

## **Scotland Excel**

**To: Executive Sub-Committee**

**On: 17 March 2023**

**Report by:  
Chief Executive of Scotland Excel**

### **Scotland Excel Academy Strategy**

## **1. Summary**

- 1.1 The following report presents the refreshed strategy for the Scotland Excel Academy.
- 1.2 The proposed strategy supports member requests for lower priced and shorter duration development programmes and workshops. It covers several areas:
  - Procurement – creation of two new Scottish Qualification Authority (SQA) accredited programmes and a Chartered Institute of Procurement and Supply (CIPS) exam route support package
  - Graduate Apprenticeship – creation of a new graduate Apprenticeship in procurement and supply chain management
  - Leadership and Management - creation of two new SQA accredited programmes
  - Continuation of SQA accredited Business Analysis and Project Management programmes
  - Continuation of all relevant non-accredited training

The creation of the new SQA accredited procurement programmes will enable easier recognised prior learning and facilitate learners' exemptions if they wish to pursue the new Graduate Apprenticeship.

The refreshed strategy will create a new nationally recognised procurement pathway for the public sector which is fully aligned to the Scottish national procurement development framework and the Scottish Qualification Authority

## **2. Background**

- 2.1 The current Academy strategy provides a multi-disciplinary development portfolio comprising of procurement, leadership & management, project management, business analysis, decision making and innovation disciplines.

Our programmes are accredited by:

- Chartered Institute of Procurement and Supply (CIPS) - The Academy collaborated with CIPS to adapt two established procurement programmes (HND/Degree level) which have been delivered since 2017.
- Chartered Management Institute (CMI) – Since 2016, the academy has delivered leadership & management programmes at HND, Degree and Masters-levels. Since 2018, the Academy has been assessing people for the award of Chartered Manager, the highest award in the leadership & management profession.
- Scottish Qualifications Authority (SQA) – Since 2018, the academy has delivered an HND level project management programme and in 2019, the academy introduced a Degree-level business analysis, decision making and innovation programme.

The Academy also delivers a suite of unaccredited workshops including:

- One hour 'stay connected' lecture style sessions delivered since 2020
- Full or half day workshops delivered through the Scottish Government Procurement and Commercial Training Framework since 2021
- Full or half day 'Evolve' workshops which cover topics outwith the scope of the Scottish Government Procurement and Commercial Training Framework since 2023

The methodology adopted by the Academy enables people to apply learning to their work practice, delivering immediate impact at work. The Academy has also been instrumental in the creation and use of the current national procurement development framework. See Appendix 1.

2.2 Scotland Excel has implemented a new 5-year organisational strategy which aims to support members in the face of the significant changes which have occurred as a result of the pandemic and cost of living crisis. Part of the wider strategy is to ensure support for members in building capacity and capability. Over the past year Scotland Excel has consulted with our members to ensure that training needs are fully understood. The consultation approach is set out in 2.2.1 & 2.2.2.

2.2.1 Scotland Excel Conference: In May 2022, Scotland Excel consulted with Members at the Scotland Excel Conference where it was established through group discussions that there was a need to provide more cost effective and less resource intensive learning and development for members.

2.2.2 Consultation Questionnaire: In December 2022, a consultation survey was distributed to our members to ensure all had an opportunity to express their views. Members were presented with information briefs regarding the current strategy and proposed strategy. It was agreed that the Academy strategy

would progress based on the majority views from both consultations. The Consultation explored the following areas:

- **Procurement:**
  - Continue with classroom based CIPS or Pursue alternative new SQA accredited programmes.
  - Pursue an adapted version of the Business Management Graduate Apprenticeship or to create a new Procurement and Supply Chain Management Graduate Apprenticeship.
  - Identification of wider and specialised training needs for the community.
- **Leadership and Management:**
  - Continue with CMI leadership and Management Programmes or transitions to SQA Leadership and Management Programmes

The strategy proposals presented in section 3 are based on the majority views collated from both stages of the consultation.

