



JOB SUMMARY – Principal Educator (Core Programmes) NHS Scotland Academy 23-month Fixed Term/Secondment

#### 1. About NES

NHS Education for Scotland (NES) is the national health board with statutory responsibilities to effect sustainable change through workforce development, education and training across the health and social care system in Scotland, while working at UK level with partner organisations.

We are the leader in educational design, delivery and quality assurance and provide wideranging support to workforce development. We are the official provider of workforce statistics for NHS Scotland and support national workforce planning. We design and develop digital technologies supporting innovation and transformation.

Our purpose is to drive change and improve the quality of care experienced by citizens across Scotland by ensuring that we have the right staff, with the right skills, in the right place, at the right time. NES is integral to improving outcomes for people and in ensuring a skilled and capable workforce underpins the design and delivery of services. As an organisation, we recognise the significant contribution we can make to improving population health, reducing inequalities and economic development.

#### 2. NMAHP Directorate

The core function of the NMAHP Directorate is to support the education, training and continuing professional development of nurses, midwives, allied health professionals, health and social care chaplains and their support workers. The Directorate is also responsible for providing education, training and workforce development across wider professional groups and disciplines, often in partnership with other agencies, to support key policy imperatives such as Healthcare Associated Infection (HAI), Recovery & Remobilisation, dementia and health and social care integration.

#### 3. Scotland Academy

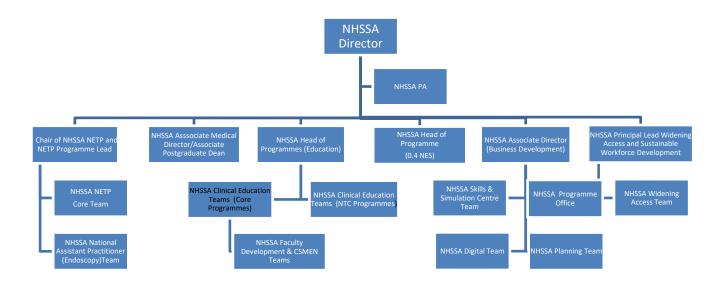
The NHS Scotland Academy is an exciting partnership between NHS Golden Jubilee and NHS Education for Scotland to offer accelerated training for a wide range of health and social care roles and professions. The NHS Scotland Academy will provide an opportunity for staff to improve their skills in specific areas, using residential, distance and virtual reality learning. It will offer attractive training programmes linked to recruitment and career progression.

The Academy draws on the strengths of both parent organisations. It will use both the state-of-the-art clinical and simulation facilities at NHS Golden Jubilee and the educational expertise and technology-enabled learning offered by NHS Education for Scotland

The Academy will support NHS Scotland to develop additional capacity and new capabilities. It will add to existing educational programmes and respond to evolving and emerging workforce needs. By addressing recruitment gaps and training needs, it will help ensure the health and social care workforce is prepared for future needs in Scotland.

As part of this partnership, **the successful applicant will be employed by NHS Education for Scotland** within the Nursing, Midwifery and Allied Health Professions Directorate (NMAHP).

#### 4. Organisation Chart



#### Job Role

We are seeking to appoint a dynamic Principal Educator with extensive clinical and educational leadership to join our evolving NHS Scotland Academy team. As a Principal Educator you will lead on specific NHS Scotland Academy education workstreams including National Clinical Skills for Pharmacists Programme and NMC OSCE Preparation; in addition to evolving NHS Scotland Academy education priorities, to ensure that they are effectively developed, coordinated, and delivered. The Principal Educator will promote a culture of change and leading-edge practice to meet the educational requirements of a 'Once for Scotland' approach, extending partnership and collaborative practice to meet NHS Scotland Academy priorities of building capacity and capability in NHS Scotland workforce

The post holder will support the Head of Programmes (Education) to deliver on an evolving education portfolio through providing strategic educational leadership and future focused direction for the NHS Scotland Academy.

