

Board of Management

Meeting	Chairs Committee
Date and time	Thursday 16 May 2019 at 8.30 a.m.
Location	Board Room, 1 Inverness Campus

College Secretary
10 May 2019

AGENDA

Welcome and Apologies

Declarations of Interest

1. MINUTES

Meeting of the Committee held on 12 March 2019

2. OUTSTANDING ACTIONS

Action List

3. GOVERNANCE - REVIEW OF TERMS OF REFERENCE – Chairs, PR&R and S&N

Covering report by Board Secretary

4. STANDING ITEM – ISSUES FROM CHAIRS

5. KEY STRATEGIC ISSUES

Report by Principal

6. SMT UPDATE

Report by Principal

7. AOCB

8. DATE OF NEXT MEETING

Thursday 12 September 2019 - 8.30 a.m.

MINUTES of the MEETING of the CHAIRS COMMITTEE held in Room 220, 1 Inverness Campus on Tuesday 12 March 2019

PRESENT: Hazel Allen (by VC), Brian Henderson (by VC), Neil Stewart, John Wilson
APOLOGIES: Sarah Burton, Steve Walsh,
CHAIR: Neil Stewart
ATTENDING: Principal
Secretary to the Board of Management

1. MINUTE AND NOTES

The minute of the Meeting of the Committee held on 22 November 2018 was **ACCEPTED** as a correct record and was **APPROVED** and signed by the Chair.

2. OUTSTANDING ACTIONS

Ambassadorial role

The Principal confirmed that he would organise further meetings with Board Members.

Director of Finance – Dual Role

The Principal advised that Moray College had decided to recruit the member of staff who had been seconded from EO on an interim basis as their Director of Finance. As the dual role with Moray College was no longer required, the role and job description of the Director of Finance would require to be reviewed.

The Principal had discussed this matter with the Principal and Vice Chancellor and with the Principal of Moray College and the suggestions made were not acceptable to Inverness College.

The Committee **AGREED** that as a first step, the Principal should discuss this matter with the Director of Finance and that a report be prepared for the Performance, Review and Remuneration Committee.

Committee Co-option

The Committee **NOTED** that there had been no interest shown in the co-opted position to the Finance and General Purposes Committee.

3. GOVERNANCE

a. Action from F&GP implementation plan

A report by the Board Secretary advised that the Finance and General Purposes Committee had carried out a committee evaluation last year and the following question was part of the evaluation.

“Is the role of the F&GP committee with regard to the financial statements compatible/clear/consistent with that of the Audit Committee?”

The Chairs of the Audit and Finance and General Purposes Committees led a detailed discussion on this question. Each committee had clear but compatible roles. The Finance and General Purposes Committee was responsible for ensuring that the financial statements presented a fair and clear view of the financial position. The Audit Committee was responsible for ensuring that all necessary information was included in the financial statements to allow the Finance and General Purposes Committee to reach this view.

The Committee **AGREED** that the role of the Finance and General Purposes Committee with regard to the financial statements was therefore compatible/clear/consistent with that of the Audit Committee and that action could be closed on the Finance and General Purposes action plan.

b. Board member evaluation

A report by the Board Secretary advised that the Code of Good Governance for Scotland's Colleges required that "the board must ensure that all board members are subject to appraisal of their performance, conducted at least annually, normally by the Board Chair"

The Committee **AGREED** that the 2018-19 evaluations be carried out by the end of June 2019.

4. SCHEDULE OF BOARD AND COMMITTEE MEETINGS

A report by the Board Secretary advised that the schedule of Board and Committee Meetings for the next academic year 2019-20 required to be approved by the Board of Management. The Chair advised that he was conscious of the significant volume of business which was presented from the standing committees to the Board of Management for approval and was concerned that there was not sufficient time given for meaningful discussion on a range of key issues across the college. He had therefore requested that an additional Board of Management meeting be added to the annual schedule to allow such discussion to take place.

The Committee discussed the need to review the delegated authority of the standing committees and **AGREED** that the Board Chair would take this forward as an action.

The Board Secretary asked the Chairs to consider whether they might wish to change the time of their committee meetings from early morning to late afternoon to better fit with board member work commitments.

The Committee **AGREED**

1. To recommend the schedule of meetings for 2019-20, with an additional Board Meeting to the Board of Management for approval
2. that the Chairs should discuss with their committee members whether or not there was a consensus to move the time of the meetings to late afternoon and also to determine the views of SMT members who might be required to attend meetings out with normal college working hours.

5. FINANCE STRATEGY

The draft Finance Strategy had been presented to the Board of Management at its meeting in October 2018. The Board had requested that the SMT review the

context and wording of the Strategy. This had been done by the SMT at an away day in December 2018 and had been presented to the Board of Management at their away day in January 2019. The Finance and General Purposes Committee had considered the strategy at its meeting on 7 March 2019 and subject to one very minor amendment had recommended it to the Board of Management for approval.

The Committee discussed the strategy and **AGREED** that targets would need to be set for each of the KPI's to enable the Finance and General Purposes Committee to scrutinise progress at its quarterly meetings.

The Committee **REQUESTED** that one further small amendment be included under Strategic Objective 5 in advance of the strategy being considered by the Board of Management.

6. STANDING ITEM – ISSUES FROM CHAIRS

Finance and General Purposes

The Committee Chair advised that he had requested that additional information be included in a number of reports which had been recommended to the Board of Management for approval to ensure that the Board of Management would be able to make an informed decision.

The Board Chair suggested that the additional information should be referred back to the next meeting of the Committee in advance of it being referred to the Board of Management. This tied in with the further discussion on Committee delegation which was considered at item 4 above.

7. SMT REPORT

A report by the Principal provided an overview of the key issues being discussed across the partnership via partnership council.

The Committee **AGREED** that the information on the Programme Board should be included in the Principal's Report to the Board of Management.

8. AOCB

Strategic issues

The Chair of Audit requested that a list of the key strategic issues which required to be resolved with UHI be prepared for the next meeting of the Committee. This would take forward the discussion which took place at the Board Away Day and also tied in with the report which would be considered at the Board of Management on the governance structure and quality of decision making across the UHI partnership.

9. DATE OF NEXT MEETING

Thursday 23 May 2019 - 8.30 a.m.

