

Transition Board – Shetland Merger Project

Committee	Transition Board – Shetland Merger Project
Subject	Merger Working Group update
Action requested	<input type="checkbox"/> For information only <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
Brief summary of the paper	The paper provides an overview of work towards the Merger since the last Transition Board
Resource implications [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
Risk implications [if yes, please provide detail]	Yes Risks to merger progress associated with failure to complete key tasks on time
Date paper prepared	13-May-21
Date of committee meeting	19-May-21
Author	Brendan Hall
Equality and diversity	No
Status	Non-confidential
Freedom of Information Can this paper be included in 'open' business?*	Yes
Status following the meeting	

Activity Summary

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

Workstream/ Item	Activity since last Transition Board
Governance	
Transition Board and Governance	<ul style="list-style-type: none"> • Transition Board meeting 21 April 2021 • Finance and General Purposes sub-committee meeting 05 May 2021 2021 • Human Resources and Remuneration sub-committee meeting 12 May 2021 • New Board Members' PVG checks all complete
Transition Board development	<ul style="list-style-type: none"> • Board Secretary agreed post re-advertised and moving to interview • Development timetable for 2021 confirmed and shared with Transition Board • Development session with section leads 28 April 2021 with another two dates scheduled
OSCR recognition	<ul style="list-style-type: none"> • Confirmation of charitable status 21 January 2021
Bank Account	<ul style="list-style-type: none"> • Bank Account confirmed 12 February 2021 • Cash advance sought from UHI confirmed 14 April 2021 • Internet Banking registration complete • Discussions regarding card facilities etc. progressing
Funding	<ul style="list-style-type: none"> • Formal confirmation received of transformational funding • Letter of comfort received from UHI regarding SFC funding • MBC Budgets reforecasting underway and first draft reviewed by Finance and General Purposes sub-committee 05 May 2021
Pensions	<ul style="list-style-type: none"> • Letter sent to SPPA regarding clarity around Teacher's Pension • SIC have approved admittance request by Shetland UHI to the LGPS scheme • Presentations to Shetland College and Train Shetland staff from pensions providers complete • Presentations to NAFC staff complete
Insurance	<ul style="list-style-type: none"> • Tender documentation submitted 15/04/21 and suppliers informed • Timeline mapped out for dialogue, scoring and award of contract • Dialogue with suppliers underway via Public Contracts Scotland online portal
Transfer of Assets, contracts, licences	<ul style="list-style-type: none"> • Review of Diligence information by Shetland UHI and Anderson Strathern underway • Bi-weekly meetings between Shetland UHI and Anderson Strathern in place • Draft transfer agreement received from SFTCT • Roadmap for transfer in place

Transfer of staff	
TUPE transfers	<ul style="list-style-type: none"> • NAFC ELI information received and review begun • NAFC Formal meetings requested • SC & TS formal meetings begun, staff meetings with outgoing employer held, staff meetings with incoming employer planned
Shared Ways of Working and Operational Workstreams	
Shared Committee Structure	<ul style="list-style-type: none"> • Terms of Reference agreed for all joint committees • Scheduling of joint committees underway • Joint Senior Management Working Group meeting 04 and 18 May 2021 • Joint Operations and Estates Committee meeting 30 April 2021
Human Resources workstream	<ul style="list-style-type: none"> • HR Handbook drafted and shared with HR and Remuneration sub-committee 12 May 2021 • Recruitment of HR workstream lead unsuccessful – Principal Designate undertaking leadership with project management support through existing staff resource • HR advice available from HR lead in another College • Options appraisal for HR system underway – two leading options identified and demonstrated to staff
Finance workstream	<ul style="list-style-type: none"> • Decision to implement SAGE as Shetland UHI's finance system, until TechOne is available to Partners • Finance workstream lead appointed • Design and build of finance and payroll systems progressing in line with budget re-forecasting
Administration/Organisational workstream	<ul style="list-style-type: none"> • Discussion of timetabling and use of space across Shetland UHI campuses 02 April 2021 • Recommendation that Celcat system be adopted by Shetland UHI (currently in use at NAFC) • To be progressed through Joint Operations and Estates Committee
Academic Administration workstream MAs	<ul style="list-style-type: none"> • Processes mapped • Opportunities identified for alignment of administration process • Actions to be taken forward pre-vesting
Student Records workstream	<ul style="list-style-type: none"> • UHI LIS project information shared with Shetland-based registry colleagues • Follow-up meetings to progress single application processes 04 and 18 May
Student Support Services workstream	<ul style="list-style-type: none"> • Meeting regarding student finance 06 May 2021 • Requirements for Shetland UHI policies and procedures established
ICT Workstream	<ul style="list-style-type: none"> • Project meeting with UHI ICT operations 11 May 2021 • Impact of cyber incident on Shetland UHI project being monitored • Shetland-based ICT colleagues included in UHI LIS project
Estates & Facilities workstream	<ul style="list-style-type: none"> • Peninsula discussed at joint Operations and Estates Committee 30 April 2021 and HR and Remuneration sub-committee 12 May 2021

	<ul style="list-style-type: none"> Shetland UHI to begin taking forward implementation, communication and training
Short Courses workstream	<ul style="list-style-type: none"> Workstream scoping meeting 30 April 2021 List of current short course provision across NAFC, Train Shetland and Shetland College compiled
Website	<ul style="list-style-type: none"> Beta site available for population Website implementation project underway through team drawn from NAFC, Train Shetland and Shetland College Integration with other workstreams being explored
Branding	<ul style="list-style-type: none"> Brand elements for website received 13 April 2021 Project to be developed for roll-out from end of May 2021

Engagement since last Transition Board meeting

- 2 informal communications meeting with Trade Union and NAFC staff representatives
- 2 meetings of the Merger Working Group
- 11 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
Registration of Shetland UHI with Local Government Pension Scheme and Teachers' Pension Scheme	Shetland UHI Executive/SPPA	May 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	May 2021	Option for finance system finalised. System development underway
HR Workstream	HR staff from NAFC and SC	May 2021	Leading options identified – decision during May 2021

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	May 2021	Student finance requirements defined
Academic Administration – Apprentices action plan	NAFC and Train Shetland training leads/ Projects Officer	May 2021	Development of approach to test and implement shared administration
Student Records workstream	Student Records, admin and registry staff from NAFC, SC/ Web development Manager/ Projects Officer	May 2021	Further discussion of enrolment and application processes and links to website development
Estates and Facilities workstream	Estates and Facilities staff from NAFC, SC/Projects Officer	May / June 2021	Implementation of Peninsula system across Shetland UHI
Room Booking	Admin and relevant teaching staff from TS, SC and NAFC/Projects Officer	May 2021	Development of recommendation that Celcat system be adopted for Shetland UHI
Short Courses workstream	Projects Officer and key staff from NAFC/TS/SC	May 2021	Definition of ‘short course’ in Shetland UHI context; links to website and student records
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	May 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
Confirm appointment of new Transition Board Directors	Search and Nominations Committee/ Project Officer	April 2021	Complete