

Notice of Meeting and Agenda

Scotland Excel Chief Executive Officers Management Group

Date	Time	Venue
Monday, 27 August 2018	10:00	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): Kenneth Lawrie
(Falkirk Council)

Sandra Black (Renfrewshire Council) - Chair

Video Conferencing

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

Telephone Conferencing

Should any member wish to participate using telephone conferencing please contact Lesley Jones on 0141 618 7444.

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 <http://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.

Items of business

Apologies

Apologies from members.

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| 1 | Minute | 5 - 10 |
| | Minute of meeting of the Chief Executive Officers Management Group held on 21 May 2018. | |
| 2 | The Academy | |
| | Presentation. | |
| 3 | Digital Update | |
| | Presentation. | |
| 4 | Care Update | |
| | Presentation. | |
| 5 | Early Learning and Childcare | |
| | Presentation. | |
| 6 | Director's Update | 11 - 16 |
| | Report by Director of Scotland Excel. | |
| 7 | Date of Next Meeting | |
| | Note that the next meeting of the Chief Executive Officers Management Group will be held at 10.00 am on 19 November 2018 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, 21 May 2018	10:00	Scotland Excel Meeting Room 1, Renfrewshire House, Cotton Street, Paisley

Present

Joyce White, Chief Executive (West Dunbartonshire Council) and Annemarie O'Donnell, Chief Executive (Glasgow City Council).

By Video Conference

Angela Scott, Chief Executive (Aberdeen City Council) and Judy Orr, Head of Customer and Support Services (Argyll & Bute Council).

Chair

In the absence of the Chair, Joyce White, the Chair's nominee, chaired the meeting.

In Attendance

J Welsh, Director, H Carr Head of Strategic Procurement, S Brannagan, Head of Customer and Business Services, A Richmond, Senior Procurement Manager and B Murray, Procurement Development Manager (all Scotland Excel); and K Graham, Head of Corporate Governance and E Currie, Senior Committee Services Officer (both Renfrewshire Council).

Apologies

Sandra Black, Chief Executive (Renfrewshire Council), Cleland Sneddon, Chief Executive, (Argyll & Bute Council) and Mary Pitcaithly, Chief Executive and Stuart Ritchie, Head of Customer and Support Services (both Falkirk Council).

1 Minute

There was submitted the Minute of the meeting of the Chief Executive Officers Management Group held on 26 February 2018.

DECIDED: That the Minute be approved.

Sederunt

Annemarie O'Donnell, Chief Executive (Glasgow City Council) entered the meeting prior to consideration of the following item of business.

2 Five Year Strategy

The Director gave a presentation to the group relative to Scotland Excel's new five-year strategy which would be presented to the Executive Sub-committee and Joint Committee.

The presentation included information on the reasons for the move to a five-year model; the vision and values; the delivery of outcomes through Scotland Excel's goals and objectives; stakeholder consultation and feedback; the annual operating plan; and how performance would be measured and reported.

The strategy map provided an overview of the business goals and strategic objectives which supported Scotland Excel's aim.

It was noted that the strategy and operating plan would be presented to the Executive Sub-committee at its meeting to be held on 1 June 2018 and the Joint Committee at its meeting to be held on 29 June 2018; that the strategy would be published in July 2018 and performance would be reported quarterly.

It was proposed that the presentation be noted; that a report on the risk strategy and associated horizon scanning be submitted to the next meeting of this group; that a report on the courses offered by the Scotland Excel Academy be submitted to the next meeting of this group; that the membership of this group be raised at the meeting of SOLACE being held in August 2018 and that information in relation to membership of the group since it was established be provided to Joyce White; and that following the meeting of the Executive Sub-committee to be held on 1 June 2018, the refreshed strategy be provided to members of this group. This was agreed.

DECIDED:

- (a) That the presentation be noted;
- (b) That a report on the risk strategy and associated horizon scanning be submitted to the next meeting of this group;
- (c) That a report on the courses offered by the Scotland Excel Academy be submitted to the next meeting of this group;
- (d) That the membership of the group be raised at the meeting of SOLACE being held in August 2018 and that information in relation to membership of the group since it was established be provided to Joyce White; and

(e) That following the meeting of the Executive Sub-committee to be held on 1 June 2018, the refreshed strategy be provided to members of this group.

Chair

Joyce White left the meeting at 10.35am and returned at 10.50am during which time Annemarie O'Donnell chaired the meeting.

