Programme Board – Shetland Merger Project

Committee	Programme Board
Subject	Project Manager Update: Continuation of Workstreams and Work Teams
Action requested	☒ For information only ☐ For discussion ☐ For recommendation
Brief summary of the paper	Outline of project process for preparing for vesting and ensuring project elements are progressed
Resource implications [if yes, please provide detail]	No Where the need for additional resources (expertise or staff time) is identified, this will be included in a further proposal for SFC.
Risk implications [if yes, please provide detail]	Yes Main project deliverable (Vesting, 6 Jan 2020) is in six months
Date paper prepared	23-Jul-19
Date of committee meeting	31-Jul-19
Author	Ruth Campbell
Equality and diversity	No
Status	Non-confidential
Freedom of Information Can this paper be included in 'open' business?*	Yes

24. Background	
1.1	• During the development of the Full Business Case, a Prince 2 approach was used to scope a range of areas of work to inform functions and development for the new college. • This report follows up on workstreams and provides information on how the information/recommendations contained are being taken forward. • The workstreams were high level documents. These did not become action plans for relevant staff. Tasks are now being allocated to teams to develop action plans that will ensure readiness for vesting and post-vesting tasks.

25. Report authors	
2.1	Project Manager

26. Partners / stakeholders	
3.1	**All staff –**one of the most important aspects of preparing for change is to enable staff to know what they need to do during the change process. Enabling staff with current remit and experience to identify key tasks to plan for the change, and to make recommendations on how things need to be progressed to enable a smooth functioning organisation, is often welcomed by staff who fear a top-down approach will result in negative impact. Many staff use this opportunity to propose efficiencies and improvements they have already identified in their working practices.
3.1	**Shetland Islands Council** – SIC team is focusing primarily on preparing for SIC to become a supportive partner of an independent college and to transfer functions currently provided "in-house". The team is engaging relevant staff and departments to achieve a range of tasks identified in this paper.

27. Risks	
4.1	**Staff input** must be encouraged and enabled from an early stage. Failure to allow staff time to develop and implement plans will cause stress near to and after vesting, and will extend the change process. Staff input needs to be supported by line managers and encouraged by SMT and Boards. **Contracts, systems and procedures** do need to be reviewed and proposed solutions put forward for decision. Once the new Principal/CEO is in post, action plans and proposals will be confirmed for adoption in the new college.

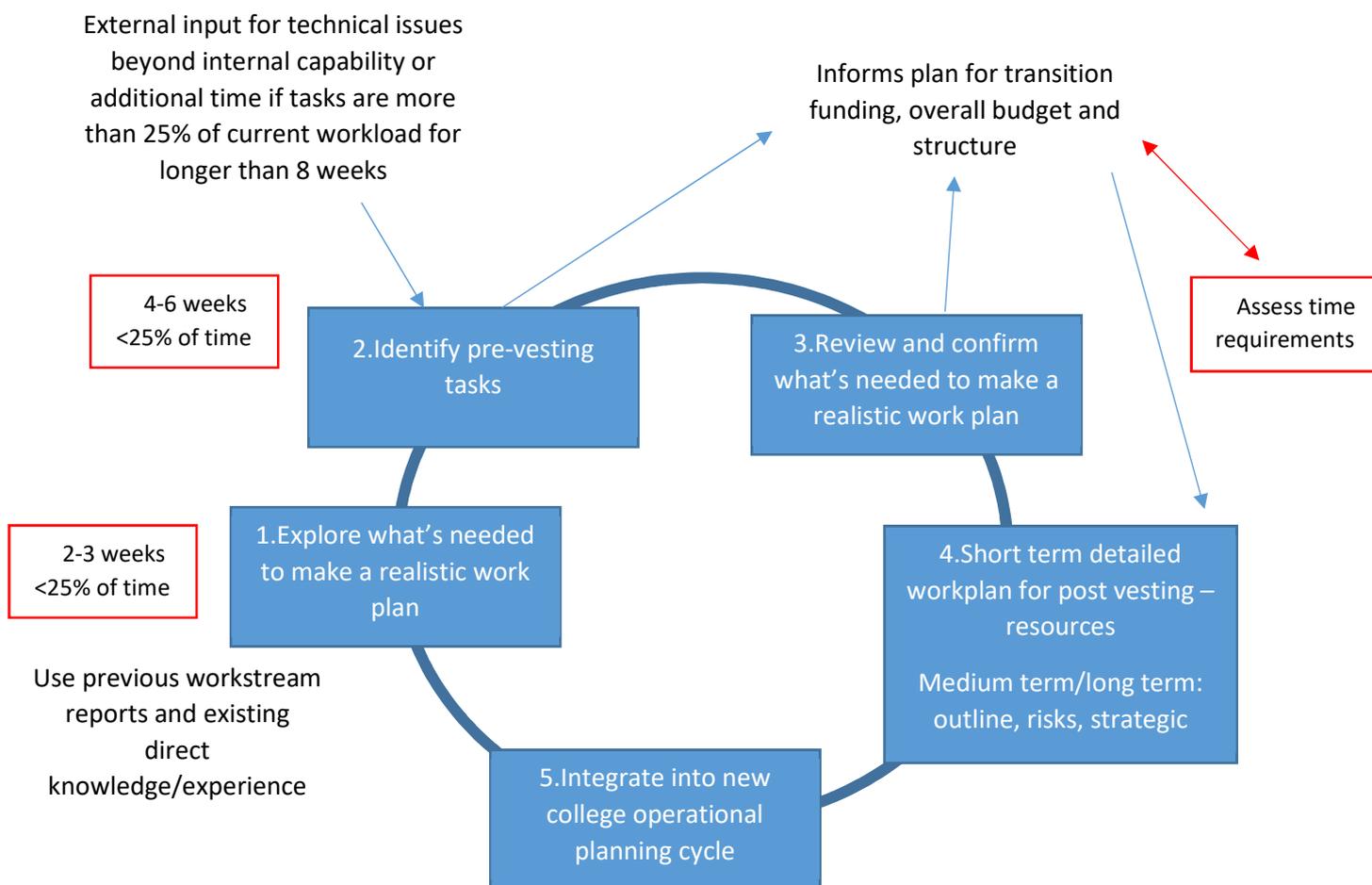| 28. Dependencies	
5.1	**Staff commitment** requires demonstration at governance level that the vesting date is still the target date; and permission at college level to plan and prepare for this.

