

Notice of Meeting and Agenda

Scotland Excel Chief Executive Officers Management Group

Date	Time	Venue
Monday, 12 June 2017	14:30	Scotland Excel Meeting Room 1, Renfrewshire House, Cotton Street, Paisley

KENNETH GRAHAM
Clerk

Membership

Annemarie O'Donnell (City of Glasgow Council): Joyce White (West Dunbartonshire Council): Cleland Sneddon (Argyll & Bute Council): Angela Scott (Aberdeen City Council): Mary Pitcaithly (Falkirk Council)

Sandra Black (Renfrewshire Council) - Chair

Further Information

This is a meeting which is open to members of the public.

A copy of the agenda and reports for this meeting will be available for inspection prior to the meeting at the Customer Service Centre, Renfrewshire House, Cotton Street, Paisley and online at www.renfrewshire.cmis.uk.com/renfrewshire/CouncilandBoards.aspx

For further information, please either email democratic-services@renfrewshire.gov.uk or telephone 0141 618 7112.

Members of the Press and Public

Members of the press and public wishing to attend the meeting should report to the customer service centre where they will be met and directed to the meeting.

Video Conferencing

Should any member wish to participate using video conference, please contact Lesley Jones on 0141 618 7444.

Items of business

Apologies

Apologies from members.

- | | | |
|----------|---------------|--------------|
| 1 | Minute | 5 - 8 |
|----------|---------------|--------------|

Minute of meeting of the Chief Executive Officers Management Group held on the 20 February 2017.

- | | | |
|----------|-------------------|--|
| 2 | Indexation | |
|----------|-------------------|--|

Presentation by Hugh Carr, Head of Strategic Procurement.

- | | | |
|----------|-----------------|--|
| 3 | Telecare | |
|----------|-----------------|--|

Presentation by Euan Kidd, Senior Procurement Specialist.

- | | | |
|----------|-----------------------------|--|
| 4 | Early Years Strategy | |
|----------|-----------------------------|--|

Presentation by Andrew Richmond, Strategic Procurement Manager.

- | | | |
|----------|--|--|
| 5 | How to Grow Services in a Challenging Environment | |
|----------|--|--|

Presentation by Director of Scotland Excel.

- | | | |
|----------|---|---------------|
| 6 | Customer Satisfaction Survey - Senior Stakeholders | 9 - 32 |
|----------|---|---------------|

Report by the Director of Scotland Excel.

- | | | |
|----------|--------------------------------|----------------|
| 7 | Directors Update Report | 33 - 36 |
|----------|--------------------------------|----------------|

Report by Director of Scotland Excel.

- | | | |
|----------|---------------------------|--|
| 8 | Any Other Business | |
|----------|---------------------------|--|

- | | | |
|----------|-----------------------------|--|
| 9 | Date of Next Meeting | |
|----------|-----------------------------|--|

Note that the next meeting of the Chief Executive Officers Management Group will be held at 10.00 am on 9 August 2017 in Scotland Excel Meeting Room 1, Renfrewshire House, Cotton Street, Paisley.



Minute of Meeting

Scotland Excel Chief Executive Officers Management Group

Date	Time	Venue
Monday, 20 February 2017	10:00	Scotland Excel Meeting Room 1, Renfrewshire House, Cotton Street, Paisley

PRESENT

A O'Donnell, Chief Executive (City of Glasgow Council); J Whyte, Chief Executive (West Dunbartonshire Council); S Black, Chief Executive (Renfrewshire Council); and S Ritchie, Director of Corporate and Housing Services (Falkirk Council).

CHAIR

S Black, Chair, presided.

BY VIDEOLINK

A Scott, Chief Executive (Aberdeen City Council) and C Sneddon, Chief Executive (Argyll & Bute Council).

IN ATTENDANCE

J Welsh, Director, H Carr Head of Strategic Procurement, S Brannagan, Head of Customer and Business Services, A Richmond Senior Procurement Manager, C Taylor, Account Manager, J Bowles, Construction Category Manager and D Benstead, Principal Procurement Specialist (all Scotland Excel); and K Graham, Head of Corporate Governance and E Currie, Senior Committee Services Officer (both Renfrewshire Council).

APOLOGIES

M Pitcaithly, Chief Executive (Falkirk Council) and V Andrews, Executive Director (South Ayrshire Council).

1 MINUTE

There was submitted the Minute of the meeting of the Chief Executive Officers Management Group held on 7 November 2016.

DECIDED: That the Minute be approved.

2 NATIONAL AND PORTFOLIO PRIORITIES

(a) CARE

A Richmond gave a presentation to the group on Scotland Excel's social care procurement service which highlighted council spend on the provision of social care services including children's services, adult and older people services and highlighting new development areas for Scotland Excel including Telecare.

It was noted that members of this group would be advised of the outcome of the further negotiations scheduled for 22 February 2017.

DECIDED:

- (i) That the presentation be noted; and
- (ii) That members of this group be advised of the outcome of the further negotiations scheduled for 22 February 2017.

(b) HOUSING

C Taylor gave a presentation to the group on the proposal to support the Scottish Government's Affordable Housing Supply Programme. It was noted that this work was in its early stages and there was a discussion highlighting the current landscape including the role of housing in Councils' procurement, the best approach for targeting procurement assessments for housing associations and the next steps for Scotland Excel.

DECIDED: That the presentation be noted.

(c) ENERGY EFFICIENCY CONTRACT

J Bowles gave a presentation to the group on Scotland Excel's Energy Efficiency Contractors Framework which was due to be considered by the Executive Subcommittee in March 2017. The presentation detailed the scope and management of the framework which was estimated to be the largest value framework so far awarded by Scotland Excel.

DECIDED: That the presentation be noted.

SEDERUNT

C Sneddon joined the meeting by video conference prior to consideration of the following item of business.

(d) SMALL VALUE CONTRACTS

D Benstead gave a presentation to the group highlighting the benefits of the small value contracts team and detailing the top 20 opportunities by spend per annum and the councils participating in each.

DECIDED: That the presentation be noted.

3 ASSOCIATE MEMBER UPDATE

Under reference to item 5 of the Minute of the meeting of this group held on 7 November 2016 there was submitted a report by the Director of Scotland Excel providing an update in relation to Scotland Excel's Associate Membership Strategy.

The report intimated that the strategy had been approved at the meeting of the Joint Committee held on 9 December 2016. The strategy considered organisations to be targeted as part of the process to widen access to frameworks, provide additional savings to the public purse and provide an additional income stream for the organisation going forward.

The strategy identified that whilst there were a number of areas of potential interest, the area that represented the best fit to current and future areas of contract delivery was the housing association market. Scotland Excel had attended, spoken and exhibited at a number of events including the Chartered Institute for Housing and Scottish Federation of Housing Association Conferences. Scotland Excel staff would visit housing associations to test the market in relation to an appropriate fee structure and would consider factors such as the number of units each housing association had and would replicate similar membership models which these organisations were currently familiar with.

It was noted that since the last meeting of this Group four associate members had been added being Forest Enterprise Scotland, Historic Environment Scotland, Glasgow Prestwick Airport and Tayside and Central Scotland Transport Partnership.

DECIDED: That the report be noted.

4 CITY DEAL UPDATE

There was submitted a report by the Director of Scotland Excel providing details of a proposal submitted by Scotland Excel to lead a procurement and commercial shared service for the Glasgow City Region City Deal.

The proposal set out the rationale for a city deal shared procurement and commercial service hosted by Scotland Excel which would support the strategic objectives of city deal through implementation of its agreed procurement and community benefits strategy and allow the sharing of scarce, skilled resources across member councils.

It was noted that this proposal would be discussed with the Chief Executives of the Glasgow City Region City Deal in the first instance then brought back to this group for further consideration. The group were supportive of the proposal and of the wider proposal that Scotland Excel look at leading a procurement and commercial shared service nationally which included rural projects.

DECIDED:

- (a) That it be noted that this proposal would be discussed with the Chief Executives of the Glasgow City Region Deal in the first instance and brought back to this group for further consideration; and
- (b) That it be noted that this group were supportive of the proposal and of the wider proposal that Scotland Excel look at leading a procurement and commercial shared service nationally which included rural projects.

5 ANY OTHER BUSINESS

(a) FORMAT OF MEETINGS

The Group discussed the preferred format for information to be submitted to future meetings and any other information which should be submitted to the group on a regular basis.

DECIDED:

- (i) That there was a preference for information for future meetings to be provided and delivered in the form of presentations; and
- (ii) That the Director of Scotland Excel submit a report to future meetings identifying items of business for consideration by the Joint Committee; the financial position of the organisation; recruitment; Brexit and any other matter identified as part of the survey exercise recently carried out.

(b) INDUCTION PACKS

The Director of Scotland Excel advised that induction packs would be provided for all members of the Joint Committee following the local government elections on 4 May 2017. It was anticipated that the Director would meet with all members appointed to the Joint Committee prior to the first meeting to be held on 30 June 2017.

DECIDED: That the position be noted.

6 DATE OF NEXT MEETING

DECIDED: That the next meeting of the group scheduled for 15 May 2017 at 10.00 am be rescheduled to a date in early June 2017 and that members be advised accordingly.

Scotland Excel

To: Chief Executive Officers Management Group

On: 12 June 2017

Report
by
Director Scotland Excel

Customer Satisfaction Survey – Senior Stakeholders

1. Background

Scotland Excel implemented a programme of customer satisfaction surveys for all local authority stakeholders in November 2016. Surveys were sent to Chief Executive Officers, Finance Directors, Joint Committee members, procurement leads, and other officers who assist with contract development.

The surveys were tailored to reflect the knowledge and interests of each stakeholder group. Surveys sent to senior stakeholders focused on strategic areas while those sent to procurement leads and other officers measured satisfaction with operational delivery.

The purpose of this report is to provide members of CEO MG with the key findings of the surveys sent to senior stakeholders. It also provides a brief overview of the results of the surveys sent to procurement and service stakeholders.

The full results of the senior stakeholder surveys are included in Appendices 1-3 for information.

2. Methodology

Online questionnaires were sent to all local authority Chief Executives and Finance Directors, and the forty elected members comprising Scotland Excel's Joint Committee. The survey period opened on 24 November 2016 and closed on 27 January 2017.

The surveys included questions on strategic direction, performance, engagement and value. Respondents were asked to measure their satisfaction on a five point scale – 'very good', 'good', 'average', 'poor' and 'very poor'. If a respondent had no knowledge of an area, they were asked to indicate this by choosing the 'not sure' option.

Results are presented in terms of the percentage of respondents who reported above average satisfaction, i.e. 'very good' or 'good'. Respondents with no knowledge of a particular area were excluded from this calculation.

More detailed analysis has been undertaken on the questionnaires to identify examples of good practice, pinpoint opportunities to increase awareness and engagement, and address any areas of dissatisfaction.

2.1 Key findings – Senior Stakeholders

Responses were received from 11 Chief Executive Officers, 8 Finance Directors and 13 Joint Committee members. Overall, the respondents represented 21 of the 32 member councils.

All three stakeholder groups indicated high levels of satisfaction with the relevance of Scotland Excel's strategy and overall performance, (minimum of 80% above average satisfaction).

The survey also looked at performance against each of the four strategic goals and, although satisfaction was generally positive, it was lower among some groups for Goal 2 (being sustainable in everything we do) and Goal 4 (becoming the partner of choice for delivering shared services).

Closer analysis of the comments in relation to sustainability suggests that some stakeholders would like to see more evidence of how Scotland Excel is supporting local economic impact. In terms of shared services, there is a difference of opinion between stakeholders in that some feel shared services should remain focused on procurement while others are open to considering new areas.

Stakeholders were also asked to rate their satisfaction with the services provided by Scotland Excel. Chief Executives and Joint Committee members reported high levels of satisfaction with all services (minimum of 71.4% above average satisfaction). Both groups highlighted education/training as key opportunities for further development in support of professionalism and best practice within the sector.

However, Finance Directors reported lower levels of satisfaction with development/consultancy services (50% above average satisfaction) and education/training (40% above average satisfaction). This may be because this group is more focused on contract savings and/or has lower visibility of these services than the other stakeholder groups.

All three questionnaires included tailored questions on engagement and communications. While satisfaction is generally very positive for Chief Executives and Joint Committee members, it is clear that current engagement with Finance Directors is minimal and requires improvement.

All three groups reported high levels of satisfaction with value for money, ranging from 66.7% above average satisfaction for Finance Directors to 90% above average satisfaction for Chief Executive Officers and Joint Committee members.

