

**From:** Anthony Kemp  
**Sent:** 09 July 2015 12:29  
**To:** Danny Millum  
**Subject:** Question re ongoing shared services plans

Dear Danny thank you for your email to Chris which I am responding to.

As you quite rightly point out the previous correspondence on this was nearly a year ago and a lot has happened during that time as our plans for delivering income back to the university to support academic continue to develop.

The trustees agreed in March for what was initially referred to as commercial shared services to be become a limited company guaranteed by share with the university been the sole shareholder, there are no plans to change that. This route offers a number of advantages to the university and satisfies the charity requirements for trading activities to be conducted at arm's length from the charitable body.

The turnover figures and respective returns are extracted directly from the work which was commissioned last year which led to the three options been consider by the trustees with Gamma been the chosen one.

Over the last 6 months there has been ongoing discussions with the teams who are forming CoSector and these discussions have led to a number of adjustments to the original proposals. These dialogues are ongoing and with regards to employment, new appointments made into CoSector directly will be made on the company's terms and conditions. Existing university staff will remain on their university employment terms and conditions unless they wish (on a date to be decided) to opt for the company's ones. They will be seconded to work for the company, the details of such an agreement has yet to be finalised and will be discussed with the staff and their representatives at the appropriate time.

The university currently operates a number of commercial activities from Senate house including UOLIA and Senate House Services and CoSector will be no different in that respect.

We do not have any plans to expand the model but we are always looking for ideas which we can explore around generating additional income if you have any please let me know

Kind Regards Anthony

Anthony Kemp  
CEO CoSector

**From:** Danny Millum  
**Sent:** 09 July 2015 09:36  
**To:** Chris Cobb  
**Cc:** Danny Millum  
**Subject:** RE: Question re ongoing Shared Services plans

Hi Chris

Sorry to pester you – I was wondering whether you'd had a chance to look at the questions below.

Staff in the different affected areas (and elsewhere in the University) are very keen to have these issues cleared up, especially as I believe these proposals are to go to the Board of Trustees next week.

If you could get back to me, or let me know who I might contact instead, that would be much appreciated.

Best wishes

Danny

**From:** Danny Millum  
**Sent:** 06 July 2015 14:13  
**To:** Chris Cobb  
**Cc:** Danny Millum  
**Subject:** RE: Question re ongoing Shared Services plans

Hi Chris

Hope all is well with you. I'm just writing to follow up on the correspondence we had last year, with some queries in the light of new developments.

Your email below states that the Shared Services business unit will be a 'department of the university'. However, it now seems that this business unit will in fact be a company called CoSector. This has raised a number of questions, which it would be great if you could answer:

1. Does this mean that the statement in your email is no longer valid? If so, at what point was this change decided upon?
2. Is the plan that current UoL staff would transfer under TUPE to this new company?
3. What options are available for UoL staff who do not intend to transfer under TUPE into CoSector?
4. TUPE transfer in the University sector does not cover pensions – what guarantees can the University of London give that staff transferred in this way would be able to remain part of USS / SAUL?
5. Will other terms and conditions remain the same in the new company, or could they also be changed (under the criteria permitted by TUPE legislation)?
6. What about new staff?
7. Will the new company maintain the University of London's union recognition agreements?
8. Much of the feedback by staff in earlier consultations centred around their desire to work for the University, rather than for a private company, and also stressed that the fact that these services were being provided by a University department was a selling point for prospective clients. How can these findings be reconciled with the Co-Sector proposals?
9. Who will hold the shares in Cosector? What about in the future?
10. Has the University of London taken legal advice to ensure that its covenant of use of Senate House will not be infringed by the establishment of the proposed company? What about in future, should more shares be transferred to private ownership?
11. The 'Building a new tomorrow' document has plans which are predicated on expanding turnover from £15m to £30m in the next 5 years, and generating a 10% profit. What evidence is there that these projections are realistic?

12. Are there plans to expand this model to other departments of the University of London?

Please do let me know if any of these queries require clarification

Best wishes

Danny

**From:** Chris Cobb  
**Sent:** 09 September 2014 14:37  
**To:** Danny Millum  
**Subject:** RE: Question re ongoing Shared Services plans

Hi Danny, I can confirm that we have decided that the Shared Services business unit will be a department of the university. This means that the pensions for staff transferring to that unit will be the same as for everyone else. I hope this reassures you.

Best wishes  
Chris

**From:** Chief Operating Officer  
**Sent:** 08 September 2014 15:53  
**To:** Chris Cobb  
**Subject:** FW: Question re ongoing Shared Services plans

FYI

Fiona

**Fiona Bernardone (Mrs)**  
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**From:** Danny Millum  
**Sent:** 08 September 2014 15:31  
**To:** Chief Operating Officer  
**Subject:** Question re ongoing Shared Services plans

Dear Chris

Sorry to bother you – I had meant to email you earlier re an answer you gave at the last All-Staff meeting, but it's taken me until now to get round to it.

I think the question was something like: 'Will staff lose their pensions under the proposed new Shared Services model?'

Your reply was really encouraging – you said that all staff would remain employed by the University of London, and so pensions would be unaffected.

I just wanted to clarify something, as the Shared Services Q&As from January state:

*Under option 1 the University of London would remain the employer and current pension and terms and conditions would apply i.e. no essential change. However, it may be possible to introduce additional terms similar to those that are prevalent in private organisations e.g. performance related rewards. Of course this would be easier in options 2 and 3. Under these joint venture options, TUPE legislation would apply. This safeguards employees' rights when there is a transfer of a business or service from one organisation to another. TUPE does not cover pensions, but instead any employees transferring would be offered membership as defined in the TUPE legislation. Under option 4 staff wouldn't be transferred and therefore existing terms conditions would be maintained.*

Does your answer at the All-Staff meeting mean that options 2 and 3 have been abandoned?

Many apologies if this matter has already been cleared up!

Best wishes

Danny