



## **Resourcing Review Committee (RRC) Terms of Reference and Constitution 2023/24**

### **Purpose**

- 1) To review and approve resourcing requests as detailed below to ensure that the organisation is appropriately resourced in terms of capacity and capability, in line with organisational priorities:
  - i. Recruitment for all new and existing posts (Grades 1-8, Clinical grades and Professorial & Senior Administration) permanent and temporary/fixed term duration of 3 months or longer, including those through agencies and paid on invoice. This includes posts agreed as part of the planning round but does not include posts that are 100% grant funded.
  - ii. Extension of fixed-term contracts or increase in hours for roles that are fully or partially funded by SGUL (ie not including posts that are 100% grant funded).
  - iii. Changes to terms for all existing post holders, regardless of funding source. This includes appointment to permanency and remuneration changes, such as pay increases, allowances or regrading (this list is not exhaustive). This is to ensure parity across the organisation.
  - iv. Any restructuring proposals for all grades. Relevant details should be provided in accordance with the guidance on preparing a business case for restructuring, given as Appendix 2.
  - v. Engagement of self-employed workers, eg professional consultants through a personal service company or agency, in any circumstances at any level.
  - vi. Applications for early retirement or voluntary redundancy scheme.
  - vii. Any post which is either:
    - a. a SGUL post partially-funded by a NHS Trust; or
    - b. a NHS Trust post for which a number of PAs will be funded by SGUL.
  - viii. Starting salaries above the third incremental point of the relevant grade also require approval, which may be sought prior to the role being advertised or at the time of appointment. RRC have delegated approval for higher starting salaries to the Directors of Finance and HR&OD.

Any post which has not been advertised within three months of being approved at RRC will need to be re-approved.

- 2) To make recommendations to Executive Board/Council regarding the annual pay settlement or wider remuneration changes eg pension changes.
- 3) To receive relevant information relating to payroll costs, workforce profile including key trends for consideration.

The Committee has authority delegated from the Executive Board to agree proposals set out above.

**Membership**

Vice-Chancellor (Chair)  
Deputy Vice-Chancellors  
Director of Finance  
Chief Operating Officer  
Director of HR&OD

**Quorum**

Vice-Chancellor (may elect Deputy Vice-Chancellor to deputise in her absence)  
At least one Deputy Vice-Chancellor (in addition to any Deputy Vice-Chancellor deputising for the Vice-Chancellor)  
Chief Operating Officer or Director of Finance  
Director of HR&OD (or designated alternate)

A member of the HR, GLAS or Vice-Chancellor's Office team will provide administration for the Committee.

## APPENDIX 1

### Staffing Changes – Approval Process Guidance 2022/23

#### Resourcing Review Committee (RRC)

- All new and replacement posts of 3 months or longer, including those agreed as part of the planning round and agency workers or those paid on invoice.
- Extension of fixed-term contract or increase in hours for roles funded or part-funded by SGUL
- Changes to terms for existing post holders, eg permanency, pay increase, allowances or regrading
- Any restructuring proposals for all grades
- Engagement of self-employed workers
- Applications for early retirement or voluntary redundancy scheme
- Any post which is either an SGUL post partially-funded by a NHS Trust or a NHS Trust post for which a number of PAs will be funded by SGUL

#### Finance / JRES / HR

- Temporary appointments up to 3 months, including agency workers
- JRES approval required for any posts, contract extensions or change in hours which are grant funded, including new grant funded posts
- Directors of Finance and HR&OD have delegated authority to approve starting salaries above the third incremental point of the relevant grade. This approval may be sought prior to the role being advertised or at the time of appointment

## Appendix 2: Preparing a business case for restructuring – RRC Guidance Note

The Resourcing Review Committee (RRC) considers and approves all proposals for restructuring. This guidance sets out what information needs to be provided in order for RRC to be able to consider a proposal.

- 1) **Background to the proposal** – to include any significant information regarding the current context of the department (eg new/changed leadership, any reviews/audits that have been conducted leading to this proposal etc).
- 2) **The rationale for change** – outline the business case for change, including key drivers (eg financial, operational), how it is aligned to strategic priorities both at an organisational and departmental level, what is the expected impact of the changes proposed, what is the impact of not making the changes.
- 3) **Current and proposed structure** – including organisation charts to show both current and proposed structure, highlighting any key changes including where new roles are being proposed. Identify indicative grades and be clear to use roles rather than names of individuals.
- 4) **Alternative options** that have been considered, ie alternative structures and why these are not being proposed.
- 5) **People implications** as a result of these changes (eg roles at risk of redundancy, roles requiring some level of amendment, regrading etc). Consider any wider implications regarding culture impact here.
- 6) **A financial summary** of the cost of the structure. This should be prepared in consultation with the relevant Finance contact. The new cost should be compared against the current budget and include consideration of both ongoing cost (eg new salaries) as well as one off costs (eg redundancy pay, notice pay), as well as where savings have been identified in order to facilitate, or as a result of, the changes, including any vacancy savings. Set out the longer-term position eg year 1, year 2 if it is likely to change. Consider any further costs including training or recruitment that may be required as a result of these changes.
- 7) **An equality impact assessment** which considers the demographic profile of people affected in order to consider whether there is a disproportionate impact on any particular group or protected characteristic. If a disproportionate impact is to be found, it needs to be considered and justified as to why.
- 8) **Timetable** for the restructuring exercise, which considers consultation obligations and annual leave which may need to be factored in. Indicate key roles/responsibilities eg who will lead on different aspects of the restructuring exercise.
- 9) **All job descriptions** for new or revised roles. If new roles are approved by RRC as part of a restructure, they do not need to be resubmitted to RRC for approval prior to advertising if advertised within 3 months.

Any restructuring proposals should be developed in conjunction with a member of the HR team.