

## **Notice of Meeting and Agenda Scotland Excel Chief Executive Officers Management Group**

<b>Date</b>	<b>Time</b>	<b>Venue</b>
Monday, 20 February 2017	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): 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](http://www.renfrewshire.cmis.uk.com/renfrewshire/CouncilandBoards.aspx)

For further information, please either email [democratic-services@renfrewshire.gov.uk](mailto: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 - 10**

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

#### **2 National and Portfolio Priorities**

##### **(a) Care**

Presentation.

##### **(b) Housing**

Presentation.

##### **(c) Energy Efficiency Contract**

Presentation.

##### **(d) Small Value Contracts**

Presentation.

#### **3 Associate Member Update 11 - 12**

Report by Director, Scotland Excel.

#### **4 City Deal Update 13 - 22**

Report by Director, Scotland Excel.

#### **5 Any Other Business**

#### **6 Date of Next Meeting**

Note that the next meeting of the Chief Executive Officers Management Group will be held at 10.00 am on 15 May 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, 07 November 2016	14:30	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); and S Ritchie, Director of Corporate and Housing Services (Falkirk Council).

### **BY VIDEOLINK**

J Orr, Head of Customer and Support Services (Argyll & Bute Council) and C Innes, Head of Commercial and Procurement Services (Aberdeen City Council).

### **IN ATTENDANCE**

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

### **APOLOGIES**

S Black, Chief Executive (Renfrewshire Council); M Pitcaithly, Chief Executive (Falkirk Council); A Scott, Chief Executive (Aberdeen City Council); and C Sneddon, Chief Executive (Argyll & Bute Council).

### **APPOINTMENT OF CHAIR**

In the absence of the Chair, J Whyte, the Chair's nominee, chaired the meeting.

## 1 **PRESENTATION: COLLABORATIVE PROCUREMENT LANDSCAPE**

H Carr delivered a presentation to the group covering Scotland Excel's portfolio growth by category; Scotland Excel's category growth as a percentage of the overall value; local government sector spend under collaboration 2012/16; public procurement in Scotland 2016 and national, sectoral and local contracts.

The group discussed the points raised during the presentation

### **DECIDED:**

(a) That the presentation be noted; and

(b) That a presentation on the collaborative procurement landscape be delivered to this group on an annual basis.

## 2 **SMALL VALUE CONTRACTS TEAM**

There was submitted a report by the Director of Scotland Excel which provided an update on the previously presented proposal regarding the value that Scotland Excel could deliver to its members through the introduction of a small value procurement service. The proposal, if approved, would be implemented in fiscal 2017/18 for a period of four years.

The report intimated that as part of a review of funding operations in 2015, Scotland Excel had considered the use of procurement rebates as a possible funding mechanism. Following discussion with stakeholders it was felt that existing rebates currently received by members should be left untouched.

Subsequent to this agreement, Scotland Excel had recently implemented a framework for groceries with a new rebate attached and the report sought to utilise this new rebate, not currently utilised by members, to fund a new service based around low value procurement opportunities. The initial proposal sought to return cash to members to provide a degree of requisition mitigation however, extensive consultation resulted in a request for a value proposition rather than a cash return. In terms of Scotland Excel's requisition for 2016/17 it was proposed that this would remain static. Appendix 1 to the report detailed the indicative source of rebates by council based on historical spend patterns.

The report detailed the operating model of the delivery team and the benefits across three areas of cost avoidance, resources and contractual savings.

**DECIDED:** That the report be noted and that presentation of this proposal to the December meeting of the Joint Committee be supported.

## 3(a) **PROCUREMENT OF SOCIAL CARE SERVICES PROPOSAL**

There was submitted a report by the Director of Scotland Excel relative to a proposal submitted to the Scottish Government setting out the business case for interim financial investment to expand Scotland Excel's social care procurement shared service.

The report intimated that funding of £350K over the next two years would allow Scotland Excel to deliver an ambitious work programme that would ensure procurement played its part in supporting the Scottish Government's flagship reform of health and social care. Scotland Excel had identified two areas of significant public sector expenditure, adult supported living and care at home, which would benefit from a collaborative approach to developing and implementing procurement strategies.