Signed by the Chair: _____

Date: _____

Outstanding Actions - Chairs Committee

22 February 2018				
Item	Action	Responsibility	Time line	Actioned
Ambassadorial role	Principal to guide board members on this role without becoming involved in operational issues Hold meetings with groups of Board Members	Principal	Revised timescale - By end May 2019	Part complete
12 March 2019				
Item	Action	Responsibility	Time line	Actioned
Director of Finance Dual role	To discuss with Director of Finance and prepare report for PR&R	Principal	immediate	Complete
Board member evaluation	Evaluations to be completed	All Chairs	By end June 2019	
Delegated authority of standing committees	Board Chair to review	Board Chair	By end July	
Schedule of meetings	Discussion with committee members and SMT re timing of committee meetings	All Chairs	By Mid April	Complete
Finance Strategy	Targets to be set for each of the KPI's to enable F&GP to scrutinise progress at its quarterly meetings	D of F	For June F&GP meeting	
Key Strategic Issues	List of key issues to be resolved to be prepared for the next meeting	Principal	Next meeting - May 2019	On agenda

Board of Management

Subject/Title:	Governance – Terms of Reference Chairs, Search and Nomination, Performance, Review and Remuneration
Author: [Name and Job title]	Fiona Ambrose, Board Secretary
Meeting:	Chairs Committee
Meeting Date:	16 May 2019
Date Paper prepared:	8 May 2019
Brief Summary of the paper:	The terms of reference of the Chairs, S&N and PR&R Committees were last reviewed in 2017. At that time, a number of changes were made to all Terms of Reference. One small change is proposed to the S&N TOR. No changes are proposed for either Chairs or PR&R at this time.
Action requested: [Approval, recommendation, discussion, noting]	To consider the proposed change to the S&N TOR and consider whether any other changes should be made to all three TOR.
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	
Resource implications:	Yes / No If yes, please specify:
Risk implications:	Yes / No If yes, please specify: Operational: Organisational:
Equality and Diversity implications:	Yes/No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	
Status – [Confidential/Non confidential]	Non Confidential

Freedom of Information Can this paper be included in "open" business* [Yes/No]		Yes	
*If a paper should not be included within "open" business, please highlight below the reason.			
Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (S33)		Its disclosure would constitute a breach of confidence actionable in court (S36)	
Its disclosure would constitute a breach of the Data Protection Act (S38)		Other (please give further details)	
For how long must the paper be withheld? (express either as the time which needs to pass or a condition which needs to be met.)			

Further guidance on application of the exclusions from Freedom of Information legislation is available via

<http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp> and

http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Chairs Committee Terms of Reference

Membership

The Chair and Vice Chair of the Board of Management, the Chairs of each of the Standing Committees of the Board, the Senior Independent Member and the Principal who is a member *ex officio*.

Quorum

Three members of the Committee entitled to vote upon the items before the meeting.

Frequency of Meetings

The Committee shall meet no less than four times each year.

Remit

Review the membership of the Board's Standing Committees and the overall effectiveness of the Board's Committee Structure and to recommend to the Board any amendments or additions considered appropriate.

Ensure effective self-evaluation of the Board, its members, its Standing Committees and its Chairs.

Develop the annual Board development day programme.

Oversee the planning of the Board's training and development programme.

Oversee development of the Board's stakeholder engagement.

At the special request of the Board, to consider matters of special interest which are not within the remit of another Standing Committee.

To exercise the functions of the Board in any cases of urgency of which the Chair of the Board, the Vice Chair or the Chair of a Standing Committee or the Senior Independent Member shall be the judge and where it is not practicable to convene a meeting of the Board of Management.

Search and Nomination Committee Terms of Reference

Membership

Chair of the Board of Management, the Chairs of the standing committees and the Senior Independent member.

The Principal shall be excluded from membership of the Committee.

Quorum

Three members of the Committee entitled to vote upon the items before the meeting.

Frequency of Meetings

The Committee shall meet as and when required.

REMIT

The Search and Nomination committee shall

1. Consider the skills matrix of current Board Members to determine the skills and experience required of prospective members
2. Agree which Inverness College members should be on the Selection Panel
3. ~~Agree which member of the University Court should be invited to join the Selection Panel and also identify an independent person to be invited to join the Selection Panel. Ask UHI to identify a member of the University Court and confirm the recommendation by the committee of an independent person to join the Selection Panel~~
4. In consultation with UHI,
- 4-5. A. aAgree a timetable for the recruitment and selection process.
- 5-6. B. Agree the various forms of advertising to be used to ensure the college meets the College Sector Board Appointments: 2014 Ministerial Guidance and the requirements of the Public Sector Equality Duty
- 6-7. C. Agree the key information to be included in the advertising material.

Role of UHI as the Regional Strategic Body

UHI as the Regional Strategic Body has the responsibility for appointment of the Chair and non-executive board members to the Board of Management of Inverness College UHI.

The UHI Court has delegated responsibility for the recruitment and selection of the Chair of the Board and non-executive board members to a Selection Panel. The membership of the Selection Panel will be as follows:-

Appointment of the Chair of the Board of Management (5 members)

Member of the University Court

Chair of the Further Education Regional Board
The Chair of the Board of Inverness College UHI
Board Member of Inverness College UHI
Independent person

Non-Executive members (4 members)

Member of the University Court
The Chair of the Board of Inverness College UHI
Board Member of Inverness College UHI
Independent person

Performance Review and Remuneration Committee Terms of Reference

Membership

Chair of the Board of Management

Vice Chair

Chairs of the standing committees; Audit, Human Resources, Learning and Teaching, Finance and General Purposes

Senior Independent Member.

There shall be no co-option to the Committee.

The Chair of this Committee must be a member of the Human Resources Committee, and the Chair of the Human Resources Committee must be a member of this Committee.

The Chair of the Board of Management may not Chair this Committee.

The Committee may be attended, at the invitation of the Chair by members of the College's academic and support staff or by external advisers. The purpose of such an invitation will be to provide specialist information and advice to assist the Committee in its deliberations. Individuals attending on this basis may not vote on any decision made by the Committee.

Quorum

Three members of the Committee entitled to vote upon the items before the meeting.

Frequency of Meetings

The Committee shall meet at least twice each year.

