

Consultation Document
A proposal for restructuring the
Schools of Medicine, Biomedical Sciences and the
Institute of Psychiatry

Introduction

King's has built a reputation for excellence and has established itself as a world class university. Our success has been built on growing research volumes in key areas, improving research quality, developing our resources and offering quality teaching to attract the best students in an increasingly competitive environment.

The world in which universities like King's operate has changed substantially in recent years. Student expectations have risen with the trebling of tuition fees, and the pressure of global competition for students, staff and funding has never been greater for universities like ours. Meanwhile, UK public funding for universities, especially for teaching and for capital grants, has been dramatically reduced. Many universities are facing difficult decisions as they deal with this volatile environment and try to ensure they are as prepared as possible for the future.

The College is faced with two main related challenges. The first is that of maintaining and improving our position as one of the world's leading institutions and ensuring that the structure and configuration of the university is best suited to serve that purpose. The second is the financial challenges faced by King's on account of changes in the external funding environment especially as they relate to the Health Schools. As currently constituted, a significant proportion of the Health Schools are not financially sustainable, having now been in deficit for several years. After having explored and accounted for possibilities of revenue sharing, revenue increases and other possibilities, it is proposed to reduce the academic workforce within the specified health schools. It is intended that any cost reduction efforts in the College, including the proposed redundancy exercise will be conducted in a manner that allows us to maintain our position as a world class university.

Scope of the exercise

Initial modelling indicates that up to 120 academic staff may be dismissed for reason of redundancy in the specified schools. The numbers of academic staff in each school are as follows:

BMS	Medicine	IoP
170	320	287

The College will seek to redeploy staff as may be possible and will introduce a voluntary leavers' scheme to run alongside this process. It is anticipated that any staff selected for redundancy will be issued with notice of dismissal during August 2014 with the first dismissals taking place in November 2014.

Proposed Approach

In the first phase the proposed selection criteria of research income and teaching contribution will be used to determine an initial potentially at risk pool. There will be an opportunity for individuals to update/validate their research data prior to the provisional application of the criteria to identify the potentially at risk pool. A panel comprising the senior management responsible for the relevant school and the Vice Principal responsible for the Health Schools, namely, Professor Sir Robert Lechler, Professor Anne Greenough, Professor Simon Howell and Professor Shitij Kapur will decide which roles or individuals should be excluded from the potentially at risk pool on the basis of having a damaging and/or disproportionate impact on the delivery of education programmes, the student experience, research outputs, service delivery and King's reputation, if they were to be dismissed.

During the next phase individual consultation meetings will take place with those potentially at risk of redundancy. These individuals will have an opportunity to make written representations in the form of a standard template. This may include other research contributions (e.g. high impact papers, co-investigator on grants etc.) or other contributions to education (e.g. PGR supervision, PGT course leadership etc.) or other forms of critical service to the College's mission (e.g. critical link with external partners etc.) in the standard template and these will be considered by the panel.

Final selection for purposes of redundancy and the provisional decision to terminate will be made by a panel comprising: Professor Sir Robert Lechler, Professor Anne Greenough, Professor Simon Howell, Professor Shitij Kapur, Professor Karen O'Brien, Chris Mottershead, Rachel Parr & Carol Ford.

The proposed selection criteria for the initial potentially at risk pool are:

1. Research grant income as lead principal Investigator
2. Education input in terms of teaching contact hours

1 Research Grant Income

The period of assessment will be from 1 August 2012 onwards.

Grant income as lead principal investigator will be based on an annual apportioned value for each grant. The proposed levels of grant income expected, in an annual apportioned year, for academic staff will be as indicated in the table below.

The grant expectation at the IoP is higher given the higher research concentration in the School..

	BMS/Medicine	IoP
Professor	£150,000	£200,000
Reader	£90,000	£125,000
Senior Lecturer	£60,000	£100,000
Lecturer	£40,000	£50,000

Grants not showing a lead Principal Investigator will be equally apportioned between all named Principal Investigators/co-Principal Investigators named on the grant.

2. Education Input

Data for the evaluation of education input will be extracted from the 2013/14 teaching data base and the qualifiable threshold for teaching input will be according to the table below.

	BMS/Medicine	IoP
Teaching Contact Hours	100 hours	75 hours

The teaching contact hours at the IoP are lower, given the higher research concentration in this School .

Special circumstances such as parental leave, long term health issues, etc. will be taken into account with each individual having an opportunity to declare any such circumstances in the template that will be issued as part of the individual consultation process.

Exclusions

This exercise will specifically exclude:

- Staff appointed to an academic position on or after 1 August 2012
- Clinical lecturers
- Staff on 0.4 Fte or less
- Heads of Schools and leads of education in the School

Consultation process

This proposal is subject to consultation with the recognised trade unions and individual staff members who may potentially be affected. The College is committed to a meaningful consultation with the trade unions and the proposals in this document are subject to a formal collective consultation period of a minimum of 45 days. The first collective consultation meeting will signify the start of this process.

During this period any member of staff, or their trade union representatives, may ask questions, request further information and/or submit proposals for consideration, including options for avoiding potential job losses to their trade union representatives or Divisional/Departmental heads as may be appropriate.

Individual consultation meetings will be held with staff identified as being potentially at risk of redundancy with the purpose of these meetings being to consider the specific impact on each person and to mitigate against job loss if possible.

At the end of the consultation period the final outcome will be communicated to staff.

The College will take all reasonable steps to avoid redundancies; staff at risk of redundancy will be considered for redeployment opportunities as appropriate and the College will work with them to avoid compulsory redundancies. The College will operate a voluntary severance scheme the details of which will be published in due course. Any payments under this scheme will be in accordance with the College's Severance Scheme which includes the statutory redundancy payment.

Proposed Timescale

13 May 2014	Open staff briefing
14 May 2014	Formal start to consultation – initial meeting with trade unions
During May/June 2014	Meetings as required
2 - 13 June 2014	Individual meetings with staff identified potentially at risk
16 - 20 June 2014	Panel Review
w/c 27 June 2014	Collective consultation meeting
7 July 2014	Anticipated end of the formal consultation period.
10 July 2014	Staff/Unions notified of outcome of consultation
14 July 2014	Formal Individual staff notification staff confirming provisional decision to terminate
w/c 14 & 21 July 2014	Individual consultation meetings
w/c 28 July 2014	Review meetings for at risk staff (as requested)
8 August 2014	Formal notice letters of dismissal issued