

Rationale for Staff Realignment in the Faculty of Creative Arts and Humanities

Introduction

Liverpool Hope University has a long tradition of delivering high-quality teaching and research within the contexts offered by the rich intellectual innovation and cultural heritage of the Arts and Humanities.

However, in recent years, we have witnessed a sustained and significant decline in student recruitment across several subject areas within the Faculty of Creative Arts and Humanities. It might be borne in mind that Arts and Humanities subject areas have been facing significant challenges throughout the UK Higher Education sector for a number of years. Despite ongoing efforts to address these challenges through a variety of initiatives including — curriculum development and revision, programme repositioning, enhanced outreach, and marketing activities—the decline in student numbers in certain areas persists, impacting the financial viability and long-term sustainability of specific academic programmes and in turn that of the whole Faculty.

As a result, we are now required to consider a number of difficult but necessary proposals regarding staffing levels and alignment priorities within the Faculty.

The proposals outlined below will address a variety of financial pressures and inefficiencies while at the same time allow us to realign our staffing so that we can better meet current student demand and build toward a sustainable future for the faculty. All of the measures proposed below plan for the continued delivery of existing programmes – at this stage no programme closures are suggested – and to simultaneously address the workload implications for course delivery, administration, research and scholarship.

Please note that an EIA has been prepared, its principles will underpin the processes outlined below and as a ‘live document’ it will be revisited on a very regular basis.

While recognising the seriousness of this process, we remain committed to acting with care, fairness, and transparency. We will ensure that all affected colleagues are treated with dignity and respect, and that appropriate support and consultation mechanisms are in place throughout.

Fundamentals of the Proposal

In order to – as it were - ‘future-proof’ the Faculty of Creative Arts and Humanities there is a need – as mentioned above - to address certain areas of the business where there are imbalances of staffing as well as consistent decline in student numbers. Furthermore, in order to secure the future of the Faculty’s business there is also a need to realign staffing in certain areas that more readily match current student recruitment interests and trends.

The proposal outlined below will potentially see a reduction in staff across the Faculty of Creative Arts and Humanities by **11 (headcount)**. The sustained decline in student enrolments as intimated above within specific subject areas over recent years has resulted in a reduction in the volume of teaching and related academic work in those areas. This reduction in demand and workload makes it necessary to review and adjust staffing levels accordingly. It also suggests some re-grouping of subject areas to effect healthier business potential for the future.

It is believed that these potential reductions in staffing will still allow for the resilience required in the continued delivery of existing programmes; this process will seek to minimise the impact upon the

student experience. The faculty must ensure that its staffing reflects actual and anticipated workload requirements. This includes the potential reduction and reorganisation of roles and resources to better support evolving business and educational needs across the Schools. This proposal also takes into consideration the staffing capacity required for the delivery of current Foundation Year and PGT/PGR as well as a number of new UG and PGT currently in development for launch in 2025 and 2026. Added to this there has been consideration given over to achieving balance between teaching and research and teaching and learning staff.

The Process

Management of Change

The University will work with UCU and colleagues to follow the law on redundancy. At a collective and individual level as confirmed in the S188 forwarded to the union'. In line with this, the University's primary objective is to **minimise the need for Compulsory Redundancies** wherever possible.

Consultation

A key aspect of the University approach is consultation. This is focused through consultation with the recognised trade union UCU (although consultation with the staff (individually and in groups) is also important.

In the School of Humanities the following measures are proposed:

- There is no proposed change to the staffing in the areas of **History** and **Politics and International Relations**.
- **Creative Writing** and **English Literature** are to be combined in terms of future academic offerings.
- **English Language** – the proposal is based on the low student recruitment to this area for a number of years this subject team should move forward with staffing of 2. The intention is that, moving forward, colleagues will focus on developing a curriculum that supports and aligns with Journalism, Communications, and English Language. **This measure will mean that there will be a potential redundancy from a head count of 4 to a potential headcount of 2 in this area.**
- **Media and Communications and Journalism** – this subject cluster is a growth area for the School. This would allow for the potential of a fractional re-deployment opportunity.
- **Theology and Religion** – due to low student recruitment to this area, the reduction in demand and workload makes it necessary to review and adjust staffing levels accordingly. In order to operate efficiently and effectively it is proposed that the academic staff complement be potentially reduced from a head count of 6 to 2. Theology, historically central to Liverpool Hope University's academic identity, has experienced a marked decline in student recruitment over recent years. This very unfortunate trend reflects broader national patterns, where interest in such programmes has significantly diminished across the UK higher education sector.