Remit

The Committee shall consider and make decisions on the remuneration package and conditions of service, and any changes thereof, of the College Principal and such other senior staff as is considered appropriate, taking into account:

1. That College senior management should be fairly rewarded for their individual performance and contribution to the College's overall performance
2. Where, in terms of senior management remuneration, the College stands in relation to other comparable institutions in the sector, organisations of a similar size and the local market;
3. The Scottish Government's approach to remuneration in the public sector;
4. The relationship between the remuneration of the senior management and that of other employees of the College
5. The benefits granted to senior management; and
6. The adequacy of pension arrangements and also the cost implication of pension arrangements including the pension effect of remuneration proposals.

The Committee shall review the annual appraisal of the Principal and Chief Executive by the Chair of the Board and review the Principal and Chief Executive's continuing professional development.

One member of the Board of Management shall represent the Board on the interview panel for Senior Management appointments.

The Committee shall consider such other matters relating to the Board of Management which the Chair shall from time to time determine, in particular in relation to severance payments.

The Committee should endorse any proposals for severance payments to Senior Managers and any exceptional settlements which will require to be formally notified to the Board of Management.

Board of Management

Subject/Title:	Key Strategic Issues
Author: [Name and Job title]	Prof Christopher O'Neil, Principal & Chief Executive
Meeting:	Chairs Committee
Meeting Date:	16 th May 2019
Date Paper prepared:	10 th May 2019
Brief Summary of the paper:	This report provides the Committee with information on key strategic issues
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	
Resource implications:	No If yes, please specify:
Risk implications:	No If yes, please specify:
Equality and Diversity implications:	No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	

Status – [Confidential/Non confidential]	Non confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	Yes		
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KEY STRATEGIC ISSUES

Introduction

This discussion paper is intended to update the committee on where and how some of our strategic drivers and imperatives are supported or challenged by the operational (or other) capacity/or ability of the wider UHI.

It is important to note, that as a consequence of our own reflection and development, many of our own internal barriers are being addressed as has been, and continues to be reported elsewhere. This briefing and discussion paper is intended to inform on where and how we need to exercise influence or challenge.

This paper has been developed collectively by the SMT.

Support Model

What is it we (ICUHI) want to do to deliver our strategy? We have a very clear approach to delivering our student support strategy for FE through the guidance which the access and inclusion strategy gives us. The effectiveness of our current approach is evidenced through our improved student outcomes, inclusive of those for our priority groups; award being achieved for our approach to student partnership; student carers award; healthy university award. Our new student support model for AY 19-20 and the recruitment of a new team of personal development advisers will further accelerate the positive impact of the access and inclusion strategy and the approaches we are currently taking. We want to take a more proactive approach to supporting students across their learner journey, to predict risk and put early, supportive and tailored interventions in place for individuals.

What are the challenges / requirements from EO services? Challenge for many EO student support staff lies in not working with students and a lack of ownership for student support services to be seen as tertiary in nature – exclusive focus on HE for most aspects of student support. A lack of support for, and awareness of, our 'FE' related work and the political imperatives for FE colleges. Lack of awareness of the intensification agenda for FE and the onus on student support services to play a key role in government priorities such as closing the attainment gap / gender based violence; outcomes for priority groups. Lack of awareness of the challenges facing students particularly at FE level, which are quite distinct to the challenges faced by their HE counterparts. Also a lack of consistency in how colleges across the partnership approach various student support related issues such as the access and inclusion strategies, gender action plans, corporate parenting etc. A lot of silo working / additional workload which could be avoided. Services / support provided by EO therefore needs to be more all-encompassing for student support and not just HE focussed. The scope and potential success of this approach is starting to be seen with the development of the common policy environment which has demonstrated that EO can take a tertiary approach and lead the partners as a collective.

What would the partnership gain be if we can work together? A lot less duplication and re-inventing the wheel across different partners; consistency of student experience;

positive impact of sharing best practice / raising the bar for all of us; time freed up to focus on enhancement agenda.

Influence

Developed and promoted Inverness models through existing forum, student partnership working introduced into Programme Board, Partnership Council.

Residences

The issue of the residences continues to exercise the whole of the UHI Partnership. The frustration felt amongst the college partners is now being expressed by all partners via the Partnership Council as well as Boards and Court.

A recent proposal that a working group should be established to take control and manage the development of a residence business plan was rejected by the Partnership Council on the principal that those that have been tasked and/or employed to deliver a business plan, must fulfil their obligations and commitments, or face the consequences of failing to do so.

Influence – Partnership Council

The residences issue has been useful to the partners in one aspect at least. The Principals now hold a pre-Partnership Council meeting to which we have invited Crichton Lang in his role as Vice Chancellor designate. We are able to discuss and develop collective and supportive views on such issues and, given that we have recently requested and been given Partnership Councils terms of reference, are now better able to manage our priorities collectively.

Internationalisation

Issue	Why does this matter?	What can IC do?	Comments
EO owns the process	EO holds Tier 4 Licence and therefore is the gatekeeper	Demonstrate (as opposed to claim that we have) compliance capability	Perth College have a licence – what can we learn from them?
Low level of existing international student recruitment	Perceived risk of precipitating a UKVI visit/loss of highly trusted sponsor status, as small changes in, say, student completion rates would have a marked effect	Ensure that International students have a good learning experience	Need a step change in recruitment to reduce “small numbers” impact

Issue	Why does this matter?	What can IC do?	Comments
Tardy responses to applications at EO	Poor conversion rates	Support application decision-making process	Has improved but slow in comparison with competitors
High rejection & withdrawal rates	Danger of rejecting suitable applicants	Be clearer about standard entry qualifications	Will also need to respond quickly if academic judgement is required for borderline cases
Lack of interaction with existing agents	UHI not at forefront of agent's minds when recommending an institution	Directly engage with agents and provide "good news" stories on a regular basis	Need to tailor messages to geography
International portion of website is very traditional despite upgrade this week	Lacks video testimonials; lacks online chat; online application not state of the art	Have and will produce further videos; identify comparator websites for benchmarking	Will still have to persuade EO to host the videos as they own the website
Value proposition at award level needs to be more student centred	Under-selling our offering	Provide text to demonstrate alignment of value proposition with applicant needs	Will prioritise courses; may need microsites to be set up on UHI website to provide granularity
Low staffing level in international team at EO – two PT staff	Lack of capacity to drive agenda forward	Provide support, advice and guidance	Already happening
Lack of clarity about the use of aggregator websites	May not be maximising use as a channel to market	Help audit information	Have already started this – some concerns about veracity of information e.g. regarding costs of living & on-campus residence costs
Residencies on campus not fully occupied	Financial loss to UHI of empty residences	Could discount residence cost as part of a bundled offer to students	Has already been suggested
Perceived lack of market research capability at EO	Need to be demand-led	Have a member of staff in IC who is very proficient at this type of work using HEIDI+	Have been drawing on this for new curriculum developments
HEIDI+ does not provide the full granularity we need	Could make better informed decisions	SMT have had a demonstration of outputs using enhanced	IC to raise business case for EO to purchase

