

Committee	HR & R		
Date paper prepared	07/06/2022	Date of committee meeting	15/06/2022
Subject	Professional Services Strategic Proposal		
Author	Judith Fenton, HR & OD Lead		
Action requested	For discussion and endorsement		
Purpose of the paper	Provide update on progress in relation to restructuring within the professional services area of the business.		
Brief summary of the paper	The purpose of this document is to outline changes that are proposed to the structure of the Professional Services of Shetland UHI. The document sets out the proposed structure for professional services and the section heads within the proposed structure, and articulates consultation undertaken to date.		
Consultation	SMG; professional teams; LNCC 16 th May 2022.		
Resource implications	N/A		
Risk implications	N/A		

Link with strategy	None
Equality, Diversity and Inclusion	Summarise how any actual or potential (positive or negative) equality, diversity, and inclusion implications have been considered in the development of the paper. Please refer to the Equality, Diversity and Inclusiveness Policy for more information.
Island Community Impact	N/A
Paper status	<input checked="" type="checkbox"/> Open – The paper may be circulated to non-members of the committee and published online without restriction. <input type="checkbox"/> Restricted – The paper must not be circulated to non-members or published online until after the committee meeting. <input type="checkbox"/> Confidential - The paper must not be circulated beyond the committee members and should not be published online. [Please note papers may still be subject to Freedom of Information requests – see below].
Freedom of information	Open If closed/ withheld, select date this will become ‘open’: Enter a date.

Purpose

The purpose of this document is to outline changes that are proposed to the structure of the Professional Services of Shetland UHI. At this stage, the scope of the document is to set out the proposed structure for professional services and the section heads within the proposed structure, and to articulate the informal and team consultation undertaken to date. This document identifies three new roles that will be created. The document is a proposal that Shetland UHI is pursuing and it is not a final decision. The purpose of this initial consultation period is to get staff views and ideas on the proposed structure. Shetland UHI is committed to carefully considering any views, ideas and alternatives that staff may have.

Business Rationale for Change

Since merging, Shetland UHI has undertaken the restructure and appointment of the Shetland UHI Senior Management Team. We are now able to scope a structure for the Professional Services, and outline the operational management proposed to enable this area to function successfully.

The aim for the Professional Services is:

For each student to have a seamless and supportive Shetland UHI journey, with enrichment, engagement and accessibility at the heart of their experience.

To realise this aim, we must establish a structure. Presently, this area of the business lacks shape and cohesion and effort is split by campus and not by business need. Realising a structure will support Shetland UHI to:

- achieve greater clarity and transparency in terms of responsibility and accountability
- deploy effort and resources on a needs basis
- foster a single organisational culture.

Guiding Principles

At every stage of restructure, the consultation, negotiation and change process will be guided by the following principles:

- Improving student experience
- Enabling growth of activity
- Fostering a single organisation
- Simplification of organisation and processes

- Ensuring efficiency and economy of the new organisation
- Commitment to present staff
- Minimising disruption to staff and students

Proposed Structure

There is no real structure within the professional services area of the business. The current areas of activity defined as Professional Services are detailed in the diagram below:



Student administration incorporates the administration activity associated with our short courses offer.

To succeed, Shetland UHI must deliver on creating a shared culture and identity. To facilitate this to best effect, Shetland UHI wishes to make the most of the skills of our staff within these areas to best effect and create three roles that will facilitate operational leadership within a sustainable and clear structure. The professional services need to be structured according to area of business, and not location and facilitate cohesive, efficient and effective relationships between staff.

Central to our proposed structure is our commitment to our aim, therefore we need to create a balance between establishing a structure but maintaining a nimble and alert approach to best serve our students. Consequently, these teams will work with each other and will not operate in silos. Shetland UHI believes that a clearer structure will facilitate, not hamper, effective porous working between business areas, and enable staff within these areas to have varied and fulfilling roles.

The proposal is that the professional services will be separated into four sections:

Registry <ul style="list-style-type: none"> • Student administration • Short course administration • TS vocational administration 	Student Experience <ul style="list-style-type: none"> • Library • Student Support, guidance & counselling • Marketing and Communications • TS apprentice support
Facilities <ul style="list-style-type: none"> • ICT • Facilities • Reception • Compliance/H&S • Catering 	Finance (Head of Finance in place) <ul style="list-style-type: none"> • HR • Finance • Payroll • Business development

The Finance area will be line managed by the Head of Finance (in post) and, as confirmed previously, this role will be part of the Senior Management Group. The Vice Principal of Operations will have strategic oversight, and provide line management support to, the Heads of the remaining three sections: Registry, Student Experience and Facilities.

Role Creation

As outlined above, the proposal would be to create three new positions – Head of Registry, Head of Student Experience, and Head of Facilities – to lead the three areas under the Vice Principal of Operations.

Job Descriptions and Person Specifications for the roles are in development and will be finalised pending the outcome of this stage of consultation.

All roles have been presented as full-time roles, and the costs of each are based on full-time contracts. In line with our Organisational Restructuring Policy, an employee’s current working hours would be reflected.

Shetland UHI has engaged with the wider college network to develop appropriate and effective Job Descriptions for these roles and has undertaken a benchmarking exercise to determine appropriate salary levels for these positions using data from Colleges Scotland, and the wider tertiary education sector.

Consultation

Shetland UHI is committed to consultation, and the informal aspects of this are underway. Appointments to the 'Heads of' roles will be undertaken in line with our Organisational Restructuring Policy and Procedure¹, which in summary will involve job matching and then a potentially competitive process where more than one person is identified as a 'match'. Shetland UHI aims to appoint internally, drawing on the existing skills and expertise of our current staff.

To date, Shetland UHI has undertaken informal consultation on a team-by-team basis with existing Professional Services staff.

The next step will be to share and incorporate the feedback in to our proposal, and develop an FAQ to respond to queries raised.

Following that a Business Case will be developed and shared with union representatives and the broader staff teams.

Staff Support

Shetland UHI recognises that this is an unsettling time for all staff. Staff are encouraged to contact their line manager in the first instance with any concerns they may have. We can also provide additional support via our HR and OD Lead on a 1:1 confidential basis. Additionally, employees can seek support from their local trade union representatives.

Equalities Impact Assessment

At this time, an EQIA has not been undertaken, with the intention to undertake one at the next stage, when we can outline the process for appointing to the 'Heads of' roles and have clarity on how we will transition staff from their existing teams in to a new structure.

¹ Shetland UHI's Organisational Restructuring Policy and Procedure has been developed in consultation with our recognised Trade Union Representatives and was formally approved at our LNCC on 7th February 2022.

Timescales

This is an indicative timescale which will be dependent on approval from LNCC.

Date for Completion	Milestone
Ongoing	Planning
DATE	Presentation of Preferred Model to SMG
08/06/2022	HR&R Paper Deadline
10/06/2022	Initial Informal Consultations with Affected Staff Complete
15/06/2022	Presentation of Professional Services Strategic Proposal to HR&R
15/06/2022	Staff Feedback Incorporated
20/06/2022	Business Case Developed – including process for appointing heads, changes based on feedback, and clarity on transitional arrangements
20/06/2022	LNCC Paper Deadline
27/06/2022	Business Case presented to LNCC
By end August 2022	'Heads of' appointment process complete (in line with policy)
By August 2022	Transition in to 'new' structure arrangements communicated to staff.