Within three months of securing investment, Scotland Excel would agree a full project plan with the Scottish Government including expenditure, timescales and deliverables. In parallel with this, Scotland Excel would undertake a recruitment exercise to ensure a suitably qualified team was in place to resource the programme.

It was noted that the Director of Scotland Excel would be discussing this matter with Derek Mackay MSP, Cabinet Secretary for Finance and the Constitution, and the group would receive an update following these discussions.

It was proposed that the Director of Scotland Excel discuss this proposal with the Integrated Joint Board Chief Officers Network and this was agreed.

**DECIDED:**

(a) That the proposal be noted;

(b) That it be noted that the Director of Scotland Excel would discuss this business case with Derek Mackay MSP, Cabinet Secretary for Finance and the Constitution; and

(c) That the Director of Scotland Excel also discuss this business case with the Integrated Joint Board Chief Officers Network.

**3(b) AFFORDABLE HOUSING PROCURMENT PROPOSAL**

There was submitted a report by the Director of Scotland Excel providing details of a proposal submitted to the Scottish Government regarding the role Scotland Excel could play in delivering the Scottish Government's aspirations within the Affordable Housing Supply Programme (AHSP). Funding of £412K was sought for a two-year pilot programme to develop capability, implement policy and identify financial savings.

The report intimated that the wider public sector had benefited from significant investment and focus in procurement reform since publication of the Review of Public Procurement in Scotland – Report and Recommendations in 2006. The affordable housing sector had not been part of this national transformation programme. The Scottish Government, as part of the AHSP, had committed to delivering at least 50,000 affordable homes by March 2021, backed by over £3 billion of investment. The sector would therefore be required to undertake considerable procurement activity in relation to the programme.

Within three months of securing investment, Scotland Excel would agree a full project plan with the Scottish Government including expenditure, timescales and deliverables. In parallel with this, Scotland Excel would undertake a recruitment exercise to ensure a suitably qualified team was in place to resource the

programme.

**DECIDED:** That the proposal be noted and that regular update reports be submitted to future meetings of this group.

### 3(c) **SEEMIS PROPOSAL**

There was submitted a report by the Director of Scotland Excel relative to a proposal submitted to SEEMiS Group LLP to provide a high level overview of the benefits associated with SEEMiS partnering Scotland Excel to pursue the delivery of a solution which would support an expanded operating model, a key enabler of which would be the implementation of a robust strategic sourcing model.

The report intimated that SEEMiS Group LLP delivered an integrated national education management information system for Scottish local government in education establishments and headquarters and associated supporting organisations such as SQA and ScotXed. It offered a complete solution that spanned all the essential requirements of an education management information system geared to the needs of Scottish local authorities.

Since 2014 a challenging programme had been undertaken to review and stabilise SEEMiS's product offerings. Whilst the products were now relatively stable it was clear that the current SEEMiS solution would become increasingly less fit for purpose over the next three to five years.

It was noted that a significant number of assumptions had been made developing the proposal outlined in the report and as such further detailed planning would be required to identify and forecast relevant project management milestones. Prior to the commencement of the procurement process Scotland Excel would prepare a project plan and risk matrix..

#### **DECIDED:**

(a) That the proposal be noted and that regular update reports be submitted to future meetings of this group; and

(b) That the Director of Scotland Excel discuss this proposal with the Local Government Digital Transformation Board.

### 3(d) **CROWN COMMERCIAL SERVICES PROPOSAL**

There was submitted a report by the Director of Scotland Excel providing details of a proposal to work collaboratively with Crown Commercial Service as a partner in the adoption of their light vehicle procurement framework to replace the current Scotland Excel 0612 Cars & Light Commercial Vehicles framework for the purchase of cars and light commercial vehicles upon its expiry on 31 May 2017.

The report intimated that as councils had an ongoing requirement to procure light vehicles beyond May 2017 there were two basic viable procurement options open to Scotland Excel being (i) Scotland Excel conduct a vehicles procurement exercise independently, or (ii) Scotland Excel work collaboratively with a public sector procurement partner of choice, Crown Commercial Services. The proposal for a partnership approach with Crown Commercial Services had been unanimously agreed, in principle, at a User Intelligence Group meeting held on 12 September 2016.