3. Key findings – procurement leads and other officers

The surveys for procurement leads and other officers measured satisfaction with our contracts, the contract delivery process, engagement activities and communications. The survey for procurement leads also covered other services such as Procurement & Commercial Programme (PCIP) assessments, leading change initiatives and account management.

Responses were received from 21 procurement leads (representing 22 councils), and 166 other officers involved in contract development. Satisfaction levels were generally very strong across all aspects surveyed and showed a marked increase in a number of areas when compared with a similar survey in 2013.

Overall, 95.5% of procurement leads and 80.7% of other officers reported above average satisfaction with the services delivered by Scotland Excel. This represented an 18.6% and 6.8% increase respectively when compared to the findings of the 2013 surveys.

A full report on surveys for procurement leads and other officers will be published on our website at the end of June.

4. Next steps

The findings of the senior stakeholder surveys will be used to develop engagement plans for each of the three stakeholder groups to increase awareness and interest in our plans, activities and performance. The findings will also inform our new 2018-22 strategy which will be developed later this year.

An internal customer forum is being implemented to respond to the findings of the surveys for procurement leads and other officers, and will be tasked with making ongoing improvements to the delivery of Scotland Excel services in response to customer feedback.

5. Conclusion

The members of the CEO MG are asked to note this report on the findings of the customer satisfaction survey for senior stakeholders.

Appendix 1: Customer Satisfaction Survey – Chief Executive Officers

Question 1 asked respondents to indicate their local authority. Responses were received from:

- Aberdeen City Council
- Glasgow City Council
- North Ayrshire Council
- South Lanarkshire Council
- Angus Council
- Inverclyde Council
- Renfrewshire Council
- West Lothian Council
- Argyll & Bute Council
- Midlothian Council
- South Ayrshire Council

Questions 2-4 measured satisfaction with Scotland Excel's strategy and performance. The results are displayed in Figures 1-3 below:

Fig. 1

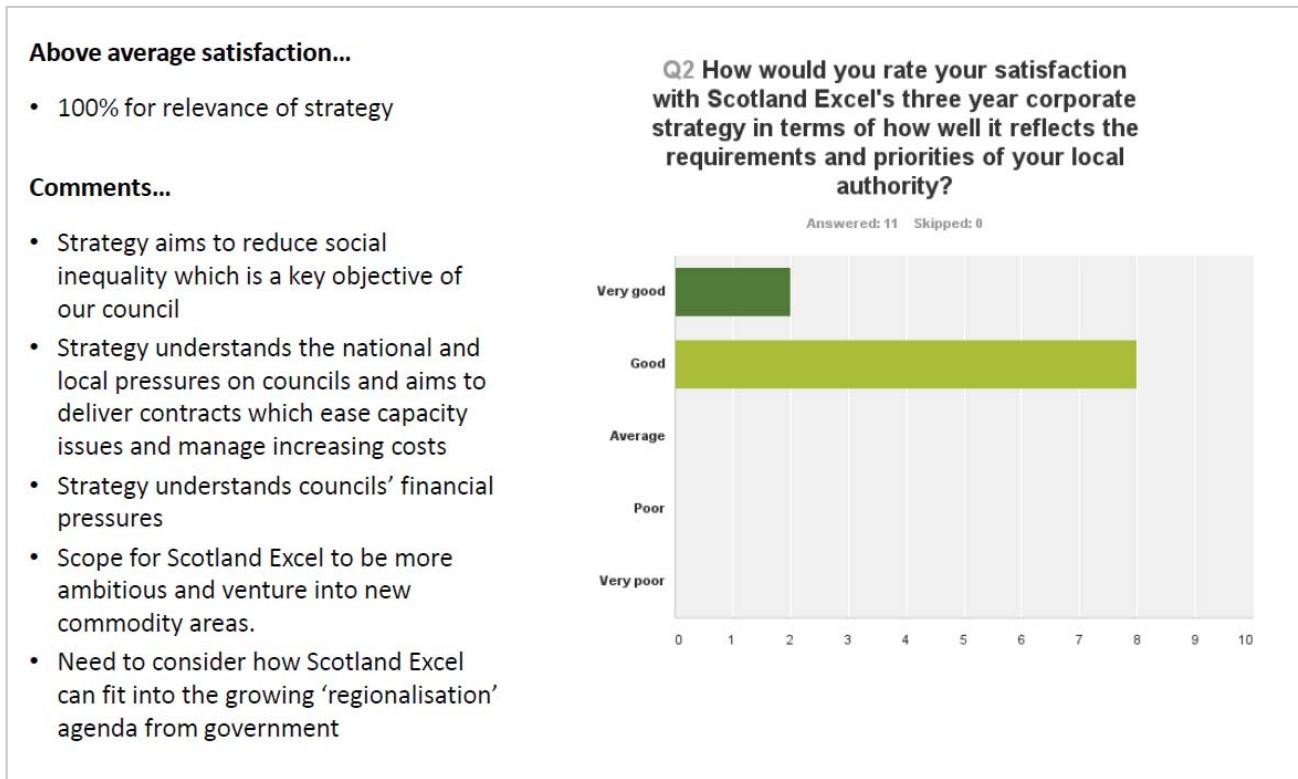


Fig. 2

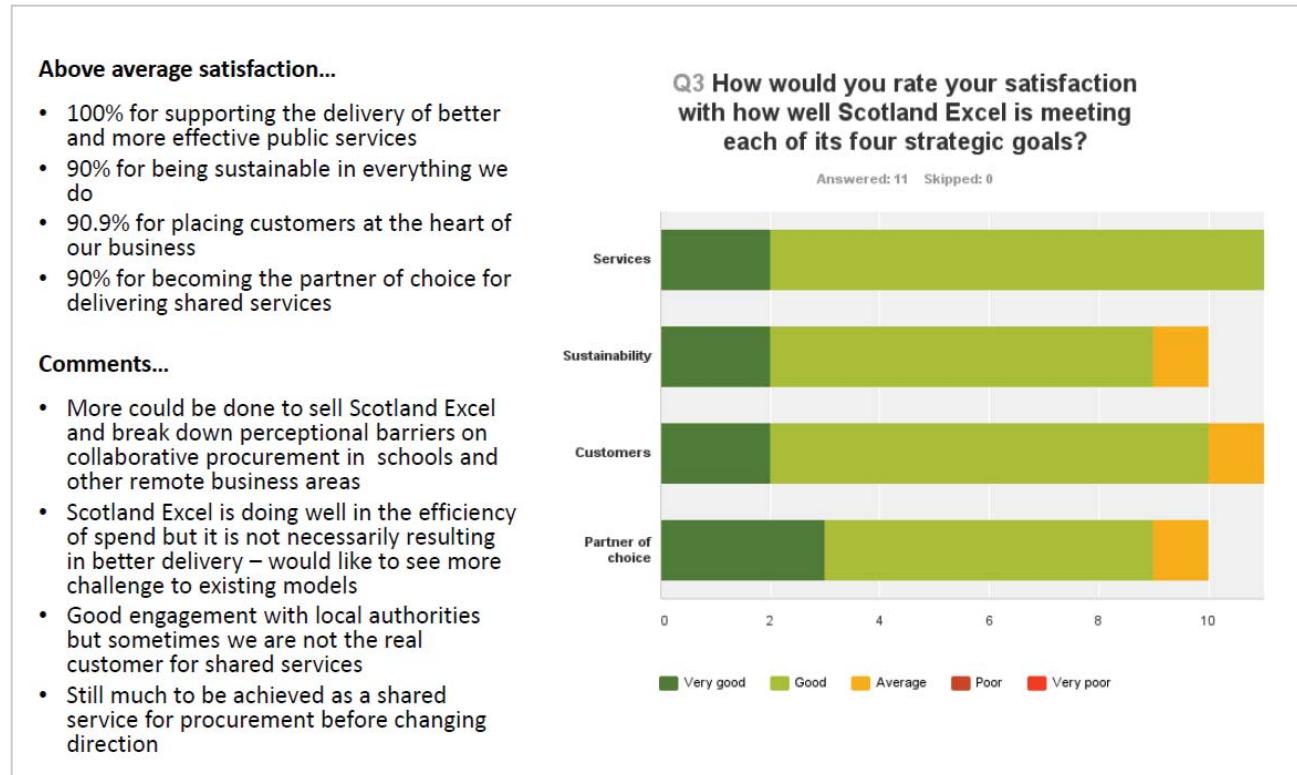
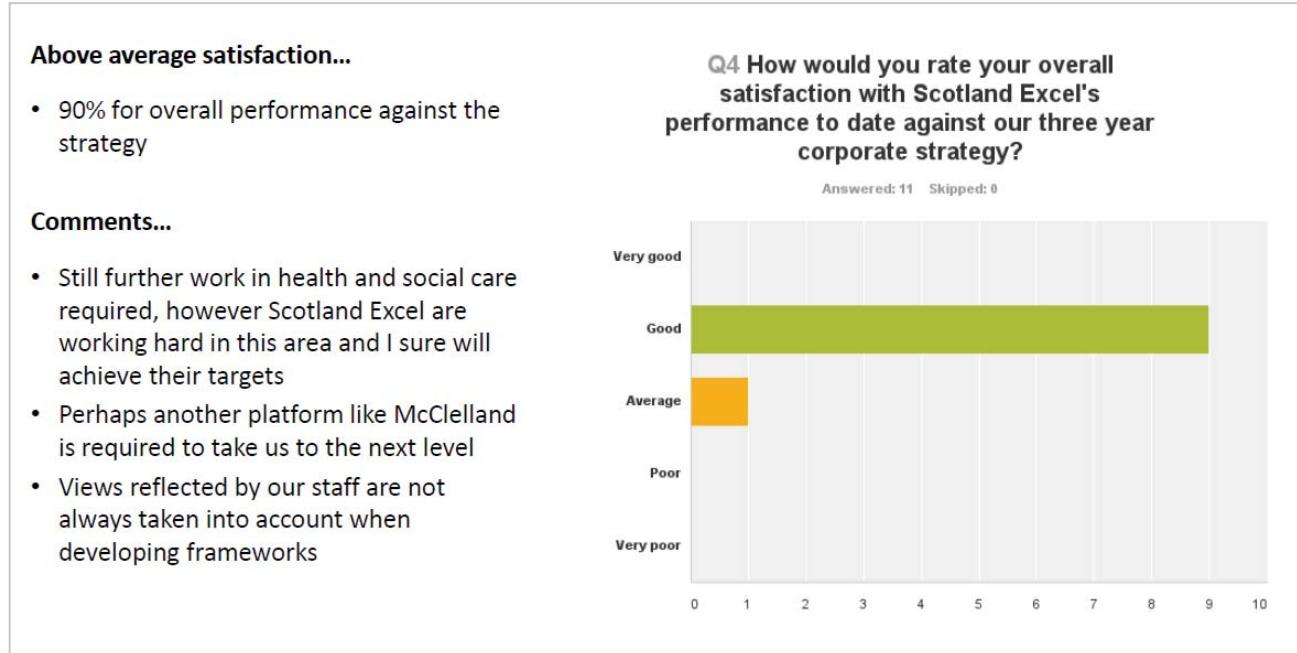
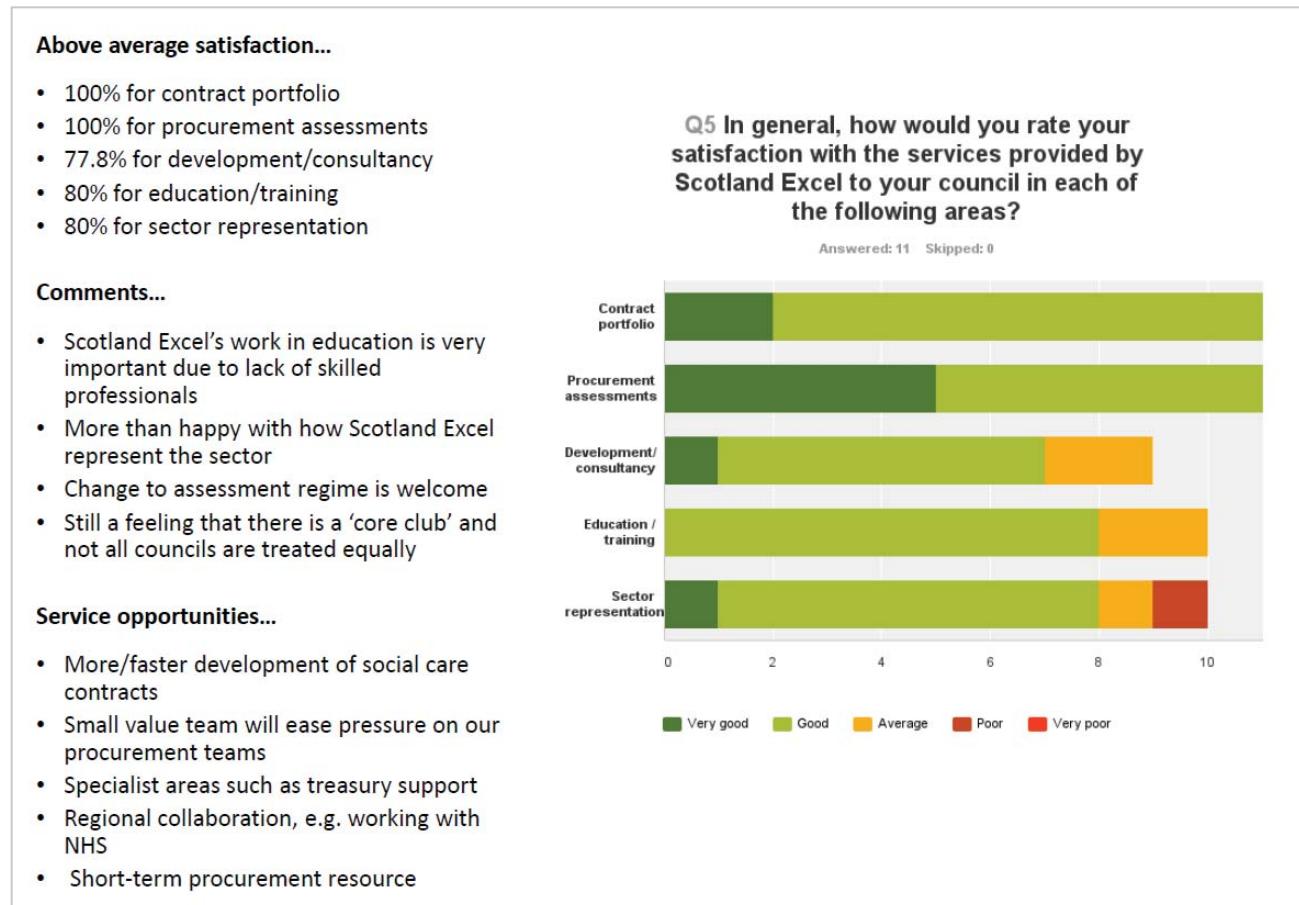


