

London South Bank University

	PAPER NO: HR.15(12)	
Board/Committee:	Human Resources Committee	
Date:	16 October 2012	
Paper title:	Reorganisations – update	
Author:	Katie Boyce, Director of Human Resources	
Executive sponsor:	Martin Earwicker, Vice Chancellor	
Recommendation by the Executive:	To note the paper	
Aspect of the Corporate Plan to which this will help deliver?	We are in a competitive world where student choice will become ever more important.	
Matter previously considered by:	HR Committee	On: 15 May 2012
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?	Trades Unions and affected staff	

Executive summary

The Committee is asked to note the update on reorganisations reported at the previous meeting and also to note the restructurings underway since the last Committee.

Update on reorganisations reported to the meeting on 15 May 2012 and reporting of further reorganisations currently underway.

1. Reorganisations reported to the meeting on 15 May 2012

i. Education Department

The reduction of 7.1 FTE positions was achieved through voluntary redundancy, transfers to other Departments and alternative work being found within the Faculty of Arts and Human Sciences. Whilst some staff are working their notice this reorganisation is now complete.

ii. Faculty of Business

As reported to the previous meeting the academic establishment of the Business Faculty as it stood was not well positioned to meet the challenges of new models of business education. Specifically the Faculty had to address the following issues:

- Vertical concentration on the top of SL grade (and to certain extent the top of the PL grade) , with extremely limited professorial capacity and no ability to recruit “new” academics
- Horizontal concentration not reflective of the subject areas of main focus over the next few years
- Almost all academics are “end career” whatever their grade, as evidenced by years of service and top-of-scale characteristics
- Turnover has been insignificant over the past few years, with the exception of retirements, with even these set to decline as a result of new legislation. There have been 2 resignations to take up academic posts elsewhere between 2008 and 2011.
- Low numbers of staff with doctorates
- Low level of externally recognised scholarly activity in key subject areas, and subsequent low academic profile
- Low level of effective engagement with employers, alumni etc.
- Low level of IGA

The Faculty proceeded with a voluntary severance programme and succeeded in releasing 19 people (3 in excess of its target) i.e. 2 sessional staff, 7 Senior Lecturers, 6 Principal Lecturers, 2 Professors and 2 Heads of Department.

iii. National Bakery School

In line with the University strategy FE provision in the NBS has closed. This restructuring is now well underway and 3 people (2.5FTE posts) remain at risk of redundancy.

iv. Residences and Catering

The Hub Café remains open in the Borough Road building. The three staff originally directly employed by LSBU have been redeployed to alternative employment within the University. The Hub is now run by ABM Catering, a third party service provider.

2. Reorganisations currently underway

i. Catering

We plan to outsource catering subject to a further paper being brought to the Board, the final decision being based on value for money. Potential third party providers are currently being considered and subsequent tenders will be subject to OJEU procurement legislation.

If a TUPE transfer goes ahead this would affect the entire catering staff which is currently 23 staff.

Consultation has commenced with the trade unions and staff concerned.

ii. Creation of an Academic Staff Development Unit

At the current time staff development of academic staff is delivered through a variety of sources at the University. Key areas are:

- The Education Department of the Faculty of Arts and Human Sciences (AHS) which has an established team experienced in leading and developing programmes such as Programmes for Learning & Teaching (PLTHE) and the Professional Doctorate in Education (Ed D).
- The Academic Quality Development Office (AQDO) which has two academic developers whose development work with academics is recognised within and beyond the institution.

This is underpinned by the Organisation and Staff Development Team (OSDT) that supports technical developments through provision of a wide range of technology-enhanced learning (TEL) courses.

A review of this provision and associated structures has been undertaken and the following sections detail the aims and business case and resultant proposed changes.

Aims:

1. To better manage delivery of the CLTHE/PLTHE within the University and embed as a central support function for academic staff.
2. To add a number of associated activities:
 - a) To establish a CPD framework for academic staff - utilising elements of the PLTHE but also based around faculty-oriented, one-day and 'drop in' sessions and leading on to the Ed D programme.
 - b) To develop a suite of activity for APLs and PGR students new to teaching (beginning with mandatory introductory sessions).
 - c) To develop targeted staff development and support for:
 - i) Specific activities (technology-enhanced learning, course development, assessment etc).
 - ii) Specific roles (e.g. course director, module leader, personal tutor, exam board chair, validation panel chair, academic misconduct officer etc).
 - d) To provide follow-on CPD for experienced staff -for example, around external examining (developing their capacity to become externals elsewhere).
3. To (in the medium term) develop a service which could be delivered to other providers - especially partner colleges and which could develop into income-generating activity (possibly as a separate 'arm' of the unit, within the Enterprise Company).
4. To overcome issues around continued funding of the CLTHE/PLTHE.
5. To effectively manage the University/s relationship with the Higher Education Academy - focused around:
 - a) Engagement with discipline specialists
 - b) Generating bids for funding
 - c) Encouraging and promoting academic staff to become Fellows, Senior Fellows and Principal Fellows of the HEA.
 - d) Supporting development of staff who wish to put themselves forward as National Teaching Fellows.

