

Item	Curriculum Management Structure
Committee	Board of Management
Date paper prepared	08/06/26 Date of committee 17/06/26
Subject	Curriculum Management Structure
Author	Hannah Ritchie-Muir/Diana MacLeod
Action requested	☒ For Information ☒ For Discussion ☐ For recommendation ☐ For Endorsement ☐ For Approval
Purpose of the paper	To provide committee members with the final version of the curriculum management structure following a period of consultation with staff from 26 th March 2026 to 5 th June 2026, following an extension to the consultation period in response to staff feedback.
Brief summary of the paper	A review of our curriculum management structure was identified as a key action arising from the Rapid Response Group (RRG), which was considered and approved by the Board of Management in November 2025. This work has now been completed and, alongside wider feedback from the Health and Safety Executive (HSE) work-related stress survey, the Investors in People (IIP) report, and our post-merger evaluation informed the proposals issued during the consultation period. Across these reports and staff engagement activity, a consistent set of themes emerged: workload and wellbeing pressures; lack of clarity in roles and decision-making; overly large spans of control; and a need to strengthen alignment with industry, learners and regional skills priorities. The proposed changes and now final curriculum management respond directly to this feedback and create a more sustainable and effective curriculum management model for the future.
Consultation How has consultation with partners been conducted?	With relevant teams, managers, academic staff, Trade Union, Staff Voice Council, offering opportunity for staff feedback through questionnaire responses, engagement meetings, one-to-one meetings, team meetings, Trade Union and Staff Voice Council representations, and written submissions received throughout the consultation.
Resource implications What are the risks with this proposal?	Implications are outlined within the report.
Risk implications	Discussed within paper
Link with strategy	Tertiary Curriculum Strategy and Student Engagement Strategy
Equality, Diversity and Inclusion (EDI)	The analysis here is high level and does not go into detail about specific groups. EDI analysis is carried out at team level.
Island Community Impact	N/A
Paper status	Highlight the paper status in the list below: Open – the paper may be circulated to non-members of the committee and published online without restriction. Restricted– the paper must not be circulated to non-members or published online until after the committee meeting. 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, as specified in the next section].
Freedom of information (FOI)	Highlight the FOI status in the list below. Refer to North, West and Hebrides Freedom of Information Site for more information: Open

	☐ Closed – disclosure would substantially prejudice a programme of research. ☐ Closed – disclosure would substantially prejudice the effective conduct of public affairs. ☐ Closed - Disclosure would substantially prejudice the commercial interests of any person or organisation. ☐ Closed - Disclosure would constitute a breach of confidence actionable in court. ☐ Closed - Disclosure would constitute a breach of the Data Protection Act. ☐ Closed - Other, please specify. It can be open after the Advance HE publishes the report in Autumn
Freedom of information (FOI) disclosure date	If closed/ withheld is selected above, enter the date when this will become 'open': Click or tap to enter a date.

Curriculum management structure

The curriculum management structure has five departments; four led by Heads of Department (Promoted Lecturer 3 – PL3) posts and one led by a Head of Department (Professional Services - NSUP) post. Each teaching department led by a PL3, includes a Promoted Lecturer 2 (PL2) and Promoted Lecturer Level 1 (PL1) posts. The Department of Communities, fair access and work-based learning includes professional services manager and team lead roles and a PL1 role.

Following review of feedback from the consultation, themes became clear.