Issue	Why does this matter?	What can IC do?	Comments
		database and have secured access for analyst to assess potential at another HEI	
Micro-RAM dysfunctionality	APs may make decisions about discontinuing courses in isolation of others	Continue to be proactive in dialogue to create a managed process	Have seen impacts already in terms of engineering and joint honours provision for 2019-2020
Lack of an integrated end-to-end process for encouraging international student recruitment through to employability and alumni engagement	System only as good as its weakest part;	Ensure strong IC representation on International Working Group (to be facilitated by EO Business Improvement Team and managed using a PRINCE2 approach)	Already volunteered to support the Working Group
Lack of appreciation of the value of being in an international cohort for Scottish domiciled students	Loss of opportunities for enhanced cultural communication and in preparing Scottish students to operate on the international stage	Encourage internationalisation of staff, students and curriculum content	Need to prepare for a dynamic geopolitical environment
Need to emphasise the University Brand	International students need to feel they are attending a University	Work with EO on branding & Programme Review Board	Already engaged
Networked delivery on FT courses may not meet required contact regime for FT students	Non-compliance would be problematic with UKVI	Review areas of curriculum that could minimise dependency on networked delivery	Link to Micro-RAM issues
Need to pursue TNE opportunities including articulation arrangements	Provides an alternative channel to market/revenue streams	Already in dialogue with an institution in Malaysia	Will need EO approval via ESPC

International scholarships: The current quantity or even the placement of international scholarships on the UHI Bursaries and Scholarships page demonstrates our value of

international applicants: <https://www.uhi.ac.uk/en/studying-at-uhi/first-steps/how-much-will-it-cost/funding-your-studies/bursaries-and-scholarships/> Plus, 75 percent of something is better than 100 percent of nothing.

International student fees: Fees were increased by approx. 5% for international applicants from 2018-19 to 2019-20 while fees for Scotland/EU/EAA, RUK and online RUK/EU/EAA students stayed the same: <https://www.uhi.ac.uk/en/studying-at-uhi/first-steps/how-much-will-it-cost/>.

Influence

Depute Principal Russell is playing a pivotal role across the wider UHI and is advising on a business process through an International Working Group and process review. In addition he is playing a pivotal role in advising the VP Strategic Development on the nature of curriculum review and internationalisation.

Branding & Marketing

The UHI branding exercise is developing well and some key issues relating to our collective position are evolving. Our commitment in Inverness to removing the “college” part of our title has been accepted UHI wide as desirable for all partners.

Additionally, as a part of developing a brand, the debate around “tertiary “and what it means has started properly. This is feeding into the Programme Board’s work.

Influence

We are playing a full and critical role in the branding exercises, we are capturing where and how marketing is less than effective and we are challenging via Partnership Council, the branding exercise and the curriculum/international review.

In addition, we are playing a full role in all aspects of the Programme Board’s work in which we have suggested a model for federated governance and brand identify based upon a University of London model (appendix A).

Curriculum Efficiency

The Senior Managers Curriculum Team (SMCT), comprising senior managers from Academic Partners delivering FE and chaired by the UHI Vice-Principal FE, is actively discussing joint curriculum planning and delivery. Several colleges are already collaborating on networked FE provision, mainly for school pupils, and the group has been asked to identify other programmes to pilot networked delivery. The aim is to maintain or increase activity locally and regionally while reducing overall cost. Overall, FE provision has become much more regionally aligned in the last two years through the work of the Quality Forum and the Single Policy Environment and Student Records Reporting projects. The Data Reporting project has the potential to further support the joint planning, delivery and review of FE activity.

In relation to Higher Education provision, UHI is built on the ethos of networked delivery of degrees which are delivered by the collaborative approach of the academic partners. This creates the opportunity for individuals to study in their home location as well as on campus. This is more expensive than delivery in a traditional setting in relation to the infrastructure required and also the local support for our students. At present the money to and from the partners flows using the MICRORAM however as we have increased in size and degrees have increased in complexity with the expectation for localised contextualisation this is now unreliable and is not a transparent approach to take. It relies on the calculations by individual module leaders which means that it is open to misinterpretation and is not available until later in the year so cannot be used as a planning tool as a result.

Influence as per International.

Curriculum Approval

The process that has been developed within Inverness College UHI for the approval of Further Education provision is continually being reviewed and enhanced to ensure that it is an efficient effective approach which is robust whilst agile to respond to need. Initially there is a risk analysis taken when deciding the pathway of approval but ultimately the Academic Planning and Development Committee (APDC) considers all programme approvals. The members of APDC include academic and support staff including marketing, student records and admissions, this means that there is a holistic approach taken when considering programmes from both an operational and academic perspective when considering new or changes to provision. This committee also considers the retirement or the temporary cessation of programmes which means that any decisions taken are consistent across the college.

At ICUHI APDC is also the first step in the AP considering and approving the development of a new degree programme before it is considered by Subject Network or Faculty. This is extremely important because the academic partner will be supporting and financing the staff to develop and deliver a new degree so it needs to be able to plan for that development and ensure it fits in with the college's strategic plan.

Influence as per International.

Professor Christopher O'Neil
Principal and CEO

A Federal University

The most significant and enduring example of a federal university that has acknowledged and accommodated the diverse concerns of partners (both structural and strategic) is the University of London. The University was founded in 1826 with charter awarded in 1829.

Initially it was created as an examining body for a number of affiliated institutions all of whom shared a vision and mission to challenge the position and theologically driven missions of both Oxford and Cambridge universities. The creation of the University of London was a political solution to the demands of Kings and University College London in particular to be granted the status of a non-collegial unitary examining secular institution, as per aspects of the University of France or the University of Edinburgh but, and significantly, with local control.

The University of London is by far the largest institution in the UK with 161,000 student registrations and 20 full and associate member institutions that include Kings, UCL, the LSE and Birkbeck. But the remarkable thing is that each of the member institutions is unique with a clear mission and often very different status in regard to TDAPs or RDAPs. There is a common employment framework but the employer is the member institution. The University holds and is responsible for physical and intellectual property across the whole of the membership.

