



Senate

Paper Title	School of Medicine and Dentistry, Blizard Institute Reorganisation
Outcome requested	Senate are asked to approve academic units (Centres) following the Blizard Institute Reorganisation
Points for Senate members to note and further information	A proposal for the reorganisation of the Blizard Institute was approved by QMSE at the meeting on 23rd September 2014. Following consultation with staff, the implementation plan was approved by SMD's SEG on 18 th December 2014 for implementation 1 st Feb 2015 (see attached staff consultation and management response papers).
Questions for Senate to consider	<p>In accordance with point 5. of Ordinance A12</p> <p>'In addition to the academic organisational units listed above, other groupings may be designated as centres or units for particular research or teaching purposes. The establishment of such groupings shall be approved by the Senate, or any individual or body appointed by the Senate for this purpose...'</p> <p>We now request approval of the Centres as follows:</p> <p>Centre for Cell Biology & Cutaneous Research Centre for Genomics & Child Health Centre for Immunobiology Centre for Neuroscience & Trauma Centre for Primary Care and Public Health Centre of the Cell</p>
Regulatory/statutory reference points	NA
Strategy and risk	NA
Reporting/consideration route for the paper	Senate to approve.
Author	Dr Natalie McCloskey (Institute Manager, Blizard Institute, SMD)
Sponsor	Prof David Kelsell (Deputy Director for Research, Blizard Institute, SMD)

1. For consideration by Senate

Ordinance A12.5 requires Senate to approve changes to academic organisational units in Institutes and Schools. As such, Senate are asked to approve the creation of the following centres following a review carried out by the Blizzard Institute.

Centre for Cell Biology & Cutaneous Research
Centre for Genomics & Child Health
Centre for Immunobiology
Centre for Neuroscience & Trauma
Centre for Primary Care and Public Health

2. Background

A review of the School of Medicine and Dentistry (SMD) was launched in June 2013. The SMD Consultation document set out the case for reorganisation and a strategic framework to deliver two underlying principles namely the progression of a multi-disciplinary approach to bio-medical research and the diversification and expansion of educational programmes, all delivered through a transparent resource allocation model and founded upon the historic brand values of the School. The Consultation specifically proposed the development of an expanded and broader portfolio of programmes in biomedical related science; improvements in the support for and development of postgraduate training and teaching; clarification of identities for MBBS, BDS and BSc programmes and greater coordination of the structures to support world class research.

The research review (March 2014) highlighted the need to revisit the current structure of the Blizzard's Themes and Centres to achieve greater clarity of strategy and delivery. Whilst the research themes set up by the Blizzard Institute have been an excellent vehicle to promote inter-Institute discussion and research with notable success being genomics and immune systems, there is a need to develop this further. Blizzard management recognise the importance of clinical specialities underpinning our research/teaching within the Institute but the current research Centre structure highlights a number of weaknesses including poor research output (publications and grants) within some Centres that nonetheless have an important clinical service support role and significant undergraduate and/or post-graduate taught course responsibilities. Other Centres with strong research output do not have the critical mass as currently configured but have clear benefit to the local community and strategic direction to the School and partnering NHS Trusts. Some would benefit from a tighter focus or further investment to enable the aspiration of achieving MRC Centre status.

At present there are 8 research centres

Cutaneous	Diabetes
Digestive Diseases	Immunology and Infectious Diseases
Primary Care & Public Health	Neuroscience and Trauma
Paediatrics	Pathology Group

3. Process

A Steering Group was convened to discuss a new structure. Proposed solutions were presented during an open meeting and via email to gauge opinion and seek feedback from the staff. A consultation on proposals was held between 15th October and 13th November 2014 with input from staff trades union and individuals from within the Institute. The proposals were also considered by the School Executive Group (SEG) on 18th December 2014. A brief timeline is available below.

Initial proposal discussed at QMSE	12 th August 2014
Revised proposal approved at QMSE	23 rd September 2014
Formal consultation starts with staff and trades union	15 th October 2014

Meeting/s with trades union
Institute Meeting
Consultation period closed

20/10 and 06/11 2014
October/November 2014
13th November 2014

A final proposal including response to consultation & REF results was prepared in December 2014. The final paper including the implementation plan was circulated to staff and unions in January 2015.

4. Proposal

The develop will progress excellence in bio-medical and translational research, teaching, training and engagement, relevant to the local population whilst addressing the challenge for global health and wealth creation.

Population Health is subject to separate review but nonetheless Population Health within PCPH is to remain an integral component of the Blizzard Institute.

Under this new organisation research will be prosecuted by 5 Centres with budgetary responsibility:

Centre for Cell Biology & Cutaneous Research
Centre for Genomics & Child Health
Centre for Immunobiology
Centre for Neuroscience & Trauma
Centre for Primary Care and Public Health

Staffing

All academic/research (non-clinical and clinical) staff will have a primary home in a research Centre. These will be the administrative "hubs" of the Institute.

All current staff within the Blizzard Institute will remain within the proposed organisation. Total FTE academic staff will remain constant. No substantive changes to academic role profiles or duties will be triggered by the re-organisation. The Centre leadership roles will be advertised. Administrative staff roles will be realigned to provide the highest level of support required to underpin the organisation structure, and staff will be job matched, thus no job losses are envisaged as part of this exercise.

Research

Research Centres will have specific roles and targets outlined below with measureable outcomes e.g. increased income, improvement of education quality, inter-institute/school research and education initiatives. Centres will have administrative and budgetary responsibility: each expected to have 2 administrators that report centrally to the Institute Manager. They will be tasked with improving communication within Centres, within Blizzard Institute and between Institutes/College

Teaching

Institute academics will contribute in teaching at the highest standard. Following a review of PGT offerings (together with the SMD wide review) a refocussing of roles may become apparent. All staff will be required to fulfil teaching requirements and these will be communicated in a clear and transparent manner and supported by the new workload allocation model. The Centres will establish practices of teaching excellence and ensure appropriate allocation and distribution of teaching including non-clinical areas. These areas within the Institutes will work closely with the Faculty structures which coordinate teaching provision.

Centre of the Cell – Public Engagement Initiative

The Centre of the Cell is hosted within the Blizzard but with a budget and a reporting line to the Vice Principal (Public Engagement and Student Enterprise). The Centre of the Cell's primary aim is delivery of public engagement and it is the only exhibition space in the world situated within a working medical school building providing education primarily to groups of school children.