

## Transition Board – Shetland Merger Project

<b>Committee</b>	Transition Board – Shetland Merger Project
<b>Subject</b>	Merger Working Group update
<b>Action requested</b>	<input type="checkbox"/> For information only <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
<b>Brief summary of the paper</b>	The paper provides an overview of work towards the Merger since the last Transition Board
<b>Resource implications</b> [if yes, please provide detail]	Yes Staff participation in merger work (particularly workstreams) may have impacts on existing operations. Transformational funding sought to provide backfill where necessary
<b>Risk implications</b> [if yes, please provide detail]	Yes Risks to merger progress associated with failure to complete key tasks on time
<b>Date paper prepared</b>	14-Apr-21
<b>Date of committee meeting</b>	21-Apr-21
<b>Author</b>	Brendan Hall
<b>Equality and diversity</b>	No
<b>Status</b>	Non-confidential
<b>Freedom of Information</b> Can this paper be included in 'open' business?*	Yes
<b>Status following the meeting</b>	

## Activity Summary

Activity in **bold** represents key milestones in merger progress

Workstream/ Item	Activity since last Transition Board
<b>Governance</b>	
<b>Transition Board and Governance</b>	<ul style="list-style-type: none"> <li>• Transition Board meeting 17 March 2021 – approval Code of Conduct; 3 new board members</li> <li>• Search and Nominations sub-committee meeting 31 March 2021</li> <li>• Finance and General Purposes sub-committee meeting 07 April 2021</li> <li>• Preliminary gap analysis in preparation for assignment</li> <li>• <b>New Board Members' PVG checks 80% complete</b></li> </ul>
<b>Transition Board development</b>	<ul style="list-style-type: none"> <li>• Board Secretary agreed post re-advertised</li> <li>• Development timetable for 2021 confirmed and shared with Transition Board</li> <li>• Development session with section leads confirmed for 28 April 2021</li> </ul>
<b>OSCR recognition</b>	<ul style="list-style-type: none"> <li>• <b>Confirmation of charitable status 21 January 2021</b></li> </ul>
<b>Bank Account</b>	<ul style="list-style-type: none"> <li>• Bank Account confirmed 12 February 2021</li> <li>• Cash advance sought from UHI confirmed 14 April 2021</li> <li>• Internet Banking registration complete</li> </ul>
<b>Funding</b>	<ul style="list-style-type: none"> <li>• Formal confirmation received of transformational funding</li> <li>• Funding letters received from UHI regarding SFC funding</li> <li>• MBC Budget forecast reworking underway</li> </ul>
<b>Pensions</b>	<ul style="list-style-type: none"> <li>• Letter in preparation for SPPA regarding clarity around Teacher's Pension, staff questions received for inclusion</li> <li>• SIC have approved admittance request by Shetland UHI to the LGPS scheme</li> <li>• Presentations to Shetland College and Train Shetland staff from pensions providers complete</li> <li>• Presentations to NAFC staff complete</li> </ul>
<b>Insurance</b>	<ul style="list-style-type: none"> <li>• Tender documentation submitted 15/04/21 and suppliers informed</li> <li>• Timeline mapped out for dialogue, scoring and award of contract</li> </ul>
<b>Transfer of Assets, contracts, licences</b>	<ul style="list-style-type: none"> <li>• Review of Diligence information by Shetland UHI and Anderson Strathern underway</li> </ul>
<b>Shared Ways of Working and Operational Workstreams</b>	
<b>Shared Committee Structure</b>	<ul style="list-style-type: none"> <li>• <b>Terms of Reference agreed for all joint committees</b></li> <li>• Scheduling of joint committees underway</li> <li>• Joint Senior Management Working Group meeting 06 April 2021</li> </ul>
<b>Human Resources workstream</b>	<ul style="list-style-type: none"> <li>• HR Handbook re-drafting continuing</li> <li>• Recruitment of HR workstream lead unsuccessful – Principal Designate undertaking leadership</li> <li>• Options appraisal for HR system underway</li> </ul>