Fig. 3



Questions 5-6 measured satisfaction with the services provided by Scotland Excel, with the latter being an open-ended question on future service opportunities. The results can be found in Figure 4 below:

Fig. 4



Questions 7-9 measured satisfaction with Scotland Excel's engagement activity, with latter being an open-ended question on future engagement opportunities. The results are displayed in Figures 5-6 below:

Fig. 5

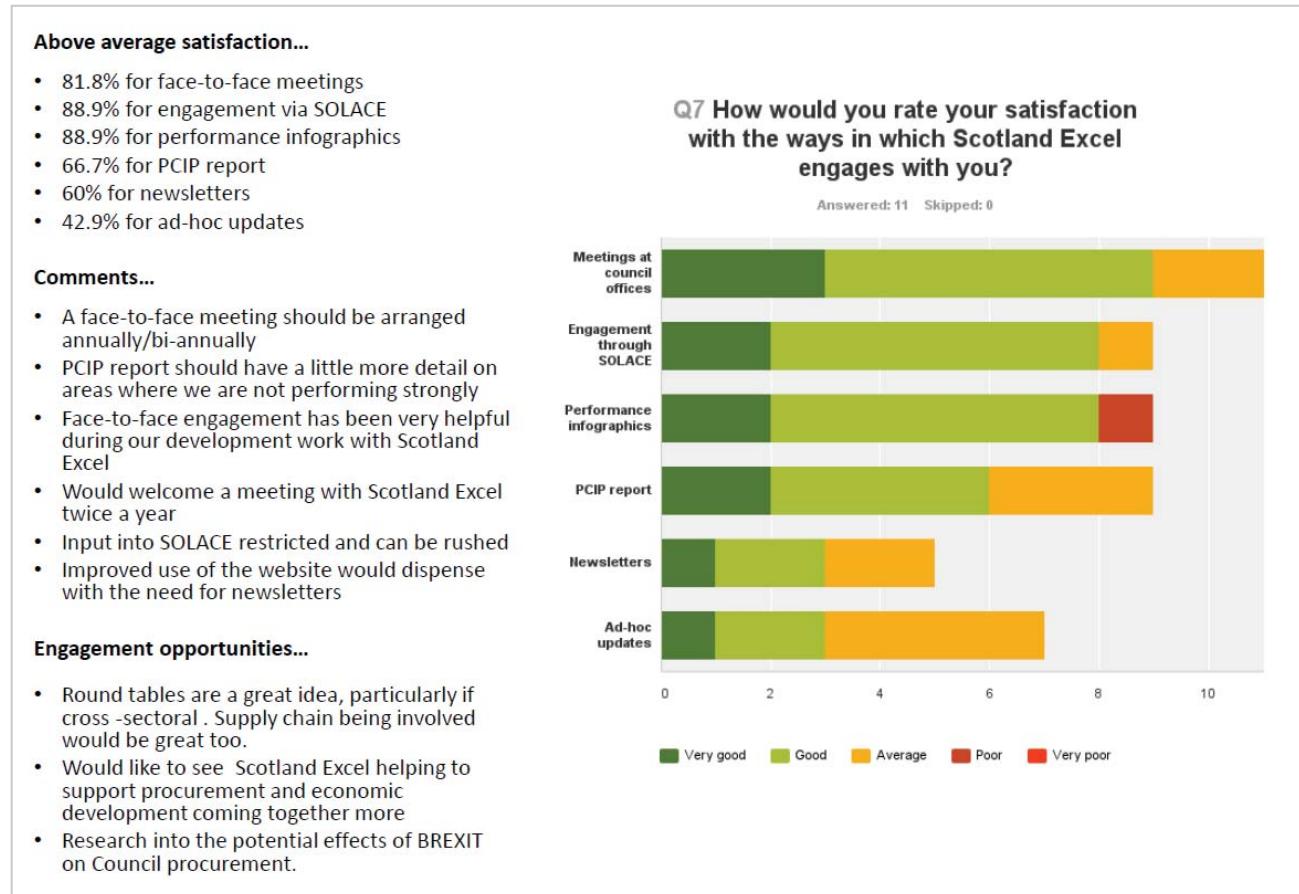
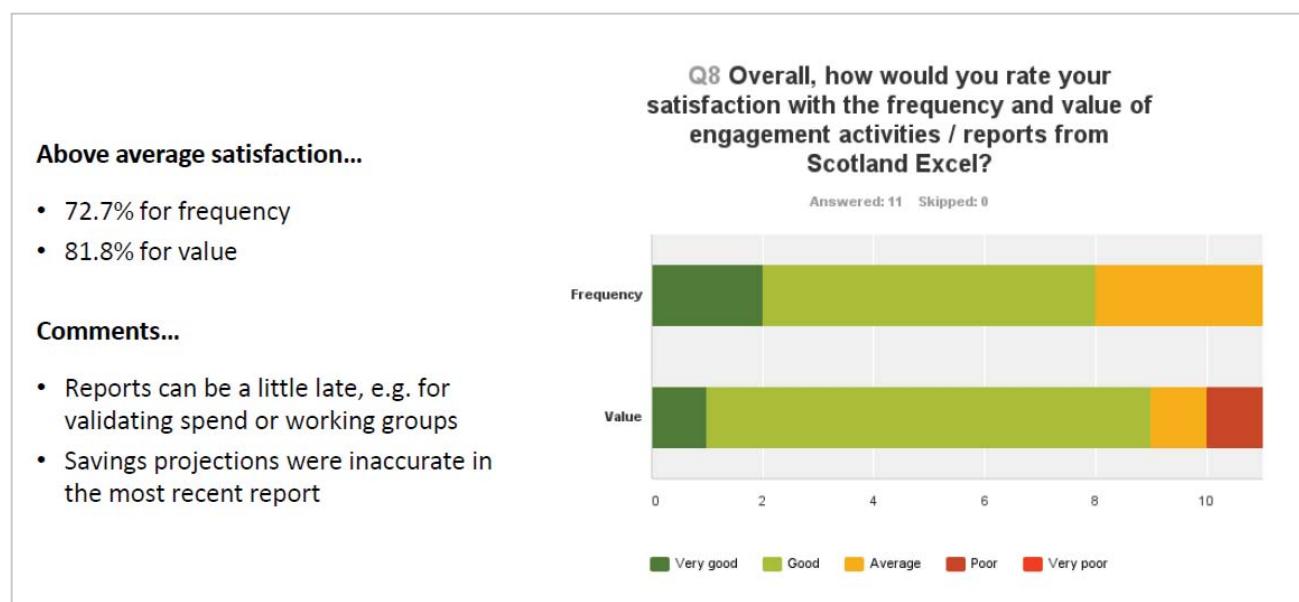


Fig. 6



Question 10 asked respondents if they were a member of the Chief Executive Officers Management Group. Three respondents identified as members of the group.

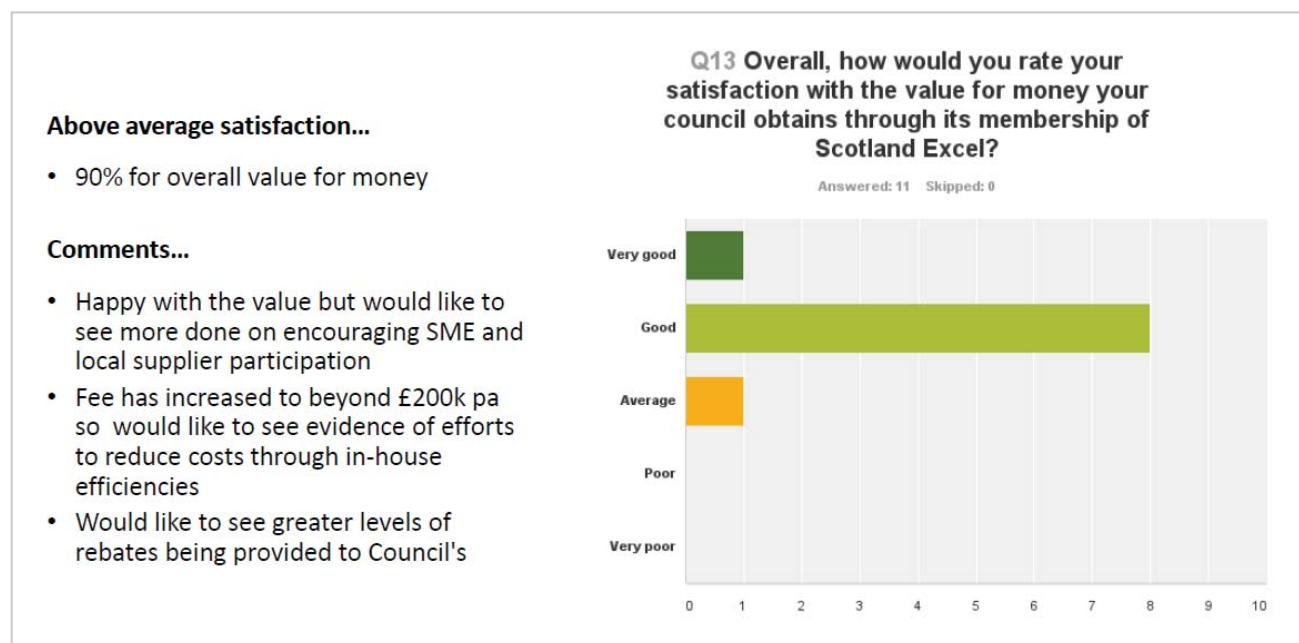
Questions 11-12 were posed to these three respondents to measure their satisfaction with the group, with the latter being an open-ended question on future opportunities for its remit. The results are displayed in Figure 7 below:

Fig. 7



Question 13 measured overall satisfaction with value for money. The results are displayed in Figure 8 below:

Fig. 8



The survey ended with an open-ended question on how Scotland Excel might support local authorities in the longer term through procurement or other shared services. The comments are included below:

