

# **UCL Culture Department Reorganisation Proposal**

# Today we will cover the following:

- Objectives
- Rationale
- Proposal
  - Overview of finance and FTE
  - Structure
- Process
  - Ring-fence arrangements and process for at-risk staff
  - Consultation process
  - Timetable
- Sources of support
- Summary
- Questions

# Objectives

- **Improved Integration**

- Three new function areas
- Facilitate cross-departmental working aligned with UCL strategy
- Increase collaboration between functions
- Standardised processes and procedure
- Greater efficiencies and consistent delivery

- **Increase Flexibility**

- Create functional Heads
- Quick response to staffing needs
- Ability to respond to interdisciplinary research
- Ability to respond to major institutional changes
- Remove single-point-of-failure scenarios
- Develop cross-training

- **Increase Capacity**

- Front line (museums, collections management)
- Theatre reopening
- Working with researchers (theatre and elsewhere)
- Evaluation
- Public engagement with teaching

# Rationale for change

- Alignment to UCL mission and vision
- Address the organic development of structures
- Need for flexibility
- Clear lines of responsibility and improved accountability
- Improved clarity and consistency for service users about the UCL Culture offer
- Balanced spans of control and reporting lines
- Efficient and even distribution of resources
- Improved opportunities for career development
- Improved governance and internal reporting
- Improved flexibility and responsiveness

# Overview of finance and FTE

- This proposal increases our staffing costs by 1% in year one rising to 3% in year three

Grade	FTE Current	FTE Proposed	FTE Difference
10	1.16	1.16	0.00
9	2.80	2.8	0.00
8	9.60	7.6	- 2.00
7	20.10	21.6	+ 1.50
6	7.60	8.2	+ 0.60
5	5.24	7.8	+ 2.56
3	2.00	2.0	0.00
Total	48.50	51.16	+ 2.66

# Approach to Proposed Department Reorganisation

- New job titles, job descriptions and person specifications
- Job evaluation process and outcomes
- No grade/pay increases for Leadership Team