For example, UCL has full medical provision with its own NHS supported university hospital and awards its own degrees at all levels but is subject to the quality assurance process managed by University of London. The Warburg Institute is a small and highly focused research institute that awards University of London research degrees with HR, QA, marketing, estates and student support from the University of London. Birkbeck is a former adult education evening school provision that awards undergraduate degrees mostly to those that are returning to learning through evening and distance study. However, University of London research degrees are awarded to Birkbeck students that use the resources of the Warburg or UCL to develop their research studentships. The Royal Academy of Dramatic Arts is affiliated to Birkbeck for TDAP provision but not the University of London. RADA is, through this relationship, an asset to the whole of the University of London. This, and there are others, is an examples of the partners, regardless of size, supporting the whole through distributed capacity and services.

The University of London is governed by the Board of Trustees who 'exercise guardianship over assets and resources, ensuring their effective management and control and use'. The members are an independent Chair, the Vice Chancellor, the Deputy Vice Chancellor (an elected Head from one of the members), 10 independent members and 4 Heads of Member Institution members.

There is a Collegiate Council who advise the Board of Trustees on strategic direction and is responsible for ensuring the proper discharge of academic affairs. This group is made up of the Vice and Deputy Vice Chancellors and the remaining 19 Heads of Member institutions.

Functions and constitution of the Collegiate Council

In addition, there is a highly structured statutory committee system that is mirrored onto the members committee structure consisting of –

1. An Academic Quality Advisory Committee
2. Programmes Boards
3. Teaching Centres Committee
4. Inclusive Practice Panel
5. Quality, Learning and Teaching Committee
6. University of London World Wide Academic Committee

The University of London's members are bound together in a federal structure that is defined by their overarching and member charters, location and their common desire to ensure advantage to the people of London, its communities and industries as an internationally significant force. The structure, governance, finance and direction are common and membership is maintained through high performance, reputation and impact of the member institution.

Governance and the expectations of members are explicit and monitored whilst resourcing is targeted and monitored.

Board of Management

Subject/Title:	SMT Update
Author: [Name and Job title]	Prof Christopher O'Neil, Principal & Chief Executive
Meeting:	Chairs Committee
Meeting Date:	16 th May 2019
Date Paper prepared:	10 th May 2019
Brief Summary of the paper:	This report provides the committee with an overview of continuing activity relating to National Pay Bargaining and the work of the UHI Programme Board. These are two of the most significant and potentially "impactful" issues of the moment.
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	
Resource implications:	No If yes, please specify:
Risk implications:	No If yes, please specify:
Equality and Diversity implications:	No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	

Status – [Confidential/Non confidential]	Confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	No		
*If a paper should not be included within “open” business, please highlight below the reason.			
Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (S33)		Its disclosure would constitute a breach of confidence actionable in court (S36)	
Its disclosure would constitute a breach of the Data Protection Act (S38)	x	Other (please give further details)	
For how long must the paper be withheld? (express either as the time which needs to pass or a condition which needs to be met.)			

Further guidance on application of the exclusions from Freedom of Information legislation is available via

<http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp> and

http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

SMT UPDATE

Introduction

Pay Bargaining

The national pay bargaining and associated dispute are ongoing.

At the time of writing, the day of action scheduled for May 8th was suspended by EIS following positive talks that ended late on the 2nd of May. The Employers Association met on Wednesday 8th and Thursday 9th of May to discuss the issues around Pay Bargaining and voted unanimously to make the allocated offer to EIS, with all associated terms. The offer sits within the £1.8 million that has been made available to resolve the dispute.

Employers' Association Pay Offer to Lecturing Staff – Thursday 9 May 2019

The Employers' Association presents this offer for consideration. We would request that the EIS-FELA take this to their membership for consideration and suspend the proposed industrial action and Action Short of Strike.

Year 1 and 2 – 1st April 2017 – 31st March 2019

All lecturing staff receive a £400 unconsolidated payment. This will be applied pro-rata to part time staff and staff who commence or leave employment part way through this period.

Year 3 (17 months) – 1st April 2019 – 31st August 2020

Immediately following the final migration payment, a consolidated award of £1400 for all unpromoted and promoted lecturer scale points.

From 1st April 2019 until 31st August 2020, the top of the Lecturers Pay Scale will be £41,426.

Total Offer

The monetary award is subject to the following conditions which are applied to the total offer and are inclusive as part of a total package:

Terms and Conditions – National Working Practices Agreement (NWPA)

The Staff Side accept and agree the NWPA for lecturing staff dated 9th May 2019 (Offer Version).

This is attached as Appendix 1.

The NWPA will apply from 1st August 2019 with the exception of those national terms already agreed and applied.

In relation to the NWPA, the following is a condition of the offer:

- Agreement on this document will bring an end to any local contractual or collective agreements on the areas covered, including those applied under TUPE.

- The wording, on Working Hours Per Week and Working Arrangements, agreed in principle at the NJNC, subject to ratification and a joint understanding that this means that there is no guarantee of, or contractual right to work outwith the college for up to a maximum of seven hours per week. Where flexible working arrangements cannot be approved, no alternative options for the time requested will be automatically provided. The aim is to offer flexibility to every lecturer but maintain a balance between professional duties and availability to students with flexible workplace practice.
- The wording on Professional Registration/Development includes observation in a classroom or other learning environment as determined by local college procedures.

Lecturing Pay Offer Supplementary Information

The Staff Side accept the conditions set out in Appendix 2.

Notes:

1. This offer is made on the basis that the current strike action and action short of strike action is suspended.
2. This offer is being made in good faith in advance of the 2019/20 and 2020/21 Scottish Funding Council funding allocations, in order to secure an agreement and break the current impasse.
3. The agreed unpromoted lecturer pay scale and promoted lecturer fixed point salary values remain unchanged until 1st April 2019.
4. This offer represents a significant increased investment in lecturers' salaries over the dispute period.
5. The agreed harmonisation and migration payments are unaffected by this offer and the consolidated award takes place immediately after the final migration payment is applied on 1st April 2019.
6. All future pay settlement dates are effective from 1st September commencing 1st September 2020.
7. If this offer is agreed by the end of May 2019, the pay award will be effected in the June payroll.
8. The Pay Award will be applied pro rata for part time employees.
9. The Pay Award will not apply to staff on existing conserved salaries, unless local policy arrangements allow for this.
10. The Pay Award will be subject to completion of a satisfactory Equality Impact Assessment.
11. Non-NRPA colleges are encouraged to shadow the offer if accepted.