1. Workstream update

Workstream	Summary	Current activity
Curriculum for Shetland	A suite of documents on all aspects of curriculum development.	• Plan to work with senior lecturers and SMT college, Train Shetland and NAFC, to review the content and identify any revision required. • Review and further develop the costing model for courses.
Business Development	An overview of potential business development and tasks required including increased partner and stakeholder engagement, the importance of gathering market intelligence, and the need for fundraising, tendering, marketing and section-by-section assessment of business opportunities.	• My section review (PB2019-24) continues the focus on business development, engaging staff in identifying opportunities. • External industry/employer engagement to support the review will be undertaken, with a view to establishing a systematic and regular approach to connecting industry sectors with college teams. This will build on existing work by Gail Bray, the Vocational and Short Course teams. • Identification of required functions (e.g. marketing, fundraising), will be considered within identification of staff structures and roles. • Any current opportunities for investment or funding will be proactively pursued via the Shadow Board Sub Group
Asset Management (Estates)	An overview of the college estates, current buildings, and the potential to maximise space for growth in courses and new delivery methods. Suggestions regarding the management of space to maximise its use.	• The SIC team is focusing on the processes required within SIC to present proposals for the transfer of assets to the Shadow Board. • Staff in the college and NAFC are reviewing the use of and demand on space in the current buildings. Considerations of space required to support growth and statement of need will be brought to the Shadow Board, and the SIC team. This will be a business case for retaining the current estate at least during the early years of the new college along with a review of the income potential of retaining space. • Facilities Management lead (NAFC) is preparing an action plan for ensuring ongoing maintenance of both sites post-vesting.
ICT	An overview of the systems, infrastructure and hardware requirements of the new college.	• Practical action has been agreed to move Train Shetland onto the same UHI network as the college and NAFC (Operations Manager with IT technicians) before the autumn. • IT technicians are reviewing management information systems with a view to recommending solutions to be shared across all sites; staff/user engagement will be part of this process.

		• Reported resource requirements in the Workstream report will be included in budget forecasts.
Research	A strategic overview of the importance of research in the new college	• This work has already been superceded by additional strategy papers on research. These will inform the way college restructuring supports research. • Project development within the Centre for Rural Creativity, existing research grants and proposals in marine/aquaculture research in NAFC, links with UHI and commitment to existing/future PhD students will roll into section growth plans. • Planned activity in September will strengthen the goal to build strong pathways from further to higher and post graduate opportunities within all college sections whilst building staff capacity to encourage and manage research.
Marketing Development Plan and Communications Strategy	A comprehensive three year Marketing plan (also a workstream report on "Integration of Marketing and Communications") and a draft Communications Strategy.	• Address the need for a focus on marketing and communications in the staffing structure for the new college. Ensure staff engaged on marketing review and build on the plan, and start to meet targets for marketing activity. • Create a plan for engagement with UHI guidelines on branding etc. • Simplify the Communications Strategy and use this as the basis for pre- and post-vesting communications – bring plan to Shadow Board autumn.
Staff and student consultation	An overview of previous consultations.	• Refreshing student consultation during the autumn with a commissioned piece of work (Sorcha Kirker) and ongoing engagement with HISA. • Integrate staff survey findings (PB2019-24) into overview of previous consultations. • Continue TU /staff consultations. • Use results of all consultation to inform future development and Shadow Board decisions.
Student Support Services	Overview of best practice in student support, support for learning, guidance, student funding/finance and employability/careers support	• SIC team working on preparation to transfer bursary payments to the new college. • Section review of student support services will incorporate workstream report recommendations and consideration of requirements of new structure.