- **Philosophy** Because of the relatively healthy student recruitment figures to this programme, it is currently out of scope for this process; there is a potential redeployment opportunity here.

In the School of Creative and Performing Arts the following measures are proposed:

- **DDP** to potentially reduce its academic team by 1 headcount (current headcount is 13). The rationale for this proposal is due to declining student recruitment in areas of Dance, Drama and Theatre. This very unfortunate trend is also reflected nationally.
- **Music** to potentially reduce its music performance resource by 1 headcount (Current headcount for the entire music subject cluster is 11) (Professional Tutors are out scope for this proposal as are staff in the areas of **Musical Theatre and Music Production**). The rationale for this proposal is due to declining student recruitment in certain areas of the Music performance provision coupled with the need to create a more sustainable offering).
- **Design** to potentially reduce its academic team by 2 (Current headcount is 5). The rationale for this proposal is due to declining student recruitment in areas of the Design disciplines in recent years and this has resulted in the reduction of teaching and related academic work in this area which has made it necessary to potentially adjust the staffing levels in this discipline.
- **Film, TV, Radio and Media Production** to potentially reduce its academic team by 1 (Current headcount is 6). The rationale for this proposal is due to declining student recruitment in the areas of Film, TV, Radio and Media Production in recent years and this has resulted in the reduction of teaching and related academic work in this area which has made it necessary to potentially adjust the staffing levels in this discipline.
- **Fine Art and Graphic Design** are out of scope of this process. These areas offer a redeployment opportunity.

