

Scotland Excel Conference 2019

Community: our local communities, our procurement community and our communities of the future.

Welcome and Agenda

Hugh Carr

Head of Strategic Procurement

**Working to protect, preserve and enhance
our marine and coastal environment**

K I M O

Email: kimouk@aberdeenshire.gov.uk

 [@kimoint](https://twitter.com/kimoint)

 [@kimoint](https://www.facebook.com/kimoint)

 www.kimointernational.org



**KIMO:
Municipalities for
Sustainable Seas**

**Faron McLellan – KIMO UK Coordinator
Scotland Excel Annual Conference 17th April 2019**

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❖ KIMO – Who, Where, What?

❖ Projects:

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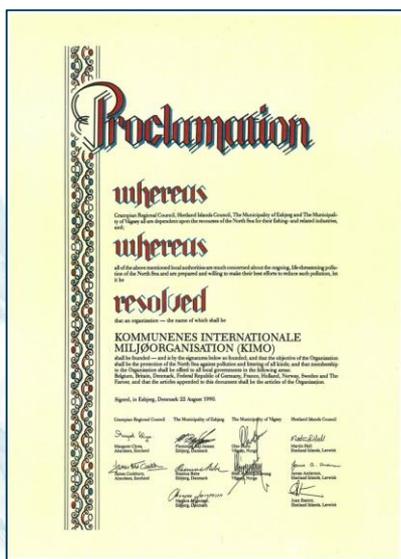
Municipalities for Sustainable Seas

What is KIMO?

Kommunenes Internasjonale Miljøorganisasjon



KIMO is a local authorities international environmental organisation that works to protect, preserve and enhance northern Europe's marine and coastal environment.



Founded in August 1990 by four municipalities:

- ❖ Grampian Regional Council, Scotland
- ❖ Shetland Islands Council, Scotland
- ❖ The Municipality of Esbjerg, Denmark
- ❖ The Municipality of Vågsøy, Norway

KIMO Members



KIMO now has **82** member municipalities in **8** countries, representing more than **5 million** citizens across Europe.

- ❖ Netherlands and Belgium (35)
- ❖ Sweden (13)
- ❖ Denmark (17)
- ❖ UK (7)
- ❖ Norway (5)
- ❖ Faroe Islands (2)
- ❖ Germany (2)
- ❖ Lithuania (1)



What Does KIMO Do?



- ❖ **Lobby** international conventions, industry, the EU and governments to take effective action on marine pollution and maritime safety
- ❖ **Promote a collaborative approach** to the use and protection of coastal and maritime areas
- ❖ **Lead by example** in improving the marine environment through projects, public engagement, collaborative working and sharing of best practice
- ❖ **Our flagship project** – Fishing for Litter



Lobbying



- Marine Strategy Framework Directive
- Plastics Strategy
- Port Reception Facilities Directive



- Regional Action Plan on Marine Litter
- ICG-ML
- EIHA



- MARPOL (incl. Annexes)
- MEPC
- PPR

Plastics/ Microplastics
Pollution from Industry
Maritime Safety
Pollution from Shipping
Marine Litter
Waste Management



- Baltic Sea Action Plan

Influence at all levels of governance



(making the links by coordinated action)

Influence policy in Municipalities



KIMO – Action Areas



- ❖ **Marine Litter** – plastics, microplastics, fishing gear
- ❖ **Maritime Safety & Pollution** – paraffin, container spills, MSP
- ❖ **Dumping of Waste at Sea** – nuclear mud – Cardiff Bay (UK), Sklinnabanken (Norway)
- ❖ **Nuclear Emissions & Transportation**
- ❖ **Pollution from Oil & Gas**
- ❖ **Hazardous Substances and Eutrophication**

Municipalities for Sustainable Seas

Fishing For Litter



A simple, effective initiative that aims to reduce marine litter through involvement of key stakeholders – the fishing industry, ports and harbours

Municipalities for Sustainable Seas

Fishing For Litter – Objectives



- ❖ Reduce marine litter from the marine environment through physical removal
- ❖ Raise awareness of social, economic and ecological impacts of marine litter among fishers and within the fishing industry
- ❖ Change waste management processes within the fishing industry





How does it work?