- More on social care and assistance with modernising services via ICT
- Redesign of (council) service delivery to help us cope with budget cuts; picking up new commodities not yet tackled
- Focus should be on driving procurement efficiencies and new contract areas explored (e.g. social care)
- Procurement is Scotland Excel's specialism whereas there are many agencies already offering shared services or change management support
- The recent announcement re small value contracts is welcome, subject to the return of the rebate at the end of the project term.
- Would be willing to discuss the potential of other shared services that could be provided
- Consider taking on the commissioning of more front line services
- There is a further drive towards collaborative procurement so help is required in this area and in areas such as health and social care integration

Appendix 2: Customer Satisfaction Survey – Finance Directors

Question 1 asked respondents to indicate their local authority. Responses were received from:

- Aberdeenshire Council
- Inverclyde Council
- South Ayrshire Council
- Dumfries & Galloway Council
- Orkney Islands Council
- South Lanarkshire Council
- Highland Council
- Renfrewshire Council

Questions 2-4 measured satisfaction with Scotland Excel's strategy and performance. The results are displayed in Figures 1-3 below:

Fig. 1

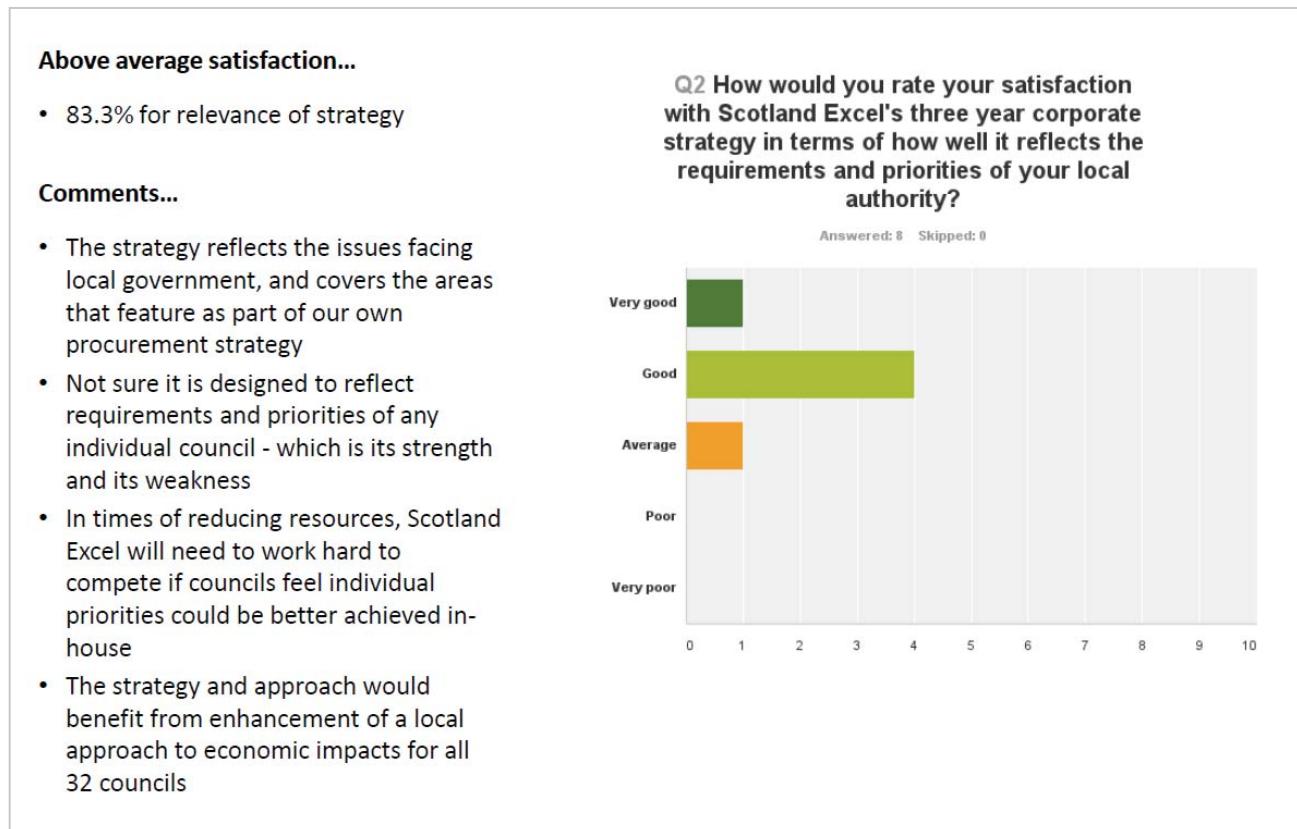


Fig. 2

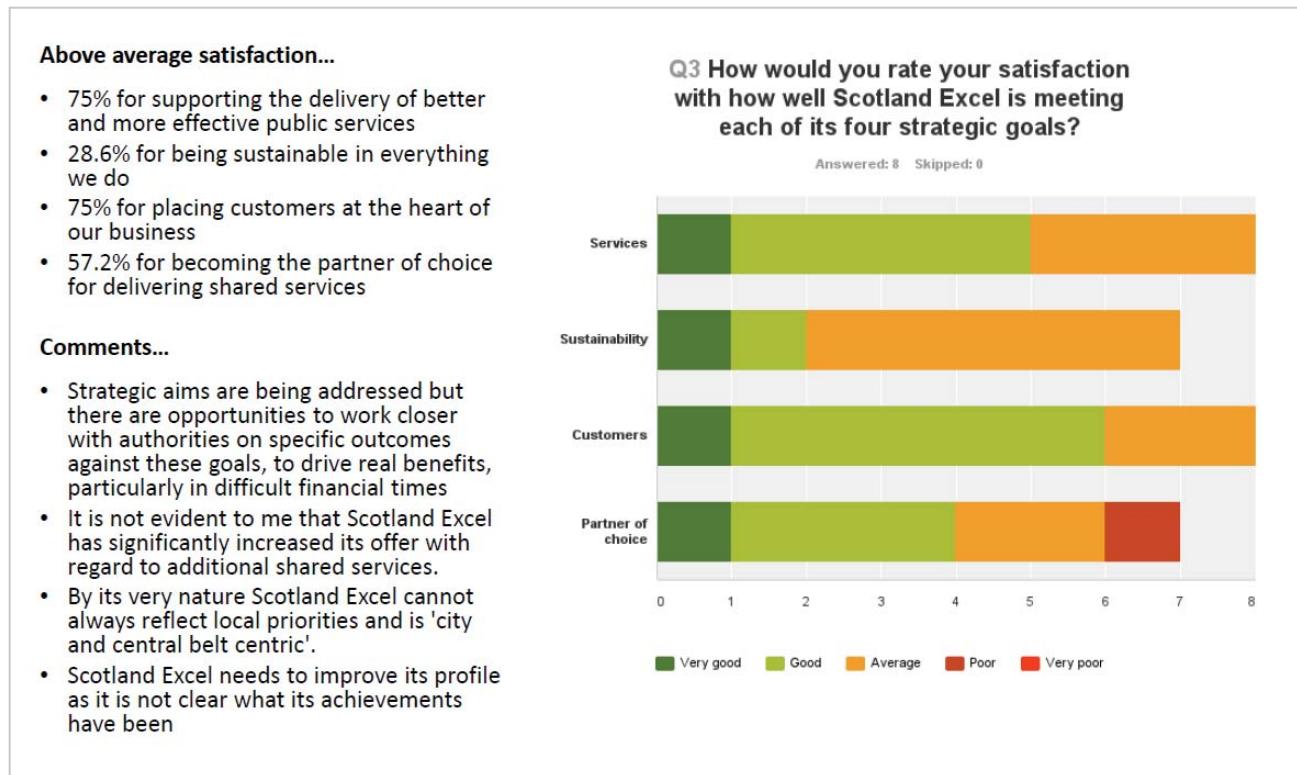
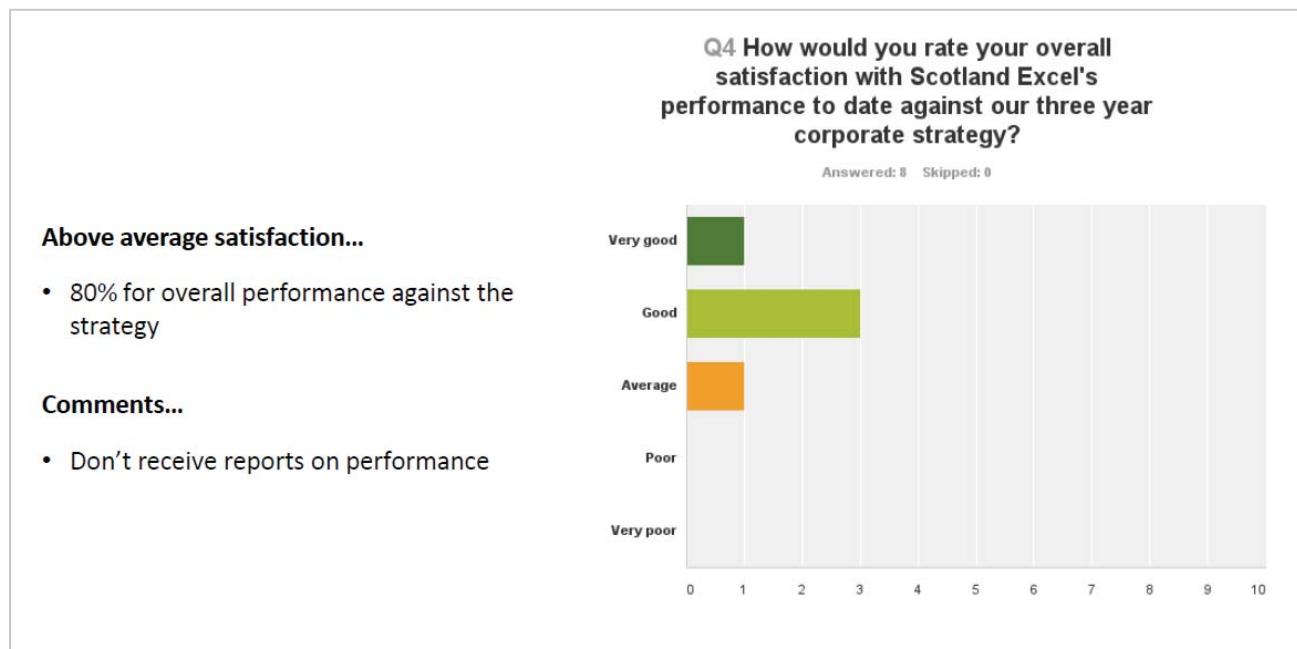
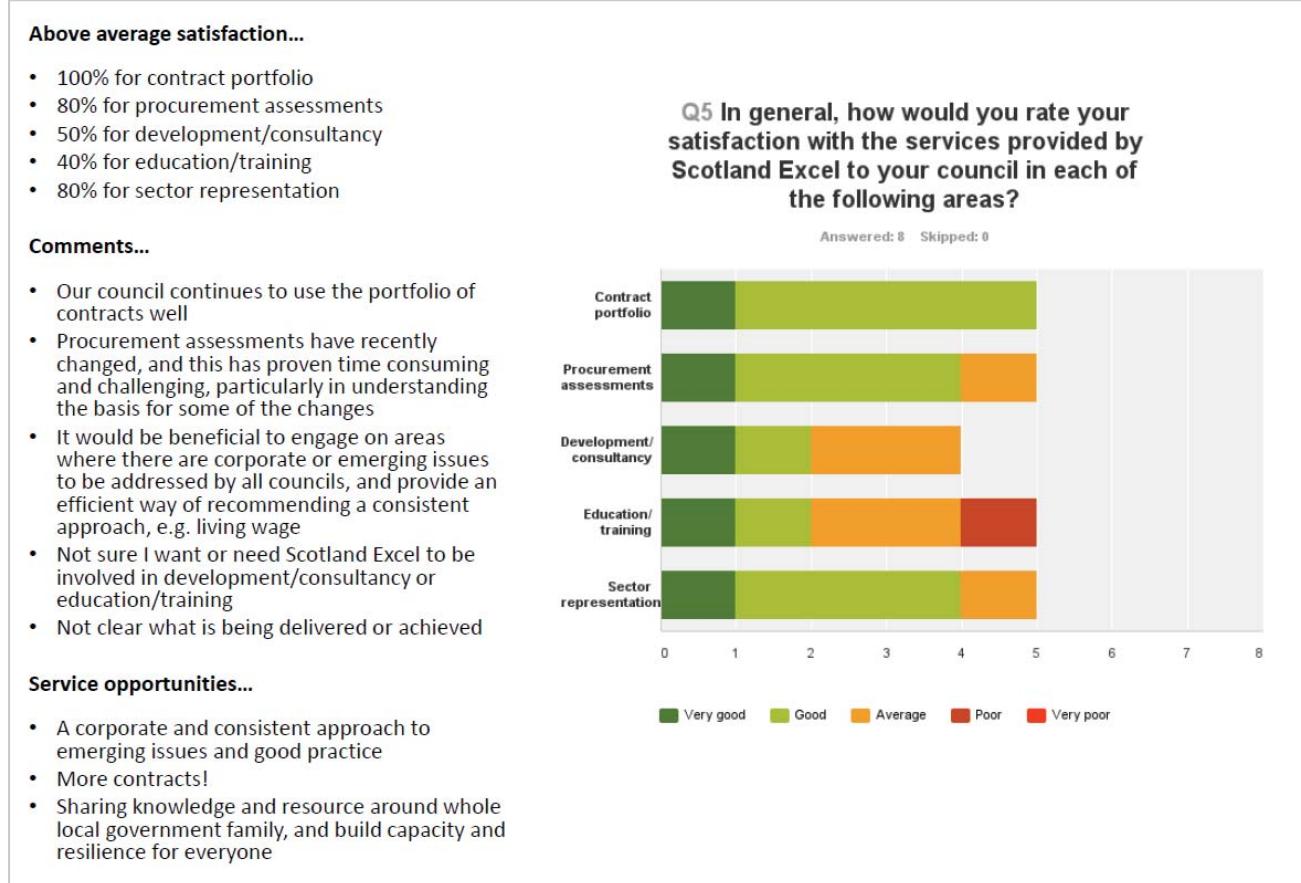


