



The Bartlett

# Partnership and Engagement

## A Guide for Staff

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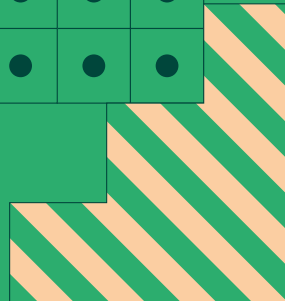
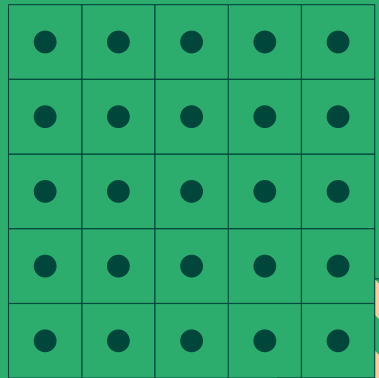
## A Guide

This leaflet aims to create shared understanding of the principles and processes that support partnership and engagement. It is intended for staff in The Bartlett Faculty of the Built Environment.

It has been compiled by professional services and academic staff who are committed to working in respectful and supportive ways with a wide variety of external organisations; and to ongoing reflection on how our approaches and systems can be improved.

It focuses on – and draws upon our experience in – partnerships with smaller-scale organisations, freelancers and community-based organisations.

It aims to gather some of the regulations and resources in one place; to be a springboard for sharing knowledge and improving practices; and to enable more efficient and consistent approaches.



# Prioritise Partnership

Partnership and collaboration are at the heart of UCL's activities. In the *Strategic Plan 2022–2027* UCL committed to fostering a culture of partnership where those we work with feel respected, supported and enabled.

Recent institutional strategies recognise the ever-broadening variety of organisations we work with; and an ongoing need to review the systems and policies through which partnership is enabled.

At The Bartlett, our strategic priorities – such as Equality Diversity and Inclusion, social justice, climate action – require diverse forms of collaboration with external partners, and for us to acknowledge and respect the knowledge, time and experiences of those we work with.

We often partner with organisations – small businesses, freelancers, community groups and individuals – who are operating in challenging conditions, with scarce resources. We proactively work with partners who face intersecting inequalities. It is vital to establish and manage partnerships in careful ways, which recognise and alleviate, rather than accentuate, barriers and injustices.

'Ensure financial processes are flexible and relational. Where possible, this should include allowing for one-off payments, allowing flexibility in disbursing funds, removing requirements for onerous documentation and speeding up payment for community partners who often face thin margins or financially precarious situations' Gillian Chan, James Paskins, Louise Archer, Niccola Hutchinson-Pascal, Saffron Woodcraft and Siobhan Morris, 'Recommendations for Universities', *Participatory Visions: Redesigning Research for Social Justice* UCL, 2023, p.17 <https://www.ucl.ac.uk/grand-challenges/case-studies/2023/mar/participatory-visions>.

# Engage Carefully

The legislative and policy frameworks and systems for engaging external organisations are complex and can present barriers for smaller-scale companies, freelancers and community-based organisations. They are often interpreted differently at departmental level.

## Paying Organisations

(see flow chart)

UCL systems enable payments to be made to existing suppliers with relative ease. Where existing suppliers are unable to provide the necessary goods or services, new suppliers may be set up, if the cost is between £1000–£5000 (the limit before there is a requirement to go to tender). Setting up suppliers can be time-consuming. It can also be demanding for small-scale organisations. They will be required to submit evidence of compliance with a range of policies and procedures (e.g. public liability insurance and UCL's net zero carbon policy). The process can place strain on researchers' establishment of trust-based relationships.

