

	CONFIDENTIAL	PAPER NO: HR.09(12)
Board/Committee:	Human Resources Committee	
Date:	15 May 2012	
Paper title:	Restructuring	
Author:	Katie Boyce, Director of Human Resources	
Executive sponsor:	Martin Earwicker, Vice Chancellor	
Recommendation by the Executive:	To note 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	

Executive summary

- The University continues to review and restructure staffing structures to ensure that we manage staff costs, offer appropriate and relevant courses, and address issues of quality.
- The Committee is asked to note that restructuring is currently underway in the Faculties of Arts and Human Sciences, Business, the National Bakery School, and the Residences and Catering department.

Matter previously considered by:	n/a	On:
Further approval required?	No	On:
Communications – who should be made aware of the decision?	Trades Unions and affected staff	

Restructuring

Education Department - Faculty of Arts and Human Sciences

Reason

1. This restructuring is underway (consultation commenced with trades unions on 29 March 2012) to address issues of:
 - Internal budget – For 2011/12 AHS is on track to achieve a contribution rate of 40.3%. Education’s forecast contribution rate is 25.65% and this needs to be addressed
 - External Quality ratings – in the Newly Qualified Teachers (NQT) survey in 2011 the Education Department was rated 64 out of 65 providers. The Department has been “red rated” in the teaching of synthetic phonics by the Teachers Development Agency and consequently the Agency is now working with the Department on an action plan to address this.
 - External Funding – The Department is facing significant downturn in income for 2012/13. In 2010/11 it generated £4.1M in income. For 2012/13 the Finance Department forecast £3.2M.

Proposed Action

2. The action which will be taken involves focussing the course portfolio on initial teaching training, the management structure will be streamlined and staffing costs will be reduced by £500k. The net reduction in posts will be 7.1 FTE and will be achieved by compulsory redundancy although staff in affected pools can opt (volunteer) for redundancy.

Faculty of Business

Reason

3. The current academic establishment of the Faculty as it stands is not well positioned to deliver against the proposed strategy or to compete effectively as new entrants and models of business education begin to gain traction over the coming years. The main issues can be summarised as follows:
 - Vertical concentration on the top of senior lecturer (SL) grade (and to certain extent the top of the principal lecturer (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 income generating activity

Proposed Action

4. The Faculty will offer a voluntary severance scheme to all academic staff aimed at addressing the vertical concentration of staff on the top of SL and PL scales. This will then free up vacancies which can be used to recruit more Lecturer level staff who also possess PhD's. It is estimated that up to 16 staff might leave through this process and up to 7 lecturers may be recruited.
5. Arrangements are currently being put in place for this scheme and consultation with unions and staff is planned for 18 May 2012.

National Bakery School

Reason

6. In line with the University's strategy we plan to close FE provision in the NBS and focus on HE.

Proposed Action

7. This will result in the compulsory redundancy of 2.5 FTE posts. Consultation with unions and staff is planned for mid-end May 2012.

Residences and Catering

Reason

8. Within the Student Centre development there will be a café and a small café/bar. These services will be operated by a nominated service provider. Requests have been received from AHS and ESBE to retain the Hub Café service, albeit on a considerably reduced basis ie. 09.30-14.30 and limited to semester teaching weeks only. This request will be subject to final budget allocation. Should budgets allow the Hub Café service to be maintained, this will be incorporated into the scope of services provided by the nominated service partner. It is assumed that any transfer of service will take place in August 2012 and any posts in the Hub Café at that point will be transferred to the service provider in accordance with TUPE regulations.
9. If during the budget process it is decided to close the Hub then affected staff will be subject to compulsory redundancy.

Planned Action

10. This proposal will therefore result in either the TUPE transfer or redundancy of 4 members of staff. Consultation with unions and staff has commenced.