3 Governance Update

The Procurement Development Manager gave a presentation to the group in relation to the review of the governance structure of Scotland Excel which included information on the reasons for the review; initial research undertaken; the four options explored; and scenario testing.

The next steps would be to recommend to the Joint Committee at its meeting to be held on 29 June 2018 that the current model be maintained and that the current Scheme of Delegated Functions be updated.

It was proposed that a paper be submitted to a future meeting of SOLACE to advise members of the additional areas of work being undertaken by Scotland Excel and that this group be kept updated on the review of the Improvement Service which was currently underway; and that further work be undertaken within Scotland Excel's governance review to ascertain how Scotland Excel could support local authorities in employing unique project posts within their organisations. This was agreed.

DECIDED:

(a) That it be noted that the Director would submit a report to the meeting of the Joint Committee to be held on 29 June 2018 recommending that the current model be maintained;

(b) That it be noted that the current Scheme of Delegated Functions would be updated and submitted to the meeting of the Joint Committee to be held on 29 June 2018 for approval;

(c) That a paper be submitted to a future meeting of SOLACE to advise members of the additional areas of work being undertaken by Scotland Excel;

(d) That the group be kept updated on the review of the Improvement Service currently underway; and

(e) That further work be undertaken within Scotland Excel's governance review to ascertain how Scotland Excel could support local authorities in employing unique posts within their organisations.

4 Future Funding

The Head of Customer and Business Services and the Senior Procurement Manager gave a presentation to the group in relation to the future funding options for Scotland Excel.

The presentation included information relative to the future financial landscape of local government; the deficit for both 2019/20 and 2020/21 together with details of the options being considered to address these; care home services for older people and care and support services; and the funding options being considered.

The next steps would be to continue market analysis and forecasting income; continue stakeholder engagement; provide a five-year income plan with associated blended options including elements of each of the six items identified; submitting a report to a future meeting of the Joint Committee and ensuring continuation of vital member services for care.

It was proposed that the Director, in her paper being submitted to SOLACE, provide information on how programmes delivered by the Scotland Excel Academy could be used by local authorities to support retraining of staff who were subject to redeployment. This was agreed.

DECIDED:

(a) That the presentation be noted; and

(b) That the Director, in her paper being submitted to SOLACE, provide information on how programmes delivered by Scotland Excel Academy could be used by local authorities to support retraining of staff who were subject to redeployment.

5 Shared Services Update

The Head of Customer and Business Services and the Head of Strategic Procurement gave a presentation to the group in relation to shared services.

The presentation included information in relation to the strategic direction and development of Scotland Excel's shared services offering; the Fife Council project; the work undertaken in relation to SEEMiS; the work undertaken with the Digital Office; the work being carried out for Aberdeen City Council; options appraisal; and the shared service offering.

It was proposed that the Director, in her paper being submitted to SOLACE, provide information on how Scotland Excel could further assist local authorities with their digital challenges and consider further collaboration with the Improvement Service and Local Government Digital Office. This was agreed.

DECIDED:

(a) That the presentation be noted; and

(b) That the Director, in her paper being submitted to SOLACE, provide information on how Scotland Excel could further assist local authorities with their digital challenges and consider further collaboration with the Improvement Service and the Local Government Digital Office.

6 Directors Update

There was submitted a report by the Director of Scotland Excel providing an update on key developments within Scotland Excel since the last meeting of this group held on 26 February 2018.

The report detailed information in relation to work with the Local Government Digital Office; the Scottish Government projects on affordable housing and social care; an update on the Contract Plan; the Scotland Excel Academy; contracts approved by the Executive Sub-committee since February 2018; an update on new associate members; and Scotland Excel receiving two awards at the UK Go Awards in April 2018.

DECIDED: That the report be noted.

7 Date of Next Meeting

DECIDED: That it be noted that the next meeting of the group would be held at 10.00 am on 27 August 2018 in Scotland Excel Meeting Room 1, Renfrewshire House, Cotton Street, Paisley.

Scotland Excel



To: Chief Executive Officers Management Group

On: 27th August 2018

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 21st May 2018.

2. Summary

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

2.1 Scotland Excel and Local Government Digital Office (LGDO) update

Scotland Excel and the Digital Office have led a cohort of Council and NHS representatives to review the current market and supplier roadmaps as part of the stakeholder identification process and supply market analysis. The procurement strategy for this project is currently being developed. In addition to this, a project has been established to procure a social care management information system, primarily as an alternative to the SWIFT system, but also to support integrated health & social care joint working and improved customer outcomes. Market Engagement has now been included and it is anticipated that this project will be tendered during the Autumn period of 2018.