### 3. Proposed Strategy

- 3.1 The implementation of two new Scottish public-sector Procurement Development programmes at HND and Degree-levels. The Academy will co-develop the new procurement programmes with the Scottish Government Procurement and Property Directorate - price points are estimated 52% lower and delivery time 47% shorter than current programmes.

Figure 1 illustrates the current and proposed SQA accredited procurement programmes.

	<b>Current: CIPS Practitioner &amp; Advanced Practitioner</b>	<b>Proposed: SQA Practitioner &amp; Expert Practitioner</b>	<b>Proposed pathway benefit</b>
<b>Per Council Learner</b>	£5,122	£2,440	£2, 682 cost reduction (52.4%)
<b>Duration</b>	38	20	Quicker completion time - 18 months (47.4%)

**Figure 1 Current and Proposed Procurement Programme Comparison**

The new procurement programmes will align with the Scottish national procurement development framework and comprise of:

- A 50 credit HND-level Procurement Practitioner programme lasting 8 months – aligned to level 3 Practitioner.
- A 60 credit Degree-level Expert Procurement programme lasting 12 months – aligned to level 4 Expert.

Within the scope of work for a proposed Graduate Apprenticeship in Procurement and Supply Chain Management, the Academy will collaborate with Glasgow Caledonian University to establish recognised prior learning to accommodate exemptions, within the four-year Graduate Apprenticeship honours degree from these new procurement programmes.

The new programmes and Graduate Apprenticeship combined offer a procurement focused pathway that will attract and retain people to build capacity and capability.

- 3.2 Due to a growing number of significant challenges, Scotland Excel will cease to deliver CIPS accredited programmes. CIPS require a minimum of 12 learners per cohort at cost of over £5000 per learner to complete practitioner and advance practitioner. Additionally significant resource is required to address changes to the CIPS syllabus.
- 3.3 Scotland Excel recognises that some of our members may still wish to pursue CIPS qualifications. In response, Scotland Excel will offer a CIPS Exam Route Support Package which will be free to members. This will include:
- Facilitation of support cohorts for those self-studying exams which will include sharing best practices, peer to peer learning and Q&A sessions.
  - A mapping of academy offerings to CIPS topics
- 3.4 Additionally, the organisation will aim to scope and develop training on a range of other knowledge areas within procurement including:
- Social Care
  - Construction
  - Net Zero
  - Serious Organised Crime
  - Community Wealth Building
  - Fair work Practices

Other areas may be considered, however these topics were identified as requirements throughout the consultation.

- 3.5 The implementation of two new SQA Leadership and Management programmes at HND and Degree-level - price points are estimated 26% lower and delivery time 50% shorter than current programmes.

Figure 2 illustrates the current and proposed leadership and management programmes.

	<b>Current: CMI Leadership and Management Level5/6 PROGRAMMES</b>	<b>Proposed: SQA PDA in Operational Leadership and Management</b>	<b>Proposed pathway benefit</b>
<b>Per Council Learner</b>	£1,880	£1,379	501 (26.6%)
<b>Duration</b>	16	8	Quicker completion time - 8 months shorter (50%)

**Figure 2 Current and Proposed Leadership & Management Programme Comparison**

The new leadership and management programme will align to the Scottish national procurement development framework – focusing on the People and Performance themes and comprise of:

- A 19 credit HND-level Operational Leadership and Management programme lasting 4 months – aligned to level 3 Practitioner.
- A 31 credit Degree-level Strategic Leadership and Management programme lasting 4 months - aligned to level 4 Expert.

- 3.6 To pursue the creation and implementation of a new Graduate Apprenticeship in Procurement and Supply Chain Management. This Graduate Apprenticeship would be free to our national community, funded through the apprenticeship levy and the Scottish Funding Council, and managed by Skills Development Scotland. It must be noted that to pursue this route, Scottish Government must make procurement a national priority.
- 3.7 To maintain our current delivery of SQA accredited business analysis and project management programmes.

The strategy will sustain delivery of the Professional Development Awards (PDAs) in Project Management and Business Analysis, Decision Making and Innovation – both accredited by the Scottish Qualifications Authority.

