other resources.

Approval process

All members of staff must obtain the prior written approval of their Pro-Vice-Chancellor or their PSU Director, as appropriate, before any outside work is undertaken, and before accepting any visiting positions, (see below guidance notes).

PSU Directors will need to obtain the approval of the Chief Operating Officer.

Members of the Executive will need to obtain the approval of the Vice-Chancellor & Chief Executive for their own outside work or visiting positions.

The Vice-Chancellor & Chief Executive will need to obtain approval of the Pro-Chancellor for their own outside work or visiting positions.

The decision of the VC, PVC, COO or PSU Director to approve or not is final. A written record of all applications will be kept on the local Register of Interests which is held at School/PSU level.

Please see the guidance notes for further information.

Register of Interests / Annual Declaration

All applications relating to any 'outside work' requests, and resulting decisions, whether or not they are approved, must be recorded on a Register of Interests by the Vice-Chancellor, Pro-Vice-Chancellor, Chief Operating Officer or PSU Director as appropriate.

As each member of staff must confirm annually any current interests, the PVC Schools and PSU Director will send, on an annual basis, a communication to all staff in their respective areas reminding them of the need to declare any 'outside work' as defined by this Policy. An example template form is provided [below](#) for use, if required.

The locally held Register will be open to inspection by the Director of People and Culture or nominated deputy and Internal Audit.

New staff joining the University will be asked to declare any outside work/external activities/visiting positions prior to commencing their employment with the University. Declarations will be considered following the same process as stated in this policy.

Guidance notes

Academic staff

1. Employment of academic staff by the University is full-time, unless specified otherwise in contracts of employment. Priority must always be given to university workload and members of staff are expected to comply with all reasonable requests to take on University work.

¹ Exceptionally, more than 30 days may be requested and granted.

2. If a member of staff wishes to undertake any activities within the scope of this policy, a formal written request must be submitted to their PVC-School who will confirm the outcome to the individual and line manager. The request and the decision of whether to approve or not will be recorded on the Register of Interest by the School. This will need to be re-declared each year as part of the annual declaration process.
3. Any business (teaching, research or consultancy), which is offered to the University/School in the first place, is the "property" of the University/School. However, any work, which due to the size, nature or price could be treated as private work, should be discussed with the line manager and approved by the PVC School before the individual accepts the project/work.
4. Private consultancy or teaching work is permitted for members of academic staff who are carrying out their normal duties satisfactorily, meeting their targets, and where the work:
 - a. is not detrimental to the responsibilities of the appointment
 - b. is in the interests of the University/School
 - c. is approved in advance by the PVC
 - d. does not exceed 30 days per annum in total (which cannot be increased by counting weekends, holidays etc.) including travel time
 - e. apart from taking brief telephone/email messages, does not use administrative and other University facilities.
5. Any use of university branding, facilities, or other resources must be approved separately in advance by the PVC - School.
6. Work shall not be undertaken externally which may reasonably be expected to represent or create a conflict with the legitimate interests of the University or bring the University into disrepute. In particular, work for direct competitors is not allowed, particularly on short courses, but opportunities on degree programmes of other major schools may be accepted, where this enhances Cranfield University's reputation. Some external visiting positions may also create a potential conflict of interest. Therefore, the University requires members of staff to declare any offers of visiting positions (academic and otherwise), prior to acceptance, so that these can be assessed and if deemed appropriate, approved.
7. All continuing consultancies/directorships/trusteeships, outside work and visiting positions must be declared and approved on an annual basis, unless otherwise agreed in writing. Where a legitimate conflict of interest may arise with an existing declaration, this must be recorded on the Register of Interest as such.
8. It is to be made clear to the third party by the member of staff when they are acting in a personal and private capacity and the University has no liability for any advice, information or recommendations given. Members of staff are reminded that their failure to notify the third party does not alter the fact that no liability accrues to the University and that the member of staff may be personally liable for any damages which may result.

No intellectual property of the University or its clients is to be compromised and no confidential or restricted information disclosed (it should be noted that the generation of any intellectual property by a member of staff in the course of their employment, belongs to the University.)

Other staff

1. Employment of other staff by the University is full-time, unless specified otherwise in contracts of employment. Priority must always be given to university workload and members of staff are expected to comply with all reasonable requests to take on University work.
2. If members of staff are offered teaching, research, consultancy opportunities or a visiting position, the Guidelines for Academic Staff apply, as outlined above.

3. If a member of staff wishes to undertake any activities within the scope of this policy, this should be discussed initially with their line manager. A formal written request must be submitted to their PSU Director (or other senior manager as per the approval process section above) for consideration. The request and the decision of whether to approve or not will be recorded on the Register of Interest. The PSU Director will communicate the decision accordingly with the individual and line manager. This will need to be re-declared each year as part of the annual declaration process.