Conclusion:

It is clear that there is already the capability to support academic staff development at LSBU in order to enhance the student experience and transform the use of TEL. Ensuring the capacity to do this, however, requires a change in the focus of the available resources. This changed

focus would involve the PLTHE course team in working closer with the Academic Developers and some capacity from existing members of the Staff Organisation and Development Team. This new team could deliver all of the above at limited additional expense to the University over and above the existing salaries.

It is, therefore, proposed that an Academic Staff Development Unit (ASDU) is established. Responsible for strategic planning and funding of the CLTHE/PLTHE, it will be firmly embedded as a central support function for academic staff (whilst retaining links with the Education Department for accreditation, professional development and research purposes). The ASDU would incorporate the 3 members of the PLTHE team (1 FTE) from the Education Department and the 2 Academic Developers from AQDO. The Unit would report to the PVC (Academic). One grade 5 post will be created in AQDO to support the remaining administration of the Office.

The links with OSDT will be strengthened by a 'dotted' reporting line to the Deputy Director of OSDT. There would be increased support and collaboration with technical development such as Technology Enhanced Learning (TEL), Blackboard Virtual Learning (VLE), blended learning etc. and initial and continuing professional development such as linking the PLTHE to probation and Ed D to succession planning programmes.

Consultation has commenced with trade unions and affected staff.

3. Outcome of Reorganisations since 2010

The table attached updates the Committee on the programme of reorganisations that have taken place since May 2010.

Reorganisations commenced since May 2010

Year	No. Restructurings	No. posts disestablished (Head count)	Redeployed/appointed to new structures	Redundant (enhanced and statutory)	Left	Pending	Appeals
2010	14	149	52	69	28		10
2011	12	113	48	57	8		5
2012	4	36	4	24	4	4	0
Total	30	298	104	150	40	4	15

Of 298 posts at risk of redundancy over 3 years (detailed breakdown attached):

35% redeployed/appointed to new structures

50% redundant (79% on enhanced terms; 21% on statutory)

14% left or posts were vacant/temporary contracts came to an end

1% pending as consultation not yet completed.

Only 5% appealed, none of which were upheld.

To date, no employment tribunals have resulted from these restructurings.

In 2009, 5 restructurings took place which disestablished around 50 posts. 3 employment tribunals resulted, two of which were successfully defended by the University, and the third resulted in a £52k payment (net) for unfair dismissal. The claim of age discrimination was dismissed.

JM 3/10/12

SUMMARY OF RESTRUCTURINGS WHERE CONSULTATION COMMENCED MAY 2010

Fac/Dept	Posts Dis/est FTE	Posts Created FTE	Net Posts +/- FTE	Posts Dis/est Head count	Staff appoint'd New Structure	Enhanced Redundant	Statutory Redundant	Resigned Vacant End contract	Redeployed	Appeals	Redundant Costs	Annual Saving against post	Annual Cost against post	Overall Saving/Cost t against post
Academy of Sport	8.73	0	-8.73	15		5	3	7			41474	286273		244799
AQDO	5	2	-3	5	2			2	1	1		172565	6908	165657
BUS	9.86	3	-6.86	10	3	3		1	3		40030	257322		217292
CLSD	1.58	1.36	-0.22	11	4	3	1	3		1	4299	74230	63894	6037
E&F	1	1	0	1			1			1	3990	41834	56116	-18272
FIN A/C	9.4	8	-1.4	10	3	6	1			1	50048	520322	444659	25615
FIN FEES	4	5	1	4	2			2			0	145184	167523	-22339
HSC PLs	23	15	-8	23	13	6		4			88617	635004		546387
HSC Admin	10.57	8	-2.57	12	8	3	1				28664	111119	1861	80594
LLU+	35	1	-34	38	1	26	1	5	5	6	426239	1805528	52444	1326845
NBS	2	0	-2	2		2					25465	91248		65783
RCS	5.46	2.7	-2.76	8	2	2		4			17322	148139	23395	107422
ICT	4.8	4	-0.8	5	1	3			1		32465	155737	41367	81905
University Secretary	5	3	-2	5	2	1	1		1		5641	91920	62240	24039
TOTALS	125.4	54.06	-71.34	149	41	60	9	28	11	10	764254	4536425	920407	2851764

NOTES AND ASSUMPTIONS

Redundancy costs include redundancy payments only (other entitlements such as pay in lieu, holiday, and pensions not included)