Scotland Excel would agree a full project plan with the Fleet User Intelligence Group and Crown Commercial Services by holding a UIG in 2017, including agreement on estimated future framework, end user training timescales/requirements and overall framework service level/contact management agreements.

**DECIDED:** That the report be noted and that regular updates be provided to this group.

#### 4 **CARE UPDATE**

A Richmond gave a verbal update relative to the position of the care contracts.

**DECIDED:** That a report on this matter be issued to members of this group.

#### 5 **ASSOCIATE MEMBERSHIP STRATEGY**

There was submitted a report relative to Scotland Excel's Associate Membership Strategy.

S Brannagan delivered a presentation to the group relative to the strategic direction on Associate Membership of Scotland Excel

**DECIDED:**

(a) That the presentation and strategy be noted;

(b) That the strategic direction and recommendations for operating Associate Membership of Scotland Excel, as detailed in the strategy, be continued; and

(c) That details of Associate Members be submitted to this group quarterly.

#### 6 **SUSTAINABLE PROCUREMENT STRATEGY**

There was submitted a report by the Director of Scotland Excel relative to a sustainable procurement strategy setting out how Scotland Excel intended to ensure that its regulated procurements, as defined by the Procurement Reform (Scotland) Act 2014, would be carried out in compliance with the sustainable procurement duty.

**DECIDED:** That the report be noted.

#### 7 **ANY OTHER BUSINESS**

##### **SOLACE MEETINGS**

**DECIDED:** That cascade notes of meetings of this group be tabled at SOLACE meetings to ensure that all 32 local authorities were aware of matters discussed.

##### **JOINT COMMITTEE**

**DECIDED:** That this group be advised of items of business to be considered by the Joint Committee.

## **COSLA**

**DECIDED:** That the Director of Scotland Excel update members of this group in relation to her discussions with COSLA.

### **8 DATE OF NEXT MEETING**

**DECIDED:** That it be noted that the next meeting of this group would be held at 10.00 am on 20 February 2017 in Scotland Excel Meeting Room 1, Renfrewshire House.

## **Scotland Excel**

**To: Chief Executive Officers Management Group**

**On: 20 February 2017**

**Report  
by  
Director Scotland Excel.**

### **Associate Member Update**

#### **1. Summary**

- 1.1 Scotland Excel has given a commitment to elected members to grow the income from associate member organisations. A strategy for the delivery of this was considered by the CEOMG at the November meeting and approved by the Joint Committee in December and this report provides members of the CEOMG with progress since the last meeting.

#### **2. Recommendations**

- 2.1 The members of the CEOMG are asked to note the report.

#### **3. Background**

- 3.1 Scotland Excel has prepared an approach to the development of associate members for the organisation. The strategy considered a number of categories of organisation that would be appropriate to target as part of a process to widen access to frameworks, provide additional savings to the public purse and provide an additional income stream for the organisation going forward.
- 3.2 The strategy that was approved by the Joint Committee identified that while 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.
- 3.3 To target and engage with the Housing Association market Scotland Excel has attended, spoken and exhibited at a number of events including the Chartered Institute of Housing and Scottish Federation of Housing Associations conferences.
- 3.4 Consideration of an appropriate fee structure to take to the housing associations is underway. This will consider factors such as the number of units each Housing Association has and will replicate similar membership models which these organisations are currently familiar with.

3.5 As requested by CEOMG members in November, the following associate members have been added since the last meeting:

- **Forest Enterprise Scotland**
- **Historic Environment Scotland**
- **Glasgow Prestwick Airport**
- **Tayside and Central Scotland Transport Partnership**

## **Scotland Excel**

**To: Chief Executive Officers Management Group**

**On: 20 February 2017**

**Report  
by  
Director Scotland Excel**

### **Glasgow City Deal Procurement and Commercial Shared Service Proposal**

#### **1. Introduction**

The purpose of this report is to provide the group with the opportunity to review the proposal submitted by Scotland Excel to lead a procurement and commercial shared service for the Glasgow City Region City Deal.