If the member of staff is line managed within a School, requests should be submitted to the PVC-School.

4. 'Outside work' is normally permitted as long as the member of staff is carrying out their normal duties satisfactorily, meeting their targets, and where it is not detrimental to the responsibilities of the appointment.
5. All continuing 'outside work' as defined by the policy, must be approved annually unless otherwise agreed in writing. Where a legitimate conflict of interest may exist, this must be recorded on the Register of Interest as such.
6. The Register of Interest for 'other staff' is held at a local level within each Professional Service Unit.

Professional Indemnity

The University's insurance policy only covers University related business, it does not cover any privately undertaken activities, paid or otherwise. Members of staff therefore may wish to take out personal professional indemnity insurance to cover their individual liabilities as appropriate.

Joint Ventures

The following additional criteria will apply where a separate legal entity is formed to enhance and exploit the academic reputation of the University, normally as a joint venture with members of faculty and external partners:

1. Approval of the Chair of Council and Vice-Chancellor must be obtained for members of the University to act as directors.
2. The members concerned may be asked to attend a course on their responsibilities as directors and their position in relation to liability of the legal entity.
3. Employment contracts with the University must be varied by a separate agreement to establish the basis of the work undertaken for the legal entity.

Retention of Fees

Retention of fee income is considered on a case-by-case basis and a decision is made in the best interest of the University and the individual.

All information received in relation to this policy will be stored and processed in line with applicable data protection legislation. To learn more about how we handle your data please review our [Privacy Notice](#).

Document Control

Document title	Directorships. Outside Work, Consultancies & External Visiting Appointments Policy
Originator name/document owner	Director of People and Culture
Professional Service Unit/Department	People and Culture
Implementation/effective date	1 January 2016 - policy not fully implemented until December 2017
Approval by and date	University Executive – 2016/2019/2021/2022
Date of last review and version number	April 2024, V5
Date of next review	April 2025
Title	Deputy Director, People and Culture
Information categorisation	Confidential – commercial
Where is the policy/procedure published?	Internally only (intranet)

Document Review

Version	Amendment	By	Date
V4	Policy reviewed to include: declaration of visiting appointments and unpaid trusteeships, change to responsibility of PSU staff approvals, wellbeing considerations and clarification of; non-approvals, approval of PSU Director declarations, professional indemnity and who the policy is applicable to.	Head of Reward, Policy & Compliance	May 2022
V5	Policy updated to reflect current terminology.	Deputy Director, People and Culture	April 2024

Template/example of annual declaration form



Directorships, Outside Work, Consultancies and external Visiting Appointments Annual Declaration Form

PERSONAL DETAILS				
Title:		School/PSU:		
First Name:		Job title:		
Surname:		Date:		
OUTSIDE WORK/VISITING POSITIONS TO DECLARE				
Type of Outside work	Activities/duties undertaken And/or Office/Visiting position held	Company/Institution name and Address	Dates position held (including any expiry date)	Anticipated annual time commitment (in days)
Remunerated work including Directorships, Consultancies, Trusteeships etc <input type="checkbox"/> Voluntary work (related to role/conflicting with working hours) <input type="checkbox"/> Unpaid trusteeship <input type="checkbox"/> Visiting position (includes UK and overseas) <input type="checkbox"/>				
Remunerated work including Directorships, Consultancies, Trusteeships etc <input type="checkbox"/> Voluntary work (related to role/conflicting with working hours) <input type="checkbox"/> Unpaid trusteeship <input type="checkbox"/> Visiting position (includes UK and overseas) <input type="checkbox"/>				
Remunerated work including Directorships, Consultancies, Trusteeships etc <input type="checkbox"/> Voluntary work (related to role/conflicting with working hours) <input type="checkbox"/> Unpaid trusteeship <input type="checkbox"/> Visiting position (includes UK and overseas) <input type="checkbox"/>				

Remunerated work including Directorships, Consultancies, Trusteeships etc <input type="checkbox"/> Voluntary work (related to role/conflicting with working hours) <input type="checkbox"/> Unpaid trusteeship <input type="checkbox"/> Visiting position (includes UK and overseas) <input type="checkbox"/>				
ADDITIONAL COMMENTS				

I confirm I have read and agree to the University's Policy for Directorships, Consultancies, Outside Work and external Visiting Appointments:

Signed..... Date.....

All information received via this form will be stored and processed in line with applicable data protection legislation. To learn more about how we handle staff data please view our [Privacy Notice](#)