

### **Commitment to Mitigate the Risk of Compulsory Redundancies**

1. All organisations must respond to their changing environment in order to survive and to be successful. Universities have to respond to the evolving nature of research, to the changing demands of students, employers, funding agencies and Government. They must respond to the advances in technology and digitalisation, to changes in legislation, to the expectations of the market, to be efficient, to offer value for money, as well as fulfilling their mission to advance the frontiers of knowledge, to make a contribution to solving societal problems and to educate and bring understanding.
2. The only constant is change. Change affects people. It requires new ways of thinking, new ways of working and different ways of behaving. Consequently, it can be both rewarding and unsettling; it brings new opportunities but necessitates that some activities cease or diminish. Unexplained, unforeseen, change can be experienced as threatening and confrontational.
3. The University is committed to managing change in ways which are consistent with its values. It expects that all members of the community facing change will:
  - Value their colleagues through the process;
  - Be innovative, not just in responding to the need to change but in how we mitigate the potentially adverse impacts of change;
  - Work together; that managers will engage staff, to seek their views on how we respond to the challenges we face, to work constructively with the trade unions and other interested parties, and that staff will similarly engage positively;
  - Be accountable for the changes we make, and for the actions we take managing and dealing with change;
  - Show leadership in how we manage change and demonstrate our values.
4. In practical terms the University will strive to mitigate the impact of change on a staff member's employment, and in particular, the risk of compulsory redundancy by:
  - Following good practice in the management of change, engaging staff with the aim of co-creating the plans for change;
  - Where possible offering opportunities for redeployment within the University;
  - Offering opportunities for retraining;
  - Offering staff the opportunity to voluntarily leave the institution, supported by:
    - i. an appropriate severance payment;
    - ii. careers advice