#### **2. Summary**

In January 2017, a proposal was submitted to the Depute Project Director (City Deal) at Renfrewshire Council as attached in Appendix A. This document sets out the rationale for a City Deal Shared Procurement and Commercial Service hosted by Scotland Excel. The service 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 is considered that a centralised team could provide and develop significant expertise in a number of areas, which would generate operational efficiencies as well as mitigating the potential for constraints within the procurement process if existing corporate procurement teams provide these services individually. In addition, this could provide development opportunities for existing member authorities' procurement staff through secondment, with the eventual return of these skills to members.

On a broader scale, other City Region Deals at varying levels of maturity across Scotland offer the potential for new collaborative regional partnerships, focused on long-term strategic approaches to improving regional economies. As such, it is anticipated that the development of an effective shared service to support the Glasgow City Region will provide a platform to continue to develop and share best practice across Scotland Excel's member councils.

### **3. Conclusion**

Members are requested to note and endorse the contents of the proposal submitted.

# City Deal Procurement and Commercial Shared Service Proposal

**Prepared by:**

Julie Welsh, Director, Scotland Excel

**Prepared for:**

Barbara Walker, Depute Project Director (City Deal),  
Renfrewshire Council

20<sup>th</sup> January 2017





## Summary and Introduction

The City Deal is an agreement between the UK Government, the Scottish Government, and eight member authorities across Glasgow and the Clyde Valley.

The partnership of eight neighbouring member authorities (East Dunbartonshire; East Renfrewshire; Glasgow City; Inverclyde; North Lanarkshire; Renfrewshire; South Lanarkshire; and West Dunbartonshire) has secured a £1.13 billion City Deal, one of the largest in the UK, which will drive economic growth in the Glasgow and Clyde Valley region.

Since the City Deal Agreement in 2014, a challenging programme has been undertaken to develop projects to deliver the objectives of City Deal. In order to support this development, a Legal and Procurement Support Group (LPSG) was set up to consider and manage the impact of procurement on the City Deal and to carry out a number of collaborative functions. The group consists mainly of representatives from the member authorities, but has no direct resource. The group produced high level procurement and community benefits strategies which identified a number of procurement challenges and potential benefits that could be gained through collaboration amongst the member authorities. One of the strategic objectives of the procurement strategy is to work in partnership and one of the elements identified to make this happen is to “...lobby Centres of Excellence to support our requirements with the creation of frameworks to meet City Deal programme schedules over the long term.”

Barbara Walker has recently taken over the chair of this group and has approached Scotland Excel to explore options to support the group in some of its' aims. During this discussion, Barbara's feedback on the functioning of the LPSG was that its' lack of dedicated resource and authority meant that many of the actions required to realise the strategic objectives in the procurement strategy were not progressing at any speed with no effective ownership. Barbara also noted that it was extremely difficult to source additional procurement and commercial support in the current labour market and that allocating the work load to existing procurement resource within the member authorities own procurement departments was already creating bottlenecks, many years before the bulk of spend and delivery on the ground is anticipated. It became clear that there may be merit in Scotland Excel developing a proposal to resource a dedicated and more focused shared procurement service for City Deal which can assist in achieving the Procurement and Community Benefits Strategy that the member authorities have signed up to and share skilled resource across the member authorities to support them at the appropriate time.

This document sets out high level proposals to develop a City Deal Shared Procurement and Commercial Service hosted by Scotland Excel to support the strategic objectives of City Deal through implementation of its agreed procurement and community benefits strategy and sharing of skilled and valuable resources across members to generate collaborative benefits and individual operational efficiencies.

## City Deal Procurement Strategy - objectives and plans

Analysis of the City Deal Procurement Strategy 2015 to 2020 identifies a number of key strategic objectives which is summarised as follows:

**City Deal Governance** – Working in collaboration; Programme Level Guidance and Best Practice; LPSG meetings and Sub Groups; Support PMO.