- ❖ Participation is voluntary
- ❖ Boats are issued with large hard-wearing bags
- ❖ Fishers collect marine litter caught in nets during normal fishing activity
- ❖ Bags are deposited on the quayside at the designated site
- ❖ Waste is removed and disposed of by a waste management company or local authority
- ❖ **No cost to the fishermen**

Municipalities for Sustainable Seas



Fishing For Litter Hub



- ❖ In 2019, KIMO launched the **Fishing For Litter Hub**
- ❖ The Hub provides a single, centralised resource to all those who participate and run Fishing For Litter projects
- ❖ This platform will encourage joint working, coordinated data and the dissemination of best practice
- ❖ A forum to optimise economies of scale
- ❖ A tool for implementing and expanding the initiative



fishingforlitter.org

Fishing For Litter - Scotland



19 Harbours



1,418 Tonnes



230 Vessels



Municipalities for Sustainable Seas

Fishing For Litter - England



12 Harbours



224 Tonnes



160 Vessels



Municipalities for Sustainable Seas

The logo for 'PITCH IN' features the word 'PITCH' in a bold, green, sans-serif font. The word 'IN' is rendered in a white, perforated or mesh-like font, where the letters are filled with a pattern of small black dots.

❖ Project collaboration between **KIMO** and Scottish NGO **Fidra**

❖ The aim of the project is to **reduce** harmful microplastic emissions into the environment from artificial grass playing fields

❖ Between all pitch owners, maintainers and users, we hope they will all **'Pitch In'** and help tackle the issue using our **Toolkit** and **Guidelines**

PITCH IN



<http://team-pitch.in>



Municipalities for Sustainable Seas

KIMO UK - Current Projects/ Interests



- ❖ Fishing For Litter
- ❖ Artificial Turf – Pitch In Project
- ❖ Emergency Towing Vessels (ETVs)
- ❖ North Sea Oil and Gas Decommissioning
- ❖ Pick Up Three Pieces
- ❖ Net Recycling
- ❖ Plastic in Roads



KIMO UK Members



- ❖ Aberdeenshire Council
- ❖ Highland Council
- ❖ Aberdeen City Council
- ❖ Argyll & Bute Council
- ❖ Shetland Islands Council
- ❖ Comhairle nan Eilean Siar
- ❖ Orkney Islands Council



KIMO UK Chair
Provost William Howatson

KIMO UK Membership



- ❖ Each member authority can elect **3 delegates** (councillors or officers) or their substitutes to the KIMO UK Board
- ❖ **Quarterly** KIMO UK Board meetings
- ❖ A **Chairman** is elected by the KIMO UK Board and serves a two-year term
- ❖ **AGM** is hosted by a KIMO International member authority each year and each country takes a turn.
- ❖ The next AGM will be held in Velsen (the Netherlands) on Saturday 12th and Sunday 13th **October 2019**

Membership Benefits



KIMO's agenda is municipality-focused

- ❖ **Influence** – We give our member municipalities influence at both national and international level through a collaborative approach
- ❖ **Experience** – We produce guidelines for member municipalities on environmental best practice
- ❖ **Lobbying** – We lobby on behalf of our members to bring about national and international policy changes beneficial to municipalities
- ❖ **Cost savings** - We have helped our member municipalities to save money by shifting responsibility for the costs of environmental clean-up actions from municipalities to projects and national governments



The value we have together with the other members of KIMO is that the municipality of Thisted has direct access to the minister.

Joining KIMO



- ❖ **It's simple!**
- ❖ **Annual membership fees are agreed by the respective national Boards each year**
- ❖ **Membership fees are based on population size**
- ❖ **Membership includes both national and international influence to KIMO activity**

Municipalities for Sustainable Seas

Thanks for Listening



Faron McLellan – KIMO UK Coordinator

kimouk@aberdeenshire.gov.uk

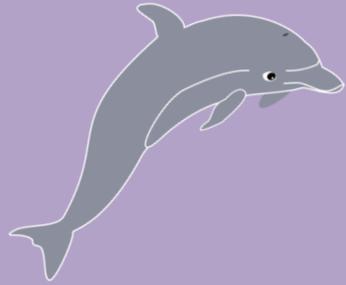
www.kimointernational.org



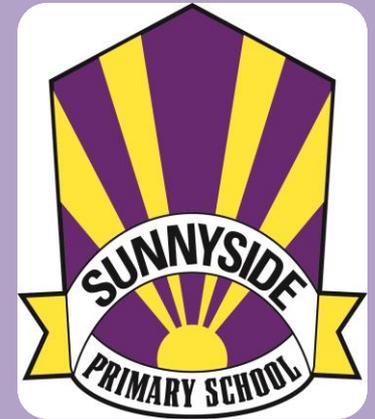
Municipalities for Sustainable Seas

Sustainability for Future Generations

Lesley Richard, Strategic Procurement
Manager, Scotland Excel,
Sunnyside Ocean Defenders



