

**APPROVED** minutes

DRAFT – prepared by the committee secretary  
UNAPPROVED – signed off by the Senior Officer/Chair of the committee  
APPROVED – formally approved by the committee



The University of Manchester

**STAFFING COMMITTEE**

**22 September 2021**

**Present:** Mrs Ann Barnes (Chair), Dr Reinmar Hager, Mr Robin Phillips and Professor Danielle George.

**In attendance for all items:** Professor Dame Nancy Rothwell (President and Vice-Chancellor), Patrick Hackett (Registrar, Secretary and Chief Operating Officer), Karen Heaton (Director of Human Resources), Adele Mackinlay (Director of People and Organisational Development), Sara Sawicki (Employment Solicitor), and Sally Ainsworth (Governance Manager) (minutes).

**1 Declaration of Interests**

**Noted:** that there were no declarations of interest in relation to the agenda.

**2 Minutes of the Previous Meeting:**

**Agreed:** to approve the minutes of the 15 July 2021 meeting.

**3 Matters Arising**

**Noted:** the Committee were informed that UCU had announced a ballot on strike action, with regards to USS pensions disputes, Ballots will open on Monday 18 October. It was noted that the outcome would not be announced in time for the next meeting of the Committee on 3 November 2021.

**4 Report from the President and Vice-Chancellor proposing the use of compulsory redundancies to reduce the number of posts within Researcher Development, the FSE Technicians Restructure and the Protein Expression Facility**

**Received:** a report requesting Staffing Committee to consider a proposal in relation to the use of compulsory redundancies to reduce the number of posts within Researcher Development, the FSE Technicians Restructure and the Protein Expression Facility.

**Noted:** The following reasons for the proposed redundancies were reported:

- i. On 21 July 2021, the Board of Governors approved the University entering into collective consultation with the trade unions on proposals to restructure

the delivery of Researcher Development, and on 19 May 2021 to restructure the Technician Delivery model in the Faculty of Science and Engineering and closure of the Protein Expression Facility. The voluntary severance scheme has not attracted sufficient applications to meet the required reduction in roles and it was necessary to move to compulsory redundancy in line with Part III of Ordinance XXIII.

**Redacted – restricted information**

- ii. The restructure will create a new single Researcher Development team in the Directorate of Research and Business Engagement (RBE) replacing Researcher Development teams in the Faculty of Humanities (FoH), Faculty of Science and Engineering (FSE) and RBE. The proposed number of posts “in scope” is eight moving to 6 posts in the new structure, resulting in a reduction of two posts, both at grade 7. A targeted voluntary severance scheme was opened on 29 July 2021 and closed on 5 September 2021 for Grade 7 staff “in scope and at risk” resulting in one accepted application, which is fewer than the required reduction in posts. There have been no recent resignations which could be taken into account to reduce the number of posts to be lost and no redeployment opportunities. Vacancy management control of posts has been in place for some time and, where appropriate, external recruitment has been suspended. Therefore we now need to move to compulsory redundancy to remove **Redacted – restricted information**. Any staff selected for compulsory redundancy will remain as redeployees up to their termination date of 27 January 2022.
- iii. The Faculty of Science & Engineering aims to deliver a sector-leading Technical and Experimental Service for the benefit of the University through improved skills and capabilities and a new delivery model which will optimise efficiencies, technologies and facilities. The restructure of this service placed 69 posts “in scope” and 30 posts “in scope and at risk”, with a required reduction of six posts. The creation of 18 new posts results in a net increase of 12 posts. A targeted voluntary severance scheme was opened on 27 May 2021 and closed on 8 July 2021 which resulted in no applications and therefore the required reduction in posts has not been achieved. It is unlikely that the required skillsets for the remaining new roles will be met by all the remaining staff “in scope and at risk” who have not been directly matched to a new role or appointed to a suitable alternative role. Given this, we now need to move to compulsory redundancy to **Redacted – restricted information**. **Redacted – restricted information** reference is included here to provide an overall picture. Any staff selected for compulsory redundancy will remain as redeployees up to their termination date of 25 November 2021.
- iv. The research that MIB currently conducts and is likely to pursue in the future will predominantly see protein expression carried out within research groups. The conclusion reached is that the PEF is not financially viable and closure is the only viable option. As a consequence, there were two posts “in scope and at risk”, at grade 7 and **Redacted – restricted information**. **Redacted – restricted information**

**information** reference is included here to provide an overall picture. A targeted voluntary severance scheme was opened on 27 May 2021 and closed on 8 July 2021, which resulted in no applications and therefore the required reduction in posts has not been achieved. One member of Grade 7 staff did leave through [REDACTED]

[REDACTED] **Redacted – restricted information** Given the closure of the Protein Expression Facility, we now need to move to compulsory redundancy for the remaining posts. Any staff selected for compulsory redundancy will remain as redeployees up to their termination date of 25 November 2021.

- a) In response to comment and challenge from Staffing Committee members, the following assurances were provided:
- i. that staff had all been made aware of the differences between the payments they would receive under voluntary severance (VS) and compulsory redundancy (CR), but had still chosen CR due to a number of other potential benefits, such as applying for other jobs at the University.
  - ii. If staff are on the redeployee list, they are able to apply for jobs at a lower grade than they are currently on. It was noted that the length of time that staff would receive salary protection had decreased.