<b>Finance workstream</b>	<ul style="list-style-type: none"> <li>• Workshop on TechOne 29 March 2021</li> <li>• Options for Shetland UHI finance system discussed by Finance and General Purposes sub-committee 07 April 2021</li> <li>• Decision to implement SAGE as Shetland UHI's finance system, until TechOne is available to Partners</li> <li>• Finance workstream lead appointed</li> </ul>
<b>Administration/ Organisational workstream</b>	<ul style="list-style-type: none"> <li>• Discussion of timetabling and use of space across Shetland UHI campuses 02 April 2021</li> <li>• Recommendation that Celcat system be adopted by Shetland UHI (currently in use at NAFC)</li> <li>• To be progressed through Joint Operations and Estates Committee</li> </ul>
<b>Academic Administration workstream MAs</b>	<ul style="list-style-type: none"> <li>• Processes mapped</li> <li>• Opportunities identified for alignment of administration process</li> <li>• Follow-up meeting 15 April 2021 approach to test and implement</li> </ul>
<b>Student Records workstream</b>	<ul style="list-style-type: none"> <li>• Mapping of application process 18 March 2021</li> <li>• UHI LIS project information shared with Shetland-based registry colleagues</li> <li>• Discussion of alignment with website project 14 April 2021</li> </ul>
<b>Student Support Services workstream</b>	<ul style="list-style-type: none"> <li>• Workshop to discuss key tasks held 10 December</li> <li>• Follow-up workshop planned</li> </ul>
<b>ICT Workstream</b>	<ul style="list-style-type: none"> <li>• Project meeting with UHI ICT operations 13 April 2021</li> <li>• Impact of cyber incident on Shetland UHI project discussed, likely to be low</li> <li>• Shetland-based ICT colleagues included in UHI LIS project</li> </ul>
<b>Estates &amp; Facilities workstream</b>	<ul style="list-style-type: none"> <li>• Follow-up meeting 16 February 2021</li> <li>• Presentation on 'Peninsula' Health and Safety system 25 February 2021</li> <li>• Agreed to develop recommendation that Peninsula be adopted for Shetland UHI – to take to joint Operations and Estates Committee</li> </ul>
<b>Website</b>	<ul style="list-style-type: none"> <li>• Beta site available for population</li> <li>• Shetland UHI Web development manager appointed 12 April 2021</li> <li>• Website implementation project underway through team drawn from NAFC, Train Shetland and Shetland College</li> <li>• Integration with other workstreams being explored</li> </ul>
<b>Branding</b>	<ul style="list-style-type: none"> <li>• Brand elements for website received 13 April 2021</li> <li>• Project to be developed for roll-out</li> </ul>

### Engagement since last Transition Board meeting

- 2 informal communications meeting with Trade Union and NAFC staff representatives
- 2 meetings of the Merger Working Group
- 4 Workstream Meetings/Workshops
- Regular meeting with Transition Board Chair and sub-committee Chairs
- Regular meetings with SFTCT Chair

- Regular meeting with HISA rep
- Regular meetings between Principal Designate and Shetland UHI Chair, Depute Chair and Shetland College and NAFC Marine Centre Chairs

### Planned activity (ahead of next Transition Board)

Activity	Responsibility	Timeline	Notes
Confirm appointment of new Transition Board Directors	Search and Nominations Committee/ Project Officer	April 2021	PVG checks close to complete
Registration of Shetland UHI with Local Government Pension Scheme and Teachers' Pension Scheme	Shetland UHI Executive/SPPA	April 2021	Dialogue ongoing with SPPA to clarify Teachers' Pension requirements
Steps to merger	Merger Working Group	Ongoing	Action plan updated 08 February 2021. Shetland UHI transfer request sent to SFTCT 01 February 2021. NAFC Transfer Agreement drafted
Finance Workstream	Finance staff from NAFC, TS and SC	April 2021	Option for finance system finalised. Timeline in development
HR Workstream	HR staff from NAFC and SC	April 2021	Options and timelines for HR system implementation developed
ICT Project Planning with UHI ICT Operations/LIS	UHI ICT Operations/SC and NAFC ICT team/Projects Officer	Ongoing to Vesting	Project planning to be co-ordinated through UHI LIS managers to ensure smooth transition
Student Support Services action planning workshop	SC and NAFC SSS team/ Projects Officer	April 2021	Workshop to define options for Student Support Services in Shetland UHI
Academic Administration – Apprentices action plan	NAFC and Train Shetland training leads/ Projects Officer	April 2021	Development of approach to test and implement shared administration on a small number of courses
Student Records workstream	Student Records, admin and registry staff from NAFC, SC/ Web development	April 2021	Further discussion of enrolment and application processes and links to website development

	Manager/ Projects Officer		
Estates and Facilities workstream	Estates and Facilities staff from NAFC, SC/Projects Officer	April 2021	Development of recommendation that Peninsula system be adopted across Shetland UHI and resulting action plan
Room Booking	Admin and relevant teaching staff from TS, SC and NAFC/Projects Officer	April 2021	Development of recommendation that Celcat system be adopted for Shetland UHI
Workstream workshops and scoping of work to define operational arrangements	Shetland UHI Executive/key staff	Ongoing to Vesting	Ongoing process – workshops to define key steps with creating effective systems and operations for joint working (i.e. as one organisation)
Branding roll-out	Projects Officer and key staff from across merging bodies	April 2021	Development of project to roll-out new Shetland UHI brand using existing resources and integrate with website development
Decision on preferred Shetland UHI Brand	Transition Board	Complete	Preferred brand identified
OSCR registration confirmed	OSCR	Complete	Charitable status confirmed 21 January 2021
Open bank account	Shetland UHI Executive	Complete	Confirmed 12 February 2021
New shared committees established and membership agreed	Various (i.e. current committee leadership)	Complete	All Terms of Reference agreed
Joint Senior Management Working Group	Merger Working Group	March 2021	Complete – in operation
Presentation of TechOne system to finance and HR staff by UHI representatives	UHI Executive Office/Shetland UHI Executive	29 March 2021	Complete