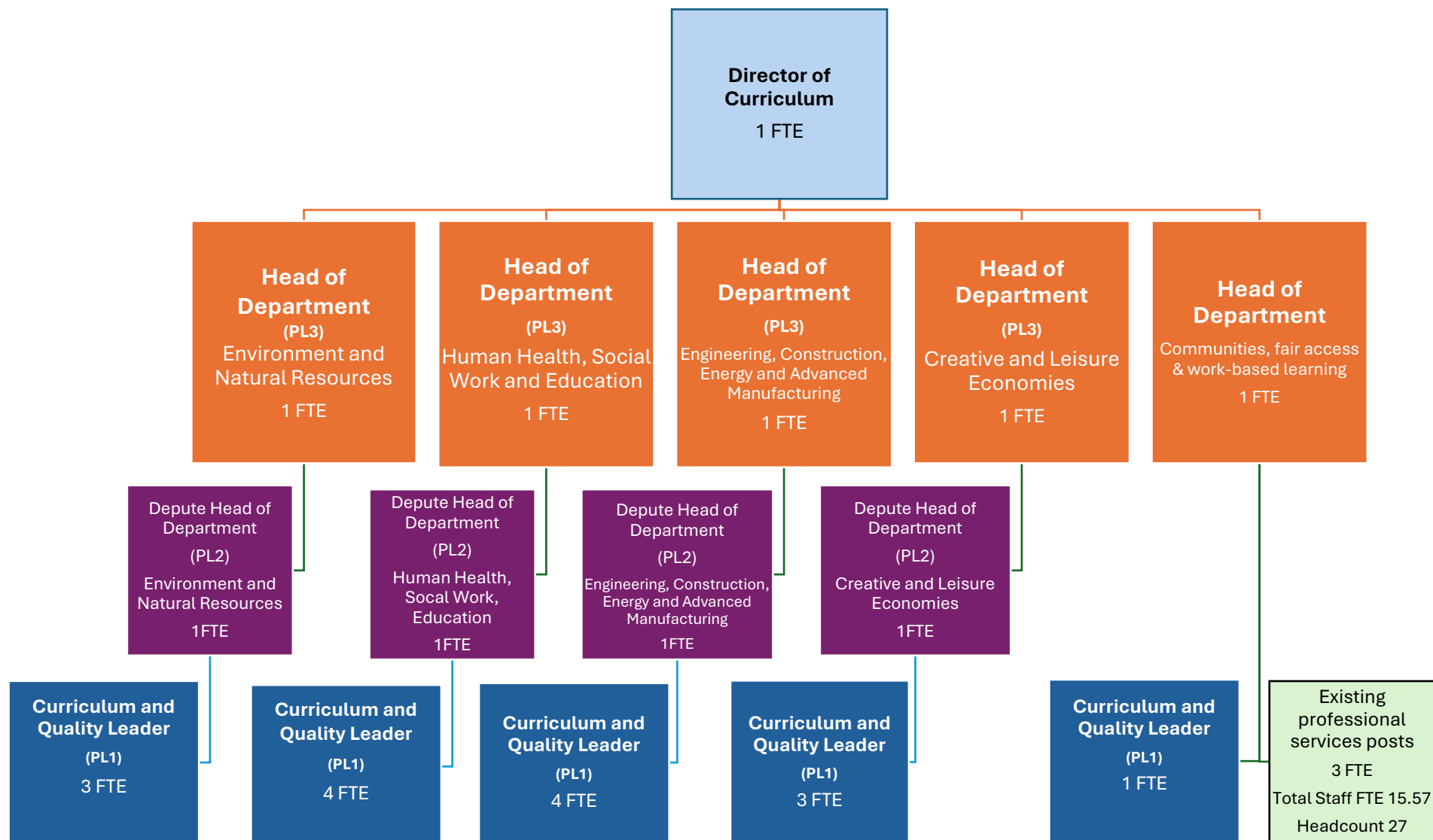
These include requests:

- To include all three tiers/layers: PL1, PL2 and PL3 within teaching departments;
- For Heads and Depute Heads (PL3/PL2) to review the distribution and allocation of subject areas to promoted posts within their departments;
- For Heads and Depute Heads (PL3/PL2) to review the most beneficial reporting lines for Curriculum and Quality Leader (PL1) posts within their department;
- To minimise impact on teaching hours available for lecturers;
- To increase curriculum management hours available.

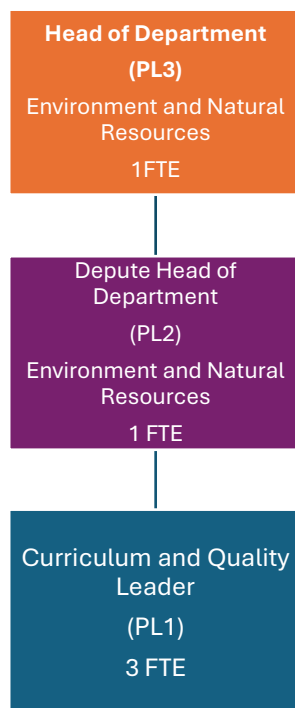
ELT have considered all feedback and included this in the final curriculum management structure, as far as possible.

The final curriculum management structure:

- Increases the number of promoted lecturer posts below PL3, from 17 FTE to 19 FTE;
- Introduces an additional tier/layer of management to include all three levels of promoted lecturer posts;
- Creates no negative impact on lecturer hours available, on a college wide level;
- Teaching contact hours for promoted posts have been reduced from the nationally agreed circulars. PL3: 4 hours per week, PL2: 8 hours per week, and PL1: 15 hours per week.
- Increases the number of management hours available to 425 hours per week.



Industry sector: Environment and natural resources



Department metrics:

- Total Staff FTE: 34.30
- Staff Headcount: 56
- Student Enrolments: 1313
- FE Credits: 3727.95
- HE FTEs: 455.58

Sector areas: Sector areas will be managed by either a PL1 or PL2, dependant on skill set of the appointed PL2.

On appointment of PL3 posts and matching of PL2s/PL1s, PL3s and matched/conserved PL2s/PL1s will review sectors to distribute activity across the agreed number of PL1s within their department.