The Academy delivers these existing project management and business analysis, decision making and innovation programmes at 40% to 50% lower cost than the market value.

- **Project Management**

This programme comprises 24 credit HND-level Project Management Professional Development Award lasting 5 months.

- **Business Analysis, Decision Making and Innovation**

This programme comprises a 29 credit Degree-level Business Analysis, Decision Making and Innovation Professional Development Award lasting 6 months.

Both PDAs complement the procurement and leadership and management programmes, adding additional skills and expertise to enable people to deliver impact and tackle the changing needs of a complex public-sector landscape.

3.8 To maintain our free one- hour stay connected sessions.

#### **4. Recommendations**

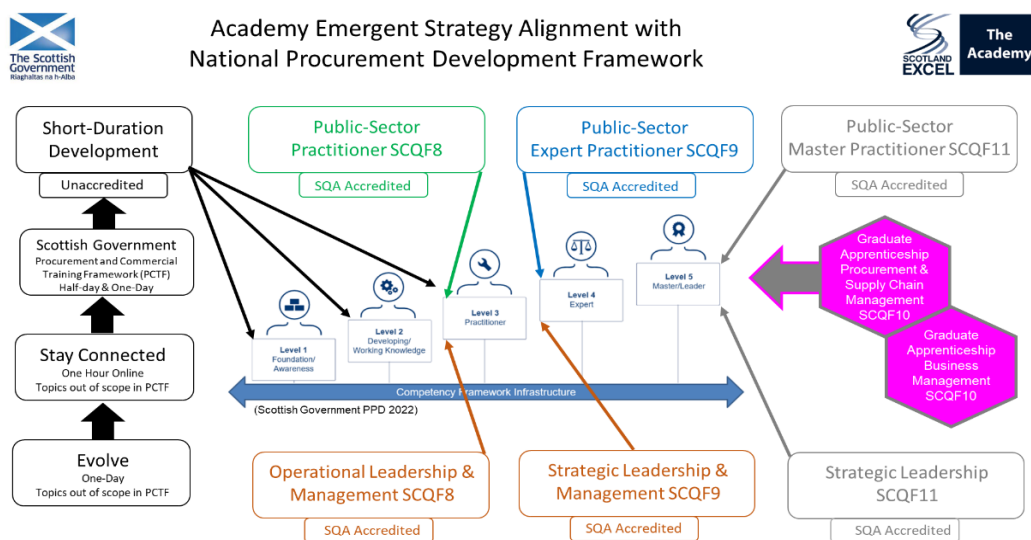
4.1 It is recommended that members approve the new Scotland Excel Academy Strategy.

## Appendix 1 Strategy Alignment with National Procurement Development Framework

The Academy has been instrumental in the creation and use of the current national procurement development framework application, working with the Scottish Government Property and Procurement Directorate and through co-chairing the Scottish Government Professional Practice and Development Forum.

Local authority job descriptions are integrated into the application allowing people to identify their current and future development needs. The Academy's portfolio, along with other training providers, can then support public-sector peoples' development.

Figure 3 illustrates an expanded national procurement development framework where the five levels are supported by the Academy's emergent strategy.



**Figure 3 National Procurement Development Framework**

The academy supports procurement development at levels 1 and 2 through the following pathways:

- One day Unaccredited workshops delivery through the Scottish Government Procurement and Commercial training framework (delivered since 2021)
- Free one hour stay connected lecture style session on specific procurement topics
- Evolve workshops for topics which are out of scope of the Scottish Government Procurement and Commercial training framework.

At request, workshops can be delivered at higher level through the above stated pathways.

For people development across levels 3, 4 and 5, the academy offers an accredited portfolio of multi-disciplinary structured development programmes. These

programmes are structured and offer an in-depth development pathway typically over 4 to 12 months.

The Graduate Apprenticeship programme can be integrated into this framework as progress is made, recognising prior learning and supporting our peoples' progressive practice in an accredited, structured, cost-effective manner - over 4 years.