

Programme Board – Shetland Merger Project

Committee	Programme Board
Subject	Project Manager Outline Programme of Work
Action requested	<input type="checkbox"/> For information only <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation
Brief summary of the paper	The Project Manager requires a period of project assessment, initial meetings and fact finding before presenting a detailed schedule for the project. The plan presented indicates work to be completed before the next Board meeting in order for a detailed schedule to be considered.
Resource implications [if yes, please provide detail]	No Click here to enter text.
Risk implications [if yes, please provide detail]	Yes Failure to carry out proper groundwork and assessment of key requirements could result in project derailment later in the process.
Date paper prepared	24-May-19
Date of committee meeting	30-May-19
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Equality and diversity	No
Status	Non-confidential
Freedom of Information Can this paper be included in	Yes

1. Introduction

- All Shadow Board members (and many other stakeholders) have expressed concern about the proposed Vesting date, the slippage of previous timetabled commitments, and what people anticipate to be milestone dependencies during the process; i.e. if key milestones are not in place by a certain time, other elements of the project will fail.
- One week into the role of project management is too soon to have properly mapped milestones and dependencies. More information is required from a range of external agencies such as OSCR, Scottish Government, Shetland Islands Pensions Trust and Anderson Strathearn, before milestones and dependencies can be mapped in this way.
- A shotgun approach to critical decisions, such as adopting a constitution, could result in the Board having to make early changes and revisions in its first year of operation, an eventuality that could distract the Board from necessary strategic planning and development; or worse, cause it to lose credibility.
- To proceed on a sure footing, I am asking the Board for a short period of proper research and planning to ensure that the Board can be given a realistic programme of work by the end of June 2019.

2. Initial assumptions

- The programme of work below is exploratory, involving research and discussion with experts and other colleges that have experienced merger. However it is based on the elements of work required to arrive at a quality Ministerial Merger Business Case (MMBC) according to the guidelines set out for these; as well as action we know will be required to complete the formation of a single college entity and allow it to proceed as a functioning unified college.
- This work would proceed on the basis that, whilst a great deal of work has already been carried out to arrive at the Final Business Case prepared by SIC and approved subject to conditions by both established Boards, there are gaps to be addressed before developing an MMBC, and areas in which it could be strengthened. No-one wants to reinvent the wheel but everyone wants the best possible wheel to steer the new college into a positive future.
- Once I have mapped milestones and dependencies, I will likely propose that the development of the required sections of the MMBC can be clustered into sensible groups and presented to the Board so that it sees the case developing section by section. Following the Board's approval of draft sections, we can release these for consultation through staff, student and stakeholder engagement activities (**see PB2019-11**) and for discussion by the two established Boards, for their input. This way we avoid a weighty final document being presented as a fait accompli to stakeholders with too little time for revisions before submission to the Minister.
- The timing of key decisions is a concern to staff and Board members. Yet the Principal/CEO Designate is a crucial stakeholder in many aspects of a credible MMBC, such as the shape of staffing structures, and plans for growth, income generation and efficiencies with more depth and detail. These issues will feature large in the early years of the new college and the tenure of the new Principal. It is right that, as far as possible, the timing of some key areas of the MMBC is pushed towards a time when a new Principal/CEO Designate might be in post. These considerations will need to be mapped against the milestones and dependencies suggested to the Board at the end of June.

3. Collaboration and team working

From meetings so far, it's clear all stakeholders require a high level of reassurance. Moving towards a positive position will take significant time and face to face contact with myself as PM and with Shadow

Board members. Promising and not delivering will sabotage the process. However, pushing too hard to achieve tasks by fixed dates will sometimes not be sensible, if more discussion and involvement is needed to reach a consensus that can positively underpin the process. These are matters of judgement and leadership by the Shadow Board and in support of this I will advise on risks and consequences at every stage, and faithfully report disagreement and challenge where I'm made aware of this. It is helpful that some SIC staff are geared up and ready to support the project work, and that senior staff at NAFC, Shetland College and Train Shetland have all expressed their willingness to help. There does need to be tight control and direction during the process for consistency of communication and ethos.