Where staff appointed to new structure, cost/saving based on up/downgrades in new roles

NBS figures - posts created reduced from 0.6 to 0 as decided not to appoint to 0.6 'new' post

CLSD figures revised to show a more reflective figure using actual fte rather than post fte

LLU post figures reduced by .6 to reflect change in part time post numbers

Overall annual saving in the region of £2.85 m in year one (annual savings less redundancy costs). £3.6 m annually in deleted posts

As a October 2011 (based on headcount):

35% redeployed or appointed to new structure

40% opted for enhanced redundancy

6% statutory redundancy (3 of these 9 not eligible for enhanced)

19% natural wastage

Updated 31 October 2011



SUMMARY OF RESTRUCTURINGS WHERE CONSULTATION COMMENCED MARCH 2011

Fac/Dept	Posts Dis/est FTE	Posts Created FTE	Net Posts +/- FTE	Posts Dis/est Head count	Staff appoint'd New Structure	Enhanced Red'cy	Statutory Red'cy	Resigned Vacant End contract	Redeployed	Appeals	Redund'cy Costs	Savings against posts	Cost of new posts	Overall Saving/ Cost Yr 1	Overall Saving/Cost Yr 2
BUS - Admin	5.4	1	-4.4	6	1	3	2				81389	133652	30010	22253	103642
CLSD - Perry Lib	18.37	17.8	-0.6	28	9	9	9	1	0	3	306199	760446	779828	-325581	-19382
ESBE - Admin	2.3	2	-0.3	3	1		2			1	8600	72124	68060	-4536	4064
ICT	5	0	-5	5		4		1			86287	200770		114483	200770
HSC - Physio	3.4	0	-3.4	6	5			1				21685		21685	21685
Nursery	9.45	0	-9.45	12	0	5	6		1		59438	323061		263623	323061
R&C - BR	7.09	0	-7.09	8			1	1	6	1	11889	202304		190415	202304
RBDO	12.1	6	5.4	13	2	8		3			78980	702962	464544	159438	238418
Sports	3.63	4.2	0.57	10	10							113037	134082	-21045	-21045
Student Centre	10	12	2	10	7	1		1	1		1453	345939	477475	-132989	-131536
Whipps X	5.95	0	-5.95	9		3	3		3		62315	246598		184283	246598
AHS - Misc	3	0	-3	3		1			2		14490	125881		111391	125881
TOTALS	85.69	43	-42.69	113	35	34	23	8	13	5	711040	3248459	1953999	583420	1294460

NOTES AND ASSUMPTIONS

Redundancy costs include redundancy payments, solicitor's fees and pension (where appropriate/known).
 Contractual entitlements such as pay in lieu of leave or notice, and training/outplacement costs not included.
 Potential restructuring in CERC of 4 posts did not materialise as contract with Sellafield was extended

Updated 3 Oct 2012

Overall annual saving in the region of £0.58 m in year one (annual savings less redundancy costs). £1.29 m annually in deleted posts

Based on headcount:

43% redeployed or appointed to new structure

30% opted for enhanced redundancy

20% statutory redundancy

7% natural wastage

SUMMARY OF RESTRUCTURINGS WHERE CONSULTATION COMMENCED MAY 2012

Fac/Dept	Posts Dis/est FTE	Posts Created FTE	Net Posts +/- FTE	Posts Dis/est Head count	Staff appoint'd New Structure	Enhanced Red'cy	Statutory Red'cy	Resigned Vacant End contract Transfer	Redeployed	Pending	Redund'cy Costs	Savings against posts	Cost of new posts	Overall Saving/ Cost Yr 1	Overall Saving/Cost Yr 2
BUS - VS	16.05		-16.05	18		18					600492	1012796		412304	1012796
Education	7.2	3.4	-3.8	10		6		3	1		150925	481361	187619	142817	293742
R&C HUB	3.09		-3.09	4				1	3			82998		82998	82998
NBS	3.6	1	-2.6	4						4				0	0
TOTALS	29.94	4.4	-25.54	36	0	24	0	4	4	4	751417	1577155	187619	638119	1389536

NOTES AND ASSUMPTIONS

Redundancy costs include redundancy payments, PILON where paid, solicitor's fees and pension (where appropriate/known).
Other costs such as pay in lieu of holiday and training/outplacement costs not included.

10-Jul-12

Overall annual saving in the region of £638K in year one (annual savings less redundancy costs). £1.38 m annually in deleted posts.

This assumes none of the posts in BUS are replaced which will not be the case.

As at 10 July 2012 (based on headcount):

11 % redeployed or appointed to new structure

67% opted for enhanced redundancy

0% statutory redundancy

11 % natural wastage

11 % pending