

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	10-Jun-21
Date of committee meeting	16-Jun-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 19 May 2021 • All new Board Members now in place • First meeting of HR and Remuneration sub-committee 12 May 2021 • Finance and General Purposes sub-committee meeting 05 May 2021 • Recommendation to sign up to NRPA approved by HR&R Local RPA draft received
Transition Board development	<ul style="list-style-type: none"> • Board Secretary post recruitment successful • Development timetable for 2021 confirmed • Development session with section leads 26 May and 02 June 2021
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 • MMBC Budgets reworking underway and second draft reviewed by Finance and General Purposes sub-committee 09 June 2021
Pensions	<ul style="list-style-type: none"> • SPPA have confirmed via email that Shetland UHI will be admitted into Teacher's Pension as a new employer • SIC have approved admittance request by Shetland UHI to the LGPS scheme – clarity sought on liabilities from SIC by Finance and General Purposes sub-committee 09 June 2021 • Implications of changes to employers contributions being investigated
Insurance	<ul style="list-style-type: none"> • Tenders received 31 May 2021 • Contract awarded 11 June 2021
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
TUPE	<ul style="list-style-type: none"> • Formal meetings and informal meetings with NAFC Marine Centre complete • ELI information received and reviewed and final diligence underway

	<ul style="list-style-type: none"> • Formal meetings with SIC, SC & TS underway • Informal meetings with SC & TS staff complete • ELL requested
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 18 May and 01 June 2021 • Complete set of Shetland UHI strategies drafted – redrafting underway to unify structure and format
Human Resources workstream	<ul style="list-style-type: none"> • HR Handbook re-drafting continuing in discussion with unions • Recruitment of HR workstream lead unsuccessful – Principal Designate undertaking leadership with project management support through existing staff resource • Options appraisal for HR system nearing completion with DPIA for preferred option • Advertisement of HR Lead position w/b 14 June 2021
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 • Creation of finance system and payroll underway • Draft Finance Handbook developed
Administration/Organisational workstream	<ul style="list-style-type: none"> • Discussion with Celcat representative 02 June 2021 • Discussion about how to implement system 03 June 2021 • Timetabling to proceed ahead of 2021/22 Academic Year
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 – meeting 16 June 2021 to progress • Contact made with Skills Development Scotland to explore changes in contracts
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 18 May and 16 June 2021
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 • Discussion with SIC via Finance Workstream underway
ICT Workstream	<ul style="list-style-type: none"> • Project meeting with UHI ICT operations 08 June • Weekly meetings with UHI LIS established from 01 June 2021 until vesting • Meeting with SIC to discuss network solutions 03 June 2021 • Impact of cyber incident on Shetland UHI project being monitored

Estates & Facilities workstream	<ul style="list-style-type: none"> • Peninsula Health and Safety service purchased for Shetland UHI • Estates and Facilities catch up 31 May 2021 • Opportunities for single maintenance contracts being explored
Short Courses workstream	<ul style="list-style-type: none"> • Long list of Short Courses compiled • Analysis underway to identify gaps, overlaps and variability in available information
Quality workstream	<ul style="list-style-type: none"> • Scoping meeting 19 May 2021 • Policies and procedures for UHI, SC, TS and NAFC shared • Development of single policies and procedures underway • List of approving bodies compiled – initial contact made to explore transfer of approvals to Shetland UHI
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
- 21 Workstream Meetings/Workshops
- 4 informal Q&A meetings with staff (2xNAFC; 2xSC/TS)
- 8 Board development sessions with section representatives
- Induction meetings between new Directors with Chair and separately with Principal Designate
- Formal TUPE meeting with SIC, SC & TS
- 2 Formal TUPE meetings with NAFC Marine Centre
- Shetland College Board
- Regular meeting with Transition Board Chair and sub-committee Chairs
- Regular meetings with Shetland College and SFTCT Chair
- Regular meeting with HISA rep
- Regular meetings of education chairs for space education and employment group
- Islands deal Shetland programme board, UHI steering group

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	June 2021	Acceptance to Teachers' Pension confirmed. Awaiting information from SPPA as to next steps
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	June 2021	Purchase and implementation of finance system
HR Workstream	HR staff from NAFC and SC	June 2021	Purchase of HR system. Appointment of HR lead
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	June 2021	Student finance policies and procedures drafted
Academic Administration – Apprentices action plan	NAFC and Train Shetland training leads/ Projects Officer	June 2021	Development of approach to test and implement shared administration. Clarity re: SDS contract
Student Records workstream	Student Records, admin and registry staff from NAFC, SC/ Web development Manager/ Projects Officer	June 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	June 2021	Implementation of Peninsula system across Shetland UHI. Development of single maintenance contracts and arrangements
Room Booking	Admin and relevant teaching staff from TS, SC and NAFC/Projects Officer	June 2021	Demonstrations of Celcat system for Shetland UHI
Short Courses workstream	Projects Officer and key staff from NAFC/TS/SC	June 2021	Definition of 'short course' in Shetland UHI context; links to website and student records
Quality workstream	Projects Officer and key staff from NAFC/TS/SC	July 2021	Single set of Shetland UHI policies and procedures
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	June 2021	Development of project to roll-out new Shetland UHI brand using existing resources (including students) 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