Vet Nursing, Land and Rural: 1FTE

- Staff FTE 5.79
- Staff Headcount 12

SOAS and Marine: 1FTE

- Staff FTE 13
- Staff Headcount 23

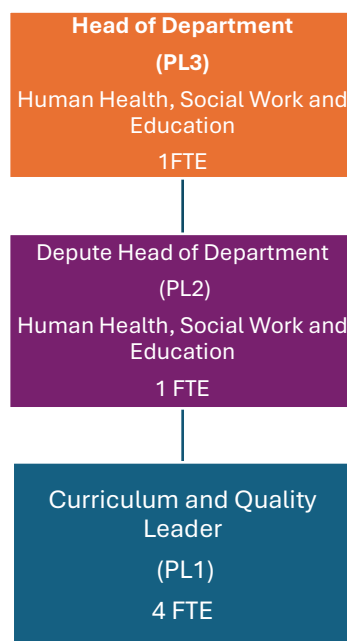
Renewable, Sustainable Development Science, HE Humanities and Social Sciences: 1FTE

- Staff FTE 8.88
- Staff Headcount 12

Golf and Equine 1FTE

- Staff FTE 6.66
- Staff Headcount 9

Industry sector: Human health, social work, and education



Department metrics:

- Total Staff: 31.01 FTE
- Staff Headcount: 51
- Student Enrolments: 704
- FE Credits: 4485.38
- HE FTEs: 95.83

Sector areas: Sector areas will be managed by either a PL1 or PL2, dependant on skill set of the appointed PL2.

On appointment of PL3 posts and matching of PL2s, PL3s and matched/conserved PL2s/PL1s will review sectors to distribute activity across the agreed number of PL1s within their department.

Health, Social Care and Life Sciences: 1 FTE

- Staff FTE 5.37
- Staff Headcount 8

Early Years and Education: 1 FTE

- Staff FTE 5.97
- Staff Headcount 9

Support Learning and Pathways: 1 FTE

- Staff FTE 9.11
- Staff Headcount 15

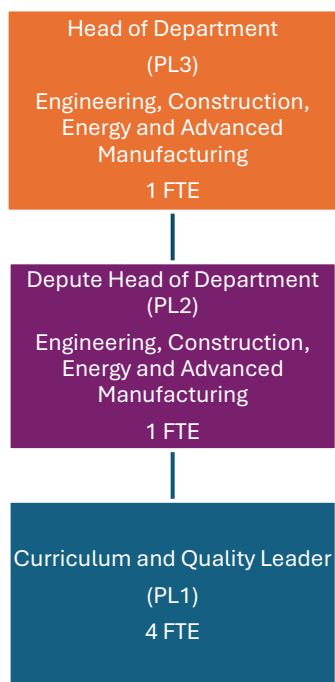
Gaelic and ESOL: 1FTE

- Staff FTE 3.26
- Staff Headcount 4

Hair and Beauty: 1 FTE

- Staff 7.3 FTE
- Staff 15 Headcount

Industry sector: Engineering, construction, energy, and advanced manufacturing



Department staffing metrics:

- Total Staff: 36.4 FTE
- Staff Headcount: 52
- Student Enrolments: 952
- FE Credits: 6382.38
- HE FTEs: 134.50

Sector areas: Sector areas will be managed by either a PL1 or PL2, dependant on skill set of the appointed PL2.

On appointment of PL3 posts and matching of PL2s, PL3s and matched/conserved PL2s/PL1s will review sectors to distribute activity across the agreed number of PL1s within their department.

Engineering, construction, energy, and advanced manufacturing: 5FTE (PL2 and PL1s)

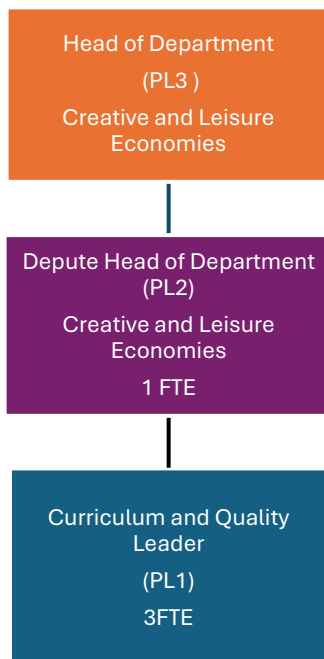
Engineering (suggested allocation 3FTE)

- Staff FTE 24.8
- Staff Headcount 36

Construction (suggested allocation 2FTE)

- Staff 11.6 FTE
- Staff 16 Headcount

Industry sector: Creative and leisure economies



Department staffing metrics:

- Total staff: 30.46FTE
- Staff Headcount: 54
- Student Enrolments: 506
- FE Credits: 2267.75
- HE FTEs: 188

Sector areas: Sector areas will be managed by either a PL1 or PL2, dependant on skill set of the appointed PL2.