Fig. 3



Questions 5-6 measured satisfaction with the services provided by Scotland Excel, with the latter being an open-ended question on future service opportunities. The results can be found in Figure 4 below:

Fig. 4



Questions 7-9 measured satisfaction with Scotland Excel's engagement activity, with latter being an open-ended question on future engagement opportunities. The results are displayed in Figures 5-6 below:

Fig. 5

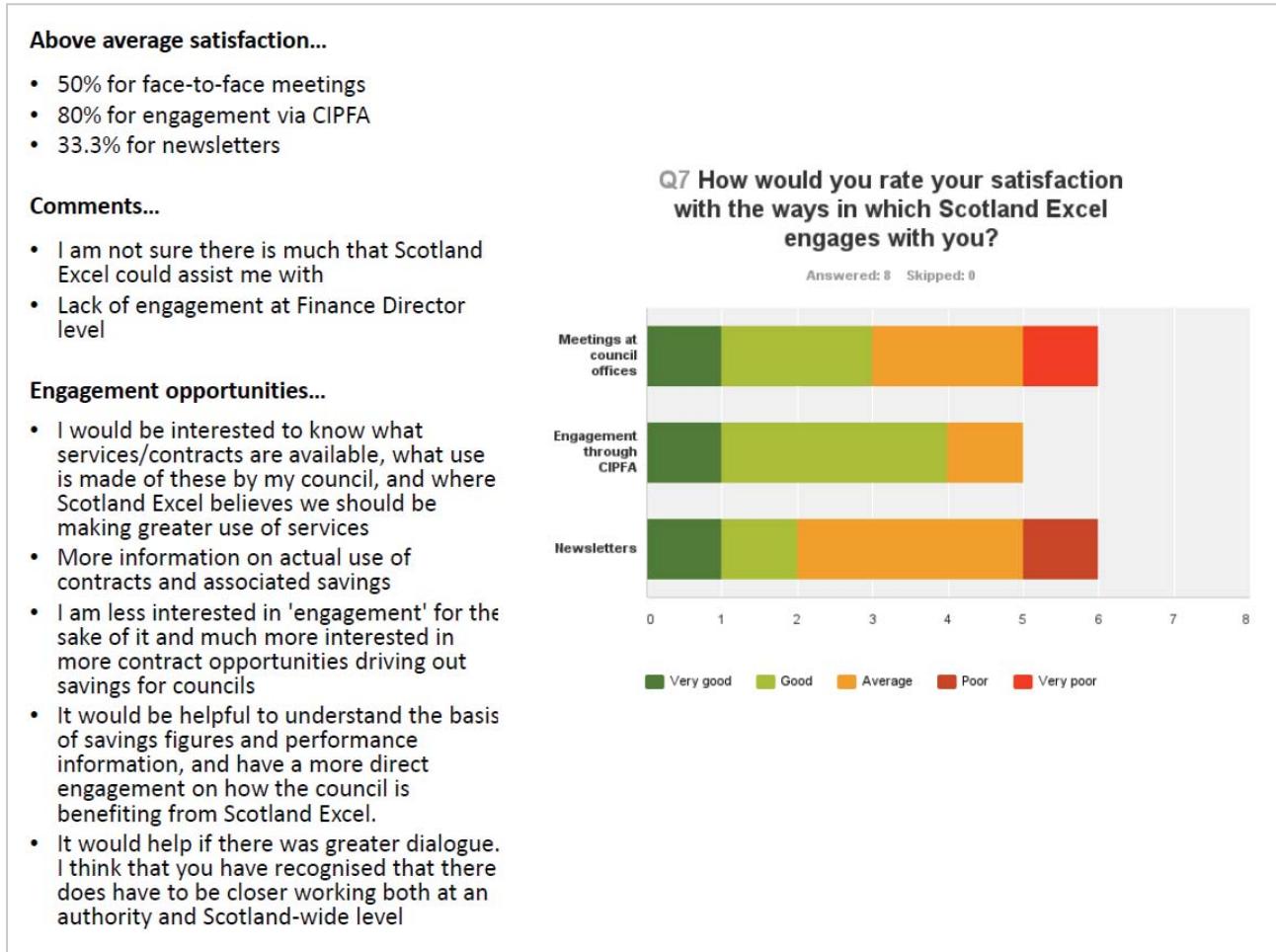
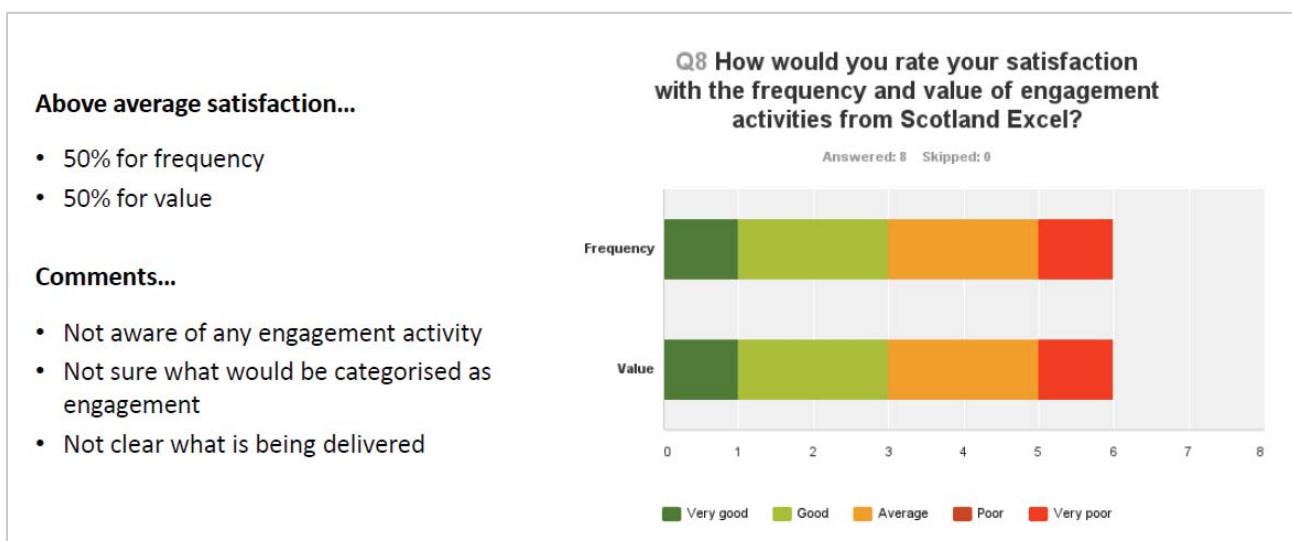


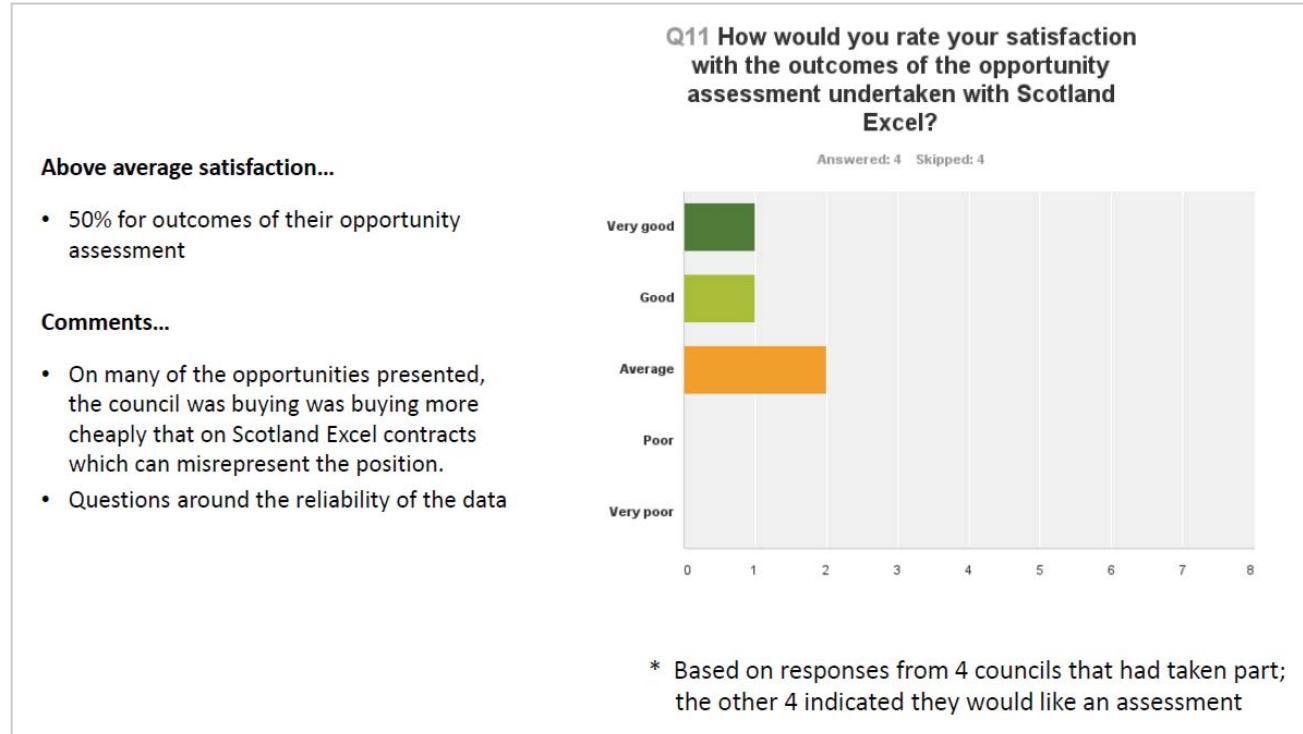
Fig. 6



Question 10 asked respondents if their council had taken part in an opportunity assessment to benchmark their contract usage and savings against Scotland Excel contracts. Four respondents had taken part in an assessment.

