Shared Services for HE

Legal Issues

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Preliminary Issues

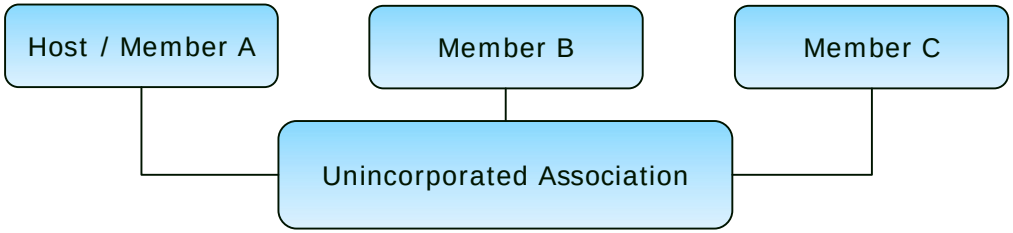
- Power to enter into arrangement
- Supplier or recipient?
- Shared services is not outsourcing or offshoring
- Sharing with non education institutions eg NHS Trusts or local authorities

How to Share Services

- Contract
- Unincorporated Association
- Legal entity – if so what type?

Key Issues

- VAT – but note joint employment and unincorporated association



- Control
- Sensitive information
- Profit or not for profit?
- Will it need to raise finance?

Conclusion

- Outcome must be bespoke
- Need to be flexible
- Exit route(s) important

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