# Organisational Hierarchy

Executive Director G10

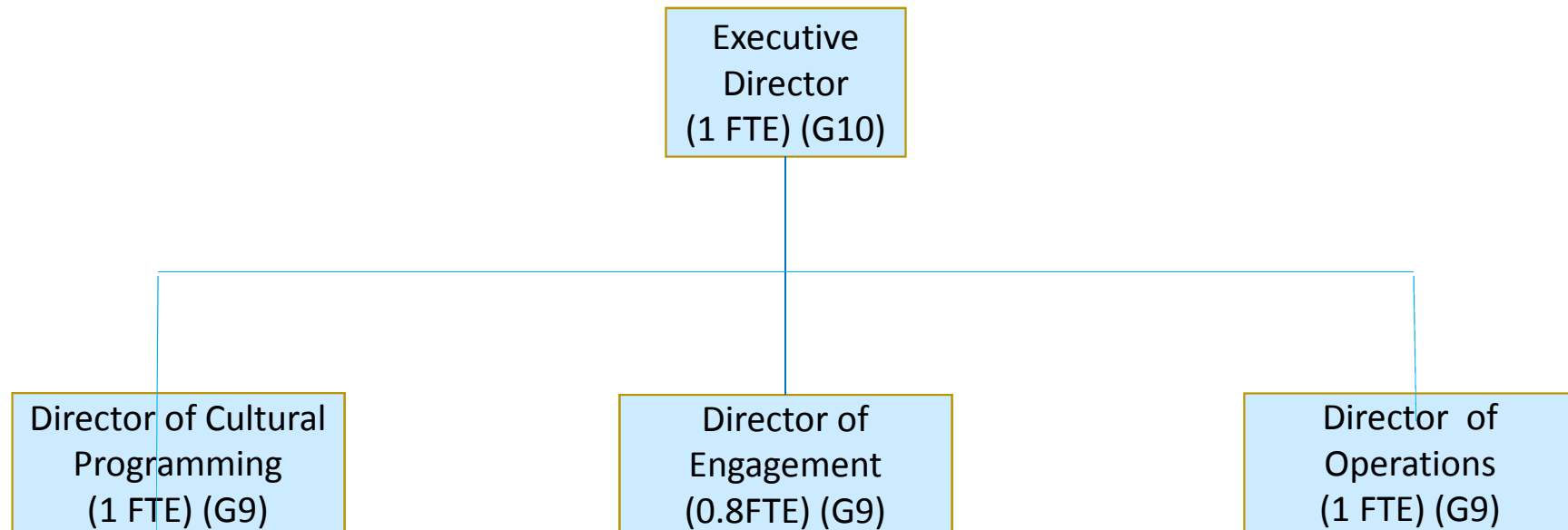
Directors G9

Heads of G8

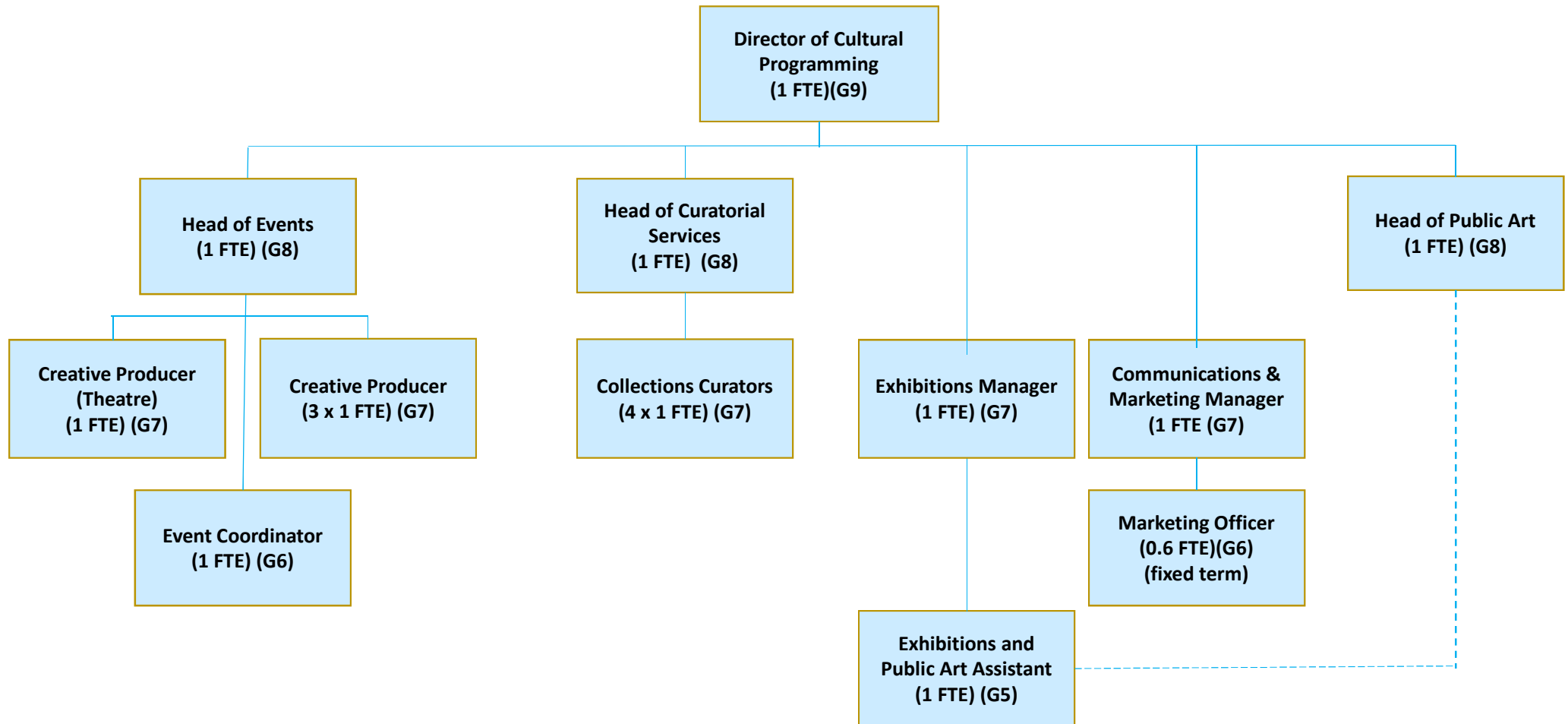
Managers / Consultants /  
Producers G7