Question 11 was posed to these four respondents to measure their satisfaction with their assessment. The results are displayed in Figure 7 below:

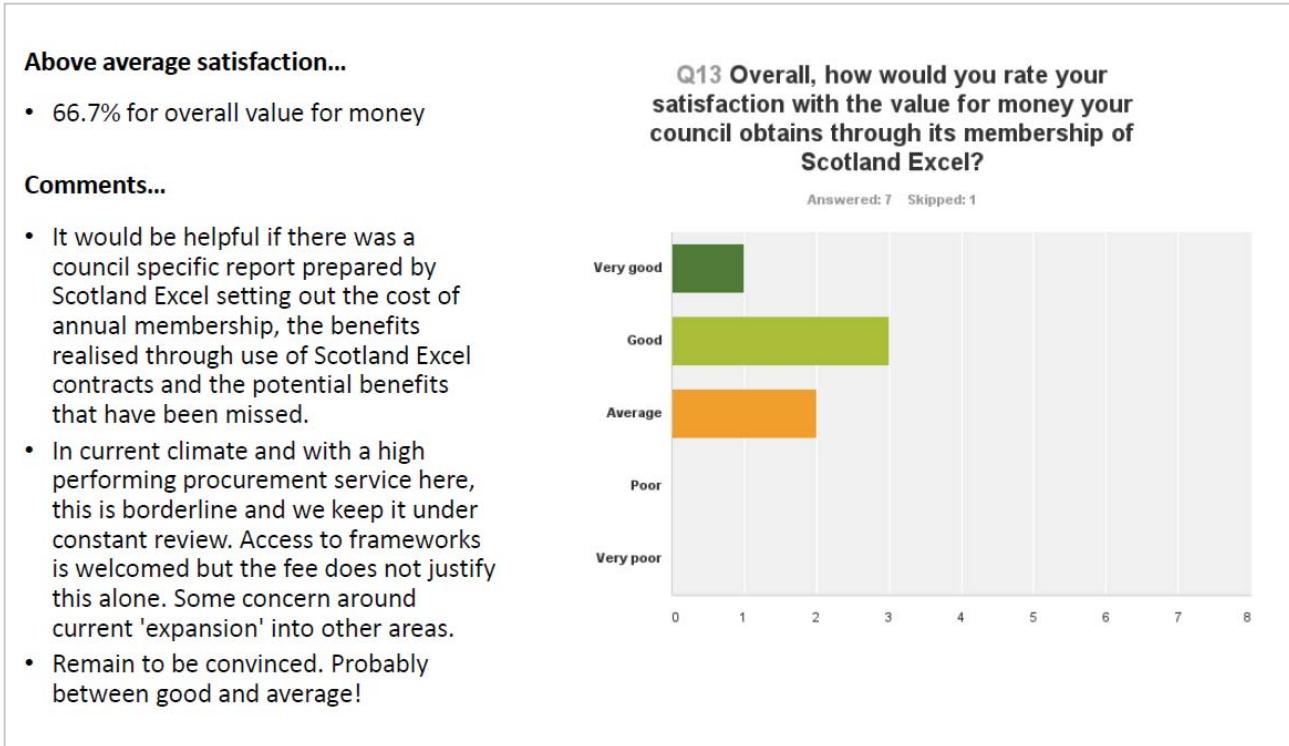
Fig. 7



Question 12 asked those respondents whose council had not taken part in an assessment whether this would be of interest. All four remaining respondents indicated their interest in undertaking an assessment.

Question 13 measured overall satisfaction with value for money. The results are displayed in Figure 8 below:

Fig. 8



The survey ended with an open-ended question on how Scotland Excel might support local authorities in the longer term through procurement or other shared services. The comments are included below:

- Scotland Excel was established to deliver benefits to local government procurement and that should be where efforts are concentrated rather than shared services. Better to ensure that there are shared IT platforms across local government and approach that from the procurement perspective, e.g. one Council Tax system
- Scotland Excel should continue to focus on developing areas where they are able to add real value and fund additional activities from associated savings based on well-developed business cases.
- Need to increase the social care added value aspects and ensure schools are directed to use Scotland Excel contracts in relation to the extra Attainment Funding.
- Primary focus needs to remain value for money frameworks - with attention paid to 'local' opportunities within council areas for smaller businesses
- More support in staff development to increase capacity at a local level. Help us increase our spend through Scotland Excel's existing portfolio for mutual benefit. Work with us to improve the opportunities for our local suppliers to bid for work
- Evidence value for money and explore new opportunities

Appendix 3: Customer Satisfaction Survey – Joint Committee Members

Question 1-2 asked respondents to indicate their name and local authority. Responses were received from:

- Angus Council
- Argyll & Bute Council
- Comhairle nan Eilean Siar
- East Ayrshire Council
- Fife Council
- Glasgow City Council
- Highland Council
- Midlothian Council
- The Moray Council
- North Ayrshire Council
- Scottish Borders Council
- Shetland Islands Council
- West Dunbartonshire Council

Questions 3-5 measured satisfaction with Scotland Excel's strategy and performance. The results are displayed in Figures 1-3 below:

Fig. 1

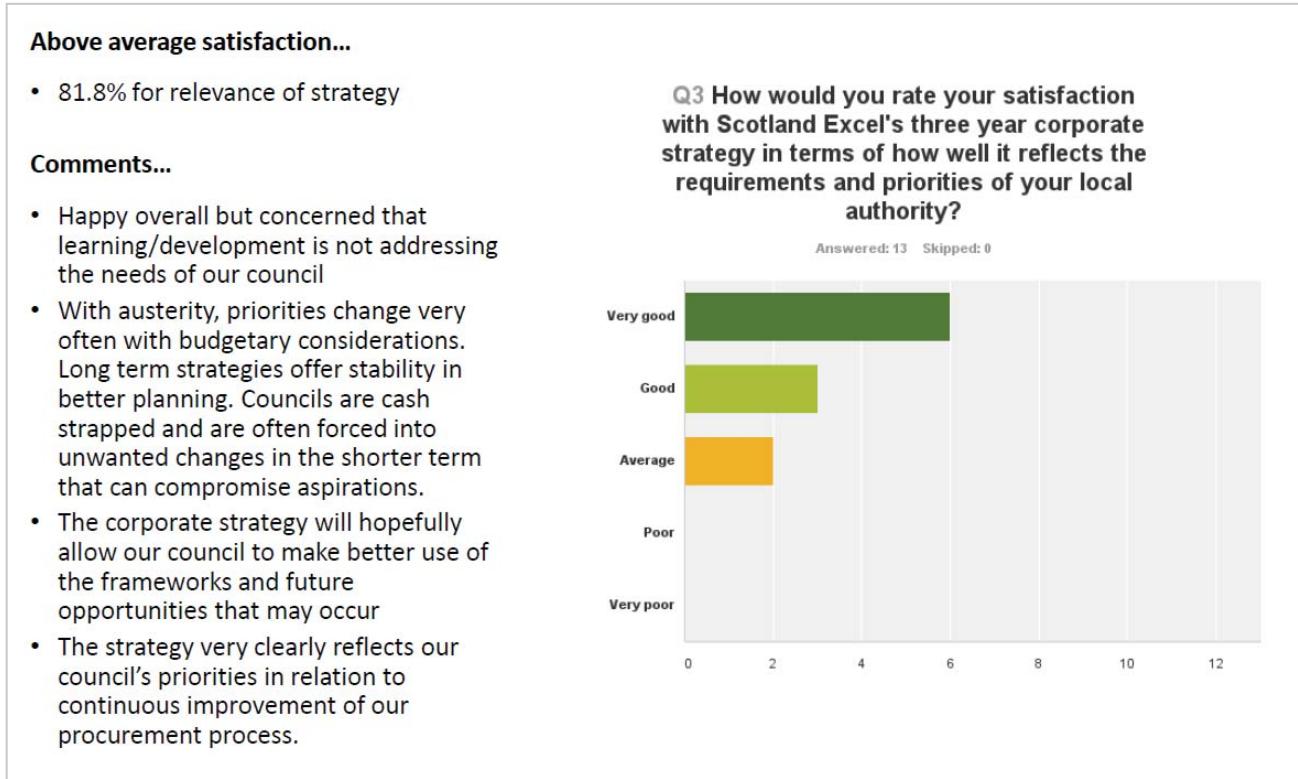


Fig. 2

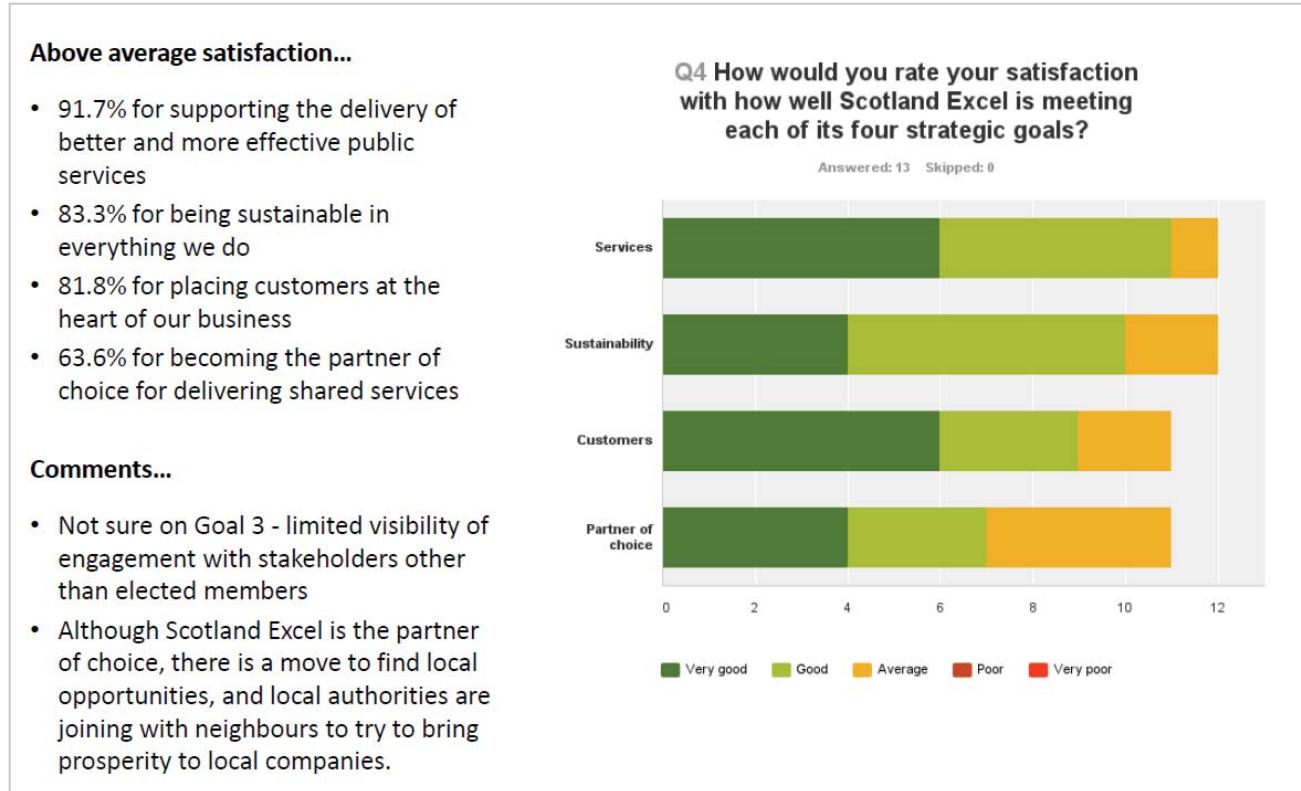
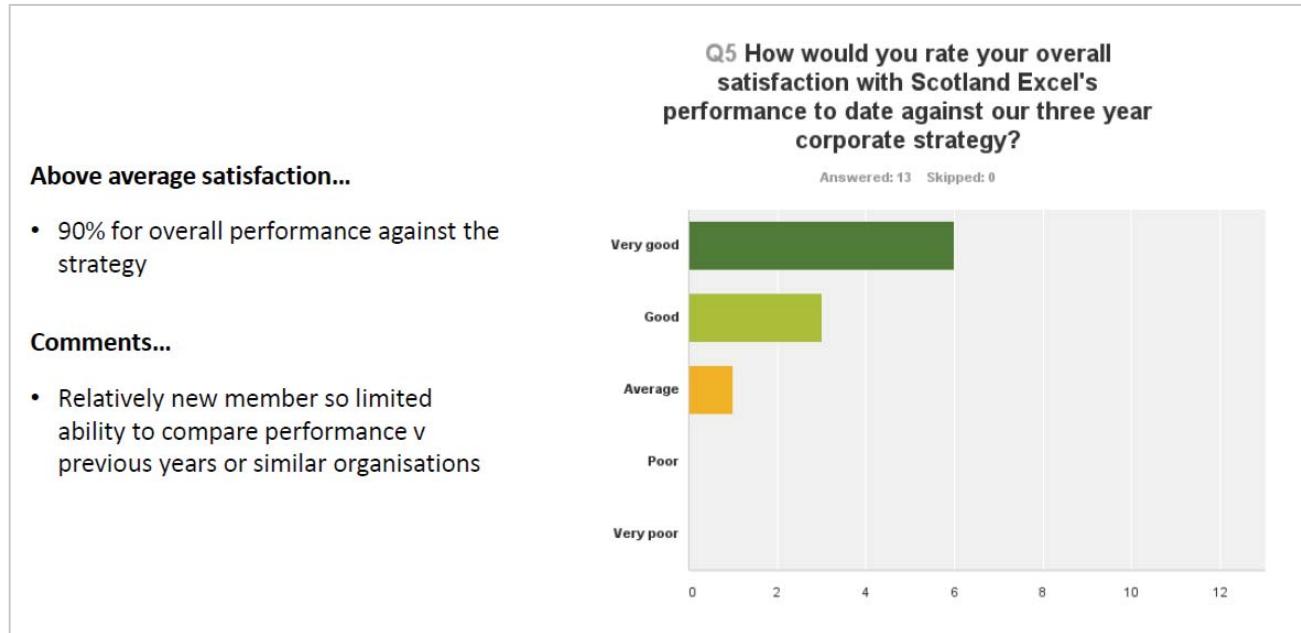
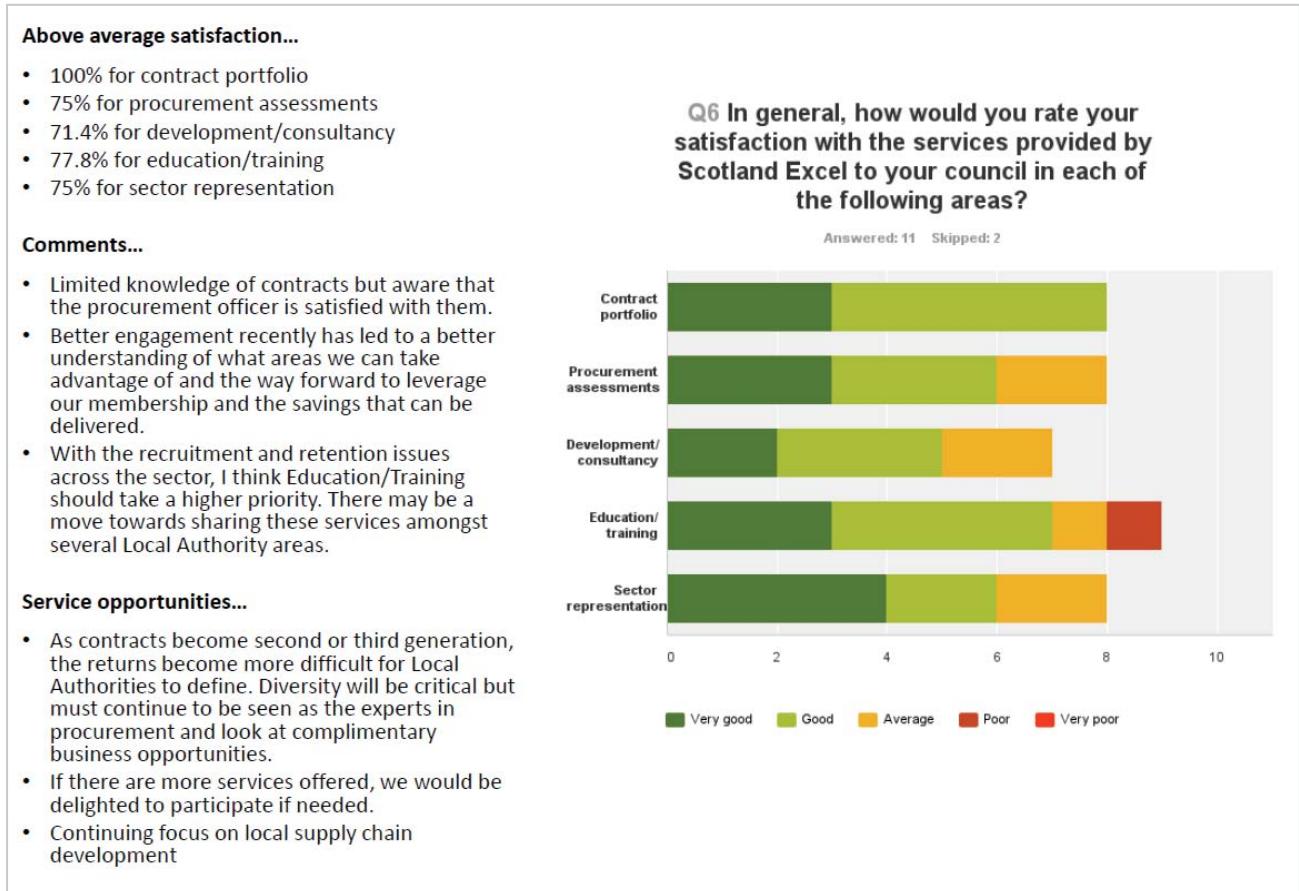