		• Ongoing engagement with external resources to ensure partnership working provides enhanced services to students cost effectively.
Student accommodation	Paper revised and updated and provided to Shadow Board 26-6-19	• Recommendations in that paper are being actioned.
Financial management and accounting	This is notably missing from the workstream process to date.	• NAFC finance staff are leading on reviewing the financial case with the PM, and reviewing finance function requirements, in consultation with relevant college staff.
Compliance, non-academic quality assurance, systems and procedures	Missing from the workstream process to date	• NAFC Compliance Officer is identifying requirements. • A review (August/September) with the college Operations Manager and NAFC Compliance Officer will enable actions to be identified.
Project Structure	Proposed Joint Delivery Team for managing workstreams based on Prince 2 methodology.	• Changes to college SMT capacity and the remaining timescale for vesting necessitates a re-think on co-ordination and "knitting together" activity. • Work is progressing using an agile team approach on some areas of work. • SIC team is focusing on its internal preparation for change. • Proposals to develop a joint delivery team will be revised and given to NAFC and the college senior management team for formal consideration. The emphasis will be on staff ownership and collaboration across sites with a clear reporting mechanism (see Team Plan), with use of SIC team capacity and external resources as needed (provided for in proposal to SFC for further phase 2 funding). • This will only be achievable if all organisations commit staff time and allow staff at all levels to participate as a development opportunity. Staff have complained of a top down approach. A more participative approach is possible but does require positive buy-in to the process from now.

Shetland Merger Agile Teams to progress support functions – how teams work

External input for technical issues beyond internal capability or additional time if tasks are more than 25% of current workload for longer than 8 weeks

Informs plan for transition funding, overall budget and structure

Assess time requirements

4-6 weeks <25% of time

2.Identify pre-vesting tasks

3.Review and confirm what's needed to make a realistic work plan

2-3 weeks <25% of time

1.Explore what's needed to make a realistic work plan

4.Short term detailed workplan for post vesting – resources

Medium term/long term: outline, risks, strategic

Use previous workstream reports and existing direct knowledge/experience

5.Integrate into new college operational planning cycle

Roles

Agile team	Small, focused, involving the right people for the job: those who currently lead on the activity or the area of work.	Up to 25% of time for 6-8 weeks up to stage 3 then review.
Interested parties	Agile team members will be asked to speak to their internal "customers" – those who use/benefit from/will be most affected by the future implementation.	As needed, usually a chat and follow up. More time needed on complex, technical or sensitive tasks.
Mentor	A critical friend, someone who reviews exploration and draft plans to ask questions or offer an informed outsider perspective. This can be done by email or brief chats. It is not a formal or line management process, although mentors may be line managers.	Infrequent check-in and sounding board, as needed by team; review and response at key milestones.
Project Manager	Another layer of critical friend, and in addition, the progress monitor, the time-keeper, and the resource seeker / allocator if help or additional resources are needed.	Weekly chats and check ins plus as much back up as team requires.

This team plan is meant to be light touch, action-oriented, and in a format that emphasises the doing not the writing of it. It should be user-friendly to people at all levels of the college support functions.

Area of focus: **Team / Mentor**

Date started:

Where we need to get to (this is the vision of a high quality, smooth functioning service that meets internal and external customer need in the new college)

Stage 1 – Exploratory – the thinking and scoping of the task to achieve pre-vesting outcomes, post-vesting needs, long term success

Steps to take / things to consider	Rationale	Relevant existing documents/policies/papers etc	Who to ask/how to find out	Timescale

Stage 2 – Pre-vesting workplan – the tasks that will be needed to prepare for vesting

Task / area of work	Rationale	Proposed output	Resource implications	Timescale

Stage 3 – Post-vesting short term workplan (year 1 of new college)

Specific/new areas of work needed after transition

Task / area of work	Rationale	Proposed output	Resource implications	Timescale

Ongoing work needed for day to day operations

Task / area of work	Rationale	Proposed output	Resource implications	Timescale

Risks (this may include the risk of any of the above being delayed, but should also look at key ongoing operational risks or refer to an existing risk plan that covers the new college's needs)

Risk	Implications	Likelihood / impact	Mitigation

Special projects, initiatives, innovation – proposals that would support the new college to achieve a high quality, efficient operation

Project	Scope	Resources	Opportunities