#### 5. Key Tasks

#### (HR will include the top 5 tasks in the advert)

- Deliver the work of the team through working in partnership with executives and senior managers across NHS Scotland and other parts of the public service, agencies, and learning & development providers, thereby influencing and building sustained improvements to capability and capacity.
- Take a leading role in the management of educational infrastructure projects to assist NHS Scotland Academy in responding to changes in education and training.
- Promotes a culture of change and leading-edge practice, which will have a longterm impact internally and/or externally by taking a leading role in the management of national educational projects.
- Collating, interpreting and reconciling information and opinions from a range of stakeholders, especially where these may be conflicting, and analysing these to enable a compromise to be brokered or judgement made between the options.
- Creative innovative organisational, leadership and management development solutions to improve the effectiveness of individuals, teams, organisations, networks, and systems – for example, coaching and strategic team development.
- Shape up personal objectives according to organisational needs and depending on areas of expertise and contribute to ensuring that the work of the team is fully covered
- Scope up requirements for specific programmes of development, through research and consultation with senior leaders in the service and other partners, to ensure that planned provision is fit for purpose and aligned with other local and national provisions.
- Evaluate the impact of investment in development and educational workstream(s) at a personal, organisational, and national level, to ensure that it is appropriately targeted and shaped to meet service need.
- Participate in the business and financial planning and monitoring, ensuring that each area of activity is proceeding according to plan.
- Monitors and reviews financial information for the workstream to ensure that they
  are consistent with guidelines and to make recommendations for efficiencies and
  service redesign as an ongoing job responsibility.
- Provides professional advice and consultancy on a range of educational issues.
- Develops sector wide strategies and policies which have a long-term impact internally and/or externally in specialist area.
- Leads on specific aspects of education and/or leadership workstreams, ensuring that they are effectively co-ordinated at national and local events and contribute to the achievement of Delivering for Health, Better Health, Better Care.
- Initiation and co-ordination of research into current practice relevant to projects, including analysis of results and presentation of findings in a published report
- Maintain and develop own professional knowledge and expertise, awareness of professional education, good practice, and innovation within the UK and abroad through attendance at seminars, conferences, study days, networking, and professional contacts.

### **Harmonised Band 8b Principal Educator**

#### 1. JOB IDENTIFICATION

Job Title: Principal Educator\* Core Programmes NHS Scotland

Academy

Department(s):NHS Scotland Academy

Directorate: NHS Education Scotland

Job Reference: JD04/H

Responsible to (insert job title): Head of Programmes (Education)

\* Operating Division

#### 2. JOB PURPOSE

The purpose of this role is to have lead responsibility for managing major new and existing educational developments, and lead in the implementation of specific elements of education/leadership development, contributing to the formulation of long term policy and strategy.

These workstreams/initiatives will support the key strategic themes of developing education and infrastructure, with the aim of improving current capability and capacity whilst reflecting the need of patients or services users of NHS Scotland.

The postholder will manage key educational projects for NES to deliver agreed outcomes identified by the Board and sponsoring Scottish Government in relation to defined aspects of educational infrastructure and provision.

#### 3. DIMENSIONS

The postholder will work across all of the NHS Boards and other sectors in Scotland, providing professional advice and support in key areas of development to all relevant colleagues including senior leaders, managers, clinicians and development professionals.

They will manage a highly complex set of working relationships which extends beyond health to include other public services, agencies and providers of learning and development.

They will be required to operate at a national level and contribute to the development of policy and practice around development and improvement.

Up to date registration will be a requirement for relevant job roles.