Sunnyside School of Conservation





Step One:
Our 'One'derful
World

Step Two:
Stepping 'Two'
It

Step Three:
Flying 'Three'



Step Seven:
'Seven' the
Planet

Step Four:
Step Up 'Four'
Wildlife

Step Six:
'Six' Degrees
Below

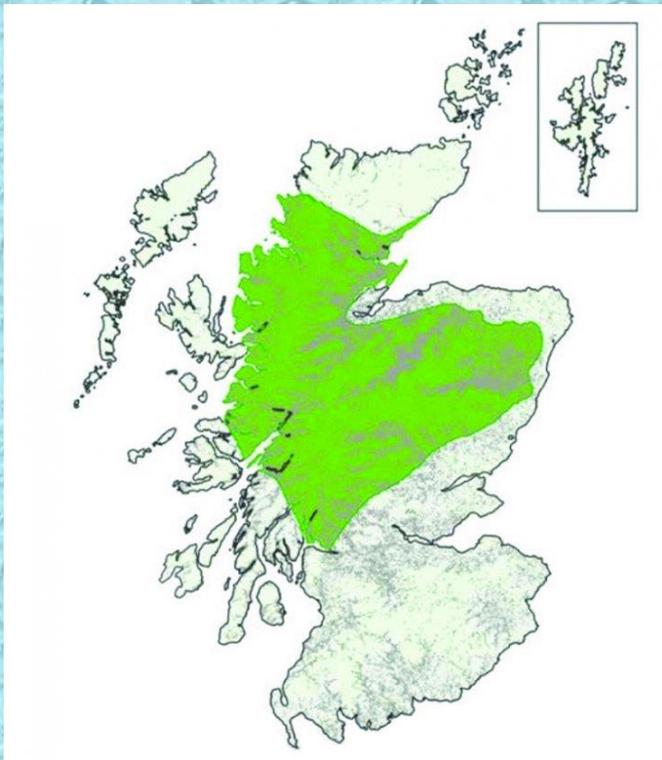
Step Five:
A High 'Five' for
Nature

STANDING UP 'FOUR' NATURE!



Rewilding

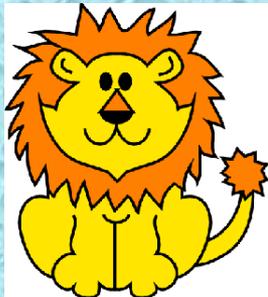




A Grove of trees in the Scottish Highlands
Sunnyside School of Conservation
Sunnyside Family and Friends
 November 2018 and beyond



A HIGH 'FIVE' FOR WILDLIFE!



Wildlife Warriors

'SIX' DEGREES BELOW!



Notes:

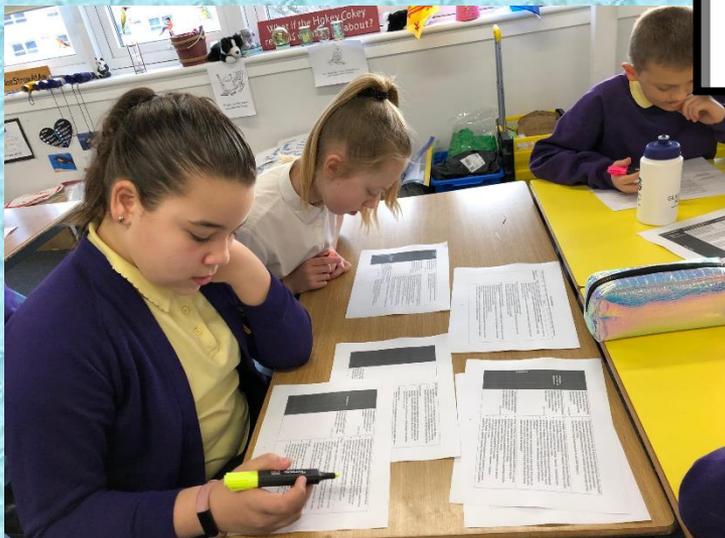
Jade

- temperature has gone up 1.1°C
- resilient - able to bounce back
- how can children be climate ready if not part of curriculum
- health and well being is same as looking after our planet



Ocean Defender Jade Taylor

February 2019



Sunnyside Ocean Defenders

By Email: gw10perriellisa@glow.ea.glasgow.sch.uk

Our refs: 2019/0005281 and 2019/0005555

20 February 2019

In reply,

Thank you for your emails of 15 February 2019 to myself and Ms Cunningham about your recent visit to Holyrood and your wish for climate change to be included within all levels of the Scottish curriculum. You wrote very persuasively and I am impressed by the keen interest you are taking in the world around you.