On appointment of PL3 posts and matching of PL2s, PL3s and matched/conserved PL2s/PL1s will review sectors to distribute activity across the agreed number of PL1s within their department.

Creative Economy: Music & SP, Creative Writing & Film: 1 FTE

- Staff FTE 8.9
- Staff Headcount 15

Creative Economy: Fashion & Jewellery, Art, Photography: 1 FTE

- Staff FTE 6.25
- Staff Headcount 17

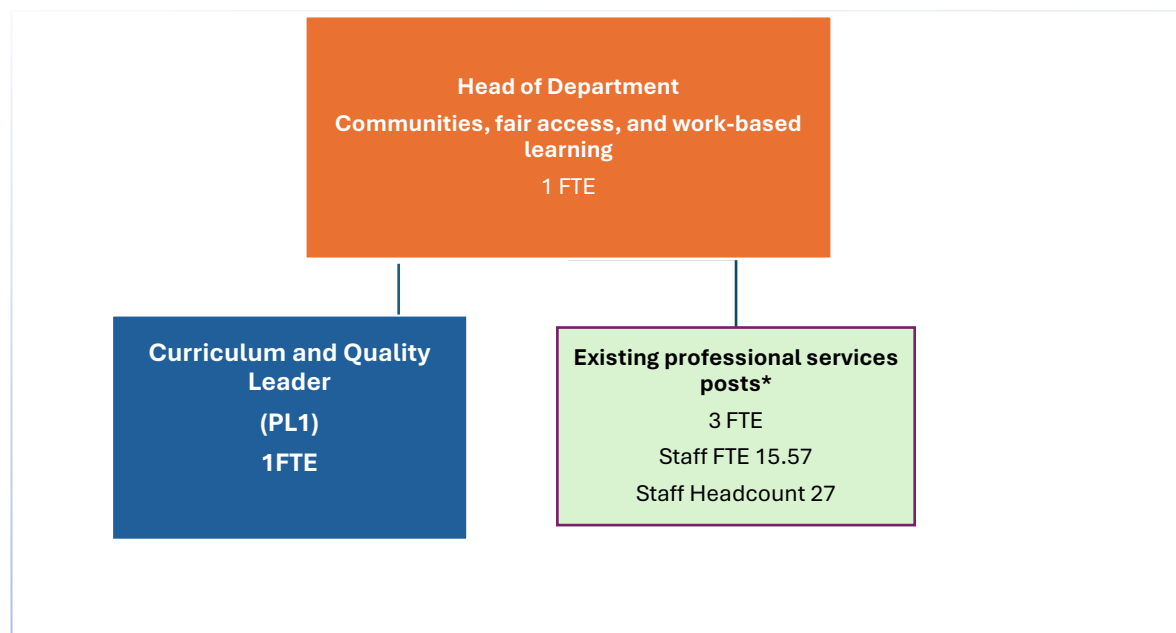
Hospitality and Business: 1 FTE

- Staff 10.47FTE
- Staff 15 Headcount

Computing and Digital Media: 1 FTE

- Staff 4.84 FTE
- Staff 7 Headcount

Industry sector: Communities, fair access, and work-based learning



Note: The 3 FTE denotes existing curriculum professional services posts and teams. These posts and teams are **not part of the proposed curriculum management structure but are included here to demonstrate line management responsibilities and total department metrics.*

Department staffing metrics:

- Total staff: 21.32FTE
- Staff Headcount: 38
- Student Enrolments: 1706
- FE Credits: 5371.83

Sector areas: Curriculum sector area will be managed by PL1.

Senior Phase, Nationals, Highers, and Advanced Highers: 1FTE

- Staff 5.75 FTE
- Staff Headcount 11

Timeline

Date	Activity
8 June	Communicate curriculum management structure (final version) to all staff
8 June	Applications open for Head of Department (PL3) positions. 3.30pm
10 June	Applications close for Head of Department (PL3) positions. 11.59pm
16 June	Interviews take place for Head of Department (PL3) positions.
17 June	Applications open for Deputy Head of Department (PL2) positions.
19 June	Applications close for Deputy Head of Department (PL2) positions.
23 June	Interviews take place for Deputy Head of Department (PL2) positions.
23 June	Matching of remaining PL2's to PL1 posts
New Academic Year	Remaining PL1 posts to be advertised

Next Steps

It is important that our current Head of Faculty and Curriculum Managers are appointed or confirmed into new Head of Department, Deputy Head of Department or Curriculum and Quality Leader posts, prior to the summer break.

The remaining Curriculum and Quality Leader (PL1) vacancies will be advertised early in the new academic year.

We intend to discuss further a suitable timeline for implementation of the new curriculum management structure, with the aim to minimise disruption as far as possible.