Thursday 9 May 2019

Note, this offer will have been considered by EIS by the date of the committee meeting and a further update will be provided.

Programme Board

The work of the Partnership Assembly is ongoing. At the time of writing the second assembly has met and three of the four working groups have made their presentations via VC to the wider UHI partnership.

The second general assembly meeting received an overall and brief working group update. It was able to discuss the direction of travel and give guidance to the working groups. The wider UHI presentation concentrated on the context and reflected on the positive and robust attitudes of the meetings. The difficult conversations means that collective commitment to the process was critical to any progress and this was regarded as a key attribute. Some of the key working priorities of the board are as follows:-

1. Addressing the operational issues first

Previous attempts at change have focused on governance arrangements whereas most of our issues are operational. The board will address the operational model first to release our capability and capacity as a partnership.

2. Professional services

The programme board will consider how we can deliver professional services better to support that operational model and how governing bodies can oversee these functions.

3. From the bottom up

The programme board will set out a picture of the university from the bottom up, developing solutions to challenges raised and building a case for change.

4. Engaging our stakeholders

The programme board will engage and consult with staff, students and stakeholders throughout this process as solutions and options are developed.

5. Approval and governance

Academic partner boards and the university court must approve every step.

The working groups, who are responsible for producing outputs that will drive a case for change are as follows:-

A Student equivalence and experience

- A partnership wide plan and approach to ensure equivalent student experience

B Financial sustainability and efficiency

- An evidence base for change highlighting areas of best practice. A new way of comparing the efficiency of our operational delivery and allocating resources to match changes made in the operational model

C Staff development and progression

- A consideration of the variation in staff experience and opportunity across the partnership and potential changes required to support a new operational model. This will include a framework for terms and conditions, pay, progression and mobility

C Governance and accountability

- A picture of how things work now across the partnership and new ways of organising higher education, generating income and addressing the shortfall in student residences occupancy.

The following bullet points are the reported synopsis of those working groups that have reported to the wider UHI to date.

Finance Group

- Finance is currently aligned to the colleges rather than to the curriculum. You therefore cannot see the profit and cost of teaching activities for courses / activities that are networked. We therefore cannot measure the profitability at a product level or if this is measured, it is not filtered down through management to allow people to act on that information
- That there is no strategic vision of what we are offering and therefore what will drive profitability and cost in the future. For example, the major costs are staff and estates. We were ahead of the field when we developed the VC network, but have lost that competitive advantage, we should be reducing the estate and reaching right into people's homes
- We are not managing our core business effectively enough, we need to address that to improve the financial picture
- The proposals of the group do not go far enough, we need significant strategic change to address the fundamental issues that underpin the financial challenges. Reforming the odd service or adding a few international students is not going to make the difference required
- Need a clearer view of how it fits with the other pieces of work that are being taken forward, need to create a coherent picture across the assembly and elsewhere of what we are doing and what we are seeking to achieve
- We need a much clearer picture of who does what in respect of FE and HE. This will mean EO will have to stop doing things and APs will have to stop doing things. Without this clarity and agreement we will continue to duplicate and muddle along
- To work through the areas identified, particularly if we take on redoing RAM, will take significant organisational capacity - we need to be sure that it is lined up to take on the work
- As we look to reduce duplication, and perhaps develop more shared services, we must be able to ensure diversity and flexibility. English language support services in SMO, for example, are a non-starter
- There should be greater engagement with Finance Directors and Non-executive chairs of F&GP Committees to add to the proposals being brought forward
- The focus on shared services is correct, but we also need to focus on different delivery models as well.
- We need the strategic vision - the financial models then need to be built to achieve that, not the other way round

Staffing Group

- Questions about the specificity of recommendations that will be coming forward
- Need to ensure the data is robust as some research staff are recruited under support staff contracts
- Has the group considered some softer additions to support staff cohesion? In particular
 - A cross partnership staff forum to engender more staff engagement and give a forum to discuss things like job shadowing, vacancies, systems, partnership wide staff agreements
 - Taken evidence from the HE academy work and considered how this might be made tertiary?
- has consideration been given to extending the survey any further
- Are there differences between the responses from FE and HE staff?
- The qualitative data needs to be analysed as there are always real insights
- The group needs to consider if the recommendations should be fed in to the National Bargaining process
- The nomenclature used across the partnership creates division and confusion for all partners. We need to get the language right
- That HE and FE staff think in very different ways and are looking for very different things from UHI - we need to resolve and untangle the tertiary nature of the partnership
- That the consolidation of HE support services is desirable and achievable, it should be the first step
- and a long discussion about the place of EO in national bargaining and the whys and wherefores of the role it has been able to take.

Reports from the student and governance groups will follow in due course.

Professor Christopher O'Neil
Principal and CEO



Guidance,
Empowering, Principles,
Trade Unions
National Bargaining,
Scope,
Employee Relations
Resilient,
Flexible, Staff Development
Values, Fairness
Communication, Purpose,
Policies, Trust, Review,

NATIONAL WORKING PRACTICES AGREEMENT

Staff Terms and Conditions (Lecturing)

9th May 2019

Introduction

The National Recognition and Procedures Agreement (NRPA) between the EIS, GMB, UNITE, and UNISON and Scottish Colleges sets the areas of college staff's contracts that are negotiated nationally. The EIS is the recognised trade union by colleges for lecturing staff, for national bargaining at the NJNC and at colleges for the purposes of local bargaining. An extract of the NRPA is copied below:

"The Colleges agree to negotiate with the Unions at the National Joint Negotiating Committee (NJNC) on the undernoted Contractual Terms and Conditions of employment applying to members of the Colleges' Defined Staff".

Pay

Working hours

Class contact hours

Sick pay

Annual Leave

Maternity Policy

Paternity Policy

Family friendly policies

Transfer to permanent status

Grievance and Disciplinary Policies

Additional terms and conditions can be included as agreed by the NJNC.

The scope of this agreement will be reviewed annually.

The Colleges agree to consult with the Unions at the NJNC on other matters on national policy, and both Sides agree to provide guidance for implementation locally, appropriate to the need of each particular college. The NJNC may issue national policy advice and may share best practice for Colleges or local collective bargaining arrangements."