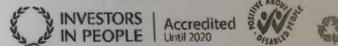
Scotland's curriculum, Curriculum for Excellence, has been designed to prepare our children and young people for learning, life and work in the modern world, allowing teachers to connect their lessons to real-life issues that are of interest to young learners like you. It provides many exciting opportunities for pupils to learn about issues such as climate change, whether they are in primary school or secondary school.

The curriculum areas of social studies, technologies and sciences provide opportunities for pupils to learn about climate change, renewable energy and sustainable development. These topics feature in a number of Curriculum for Excellence 'experiences and outcomes' which set out the quality and nature of the learning experiences, and what we expect children to achieve between the ages of 3-15. For example:

- **Sciences:** I can explain some of the processes which can lead to climate change and discuss the possible effects of atmospheric change on the survival of living things

Scottish Ministers, special advisers and the Permanent Secretary are covered by the terms of the Lobbying (Scotland) Act 2016. See www.lobbying.scot

St Andrew's House, Regent Road, Edinburgh EH1 3DG
www.gov.scot



- **Technologies:** I have looked at how lifestyle can affect the environment and Earth's resources, and I can make suggestions about how to live in a more environmentally friendly way
- **Social Studies:** I can identify threats facing the climate, and consider how these affect our way of life

These experiences and outcomes demonstrate how climate change and renewable energy are currently included within the curriculum for children and young people between the ages of 3-15.

Sustainable development education and global citizenship are important features of Curriculum for Excellence for 3-15 year olds. Outdoor learning is a way for schools to provide exciting and inspiring opportunities for pupils to connect with nature and the big issues affecting their local communities and society. In 2013, Scottish Ministers accepted the recommendations from the *Learning for Sustainability Report (2012)* which recommended that all learners in Scotland are given the opportunity to experience 'Learning for Sustainability'. Learning for Sustainability encourages schools to combine sustainable development education, global citizenship and outdoor learning. At its very core are issues relating to social justice, fairness, equal access to resources, children's rights and engagement with difficult issues such as climate change.

Climate change and renewable energy also feature within the National Qualifications for young people aged 16-18. These give learners the opportunity to study the causes and effects of climate change in more detail and develop their understanding of the scientific, geographical, technological and political aspects of the issue.

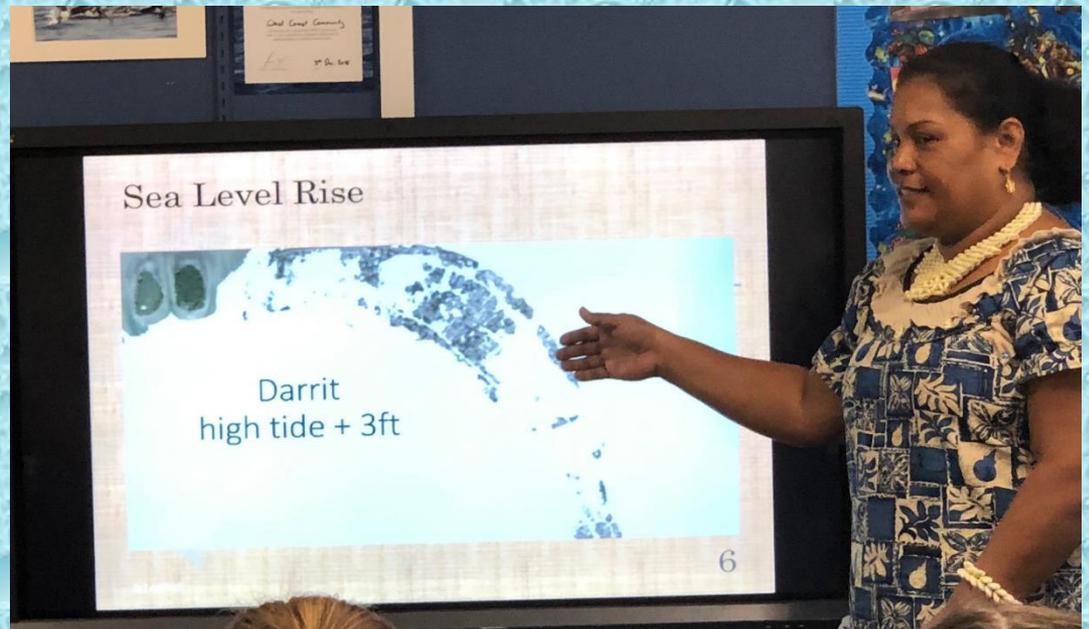
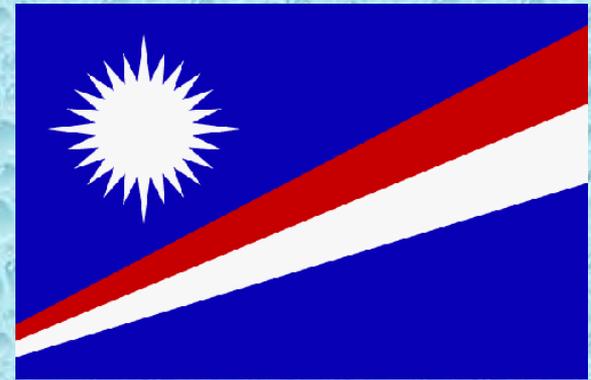
You may also be interested to know that over the last 20 years the Eco-Schools Scotland programme has grown to become one of the most successful Eco-Schools programmes in the world. Around 98% of local authority schools in Scotland are registered with the programme which is managed by Keep Scotland Beautiful, with over 2,000 schools and centres being awarded Green Flag status. The 10 topics within the programme provide lots of opportunities for pupils to learn about climate change. Continued support and funding from the Scottish Government has played a major role in supporting the success of Eco-Schools Scotland, with funding of £330,000 being awarded in this financial year alone. If you want to find out more please visit www.keepsotlandbeautiful.org/sustainable-development-education/eco-schools/.