#### 4. ORGANISATIONAL POSITION

The postholder will report to the Head of Programmes (Education

The Principal Educator (NTC Programmes) also report to the Head of programmes (education)

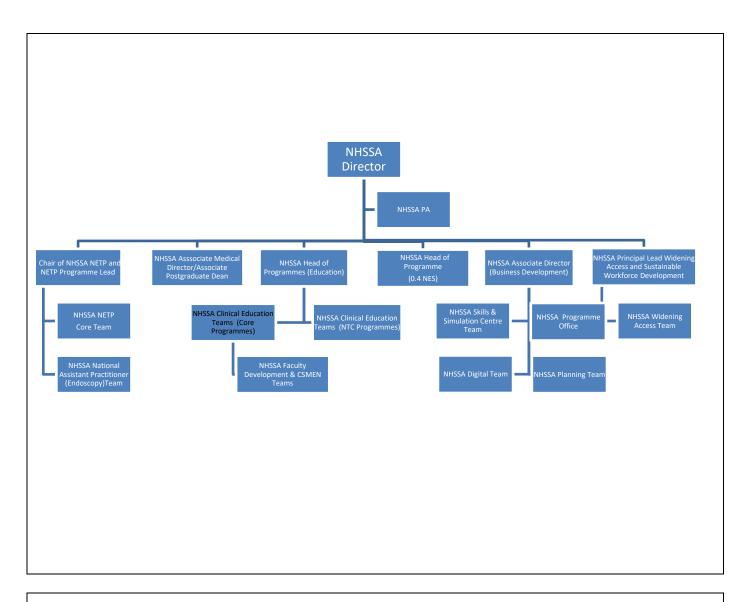
The postholder will lead a team, with the Senior Educators within this team reporting directly to the Principal Educator

This section to be amended to display the Organisational Structure of post holders Division and Directorate. The purpose of this section is to establish how the job fits into the rest of the organisation. It should be clear to whom the job holder is responsible and whether they have any other key lines of accountability, e.g. to a professional head.

#### Please therefore record:

- a) the manager's job;
- b) job titles of colleagues reporting to the same manager/peers;
- c) jobs reporting directly to the job holder.

The example below gives a useful style. The names of individual job holders should not be shown on the chart, just job titles.



#### 5. ROLE OF DEPARTMENT

NHS Education for Scotland (NES) is the national health board with statutory responsibilities to effect sustainable change through workforce development, education and training across the health and social care system in Scotland, while working at UK level with partner organisations.

We are the leader in educational design, delivery and quality assurance and provide wide-ranging support to workforce development. We are the official provider of workforce statistics for NHS Scotland and support national workforce planning. We design and develop digital technologies supporting innovation and transformation.

Our purpose is to drive change and improve the quality of care experienced by citizens across Scotland by ensuring that we have the right staff, with the right skills, in the right place, at the right time. NES is integral to improving outcomes for people and in ensuring a skilled and capable workforce underpins the design and delivery of services. As an organisation, we recognise the significant contribution we can make to improving population health, reducing inequalities and economic development.

The NHS Scotland Academy is an exciting partnership between NHS Golden Jubilee and NHS Education for Scotland to offer accelerated training for a wide range of health and social care roles and professions. The Academy will provide an opportunity for staff to improve their skills in specific areas, using

residential, distance and virtual reality learning. It will offer attractive training programmes linked to recruitment and career progression.

The Academy draws on the strengths of both parent organisations. It will use both the state-of-the-art clinical and simulation facilities at NHS Golden Jubilee and the educational expertise and technology-enabled learning offered by NHS Education for Scotland

The Academy will support NHS Scotland to develop additional capacity and new capabilities. It will add to existing educational programmes and respond to evolving and emerging workforce needs. By addressing recruitment gaps and training needs, it will help ensure the health and social care workforce is prepared for future needs in Scotland.

As part of this partnership, the successful applicant will be employed by NHS Education for Scotland within the Nursing, Midwifery and Allied Health Professions Directorate (NMAHP).

We are seeking to appoint a dynamic Principal Educator with educational leadership expertise to join our evolving NHS Scotland Academy team. The post holder will support the Head of Programmes (Education) to deliver on a portfolio of work related to national workforce priorities within NHS Scotland Academy (NHSSA).