This National Working Practices Agreement – Staff Terms and Conditions (Lecturing) ('the NWPA') applies to the lecturing staff of all the Scottish colleges that have signed the NRPA.

Any dispute over the interpretation of any aspect of the NWPA should be referred to the NJNC Joint Secretaries for resolution. A joint response will be issued to all points of clarification. If no agreement can be reached by the NJNC Joint Secretaries, then the matter will be referred to the NJNC Side Table (Lecturing Staff) for resolution.

Jointly agreed Circulars are referenced within the document and hyperlinks to these are provided.

Until such times as contractual terms and conditions of employment referred to above under the NRPA have been agreed and incorporated in the NWPA (Lecturing), National Collective Agreements and Circulars, local terms and conditions will remain extant.

Equality in Employment

The colleges affirm that all staff should be afforded equal opportunities in their employment, irrespective of their sexual orientation, gender, gender reassignment, age, marital status, race, religious belief, disability, nationality, ethnic origin, trade union membership and activity, responsibility for dependents or employment status.

Colleges are committed to ensuring that equal pay underpins all aspects of pay and reward for the purposes of National Bargaining and the National Pay Scale (NPS) for unpromoted lecturing staff and the NPS fixed points for promoted lecturing staff provide the mechanism of delivering equal pay for lecturing staff.

To ensure equal pay within colleges, the following principles will be applied in individual colleges:

- All pay and associated terms and conditions must deliver equal pay for work of equal value
- All pay scales and points must be set in a way that is transparent and consistent with relevant equal pay legislation
- Supporting the achievement of equal pay for work of equal value, the application of national pay scales and terms and conditions to all lecturing staff will be consistent and fair.

The terms of the NWPA are applicable equally to all lecturing staff without differentiation. The colleges confirm their obligation to develop, embed and practise equal opportunities for all lecturing staff in full compliance with the terms of the Equality Act (2010) and other Equal Opportunities legislation.

All Agreements between the employing college and the EIS will be subject to an Equality Impact Assessment. Full details of Equality and Diversity Policies and Procedures are available from individual college Human Resources/Staffing departments

1. Pay

There are five scale points on the NPS which applies to unpromoted lecturing staff and three fixed points on the NSP for promoted lecturing staff.

The values of the NPS points will be reviewed through the NJNC, with any increase effective from 1 September each year.

Part-time staff will be paid pro rata to the full time salary on the basis of a 35 hour week.

The salary receivable by a lecturer accrues daily at 1/365 of the annual rate of salary. Deductions and payments in respect of a days' pay will be made at 1/365 of the annual rate of salary.

2. Working Hours Per Week and Working Arrangements

All lecturing staff will be expected to work such hours as are reasonably necessary for the proper performance of duties and responsibilities, within a working week of 35 hours, full time equivalent exclusive of a lunch break and inclusive of morning and afternoon breaks to be determined locally.

The NJNC seeks to develop a flexible, modern college workforce to deliver the educational ambitions of the Scottish Further Education sector.

The college will be the normal venue for working hours. A lecturer may work outwith the college up to a maximum of seven hours per week, offered as a minimum half day block. The timing of such arrangements would be determined by the line manager in consultation with the lecturer, taking cognisance of the exigencies of the service. All working hours spent outwith college must be spent on appropriate college activities.

The college will ensure that duties are allocated to members of staff commensurate to the grade of the post and the contractual working hours.

The length of college sessions and academic year will be determined locally and college timetables determined in line with such arrangements. Teaching should be timetabled during the day whenever possible; where there is an operational requirement for an evening class then evening work will be allocated equitably, taking cognisance of individual circumstances, contractual arrangements and local collective agreements. No lecturer will be compelled to work for the morning, afternoon and evening in the same day nor work more than two evenings per week.

The college will ensure that every lecturer has at least one half day with no class contact to provide a continuous period for additional professional duties, i.e. preparation, curriculum development, marking or professional development.

3. Continuous Service

For statutory employment rights the period of continuous service dates from the date of commencement of employment with the college.

For the purposes of calculating entitlement to redundancy payment, sickness allowance and notice periods, the period of continuous service dates from the start of continuous service with any college or other employer referred to under the Redundancy Payments (Continuity of Employment in Local Government etc) (Modification Order) 1999 as amended from time to time unless there is a break of service of four weeks or more.

For fixed term contract holders any natural period of time between teaching assignments shall not be deemed a break in service. Any agreed secondment or agreed period of unpaid leave will not be considered a break in service. Where an employee has been in receipt of a severance/redundancy payment, this will constitute a break in service for the purposes of further redundancy rights.

4. Letter of Appointment

All staff will be issued with a letter of appointment and a statement of the terms and conditions of employment, including National Collective Agreements made in terms of the NRPA, in compliance with current employment legislation and statutory requirements. This will include reference to the effective date of commencement of employment, the relevant period of continuous service and a specific work location for those colleges with more than one campus.

The letter of appointment will also state that lecturing staff's national conditions may only be changed by agreement at the NJNC and that any variation will be notified by NJNC Circular.

5. Class Contact Hours

The level and definition of Class Contact Hours for unpromoted and promoted lecturing staff is set out in the [November 2017 NJNC Agreement](#) and [NJNC Circular 01/18](#).

6. Annual Leave

Annual leave provisions applicable to both unpromoted and promoted lecturing staff are set out in the [November 2017 NJNC Agreement](#) and [NJNC Circular 01/18](#).

Leave for full time staff shall accrue as shown in the following table:

Lecturer												
Completed months of service	1	2	3	4	5	6	7	8	9	10	11	12
Leave entitlement in days – Unpromoted and Level 1 Promoted	5	10	16	21	26	31	36	42	46	52	57	62
Level 2 Promoted	5	10	15	20	25	30	35	40	45	50	55	60
Level 3 Promoted	5	9	14	19	23	27	32	37	41	45	50	55

A 'completed month' means the period between a date in one month and the immediately preceding date in the following month (for example, 15th February to 14th March inclusive).

Staff appointed to a part time post will have their leave accrual determined on a pro rata basis with any fractional part of a day being rounded upwards to the nearest half day.