Fig. 3



Questions 6-7 measured satisfaction with the services provided by Scotland Excel, with the latter being an open-ended question on future service opportunities. The results can be found in Figure 4 below:

Fig. 4



Question 8 measured satisfaction with Scotland Excel's consideration of policy and local matters within its contracts and services. The results are displayed in Figure 5 below:

Fig. 5



Questions 9-11 measured satisfaction with how Scotland Excel manages its governance arrangements, with the latter being an open-ended question on opportunities for future improvements. The results are displayed in Figures 6-7 below:

Fig. 6

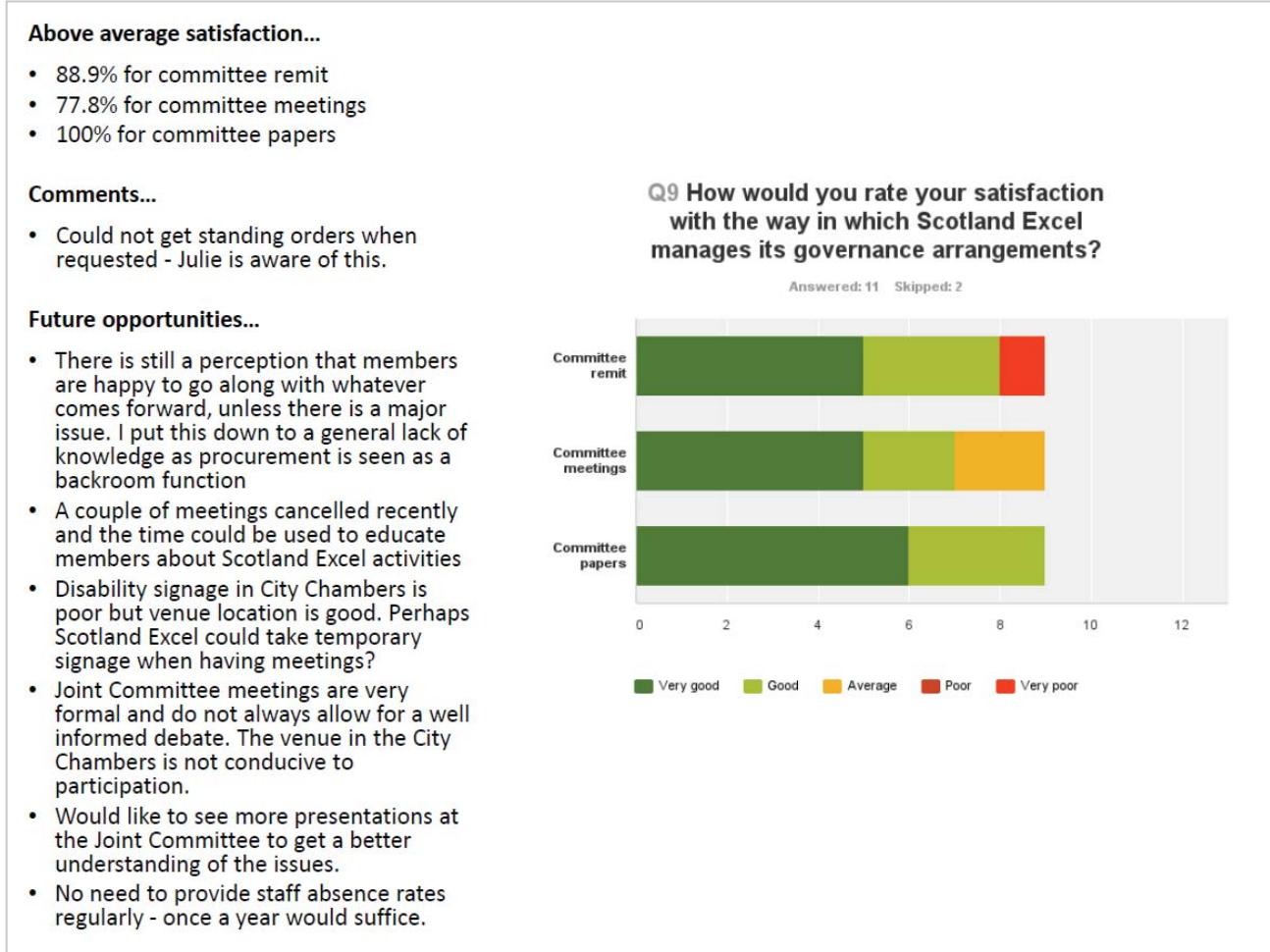
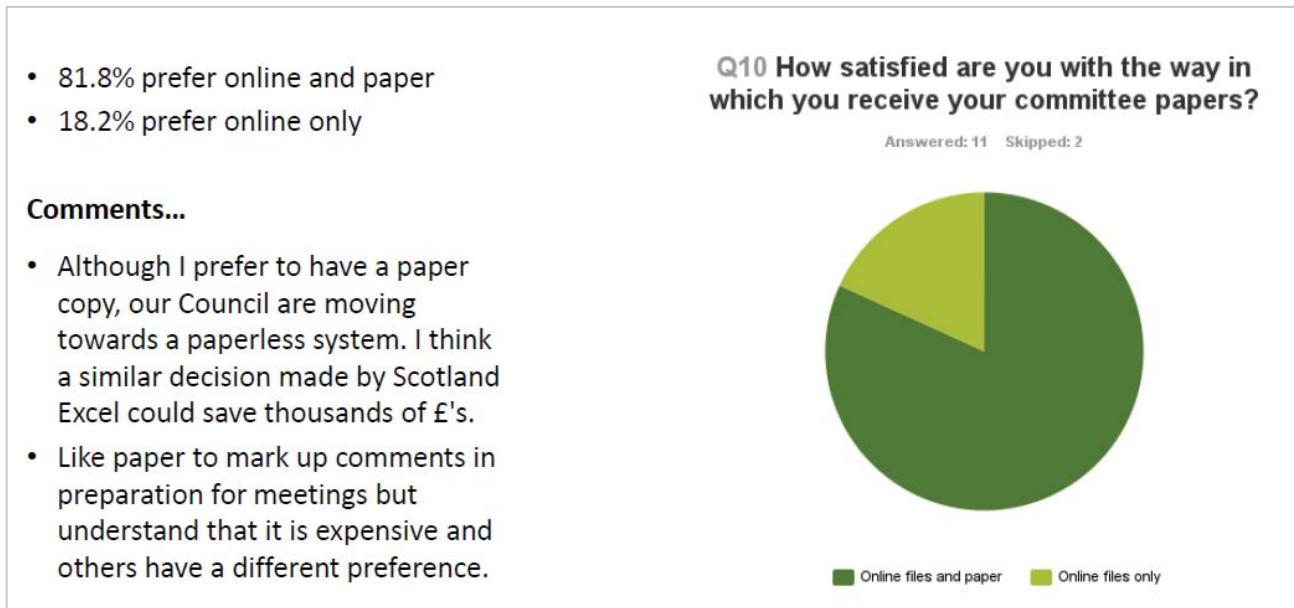


Fig. 7



Questions 12-14 measured satisfaction with Scotland Excel's engagement activity, with latter being an open-ended question on future engagement opportunities. The results are displayed in Figures 8-9 below:

