

Transition Board – Shetland Merger Project

Committee	Transition Board – Shetland Merger Project
Subject	Merger Working Group update
Action requested	<input checked="" type="checkbox"/> For information only <input 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	14-Jul-21
Date of committee meeting	21-Jul-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 meetings 16, 28, 30 June 2021 • Finance and General Purposes Committee meeting 09 June 2021 • Learning Teaching and Assessment Committee meeting 23 June 2021
Transition Board development	<ul style="list-style-type: none"> • Board Secretary post recruitment successful – start date 12 July 2021 • Development timetable for 2021 confirmed
OSCR recognition	<ul style="list-style-type: none"> • Confirmation of charitable status 21 January 2021 • Name change to Shetland UHI (removing 'Ltd.') confirmed 02 July 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 – seeking to change corporate administrator status (Board Resolution 21 July 2021) • 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 confirmed Shetland UHI as a new employer 07 June 2021 • SIC have approved admittance request by Shetland UHI to the LGPS scheme • Pensions element of transfer agreement yet to be agreed
Insurance	<ul style="list-style-type: none"> • Insurance provider confirmed – Zurich Municipal – 07 June 2021 • Insurance implementation meeting 23 June 2021 • Cover to start once vesting date confirmed
Transfer of Assets, contracts, licences	<ul style="list-style-type: none"> • Review of diligence information by Shetland UHI and Anderson Strathern complete for NAFC • Assignment letters with NAFC for signing 02 July 2021 • Review of diligence information shared by SIC underway • Roadmap for transfer drafted and regular update meetings between Shetland UHI and Anderson Strathern scheduled
TUPE	<ul style="list-style-type: none"> • TUPE process with NAFC Marine Centre Complete (transfer 01 August 2021) • ELI information received from SIC and reviewed and final diligence underway • Formal meetings with SIC, SC & TS complete (15 July 2021)

Shared Ways of Working and Operational Workstreams	
Shared Committee Structure	<ul style="list-style-type: none"> • All joint committees and Terms of Reference agreed – review of committee memberships underway • Joint committee meetings now underway • Joint Senior Management Working Group agreed and fortnightly meetings scheduled – meetings held 15, 29 June and 13 July 2021 • Complete set of Shetland UHI strategies drafted for Board approval (21 July 2021)
Human Resources workstream	<ul style="list-style-type: none"> • HR Handbook re-drafting continuing • Recruitment of HR workstream lead unsuccessful – Principal Designate undertaking leadership • Options appraisal for HR system nearing complete and solution purchased 28 June 2021 • Job description and person specification drafted for Shetland UHI temporary HR Lead – advertised 30 June 2021 • Application for registration with Disclosure Scotland made
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"> • CELCAT presentation to Shetland College/Train Shetland Senior Management Group 22 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 post-vesting – meeting 24 June 2021 to discuss • Novation notices received from Skills Development Scotland to transfer contracts (13 July 2021)
Student Records workstream	<ul style="list-style-type: none"> • Links with UHI LIS team established • Task list for developing Shetland UHI processes drafted • Links with Short Courses workstream to identify gaps and overlaps • Application form drafted – to be tested against long-list of non-FE/HE provision to ensure fit and inform next stage of business planning
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"> • Monthly project action meetings with UHI ICT operations • Follow-up with UHI LIS team 01 June 2021 – weekly meetings to merger completion (meetings 13, 22, 29 June and 05, 13 July 2021) • Changes to usernames and course codes will be ready for 01 August vesting

	<ul style="list-style-type: none"> • Meeting with SIC to discuss network solutions 12 July 2021 – network solution identified
Estates & Facilities workstream	<ul style="list-style-type: none"> • Peninsula Health and Safety service purchased for Shetland UHI • Operations and Estates committee 25 June 2021 • Opportunities for single maintenance contracts being explored
Short Courses workstream	<ul style="list-style-type: none"> • Long list of non-FE/HE Courses compiled • Analysis underway to identify gaps, overlaps and variability in available information
Quality workstream	<ul style="list-style-type: none"> • Policies and procedures for UHI, SC, TS and NAFC shared • Development of single policies and procedures underway • List of approving bodies compiled – dialogue underway to progress 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 (i.e. logos) received • Project to be developed for roll-out • Audit of signage underway

Engagement since last Transition Board meeting

- 2 informal communications meeting with Trade Union and NAFC staff representatives
- 2 meetings of the Merger Working Group
- 12 Workstream Meetings/Workshops
- 2 informal Q&A meetings with staff (2xTS)
- Formal TUPE meeting with SIC, SC & TS
- 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	July 2021	All pensions matters to be resolved pre-vesting.
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 complete. SIC Transfer Agreement drafted.
Finance Workstream	Finance staff from NAFC, TS and SC	July 2021	Full implementation of finance system.
HR Workstream	HR staff from NAFC and SC	July 2021	Appointment of HR lead. Population of HR system with staff information.
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	July 2021	Student finance policies and procedures drafted.
Student Records workstream	Student Records, admin and registry staff from NAFC, SC/ Web development Manager/ Projects Officer	July 2021	Finalisation and implementation of application process on website. Agreement on enrolment procedures.
Estates and Facilities workstream	Estates and Facilities staff from NAFC, SC/Projects Officer	July 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	July 2021	Contract in place for Celcat system across Shetland UHI.

Short Courses workstream	Projects Officer and key staff from NAFC/TS/SC	July 2021	Complete picture of non-FE/HE provision for Shetland UHI
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	July 2021	List of brand templates drafted – to be implemented for vesting
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
Academic Administration – Apprentices action plan	NAFC and Train Shetland training leads/ Projects Officer	June 2021	Complete – changes to be progressed post-vesting. Novation notices received from SDS