The technology enabled care (previously telecare) tender is now under evaluation with a healthy marketplace response and input from key stakeholders.

Replacement of the online school payments framework, which expires at the end of October 2018, will be deferred based on feedback received from key stakeholders. This is due to late adoption of pilot schemes, coupled with a demand for increased scope. As such, consensus has been reached that a robust scoping exercise should be carried out to ensure that the next generation aligns with emerging requirements. It is anticipated that this exercise will include market research into cashless catering, parking charges, disabled access passes and online school payments.

The Customer Service Platform framework continues to operate with a steady uptake of council participation. This framework is in place until May 2019 with an option to extend until May 2020.

We continue to work in partnership with SEEMIS, and the procurement of a replacement for the SEEMIS system has been completed, and the contract with the successful bidder, Alscient, will commence this month. In addition, a number of other procurement exercises are under review, with contracts for Data Hosting and Office 365 are under development and are due to be issued this month.

2.2 Funded projects

2.2.1 Affordable Housing

On 23rd July, Scottish Government issued a letter to housing associations not already engaged in the fully funded Procurement Commercial Improvement Programme(PCIP) to offer them the opportunity to take part in the assessment process. Scotland Excel have been working with fifty-three housing associations across Scotland who originally volunteered for the programme and this letter has generated interest from a further twenty-two. At the end of July 2018 there were 23 full day PCIPs completed, a further 13 scheduled for August 2018 with the remainder being scheduled this financial year. Councils have benefited from this programme in a number of ways, including the new contract for gas & boiler maintenance which benefits both councils and housing associations due to the increased volumes and associated savings.

2.2.2 New Build Housing

The Scotland Excel new build housing team is now fully established. Throughout autumn 2018, Scotland Excel and the 11 funding local authorities will be working in partnership to develop a procurement solution that best meets the needs of the Scottish public sector. Key strategic aims include ensuring ease of use, speed to market and the associated efficiencies through standard terms and conditions, templates, forms and specifications. Encouraging use of local suppliers via sub-contracting arrangements and delivery of community benefits such as apprenticeships will also be central to the strategy. A national approach to managing key contractors, risk and performance will also be adopted.

2.2.3 Care and Support Services

Following a period of consultation and engagement with stakeholders, Scotland Excel has completed a procurement strategy for a national flexible framework agreement for the purchase of care and support services. The flexible framework for care and support services will be the first national agreement for these services and represents an opportunity to contract with providers on nationally agreed terms and conditions.

The procurement strategy for these services focuses on the achievement of personal outcomes. The planned lotting structure will allow councils/ HSCPs

to purchase care at home and supported living services separately or to purchase a holistic, fully integrated service.

Key aims of the strategy include an increase in choice of services for people and delivery of new and innovative approaches to service delivery.

Provider representative bodies such as CCPS and Scottish Care have expressed concerns over the national framework approach and Scotland Excel is currently working with stakeholders, including the 22 participating councils, to respond to these concerns.

2.2.4 Care Home Services for Older People

Scotland Excel is providing a range of services to support the local commissioning of care home services for older people.

A set of web-based market intelligence reports are available to councils to assist with assessing choice of homes, identifying where quality incentive payments are in place and managing risk through the provision of financial health reports.

The cost of care calculator is now underpinning the setting of the national rate. Scotland Excel is also supporting partnerships that are seeking adjustment to cost benchmarks for specific commissioning initiatives. Scotland Excel, COSLA and Scottish Care are still seeking an agreed position on benchmarks for capital value and percentage return.

The planned sourcing strategy builds on current best practice, and furthers compliance with EU principles by introducing advertisement, minimum standard checks and potential national monitoring of elements such as Scottish Living Wage.

COSLA is concluding the transfer of operational management of the National Care Home Contract (NCHC) to Scotland Excel. The current service offering being accessed by the 28 participating councils will now be extended to include NCHC activities.

2.2.5 Early Learning and Childcare

Scotland Excel has been commissioned by the Scottish Government, on behalf of the Early Learning and Childcare Service Model Working Group, to deliver a programme of work to support the delivery of the new service model for the expansion of Early Learning and Childcare (ELC) entitlement in Scotland by 2020.