## Paying Individuals

(see flow chart)

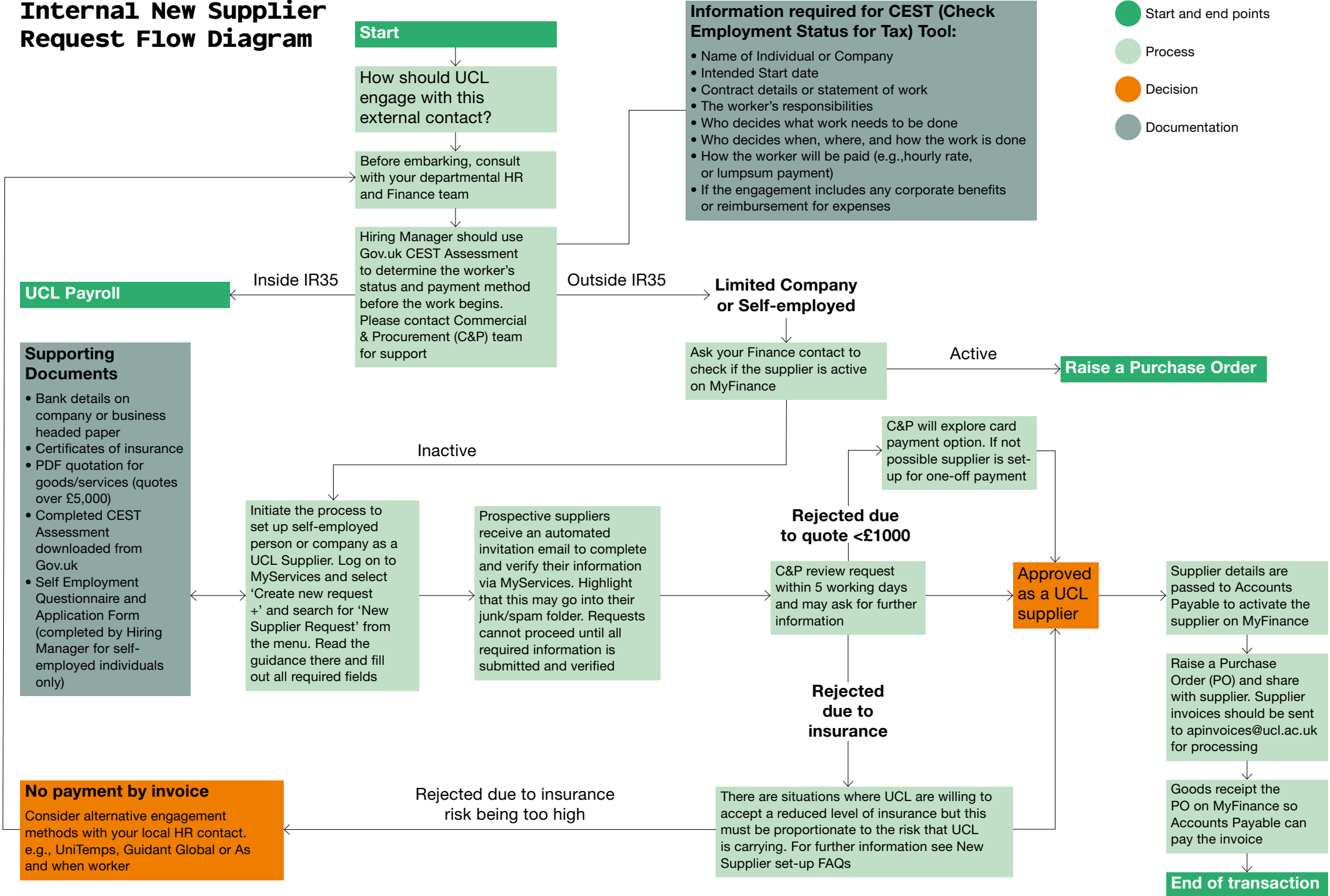
Individuals, such as visiting speakers and those engaged in research collaborations, including as freelance creatives, do not always meet the self-employment requirements for IR35 – which is how the Government's 'Off-Payroll Working Rules' are usually referred to. One-off payments allow greater flexibility, reducing the quantity of documentation needed (although Right-to-Work documents need to be verified before paid work commences). However, the number of one-off payments that may be made to an individual in any one tax year are limited, and the work must be undertaken over three consecutive days. One-off payments are subject to tax deductions, and there is a need to be mindful that self-employed collaborators may then need to reclaim tax at a later stage, and their tax code for other work may be affected.

IR35 and one-off payments do not always meet the needs for paying honoraria (e.g. for research participation), especially to vulnerable groups, such as asylum seekers, and those receiving state benefits, such as universal credit. In some circumstances, the Digital Visitor Expenses system can be used to pay honoraria.

