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**Senate**

Subject: Progress Report on Implementation of New Organisational Structure

**Origin: Project Management Board Meetings held on 4 April, 9 May and 20 June 2011**

**Executive Summary:**

This paper summarises key issues discussed by the Structure Implementation Project Management Board (PMB) at meetings held on 4 April, 9 May and 20 June 2011. One further meeting of the PMB is planned on 11 July 2011.

**Senate Action Required:**

Senate is asked:

* to NOTE the discussions that have taken place.
* To APPROVE recommendations relating to the governance of the Teacher Education Unit

**1. Background**

This report summarises the issues that have been discussed since the last meeting of Senate in March. Many of the issues discussed by the Project Management Board are being presented as specific items for approval by Senate and a note of this is included in the following report.

**2. School Appointments**

Since the last meeting of Senate, appointments have been made to the School Senior Management Teams. The PMB has received regular updates on this and a summary of the latest position is attached. At its last meeting, the PMB also received progress reports from the Deans(Elect) on the formation of the new Schools. This has been circulated to all School Deans and Operations Managers to help with the sharing of good practice.

**3. Learning & Teaching**

Proposals relating to the governance structure for Student Recruitment and Admissions and the distribution of AD(T) supra-School responsibilities have been accepted. The proposals ensure that Deans will be fully involved on discussions student populations and intakes; there will also be a Marketing, Recruitment and Access Strategy Group that will report regularly to Senate via the PVC(T). In terms of the AD(T)s supra-School responsibilities, the aim is to ensure that these are distributed evenly and that the AD(T) role does not exceed 0.2FTE of staff time. The frequency of meetings will be discussed with the AD(T)s at their first meeting and a review will be undertaken after one year.

The Learning and Teaching Working Group has now concluded its work and any further issues will be progressed through the Learning & Teaching Committee.

**4. Research & Enterprise**

Changes to the Committee structure relating to Enterprise have now been agreed and are included in a separate paper to Senate. No further meetings of the Working Group are planned and any further issues will be progressed via the relevant Research and Enterprise Committees.

**5. Infrastructure Working Group**

As reported at the last meeting of Senate, the Working Group has identified a number of areas where improvements could be made and these are now being progressed using existing processes. The Working Group has also recommended that a University-wide database of research and IT infrastructure should be established to facilitate the sharing of resources. The proposal is to expand the existing ‘Kit-Cat’ project in Materials Engineering to achieve this and the PVC(R) has been asked to take this forward. No further meetings of the Working Group are planned.

**6. Academic Governance Working Group**

A considerable amount of work has been undertaken by the Group since the last meeting of Senate and proposals on University Committees and amendments to the Charter, Statutes, Ordinances and Regulations are included as separate items on the Senate Agenda. The Group has now concluded its work and any further issues will be progressed through the normal channels.

**7. HR Issues Working Group**

Recommendations from the HR Issues Working Group on Reward Review, Promotions to Senior Lecturer and Academic Probation Monitoring have been considered by the PMB and are included as separate items on the Senate Agenda. The revised person specification for the Head of Department has also been agreed and is included as a separate item on the Senate agenda.

Other issues considered by the PMB have been the practical implications of implementing the new support structures in Schools. The PMB has emphasised the importance of effective communication and this has been raised with Deans at ALT. The PMB has recognised that implementing new support structures will take time and the process is likely to extend beyond 1 August 2011.

The importance of supporting the new School Senior Management Teams has also been highlighted. A dialogue with the Deans(elect) is ongoing to help ensure a tailored programme to suit the needs of participants. A development programme for Operations Managers has also been put in place.

**8. Teacher Education Unit**

The PMB received an update from the Deputy Vice Chancellor and Provost. Following discussions with the Deans of the LDS and SSEHS as well the Dean elect of School of the Arts, English and Drama and the PVC(T), the Provost had recommended that all academic programmes and staff remain in the Schools of SSEHS and LDS. Governance of Teacher Education and the academic leadership of relevant programmes and modules would be undertaken within the University Schools framework, in a similar manner to other postgraduate programme arrangements. Programme Leaders would work through their Learning and Teaching Committees (with usual arrangements for any joint course provision) reporting to, and receiving guidance from, their AD(T). A programme meeting, similar to the current management meeting, would coordinate detailed arrangements for programme delivery, in the same way as other programmes do.

The Provost recommended the establishment of a Teacher Education Co-ordinating Committee which would be chaired by one of the Deans of School. Professor Terry Kavanagh would assume this role in the first instance. The PMB agreed the recommendations proposed by the Provost for recommendation to Senate and noted that line management of staff in the Teacher Education Unit would remain in the School of SSEHS.

**9. Interface Issues**

Discussions have taken place within the Working Groups, ALT and Services Working Together on the interface between Support Services and Schools. A detailed interface matrix has been prepared as an immediate sign-posting tool for new postholders within the new organisational structure and discussions are taking place about the way in which this matrix can be kept up to date.

**10. Communication**

FAQs on the web have been updated and a flow-chart of internal communication in the new structure has been produced. Proposals on team briefings will be progressed in conjunction with ELT/ALT and there will be further discussion at the next meeting of the PMB in July.

Changes to the University website are also under discussion and PMB members are keen to ensure that, during the transitional period of the project, the challenge of producing and presenting consistent university WebPages, whilst maintaining School identity will be achieved. The Director of Marketing and Communications has been asked to discuss changes required with Deans(Elect) and Operations Managers.

**11. Project Review**

The PMB has started to consider the arrangements for project review. A half year review had been undertaken in February 2011 but a review at the end of the project is also required. The PMB agreed that feedback should be sought from PMB members, members and secretaries of the Working Groups and members of the original University Structure PMB and this will be considered at its next meeting. A review during 2011/12 will also be required and details are currently under consideration.

**12. Restructuring & Beyond – Outstanding Tasks**

The PMB has been keen to ensure that process improvement activities extend into 2011/12. Regular meetings between the Chief Operating Officer and the Operations Managers will provide a useful forum for discussion of these issues. Proposals from the individual working groups have been obtained and proposals for taking this forward will be presented to the July meeting of the PMB.

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