Operational G6/G5/G3

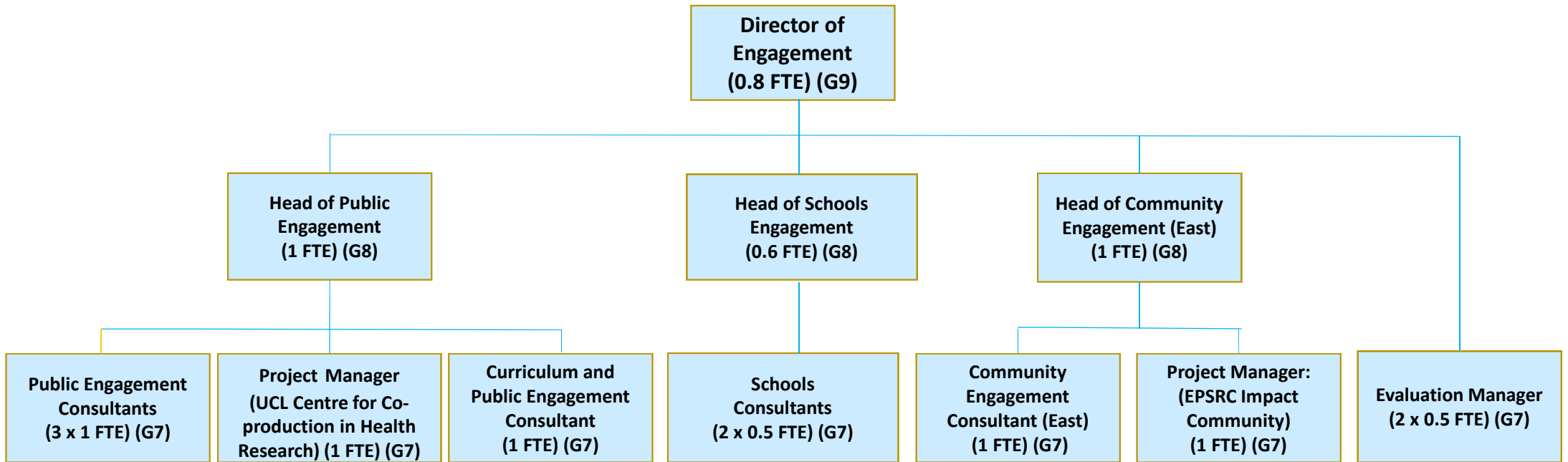
## UCL Culture Leadership Team – Proposed Structure



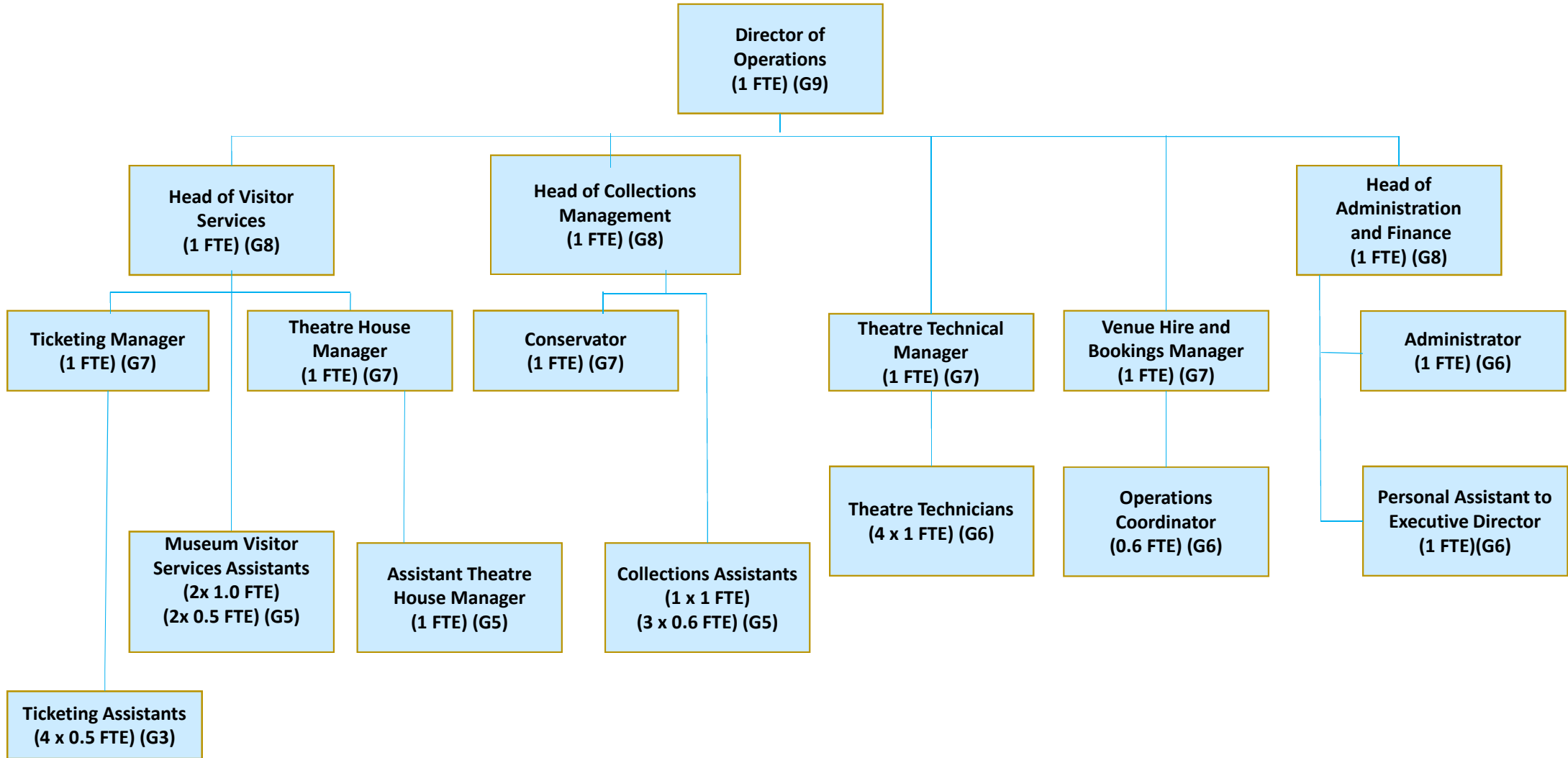
# Cultural Programming: Proposed Structure