**Working in Partnership** – Aligned member procurement programme; collaborative market analysis; joint procurement of similar requirements; collaborative market engagement; lobby centres of expertise; share knowledge on use of frameworks; allow access to each others contracts; collaborate on contract management techniques and share lessons learned.

**City Deal – A Unified Approach** – early supply chain engagement, set high expectation in relation to innovation and sustainability; consistent and clear communications to all external stakeholder groups; use PCS and PCS-T under a shared City Deal banner with specific guides for tenderers; coordinate approach to supplier engagement and SME/third sector involvement; consider and implement contractual terms requiring first tier contractors to advertise subcontract opportunities, attend supplier engagement events and provide mentoring and training to ensure fair access to SMEs.

**Shared Policies** – establish clear shared policy areas to supplement internal governance to present a unified City Deal Procurement Programme to the market; focus on particular areas though sub-groups such as : economic issues; community benefit; terms and conditions; insurance and risk management; PQQ and ITT Procedures; environment and sustainability; Construction contracts.

**Shared Documentation** – share and review current procurement documents to drive consistency and best practice; develop and agree new policy based on sub-group research; strive for a lean; robust consistent approach to procurement documents; develop documents with consistent City Deal background, content and format; develop documents which allow the latest innovation and creativity from the market with flexible evaluation techniques which meet the latest legislation; consider creation/use of a shared toolkit platform which holds all approved City Deal procurement documents; common procurement risk register; agree and implement standard payment terms for contractors and ensure prompt payment in the supply chain.

**Sustainability** – challenge clients and suppliers to put sustainability at the forefront at the time of procurement; promote and support engagement with the supply chain to seek out and incorporate innovative approaches; develop life cycle /whole life costing models where appropriate; maximise recycled and reclaimed product usage; select fair and ethically sourced products; open opportunities to voluntary and not for profit organisations where possible; work with the Supplier Development Programme and other agencies to promote opportunities to SMEs to encourage bidding for City Deal tenders or subcontracts; utilise the Scottish Government Sustainability Tool where appropriate to identify sustainability opportunities; and maximise GVA by including community benefits in all applicable tender documents.

Discussion with Barbara has indicated that although there have been pockets of development in some of the areas above by members of the LPSG, this has been ad hoc

and adversely impacted due to resource restraints over the last 18 months. Consequently, without focused effort and dedicated resources, some of the opportunities identified may be late or missed completely with some significant knock on effects which will impact efficiency, particularly during the ramp up of the construction phase of the City Deal. Standard documentation and familiarity of process can provide substantial efficiency gains in terms of speed to market for buyers and substantially reduce bidding costs for contractors which eventually flow through to clients. It is no criticism of the procurement officers involved in the LPSG that members have not been able to follow through on many of the plans in the strategy. Scotland Excel has developed similar documentation and guidance over a number of years in many areas for its members, usually with dedicated staff and specialist advice, and the resource requirement goes far beyond what could be accomplished by members of the group alongside their day job.

It seems fair to say that if member authorities wish to deliver on their commitment to the procurement strategy as drafted then urgent prioritisation and ownership of the strategic objectives, as well as suitable resourcing of specific initiatives, is required in order to realise the benefits of the strategy in any reasonable time scale.

Scotland Excel could provide the leadership and ownership required to develop and prioritise strategic and implementation plans to realise and maximise the collaborative benefits identified in the procurement strategy, utilising existing relationships with its members and its' own internal expertise in a number of areas.

## **Shared Procurement and Commercial Service**

In addition to the high level strategic objectives of the procurement strategy, member authorities will require to invest significant resources in the operational tendering, contracting and commercial management of contracts to deliver the large number of high value City Deal projects required to realise its' potential. It is understood that member authorities have approached this in various different ways, however, the overriding approach has been to "borrow" from members existing procurement resource.

Whilst this approach may have sufficed while projects are being developed, it is likely that lack of engagement with procurement in the early stages of a project will lead to bottlenecks later. In addition, the resource requirements will only increase as projects progress towards construction phase. It is likely this will mean several different procurement officers being involved across a range of projects each having to understand and adhere to the City Deal Procurement Strategy and various policies and procedures developed.