Summary for Faculty of Creative Arts and Humanities

Proposed total number of posts to be removed: 6.2 FTE

Total at risk - 23

Total Potential Head Count Loss - 11

Arts and Humanities

At risk 13

Potential Head Count Loss - 6

Creative and Performing Arts

At risk 10

Potential Head Count Loss - 5

Proposed headcount - Based on contract type - Based on Faculty and School Need

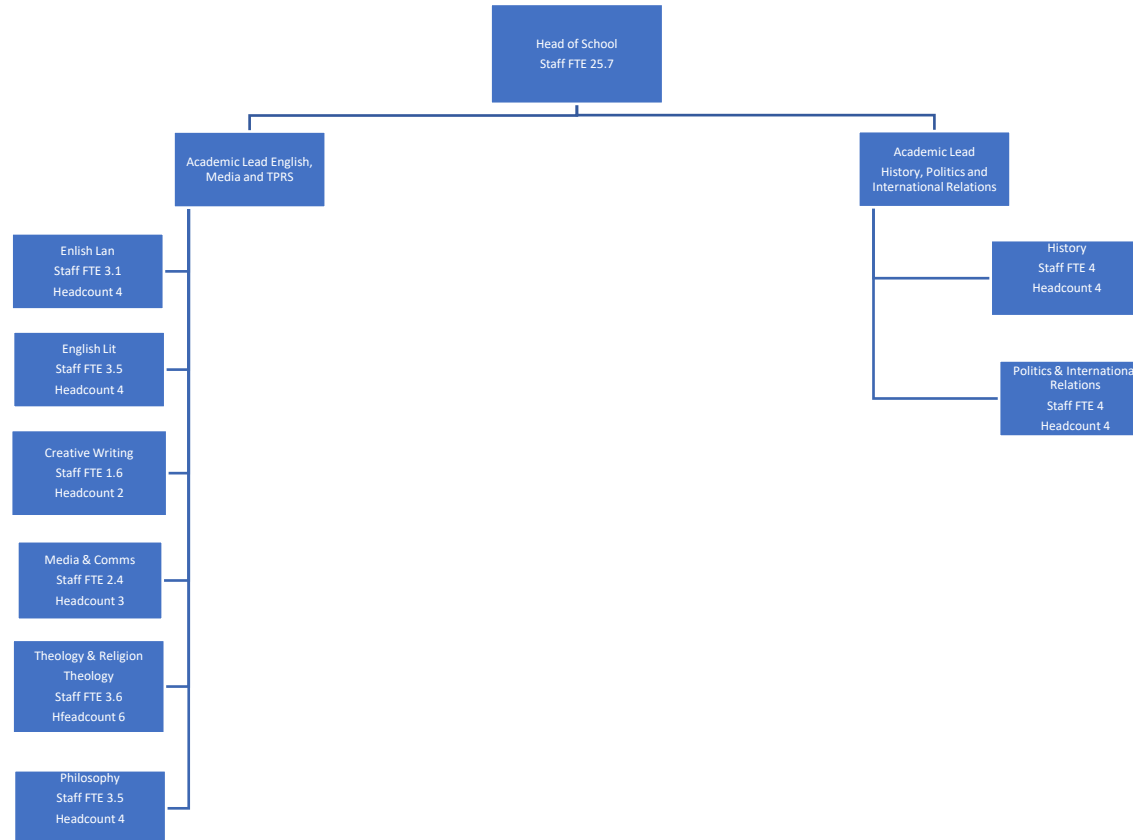
FTE Loss

Area	Teaching & Research			Teaching		
	From	To	Reduction	From	To	Reduction
English - English Language	SL 3.1fte	SL 2fte	-1.1			
Theology and Religious Studies	SL 0.8fte AP / PROF 2.5fte	SL 0.6fte AP / PROF 1 fte	-0.2 -1.5	PL 0.3fte	PL 0 fte	-0.3
Media Arts – TV, Film and Radio				PT / SPT 3.8fte	PT / SPT 3.3fte	-0.5
Performing Arts - Drama and Performance Studies	SL 4fte	SL3 fte	-1			
Visual Arts – Fashion and Design				PT 1.8fte	PT 0.8fte	-1
Music – Music Performance	L 0.6fte	L 0 fte	-0.4			