# Engagement: Proposed Structure



# Operations: Proposed Structure



## Powerpoint slides for re-structure proposal for UCL Culture as presented by its Director 13 Feb 2018

Removed Posts	New/vacant Posts
Museum Manager: Grant Museum G8	Head of Events G8
Museum Manager: Art Museum G8	Head of Curatorial Services G8
Museum Manager: Petrie Museum G8	Head of Visitor Services G8
IT & Box Office Manager G8	Head of Public Engagement G8
Senior Conservator G8	Creative Producer (Theatre) G7
Teaching Fellow G8 (transfer)	Creative Producer G7
Senior Administrator G7	Ticketing Manager G7
Visitor Services Officer: Petrie Museum G6	Venue Hire and Bookings Manager G7
	Public Engagement Consultant – SLASH/IOE G7
	Curriculum and Public Engagement Consultant G7
	Schools Consultant G7
	Evaluation Manager G7
	Event Coordinator G6
	Operations Coordinator G6 (0.6 FTE)
	Theatre Technicians G6 (2 x 1.0 FTE)
	Exhibitions and Public Art Assistant G5
	Assistant Theatre House Manager G5
	Museum Visitor Services Assistant G5 (2 x 1.0 FTE and 2 x 0.5 FTE)
	Ticketing Assistants G3 (2 x 0.5 FTE)

# Ring-fence / Assimilation arrangements and process for staff affected

- All at-risk staff can submit Expressions of Interest for all vacant posts
- All candidates will be considered on their merit and against the person specification. However preference will be given to those on the grade most closely associated to the grade of the new role
- Following consultation all staff in roles that are to be assimilated will be notified. There is no need for these staff to submit Expressions of Interest or re-apply for their roles

# Consultation process

- Consultation launch 13/02/18 – UCL Culture staff
- Staff at-risk of redundancy will have meetings scheduled from 15/02/18
- You can respond to the consultation in writing (email; [culture.re-design@ucl.ac.uk](mailto:culture.re-design@ucl.ac.uk))
- Consultation closes 13/03/18
  - Responses reviewed by Director and SMT
- Announcement of outcome 20/03/18
- Implementation phase begins



# Sources of Support

- One to one meetings (any member of SMT)
- We are aware that re-organisations can be stressful for staff and we remind you that UCL has a number of support mechanisms in place such as the Employee Assistance Programme [http://www.ucl.ac.uk/hr/occ\\_health/services/emp\\_assistance\\_program.php](http://www.ucl.ac.uk/hr/occ_health/services/emp_assistance_program.php). We can also look out for each other, be mutually supportive and understanding of others' situation.
- UCL's Organisational Change Procedure provides general guidance on the organisation change process and can be found at <https://www.ucl.ac.uk/human-resources/organisational-change-procedure>

# Summary

- How can I respond to the consultation?
- Who else is included in the consultation?
- What information will I receive and when?
- Where can I go to for support and advice?
- How long will the process take?
- What about transition arrangements?
- Business as usual during consultation and transition

# Questions