The nature of contracts required across the member authorities is likely to be similar and require specific procurement and commercial skill sets related to large capital construction project which have traditionally been difficult to recruit and retain in corporate procurement units. It seems sensible to suggest that significant efficiencies could be generated were these similar activities carried out by a skilled centralised team, familiar with all of the standard documentation and City Deal Procurement Strategy, who could be shared across member authorities as requirements arose in their programmes, and that the same resource could be managed to fit the aggregated profile of delivery.

It is proposed that Scotland Excel could host a Shared Procurement and Commercial Service. As well as forming the team who could take responsibility for developing the initiatives required to meet many of the elements of the procurement strategy, the team could provide a number of dedicated specialist resources to specifically support City Deal procurement within councils including:

- Supporting lead officer/project managers in developing their business case and procurement strategy for particular project.
- Working with LPSG to ensure delivery of wider City Deal Procurement Strategy
- Design and hosting of joint/individual market engagement events
- Design and hosting of joint/individual elected member engagement events
- Development of contract documentation for specific contracts based on agreed standards
- Development of tender documentation for specific contracts based on agreed standards
- Tendering, evaluation, award and commercial management of contracts
- Maintaining library of City Deal contracts
- Hosting, capturing and feeding into future contracts of lessons learned
- City Deal contract spend reporting service
- Supporting PMOs through development of a Community Benefits reporting service.
- Assisting the production of related press and marketing material and seeking associated opportunities
- Ownership, administration and operation of any centralised IT systems e.g. PCS, PCS Tender
- Management of contractors, particularly in relation to:
  - Delivering and capturing community benefits consistently
  - Advertising of subcontracts if required and
  - Analysing programmes for joint purchasing opportunities and facilitating if appropriate.

It is considered that a centralised team could provide and develop significant expertise in these areas, specifically in relation to City Deal, which would generate significant operational efficiencies as well as mitigating the potential for bottlenecks within the procurement process if existing corporate procurement teams provide these services individually. In addition, this could provide exciting development opportunities for existing member authorities' procurement staff through secondment, with the eventual return of these skills to members.

Scotland Excel has procedures in place and experience of providing such shared services in a number of other areas as well as existing governance and financial arrangement with member authorities through their membership agreements, so would be ideally placed to host the service. It would also be ideally placed to share this service with its' other members across Scotland should they be successful in securing "city deals" in other areas of Scotland.

## **Key Considerations**

- Funding by member authorities
- Resourcing level and recruitment vs secondment options
- Interface/integration with members existing procurement procedures/standing orders

- Integration of City Deal and Scotland Excel governance

## **Resource requirements**

Resource requirements would be similar to that which each individual council may allocate, but with some benefit due to levelling of resources across the programme. It is estimated that each council would expend minimum resources equivalent to a senior procurement specialist and a procurement coordinator with the associated management, although this may be spread over a higher number of staff with a single council. There are likely to be some benefits of scale within a shared service.

A smaller team could be required initially to undertake much of the preparatory work to put required systems in place and to support the development of the various projects. It is anticipated that resource requirements would increase rapidly as the member authorities progressed towards tendering and through delivery of construction contracts and beyond.

An outline requirement based on current high level understanding of projects in development is suggested below:

- Lead Procurement & Commercial Manager (1 FTE):
- Senior Procurement/Commercial Specialists (3-7 FTE)
- Procurement Coordinators (3-7 FTE)
- Legal Resource (0.5-1 FTE)

It would be reasonable to propose a resourcing plan with a mix of secondments from member authorities and new recruitment to maximise benefits from existing knowledge, supplemented by specialist skills required.

## **Summary and Recommendations**

City Deal presents a huge opportunity for the member authorities to deliver growth across the region through collaboration on a scale rarely seen. This presents significant challenges which require new and innovative ways of working and real partnerships which benefit all of the members. A City Deal Procurement and Commercial Shared Service hosted by Scotland Excel could deliver significant strategic objectives, operational efficiencies and a skilled specialist team who can focus specifically on City Deal projects with the sole purpose of using procurement to support the delivery of, and improve the outcome of, City Deal.