The leave year shall commence on 1st September and leave entitlements shall not normally be carried over from one leave year to the next. A lecturer leaving employment for reasons other than dismissal for misconduct shall be granted the balance of accrued holiday entitlement as shown above before the date of termination unless, at the requirement of the college or through unavoidable circumstances, such leave cannot be granted. If the balance of leave cannot be taken, the lecturer shall receive one day's pay for each full day of unused accrued leave.

Where a lecturer has received more than the accrued entitlement prior to the date of termination of employment, one day's pay for each day's leave received in excess of entitlement will be recovered, subject to meeting minimum statutory leave entitlements.

7. Salary Conservation

Salary Conservation provisions are set out in the [November 2017 NJNC Agreement](#) and [NJNC Circular 01/18](#)

8. Transfer to Permanency

The rules governing transfer to permanence are contained in the [November 2017 NJNC Agreement](#) and [NJNC Circulars 01/18](#) and [NJNC Circular 04/18](#).

9. Periods of Notice

The minimum period of notice to terminate employment to be given to the college by a member of lecturing staff shall be as follows:

- Temporary staff, all groups – 1 week
- Permanent Unpromoted lecturing staff – 4 weeks
- Permanent Level 1 Promoted Lecturing staff – 4 weeks
- Permanent Level 2 Promoted Lecturing staff – 8 weeks
- Permanent Level 3 Promoted Lecturing staff – 12 weeks

The minimum period of notice to terminate employment to be given by the college to both unpromoted and promoted lecturing staff employed on a temporary basis shall be one week.

The minimum period of notice to terminate employment to be given by the college to lecturing staff employed on a permanent basis shall be:

- 1 week for each year of continuous service where total service is less than 12 years with a minimum notice of 4 weeks
- 12 weeks where continuous service is 12 years or more.

10. Sickness Allowance

Subject to satisfying conditions set out in local college sickness procedures, entitlement to sickness allowance will depend on length of service as follows:

Service at Commencement of Absence from Duty	Full Allowance for a period of *	Half Allowance for a period of *
Less than 1 year	1 month/5 weeks	1 month/5 weeks
1 year but less than 2 years	2 months/9 weeks	2 months/9 weeks
2 years but less than 3 years	4 months/18 weeks	4 months/18 weeks
3 years but less than 5 years	5 months/22 weeks	5 months/22 weeks
5 years or more	6 months/26 weeks	6 months/26 weeks

Note * – colleges may choose to apply sickness allowance in months or weeks according to existing arrangements.

11. Acting Appointments

Where a lecturer is formally appointed, on a temporary basis, to carry out the duties of a promoted lecturer, they will be paid in accordance with the salary for the appropriate level of post. The appropriate remuneration will be paid from the effective date of the appointment and will revert to the substantive salary when the acting appointment ends.

There is no entitlement to the increased salary until the acting appointment has been held for 20 working days. Once entitled to receive the increased salary, the lecturer will receive the payment backdated to when the appointment began. In the event that the lecturer is reappointed in an acting capacity to the same post following an interval of at least six months, the 20 day waiting period will again apply.

Where an acting appointment has been in place for a continuous period of two years and is anticipated to continue, the arrangement should be reviewed and the provisions of [Circular 04/18](#) applied.

12. Unpromoted Lecturing Staff Salary Placement and Progression

These arrangements are set out in [NJNC Circular 03/18](#) and [NJNC Circular 01/19](#).

13. Professional Registration/Development

Lecturing staff will require professional registration with the General Teaching Council (Scotland) (GTCS) as per the agreement. [Circular 03/18](#). Professional registration is a mark of teaching professionalism and will raise the status and standing of lecturer professionalism in colleges.

The role of qualified, experienced professional lecturing staff is central to teaching and learning. While attainment and retention are impacted by a complex range of personal, socioeconomic and cultural factors, a high-quality learning and teaching experience is central to raising attainment and learner success.

To this end, and in line with lecturer Professional Update, Professional Standards for Lecturers, GTCS Registration and agreed College procedures, lecturers will participate in Staff Development Reviews/Professional Review and Development processes, observation of learning, reflective practice, and professional learning.

14. Trade Union Duties

The NJNC Trade Union Facilities Time Agreement specifies the amount of time off with pay (including remission) provided for trade union representatives carrying out duties associated with National Bargaining. The college shall be responsible for the appropriate teaching cover.

Colleges will establish local agreements to cover the amount of time with pay (including remission) that will be provided for trade union representatives carrying out duties associated with local bargaining and representation. The college shall be responsible for the appropriate teaching cover.

15. Pension

The Scottish Public Pensions Agency (SPPA) provides a superannuation scheme for all lecturing staff. Any changes to your pension will be communicated to you by the college or the Scottish Teachers Pension Scheme (STPS).

16. Staffing Policies

The NJNC will oversee the development of and approval for a suite of National Staffing Policies for college staff.

National Staffing Policies will include, but not be limited to:

- Absence Management
- Family Friendly Policies (including Maternity, Paternity, Special Leave etc)
- Discipline and Grievance
- Flexible Working
- Professional Development.

Staffing policies approved by the NJNC may be supplemented by other policies and procedures agreed locally.

In the event of any conflict between any local Staffing Policy at any college and any NJNC Circular, then any provision of the NJNC Circular shall take precedence.

Lecturing Staff Pay Offer – Thursday 9 May 2019 – Supplementary Information

Year 1 and 2 – 1st April 2017 – 31st March 2019

All lecturing staff receive a £400 unconsolidated payment. This will be applied pro rata to part time staff and pro rata to staff who commence or leave employment part way through this period. This payment does not affect the values of either the interim or national pay scales.

Year 3 (17 months) – 1st April 2019 – 31st August 2020

Immediately following the final migration payment, a consolidated award of £1400 for all unpromoted and promoted lecturer scale points.

From 1st April 2019 until 31st August 2020, the Lecturers Pay Scale will be:

Point 1	33,400
Point 2	35,407
Point 3	37,414
Point 4	39,420
Point 5	41,426

From 1st April 2019 until 31st August 2020, the Promoted Lecturer Fixed Points will be:

Fixed Point 1	45,250
Fixed Point 2	48,325
Fixed Point 3	51,400

The monetary award is subject to the following condition which is applied to the offer and is inclusive as part of a total package.

Terms and Conditions – National Working Practices Agreement (NWPA)

The Staff Side accept and agree the NWPA dated 9th May 2019 (Offer Version) which is attached as **Appendix 1** to the main offer.

Thursday 9 May 2019