As part of Scotland Excel's work, the following guidance and supporting material will be delivered to support the expansion:

- A set of principles, supported by guidance on options to support local authorities and providers to establish affordable and sustainable rates for delivery of the funded hours;
- Guidance, including key principles, and templates to promote simplicity in the approach to become or continue to be a funded provider;
- Guidance to support a financially viable sector, including guidance to support new and existing providers meet business sustainability criteria in the National Standard;
- Technical guidance to support local authorities and providers in the private and third sectors and relevant childminding organisations to implement the 'real' living wage commitment; and
- Support for local authorities and providers in the transition period to 2020 to support implementation.

The first guidance and support, including for transitional arrangements, sustainable rates and business sustainability criteria, will be available in November 2018. Further guidance is to be delivered in March and May 2019.

Scotland Excel will co-produce the guidance with local authorities, with input from provider bodies and other relevant stakeholders.

Further communications will be sent to local authorities soon to request specific information and to begin development of the guidance and options. Extensive consultation with public, private and third sector providers, including childminders, will also be undertaken.

2.3 The Scotland Excel Academy

Through consultation, this multi-disciplinary portfolio of procurement, leadership & management and project management has been identified to support the current development needs of our community.

Cohort one of the CIPS Practitioner programme is active. Cohort two started in August and cohort one of the Advanced Practitioner starts in November. Earning the Advanced Practitioner qualification leads to full MCIPS accreditation.

Cohorts 2, 3 and 4 of the CMI leadership and management programmes are active, delivering HND and Degree level qualifications. These programmes are integrated with the award of Chartered Manager at the conclusion of the programmes.

A progressive pathway has been created supporting learners through HND, Degree and Masters level qualifications. Cohort one of the Masters level Strategic Leadership programme is scheduled to start in November. Similarly, programmes can be created to support a progressive pathway from modern apprentice (levels 2 & 3).

The Academy became a SQA Approved Centre in July to deliver a Professional Development Award (PDA) in Project Management at HND level,

contextualised to the Scottish public sector. This programme will be co-delivered with the Improvement Service.

Cohort one of the PDA in Project Management starts in August, with cohort two tentatively scheduled to start in October. Other cohorts will be scheduled.

A series of practitioner workshops and thought leadership masterclasses complement the learning programmes, supporting our practice and the development needs identified from PCIP.

2.4 Update on the Contract Plan and Contracts approved since June 2018

There are 61 current frameworks in the Scotland Excel contract portfolio, with 12 of these frameworks to be renewed before 31 March 2019. It is also planned that a further 7 new frameworks will be added to the contract portfolio by 31 March 2019. Four of these are being coordinated through the operational supplies and services team.

Three contract extensions have been exercised and a further 5 of the frameworks on the current portfolio have extension options that are likely to be exercised in 2018/ 2019

The overall, efficiencies delivered to date of 2.8% continues to be within the 2-4% forecast range

Within the Transport & Environment Category Scotland Excel are planning the introduction a Dynamic Purchasing System for the Treatment and Disposal of Recyclable and Residual Waste. This will be a first for Scotland Excel as an organisation. It provides an alternative to a framework model that in relation to this particular service area, offers a number of key benefits that will help councils meet their operational service needs within a landscape of policy change and market uncertainty.

The following contracts have been approved at Executive Sub Committee since June 2018:

- Salt for Winter Maintenance
- Supply & Distribution of Fresh Meats, Cooked Meats and Fresh Fish
- Supply and Delivery of Roadstone
- Social Care Agency Workers
- Provision and Delivery of Washroom Solutions
- First Aid Equipment
- Boiler Maintenance
- Road Maintenance Materials
- Street Lighting Materials

2.5 General update

New Associate Members

There has been one new associate member since the last CEOMG:

Hawthorn Housing Co-operative Ltd

Membership of Chief Executive Officers Management Group (CEOMG)

The CEOMG comprises six Chief Executives from the member authorities of Scotland Excel. The Chief Executive of Renfrewshire Council is a standing member of the Group due to Renfrewshire Council being the lead authority for Scotland Excel. The other five members of the Group are appointed by the Scotland Excel Joint Committee.

Current members of the CEOMG are:

Sandra Black (Chair)	Renfrewshire Council
Angela Scott	Aberdeen City Council
Annemarie O'Donnell	Glasgow City Council
Cleland Sneddon	Argyle & Bute Council
Joyce White	West Dunbartonshire Council
Mary Pitcaithly (retired)	Falkirk Council

With Mary Pitcaithly's retirement an opportunity exists to revisit membership. All five remaining members have expressed a desire to continue membership of the group. The Director will be attending the SOLACE branch meeting on 30 August to give a general update on the work of Scotland Excel and seek a new member of the group. This will be formally agreed at the Joint Committee in December 2018.