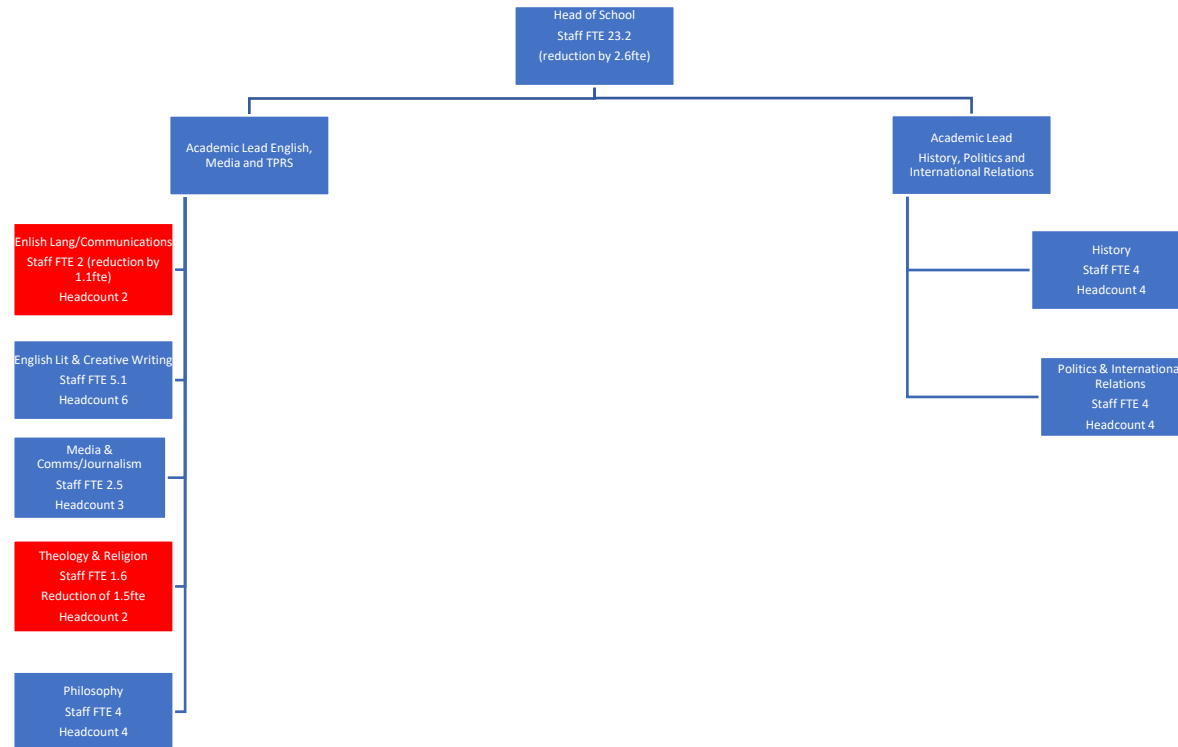
Loss by Head Count - Worst Case

Area	Teaching & Research	Teaching
English - English Language	SL - 2 out of 4	
Theology and Religious Studies	SL -1 out of 2 AP / PROF – 2 out of 3	PL 1 out of 1
Media Arts – TV, Film and Radio		PT / SPT – 1 out of 4
Performing Arts - Drama and Performance Studies	SL – 1 out of 4	
Visual Arts – Fashion and Design		PT – 2 out of 4
Music – Music Performance	L – 1 out of 1	

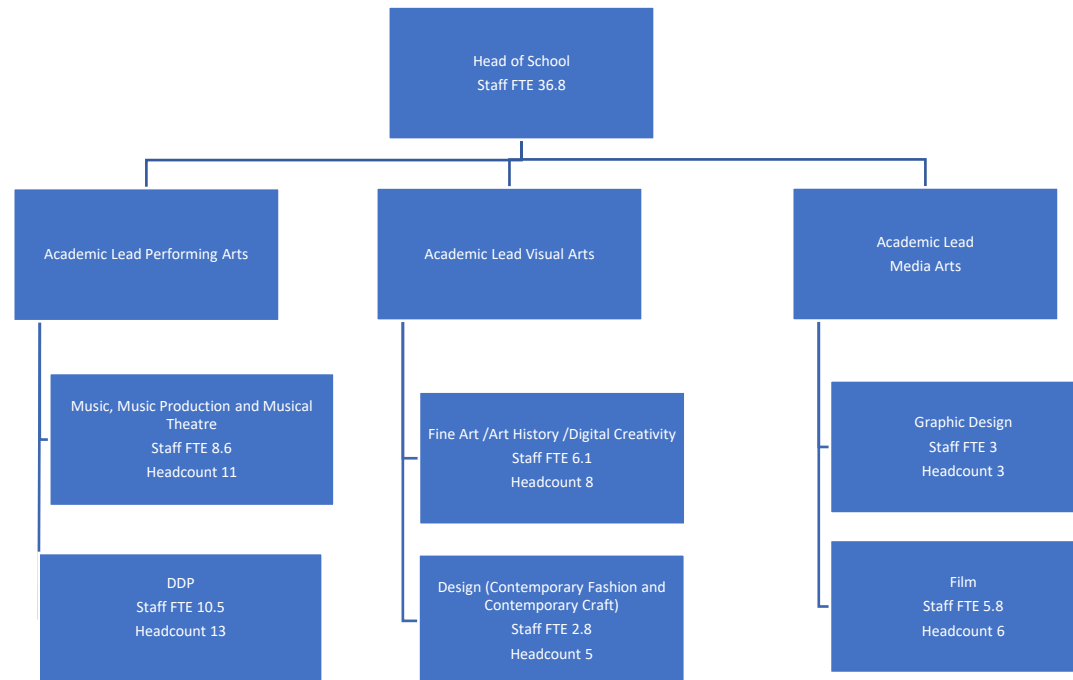
School of Humanities Current Structure



School of Humanities New Structure (potential reduction of 2.5fte)



School of Creative and Performing Arts Current Structure



School of Creative and Performing Arts New Structure (potential reduction of 3.5fte)