- **6. KEY RESULT AREAS** (Key Result Areas convey **all potential** aspects of a job role. Key result areas will be further developed within the KSF outline with some being more relevant than others dependent on the current requirements for your role.)
  - Promotes a culture of change and leading edge practice, which will have a long term impact internally and/or externally by taking a leading role in the management of national educational projects.
  - Provides professional advice and consultancy on a range of educational issues.
  - Develops sector wide strategies and policies which have a long term impact internally and/or externally in specialist area.
  - Collating, interpreting and reconciling information and opinions from a range of stakeholders, especially where these may be conflicting, and analysing these to enable a compromise to be brokered or judgement made between the options.
  - Leads on specific aspects of education and/or leadership workstreams, ensuring that
    they are effectively co-ordinated at national and local events and contribute to the
    achievement of Delivering for Health, Better Health, Better Care.
  - Monitors and reviews financial information for the workstream to ensure that they are consistent with guidelines and to make recommendations for efficiencies and service redesign as an ongoing job responsibility.
  - Initiation and co-ordination of research into current practice relevant to projects, including analysis of results and presentation of findings in a published report.
  - Creative innovative organisational, leadership and management development solutions to improve the effectiveness of individuals, teams, organisations, networks and systems – for example, coaching and strategic team development.
  - Deliver the work of the team through working in partnership with executives and senior managers across NHSScotland and other parts of the public service, agencies and learning & development providers, thereby influencing and building sustained

- improvements to capability and capacity.
- Participate in the business and financial planning and monitoring, ensuring that each area
  of activity is proceeding according to plan.
- Shape up personal objectives according to organisational needs and depending on areas of expertise and contribute to ensuring that the work of the team is fully covered.
- Scope up requirements for specific programmes of development, through research and consultation with senior leaders in the service and other partners, to ensure that planned provision is fit for purpose and aligned with other local and national provisions.
- Evaluate the impact of investment in development and educational workstream(s) at a personal, organisational and national level, to ensure that it is appropriately targeted and shaped to meet service need.
- Take a leading role in the management of educational infrastructure projects to assist NHSScotland in responding to changes in education and training.
- Maintain and develop own professional knowledge and expertise, awareness of professional education, good practice and innovation within the UK and abroad through attendance at seminars, conferences, study days, networking and professional contacts.

#### 7a. EQUIPMENT AND MACHINERY

The post holder will be required to use the following equipment in the course of their work:

- A range of office, audio-visual and IT equipment
- PC for design, development and maintenance of IT solutions.
- Multi-function devices : scanners, copiers, printers, fax
- Telephone
- VC facilities
- Portable equipment, including laptop etc

#### 7b. SYSTEMS

- Utilisation of data and information systems relevant to role currently in use throughout the NES organisation.
- Use of complete MS Office suite of programmes.
- Use IT as directed, maintaining confidentiality.

#### 8. ASSIGNMENT AND REVIEW OF WORK

- The post holder works within objectives agreed and is reviewed formally on an annual basis.
- The postholder is responsible for planning, prioritising and allocating her/his own work and has freedom to initiate, implement and deliver outcomes within the agreed framework. The postholder is expected to work independently, maintaining effective time management and prioritising tasks appropriately.
- The postholder is required to interpret relevant, often highly specialist, national policy and advise NES and key stakeholders on implementation.

- Project plans, progress reports and outcomes are reviewed as appropriate by steering groups and Senior NES Managers and committees.
- Manage, supervise and develop staff in line with NES policy and procedure.

#### 9. DECISIONS AND JUDGEMENTS

- Given the sensitivities of some activities undertaken, the postholder needs to exercise good judgement on any highly complex matters.
- Takes a lead role in developing and securing agreement on detailed plans to implement initiatives to develop workforce capability and capacity and quality learning environment within NHS Scotland.
- Manages key education projects for NES to deliver agreed outcomes in relation to defined aspects of educational infrastructure, provision of development and safety and improvement.
- The postholder is required to interpret relevant, often highly specialist, national policy and advise NES and key stakeholders on implementation.