4. Easy Digests

- I propose a number of practical approaches going forward to ease the volume of work for everyone and ensure information overload doesn't swamp us:
 - Regularly produce "easy digests" of critical guidance and regulations for Board members along with a repository of full documents for reference;
 - Maintain a "project wall" in my office that will display the project progress visually for those who like a big picture overview – come and see it any time;
 - Highlight any potential "read across" to existing policies and procedures with Shetland College Board and the Trust, so that harmonisation could be achieved, if desirable, before transfer of undertakings (see PB2019-11, which for how this could be done – the Comms Policy does not require harmonisation at this stage)

5. Proposed outline programme June – August

- As discussed above, a plan with key milestones and timescales will be properly researched and presented at the June meeting. Anticipated dependencies are marked with matching symbols.
- Many aspects of this work will already have been done, the task is to assess what more may need to be done to proceed with the MMBC and completion of merger, and present plans to do so along with timescales, action owners (people across all three sites who can lead the collation of information) and resource requirements.
- See **PB2019-14** for proposed schedule of Shadow Board meetings, that will ensure the Board can approve items and build momentum throughout the year.

Area of work	Components	Outline timing
Governance	Vision, aims and objectives 🌱 Mem & Arts 🌱 Company formation and timing 🌀 Charitable status and timing 🌱 Financial memoranda and regulations Pensions and admission to pension trust Committees and standing orders Code of Governance for Scotland's Colleges: Section C Accountability and Audit Section D: Effectiveness Board Secretariat role Draft policy framework in place as required by code	June to August August-October
Recruitment Principal/CEO Designate 🌀	Interview programme Candidate hosting arrangements Induction preparation Employer arrangements 🌀	June
Engagement programme	See outline Comms plan PB2019-11 Quarterly plan/report to Board College name 🌀 Staged consultation on MMBC	Ongoing June to Aug Ongoing
Tertiary education in Shetland	<u>Baseline data:</u> 2017-2019: student/apprentice numbers; destinations; qualifications; CLD; retention; inclusion; locations; modes 2019-2025: demographics; contracts and commitments <u>Local plans and strategy integration:</u> map links, data and actions required 2020-25	June to September
Curriculum + components to be developed further with staff	Breadth, demand, delivery requirements (skills, equipment, timetabling, funding)	Joint task-dependent on key personnel holidays and peak demand on their time
Modern Apprenticeship and Young Workforce Development Programme	Employer profile Apprentice profile/numbers (2017-2025) Breadth, demand, future scanning Assessment of size, scale, complexity, outcomes and resources required	Joint task-dependent on key personnel holidays and peak demand on their time
Commercial training	Customer profile Participant profile/numbers (2017-2025) Breadth, demand, future scanning Assessment of size, scale, complexity, outcomes and resources required Survey of public sector needs Survey of employer needs	Joint task-dependent on key personnel holidays and peak demand on their time
Research + components to be developed further with staff	Breadth, demand, delivery requirements (skills, equipment, timetabling, funding)	Dependent on key personnel holidays and peak demand on their time
Risk	Existing approaches, potential harmonisation Future risks	August-September

Equality and Diversity	Existing approaches, potential harmonisation Supporting data 2017-2019	July-August
Assets	Extent of combined estates, current ownership, condition and liabilities, insurance requirements, anticipated maintenance and repair schedule/costs; current contracts, leases etc.	July-August
Workforce	Roles required in new entity for essential functions ☹ Costs of key services currently provided as hidden costs Profile of current workforce, roles, costs, age, skills, length of service etc Terms and conditions at point of TUPE, harmonisation plan and costs Pensions Payroll, HR Organisational development tasks Continuing Professional Development requirements and costs	August-October
Finance and investment	Credible plans for growth and income generation Scan wider investment opportunities Proposed efficiencies underpinned by rationale and detailed costs	October - November