**Agreed:** having given full and proper consideration to the issues presented, to recommend to the Board of Governors that:

- a) The University should give full and proper consideration to the progress made as presented in this paper and the proposals following closure of the Voluntary Severance Scheme.
- b) Part III of Ordinance XXIII to effect the proposed compulsory redundancies across [REDACTED] **Redacted – restricted information** in the Directorate for Research, Business and Engagement, Faculty of Science and Engineering and the Faculty of Humanities, if required, should be instituted.
- c) Part III of Ordinance XXIII to effect the proposed compulsory redundancies across [REDACTED] **Redacted – restricted information** if required, should be instituted.
- d) Part III of Ordinance XXIII to effect the proposed compulsory redundancies across [REDACTED] **Redacted – restricted information** if required, should be instituted.

**5. Update from the Director of Human Resources on the Student Experience Programme Cohort 2b the Library Reshaping Project, the leadership and management restructure within IT Services**

**Received:** a report updating Staffing Committee on the Student Experience Programme Cohort 2b, the Library Reshaping Project, the leadership and management restructure within IT Services.

**Noted:**

**a) Student Experience Programme – Cohort 2b**

On 21 July 2021 the Board approved progressing into formal consultation with the trade unions to implement the next phase of the Student Experience Programme (SEP) which covers grades 6 to 9 resulting in 223.3 (FTE) posts 'in scope' of which 27 (FTE) are 'in scope and at risk', 208.2 (FTE) new posts leaving an overall reduction of 15.1 (FTE) posts.

It is expected that the majority of individuals 'in scope and at risk' will take up the new posts and that the remainder will accept voluntary severance.

Voluntary Severance panels are scheduled for mid-September. Once these panels have met and the populating the structure has been completed (we expect some movement between grades) we will be in a position to assess the need for compulsory redundancy. It should be noted that due to the increase in student numbers there is an increase in vacancies which may be redeployment opportunities for some of the 'at risk' staff. Again therefore minimising the need for compulsory redundancy.

The Committee were informed that a communication had been received from members of staff within the Widening Participation Team and the Careers Service, expressing concerns regarding the SEP, and had asked for the letter to be shared with members of the Board of Governors. The Committee were informed that whilst discussions had been held regarding the concerns, and a full and detailed response had been provided regarding all of the concerns raised, the letter would not be shared with the Board, as this was not a governance matter.

For transparency, the response had been shared with the Chair of the Board and the Chair of the Staffing Committee, and they were happy that a complete and full response had been provided.

Committee members requested that for future reports, a table detailing the overall view on any such further updates, be provided within the committee papers, detailing the overall number of redeployees, resignations, etc.

Committee members were assured that the increase in student numbers had been considered in relation to the impact on SEP, but that the programme would remain unchanged.

**b) IT Services Leadership and Management Restructure**

In May 2021 the Board of Governors approved entering into formal consultation with the trade unions on reshaping the IT Services (ITS) leadership and management structure resulting in a reduction of 20 posts at grades 8 and 9, the creation of 15 new posts leaving a net reduction of five (FTE) posts.

The final outcome of the restructure and redundancy selection process is set out below:-

- 15 staff were considered to be 'in scope and at risk' of redundancy - 4 Grade 9 staff and 11 staff at Grade 8.
- One resignation was received from a grade 8 member of staff.
- Four staff have left or will leave the organisation through the Voluntary Severance Scheme - two staff at Grade 9, and two staff at Grade 8. Termination dates for these individuals are between 31 July 2021 and 30 September 2021.
- One Grade 8 member of staff has left via compulsory redundancy.
- Two staff are in trial periods in their new roles and their compulsory redundancy has been suspended pending the outcome.
- Nine staff were successfully redeployed into newly created roles in the new structure - two Grade 9 staff and seven staff at Grade 8.

The new structure is effective from 20 September 2021.

**c) Library Reshaping Programme**

In February 2021 the Board of Governors approved entering into formal consultation with the trade unions on the final phase of the Library Reshaping Programme in which 70.87 (FTE) posts would be lost, 61.5 new roles created, resulting in a net reduction in posts of 9.37 (FTE) from an 'in scope and at risk' pool of 103.45 (FTE) posts.

**6. Any other business**

- a) The Committee were updated on the major incident which had occurred on campus on 22 September, as a result of a burst water main. Damage to buildings had been limited, and all would re-open on 23 September, with the exception of the Samuel Alexander Building, which would require some repair work. The University and the Students' Union had been praised for their partnership working throughout the incident.
- b) The Chair of the Committee extended her thanks to Karen Heaton, who had attended her last Staffing Committee meeting in her role as Director of HR. The Chair noted that the Director's knowledge and understanding of the HR issues had been invaluable to the Committee and Governors over the years, and wished her well in her retirement.

**9. Next meeting**

**Noted:** that the next scheduled meeting of Staffing Committee would be 3 November 2021.