#### 10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

- Consistently working to the highest standards, to increase confidence in the quality of a sustained approach to education/leadership development.
- Balancing national direction with local development.
- Managing 'due process' effectively and efficiently.
- Utilisation of analytical skills and creative strategies to solve highly complex problems relating to national or corporate projects.
- Working within a national remit with all disciplines representing health or social care workers.
- Engaging and maintaining effective communication with senior staff within NES, territorial health boards, special health boards, the education and training sector, professional and statutory bodies, government organisations, social care and third sector/ independent sector organisations.
- Using management strategies and techniques to affect change across professional groups within NHSScotland and internally within NES.
- Collating, interpreting and reconciling information and opinions from a range of stakeholder, especially where these may be conflicting, and analysing these to enable a compromise to be brokered or judgement made between the options.
- Considering the feasibility of initiatives in practice and developing flexible approaches that enable goals/implementation to be successfully achieved.
- Planning and organising the development of NES governance frameworks, when required, which have a significant impact on all of the NES directorates, and thus determining the way in which educational initiatives are implemented, quality assured and monitored.

#### 11. COMMUNICATIONS AND RELATIONSHIPS

- Required to deploy advanced skills in communicating with a wide range of internal and external stakeholders
- Developing consensus about project aims and outcomes and in executing plans.
- Implementation of a communications strategy to develop awareness of the project benefits and outcomes to secure involvement from organisation and individuals from within NHSScotland and other relevant sectors.
- Chair meetings effectively.
- Persuade, influence and negotiate in order to secure funding and contracts, present proposals, obtain support for proposals, and secure involvements of colleagues in initiatives.
- Facilitate workshops and focus group discussions.
- Prepare information, reports, articles and papers to publication standard.
- Present complex/specialist information to internal and external conferences and seminars.
- Present and brief groups of internal and external stakeholders with complex information which may challenge existing practices.
- Maintain communication and working relationships with all departments, committees, the board and the senior management team of NES to affect the work of the post and NES. This communication is verbal, written and electronic and ranges through direct personal contact to scheduled meeting, all with a view to facilitating the work of NES.
- Communication with outside agencies is essential for the efficient and effective conduct of the post and to ensure that the service available from NES is known and understood.

#### 12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB

#### Physical skills

Advanced keyboard skills.

#### Physical effort

• The postholder should be able to operate standard office procedures. The postholder will be required to sit/stand for long periods of time when working at workstation with ITC equipment while drafting reports and other documents/participating in meetings.

#### Mental effort

- The postholder will be expected to demonstrate analytical skills and think creatively over sustained periods. It is expected that project strands will run concurrently and the postholder will therefore be required to co-ordinate simultaneous activities. The ability to produce reports and other documents to a high standard is essential.
- There will be a frequent requirement for concentration where their work pattern is often unpredictable.

#### **Emotional effort**

- The postholder is required to work to tight deadlines, set by external stakeholders such as the SGHSCD.
- They will occasionally be exposed to distressing or emotional circumstances when they have to impart unwelcome news to stakeholders.

#### **Working Conditions**

Requirement to travel to meetings and conferences has an effect on work patterns. The
postholder is required to use VDU for long periods of time whilst working on
reports/strategies etc. VDU use on a daily basis.

#### 13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB

- Educated to at least master's degree level plus substantial postgraduate experience, or working towards this together with registration as a health or social care professional where required.
- Experience of significant expertise within Health or Social Care / Education normally acquired over a significant period.
- Proven leadership/management development capabilities in the delivery of services within Health or Social Care / education / leadership development in a large, complex organisation.
- In-depth knowledge and practical experience within Health or Social care / education / Quality Improvement and leading QI.
- Experience of working with leaders at senior management and Board levels.
- Evidence of personal education skills development.
- Project management experience.
- National policy-level experience in Health or Social care / education /leadership development and an understanding of the policy environment.
- Proven experience in developing, commissioning, managing and evaluating development programmes/activities.
- Ability, experience and judgement to work independently and as part of senior team.
- Experience of complex change management processes.
- Highly developed interpersonal skills.
- Knowledge and expertise in education, leadership, management and models for delivery of development.
- Highly developed written and verbal communication skills.
- Ability to deliver within tight deadlines.
- Understanding and knowledge of government health policy.
- Ability to work in complex environments where the parameters of the job are not necessarily clearly defined.
- Well-developed facilitation skills.

