

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.