Fig. 8

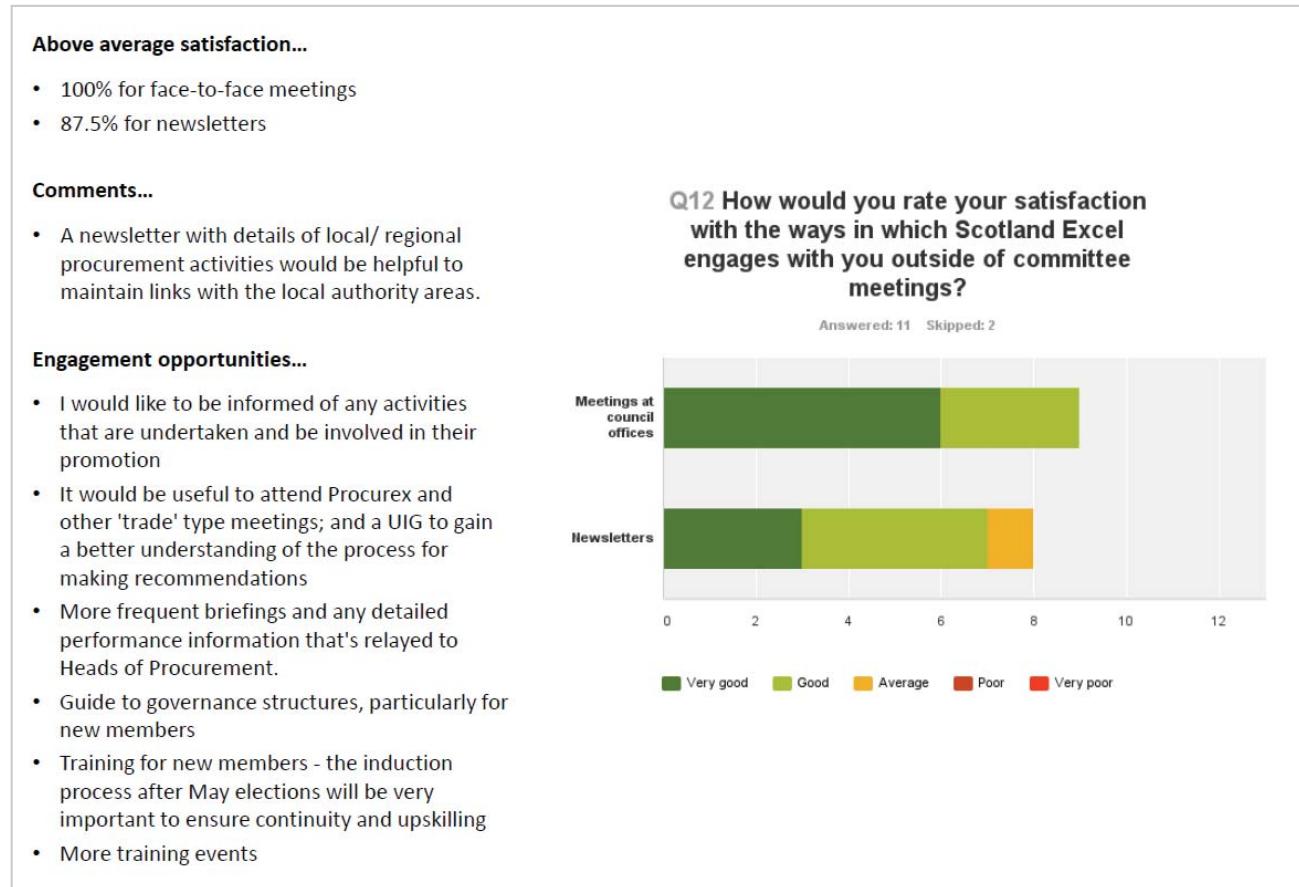
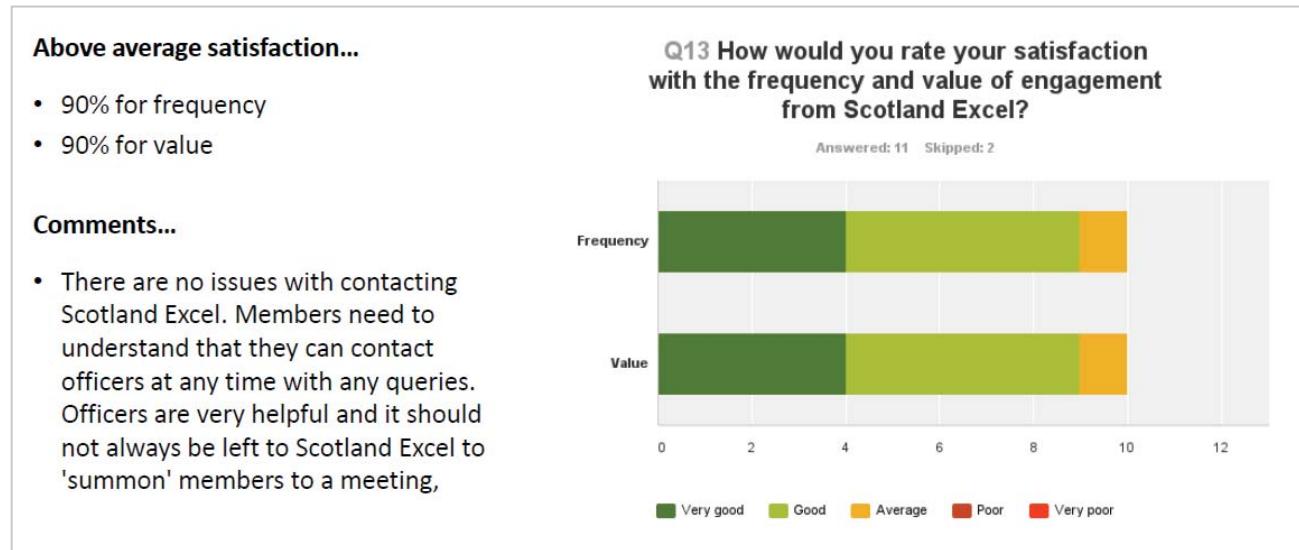
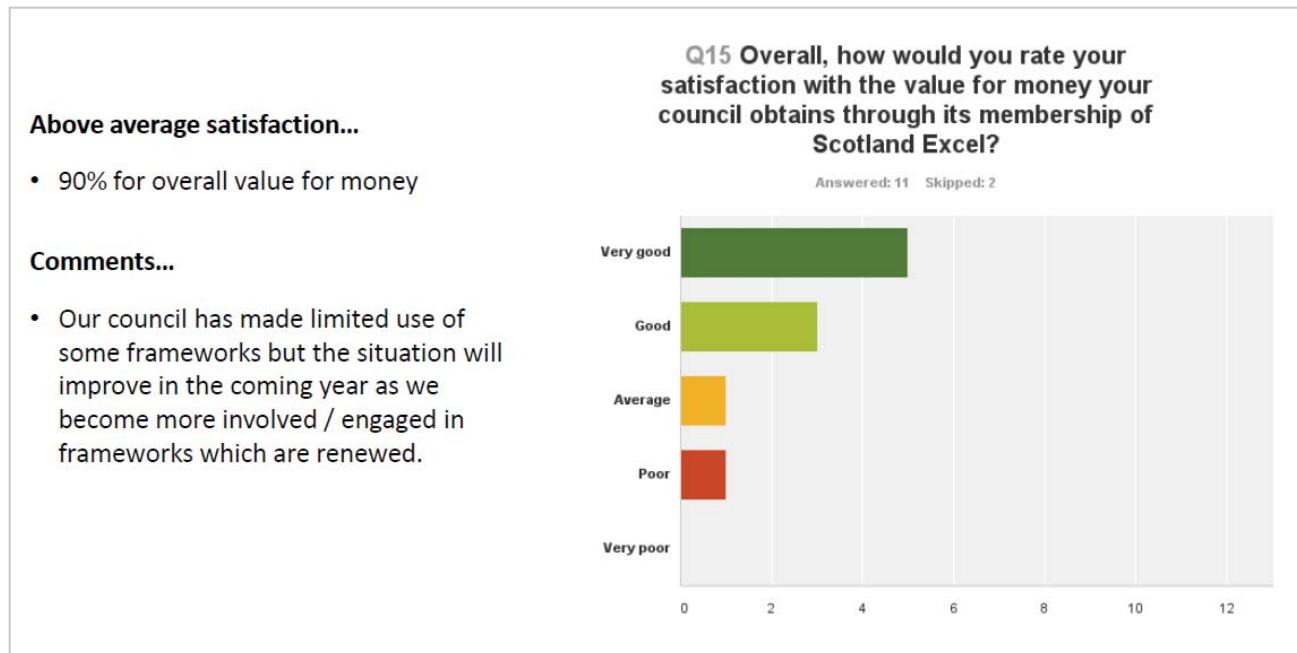


Fig. 9



Question 13 measured overall satisfaction with value for money. The results are displayed in Figure 10 below:

Fig. 10



The survey ended with an open-ended question on how Scotland Excel might support local authorities in the longer term through procurement or other shared services. The comments are included below:

- Councils are being urged to work more collaboratively and, as the experts in the field of procurement, I would like to see Scotland Excel offer training to officers and elected members. Scotland Excel should also explore opportunities to offer other related services for councils
- Building capacity and professionalism across the local government sector and supporting a drive for professionalism / professional education.
- I see this as a very important measure in supporting the 32 local authorities. As the economic climate changes, it becomes more imperative that Scotland Excel support and engage with the authorities in every way possible.
- By continued growth in the contracts portfolio and providing training and support for procurement teams. Facilitating shared services across local authorities and other public sector agencies would also benefit public services providers and users
- Scotland Excel is on the right track through its commitment to supporting local authorities in their procurement activities, particularly in the development of professional procurement capacity.

Scotland Excel

To: Chief Executive Officers Management Group

On: 12th June 2017

**Report
by
Director Scotland Excel**

Directors Update Report

1. Introduction

The purpose of this report is to provide the group with an update on key developments within Scotland Excel since the last meeting of the Chief Executive Officers Management Group on 20 February 2017.

2. Summary

Since the group last met there have been a number of new developments

2.1. LGDT update

Scotland Excel continues to work closely with the Chief Digital Officer to ensure alignment with the LGDT Board, and to provide procurement support as appropriate. In conjunction with the CDO, a procurement lead has been recruited on a fixed term basis from July, funded by the Digital Office. In addition, Scotland Excel participated in the partnership forum led by the CDO, and will continue to support the relevant work streams that have emerged from this.

2.2. SG funded project – Social care/Housing

Housing

The housing programme funded by Scottish Government has made good progress. A number of associations have had initial visits and have been well received. Official programme launch notification to the associations was delayed by Scottish Government and was sent on the 17th May.

The new housing team has been recruited and is engaged with the sector. A number of sector events have been attended and presentations made by the senior Scotland Excel team.

Anecdotal evidence suggests that there are significant financial, capability and sustainability opportunities in the sector.

Social Care

As also previously reported, Scotland Excel has begun working on a project funded by the Scottish Government focussing on adult supported living and care at home. Early indications are that there are a small number of providers with a major share of the Scottish market, and the immediate work will focus on providing guidance, templates and checklists to encourage innovative, sustainable local services.

A project initiation advice has been issued to Chief Executives/Chief Officers requesting nomination of a contact lead to ensure that the work progresses with as broad collaboration as possible.

2.3. Recruitment process

Scotland Excel ran a careers event on the 7th March in Glasgow with over 100 prospective candidates attending the event.

In total we recruited 12 new people into the organisation. This was to fulfil opportunities within a number of areas including the two Scottish Government projects, the new small value team and other outstanding vacancies. In addition to this there were a number of successful internal candidates which resulted in additional changes.

2.4. Contracts approved at March Exec Sub

There were four contracts approved at the final Executive Sub Committee meeting before the local elections, 2 of which were new and 2 were renewals. The combined initial spend forecast is around £75m, generating estimated savings of £2m where benchmark data is available. This is based on an initial annual spend of £50m on Energy Efficiency Contractors, which is anticipated to grow to an annual value of up to £200m.

2.5. General update

New Associate Members

There have been two new associate members since the last CEO MG.

- Blue Triangle Housing Association
- City Property Glasgow Ltd

PCIP Status

- In 2016 we completed 16 PCIPs with an average score of 65%.
- There has been 8 PCIPs completed in 2017.
- As of 30th May 2017 there are 8 further PCIPs to be completed.
- The average score for the sector this year is currently 63%.

- For all PCIPs undertaken in 2016 the lowest score is 44% and the highest score is 84%.

2.6. Local Elections – New Elected Members

We have been working with Renfrewshire committee services and with other local authorities to identify the leaders and joint committee members. Once identified, I am writing to the leader and Joint Committee member welcoming them on behalf of Scotland Excel. It is our intention to visit as many of the members as possible prior to the Joint Committee meeting.