#### NB: -

Staff employed by NHS Education recruited for a role that has either Mental Health Officer or Special Classes Status will be issued with written confirmation recognising such status at the point of recruitment to ensure that their membership is recognised for the purposes of Pension Calculation. Recognition of either Nurses with MHO Status, or Nurses, Midwives, Physiotherapists, Nursing Assistants or Health Care Assistants with Special Classes Status will be defined explicitly within the advert and job description for future roles, and confirmed in writing to the successful applicant within the offer of employment letter.

14. JOB DESCRIPTION AGREEMENT	
A separate job description will need to be signed off by each jobholder to whom the job description applies.	
Job Holder's Signature:	Date:
Head of Department Signature:	Date:





## **BAND 8b Principal Educator**

**Essential Criteria** – these are attributes without which a candidate would not be able to undertake the full remit of the role. Applicants who do not clearly demonstrate in their application that they possess the essential requirements will normally be eliminated at the short listing stage.

**Desirable Criteria** – these are attributes which would be useful for the candidate to hold. When short listing, these criteria will be considered when more than one applicant meets the essential criteria.

**Means of Assessment** – please note that candidates invited for interview will be notified if there will be a requirement to undertake a test or presentation. These additional assessments may be used to judge one or more criteria within the factor.

Factors	Essential	Desirable	Means of Assessment
Key Leadership Behaviours	<ul><li>Inspiring</li><li>Empowering</li><li>Adaptive</li><li>Collaborative</li><li>Engaged and Engaging</li></ul>		Application & Interview
Education and Professional Qualifications	<ul> <li>Educated to master's degree level plus substantial postgraduate experience, or working towards this</li> <li>Post holder must be a registered member of a health or social care professional body relevant to their area of expertise</li> <li>Required to hold up to date registration relevant to their role</li> </ul>	<ul> <li>Post Graduate qualification in Teaching and Learning</li> <li>Independent Prescribing Qualification</li> </ul>	Application & Pre- Employment checks
Additional specific qualifications required for role			Application & Pre-Employment checks

Experience/Training (including research if appropriate)	•	Proven experience in developing, commissioning, managing
		and evaluating
		development
		programmes/activities
	•	Experience of strategic policy development and
		implementation that
		reflects both corporate
		and system wide
		directives
	•	Experience in the
		development and delivery
		of a range of training programme elements and
		developing learning
		materials
	•	Experience and
		understanding of
		educational quality assurance and the
		healthcare/education
		sector in the UK
	•	Demonstrable senior
		management experience
		within a large complex
		organisation Significant experience of
	•	managing large and
		complex
		projects/programmes
	•	Experience of strategic
		planning
	•	Significant analytical experience at senior level
	•	In-depth knowledge and
		practical experience of
		Quality Improvement and
		leading QI
	•	Significant experience of
		leading and managing teams
	•	Experience of design and
		implementation of change
		programmes
	•	Experience of presenting
		and publishing of records
	•	Experience in leading and managing new and
		existing educational
		developments
	•	Experience of budget
		management, financial
		forecasting and control
	•	Experience/understanding of the external political
		and social environment,
		including NHS policy
		issues and priorities, and
		the wider agenda of
		public policy impacting on