**Given these complexities, if you are engaging any partners or collaborators in research, it is important to discuss options for payment with professional services colleagues at the earliest opportunity** to ensure compliance and avoid delays, which can cause reputational damage and breakdowns in partnerships. This also helps to develop shared understandings with professional services colleagues of the sensitivities and labour involved in carefully developing trusted relationships with partners. These are issues that The Bartlett Faculty take seriously.

# Internal New Supplier Request Flow Diagram

- Start and end points
- Process
- Decision
- Documentation



**Information required for CEST (Check Employment Status for Tax) Tool:**

- Name of Individual or Company
- Intended Start date
- Contract details or statement of work
- The worker's responsibilities
- Who decides what work needs to be done
- Who decides when, where, and how the work is done
- How the worker will be paid (e.g., hourly rate, or lumpsum payment)
- If the engagement includes any corporate benefits or reimbursement for expenses

**UCL Payroll**

**Supporting Documents**

- Bank details on company or business headed paper
- Certificates of insurance
- PDF quotation for goods/services (quotes over £5,000)
- Completed CEST Assessment downloaded from Gov.uk
- Self Employment Questionnaire and Application Form (completed by Hiring Manager for self-employed individuals only)

**No payment by invoice**  
 Consider alternative engagement methods with your local HR contact. e.g., UniTemps, Guidant Global or As and when worker

# Policies and Information

## For New Supplier Requests

Information on Commercial and Procurement Services for UCL Community

- <https://www.ucl.ac.uk/commercial-procurement/user/login?destination=node/3>

Information on requesting a new supplier for the UCL Community

- <https://www.ucl.ac.uk/commercial-procurement/user/login?destination=node/16>

New Supplier Requests FAQs

- <https://liveuclac.sharepoint.com/:w/s/CommercialandProcurementSharepoint/EXgU0>

Commercial and Procurement FAQs

- <https://www.ucl.ac.uk/commercial-procurement/user/login?destination=node/103>

You can use MyServices to troubleshoot or request support with your queries.

You can also email [procurement@ucl.ac.uk](mailto:procurement@ucl.ac.uk)

## For PAYE and Payroll payments

Guidance and Procedures on Engaging Employees, Workers and Third-Party Suppliers

The procedures governing the appointment of individuals and different working arrangements, when work is to be carried out in the UK.

- <https://www.ucl.ac.uk/human-resources/guidance-and-procedures-engagingemployees-workers-and-third-party-suppliers>

Procedure for Right-To-Work (RTW) checks and prevention of illegal working

- <https://www.ucl.ac.uk/human-resources/working-ucl/hrservices/immigration/procedure-right-work-checks-prevent-illegal-working-uk>

Pay Dates and Payroll Deadline Cut-off Dates

- <https://www.ucl.ac.uk/human-resources/pay-benefits/payroll-services/pay-datesand-cut-dates>

Digital Visitor Expenses (see 'External Individuals' section)

- <https://www.ucl.ac.uk/finance/expenses-insurance/policies-guidance/staff-and-nonstaff-expenses>

You can use MyServices to troubleshoot or request support with your queries.

## Other useful resources

The Bartlett Ethics Guidance

- [https://www.ucl.ac.uk/bartlett/sites/bartlett/files/bartlett\\_ethics\\_guidance\\_updated\\_july\\_2023.pdf](https://www.ucl.ac.uk/bartlett/sites/bartlett/files/bartlett_ethics_guidance_updated_july_2023.pdf)

Just Space Research Protocol

- <https://justspace.org.uk/history/research-protocol/>

## Methods of Payment

The two main methods of payment for external suppliers are PAYE through payroll or invoice through Finance.

Where the pathways show in the flow diagram are exhausted, before proceeding, the important thing is to discuss the options with your department Finance/HR or Professional Services contact accordingly.

## Feedback loop

The university has committed to continuously reviewing the systems that support partnership. We invite your feedback and will take this very seriously. This could be feedback in relation to the processes and policies in place, or suggestions for how to improve the information in this leaflet, or for ways of working in future. We are keen to learn from our partners about their needs and the barriers and injustices they face.

- <https://forms.office.com/e/AukQc5BKLC>