public policy impacting on other relevant agencies

Application & Interview

Additional specific experience/training required for role		Application & Interview
Specific Skills and Knowledge	<ul> <li>Knowledge and expertise in education, leadership, management and models for delivery of development</li> <li>Knowledge of contemporary issues in clinical practice education as they relate to the training and education of clinical trainees</li> <li>Ability, experience and judgement to work independently and as part of a senior team</li> <li>Ability to build highly effective relations internally and externally is key as well as excellent facilitation, presentation and strategic thinking and analysis skills</li> <li>Extensive knowledge of the legal framework governing: Health and Safety, Employment Law, Freedom of Information, Data Protection, etc</li> <li>Excellent communication, interpersonal, negotiating, influencing and facilitation skills at a senior level</li> <li>Excellent working knowledge of Microsoft Office packages</li> <li>Ability to work autonomously to agreed objectives and timescales</li> <li>Effective time management skills and ability to manage conflicting priorities</li> </ul>	Application & Interview
Additional specific experience/training required for role		Application & Interview

# Leadership Behaviours



NHS Education for Scotland (NES) assesses and selects employees based on our leadership behaviours which are expected at all levels in the organisations. These leadership behaviours support the NES ways of working and NHS Scotland values.

These leadership behaviours describe how we work, and what is expected of everyone who works in NES. A number of methods may be used to assess these behaviours as part of our recruitment and selection processes. Our leadership behaviours are:

**Inspiring** 



Passionate about our strategic mission and about excellence; communicating purpose and vision with enthusiasm; innovative, and learning from success as well as setbacks

**Empowering** 



Giving our teams space and authority to deliver outcomes; investing in learning and development; expecting top performance & dealing with occasions where this is not delivered; being approachable and open to constructive challenge

**Adaptive** 



Respond flexibly to changing requirements and help others to do the same, recognising that required leadership and expertise may not always sit at the top of the hierarchy and actively encouraging good ideas/input from all levels.

Collaborative



Committed to working together, and across professional, clinical and organisational boundaries, internally and externally to achieve our objectives

Engaged & Engaging



Committed to our values, agreed ways of working and our strategic and operational direction; visible to stakeholders and to our teams; straightforward and honest in our communications





## **CONDITIONS OF SERVICE**

TITLE: Principal Educator LOCATION: Flexible- your Contractual NES

Office location will be agreed

upon appointment

annum

**REPORTING TO:** Clair Graham

GRADE: Agenda for Change Band 8B SALARY SCALE: £61,325 to £66,018 per annum

HOURS AND DAYS Full time. Based on a normal working week of 37.5 hours. Office opening hours are 0700 to

**OF WORK:** 1900

JOB STATUS: Fixed term/ secondment opportunity NOTICE PERIOD: 4 weeks

for up to 23 months

ANNUAL 27 days rising to 29 days after 5 PUBLIC HOLIDAYS: 8 local/ Public Holidays per

**HOLIDAYS:** years service, rising to 33 days after

10 years service

**REHABILITATION** The 'exemption' status of posts within NES may change in the future and all successful candidates should be aware that they may be asked to obtain a further Disclosure from

Disclosure Scotland at a later date, should a post's status change, or if they are transferred or

promoted into a post that is exempt.

#### **SUPERANNUATION:**

**CLASSIFICATION:** 

Please note under changes to workplace pension arrangements introduced by the UK Government, NHS Education for Scotland along with other employers requires to ensure all staff are automatically enrolled in a pension scheme. Consequently, all new starts from 1 October 2013 will be automatically enrolled into the NHS Superannuation Scheme (Scotland). Contributions are based on whole time pensionable earnings as set out in the table below. Your employer also contributes an amount equal to 20.9% of your pensionable pay into the scheme on your behalf.

Employee contribution rates 2020/2021			
Tier	Annual Pensionable Pay (Full Time Equivalent)	Contribution	
1	Up to £20,605	5.2%	
2	£20,606 to £24,972	5.8%	
3	£24,973 to £31,648	7.3%	
4	£31,649 to £64,094	9.5%	
5	£64,095 to £89,731	12.7%	
6	£89,732 to £119,560	13.7%	
7	£119,561 and above	14.7%	

Sessional workers who work more than 10 sessions per week under NHS condition may be unable to contribute further to the superannuation scheme.

The conditions above are for information purposes only and may be subject to variation. They do not form the basis of a legal contract.