I hope that this reassures you about our continued commitment to include climate change education within the curriculum. I also hope that you maintain your interest in global issues and thank you again for taking the time to write to us.

Yr,

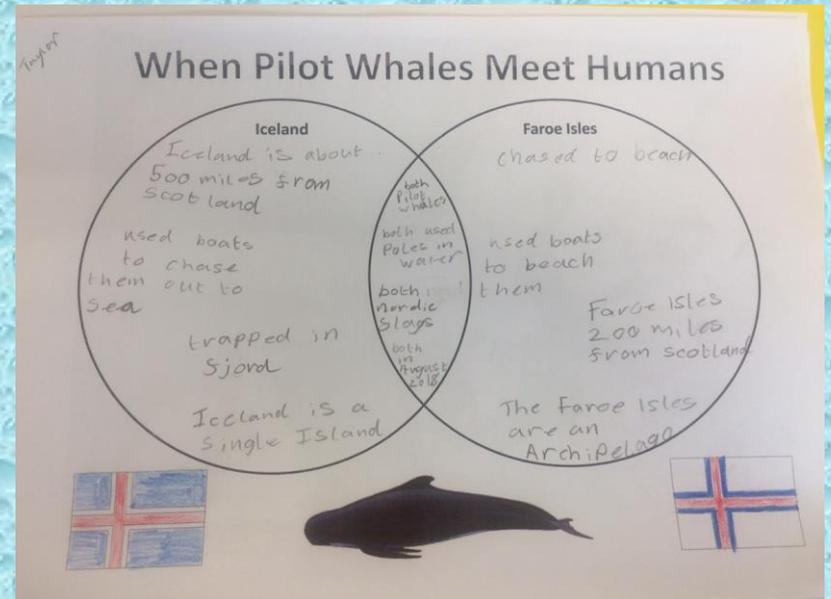
John Swinney

#Huffades



SUNNYSIDE OCEAN DEFENDERS







HSI United Kingdom · 13/09/2018

Replying to @SunnysidePri and @HSIGlobal

Hello @SunnysidePri our UK Director Claire Bass sends you this message from the #IWC67 in Florianópolis where she and our team are battling for whales 🐳



151 views



Vimeo - Sunnyside School of Conservation





your writing
the target?

Just
you potential

BORN
FREE



**SUNNYSIDE
PRIMARY SCHOOL**

DATE: 9/3/16

PAY: BDMLR
Two hundred and fifty
pounds only

£ 250.00
FOR AND IN FULL

Sunnyside Ocean Defenders



The Ocean Defenders fund was started a few years ago and we are delighted to have raised another chunk of cash for charities that look after cetaceans. We have given the charity B.D.M.L.R another ...





£400!







What materials should be collected?

 <p>✓</p>	 <p>Logan ✓</p>	 <p>Alex</p>
 <p>Kennedy Callum</p>	 <p>Lee, Ava, Leah, KEIRA, Ryan, Emily, Nathan, Libby, Aaron, Macey, Belba, Andrew, Molly, Casey, Karys</p>	

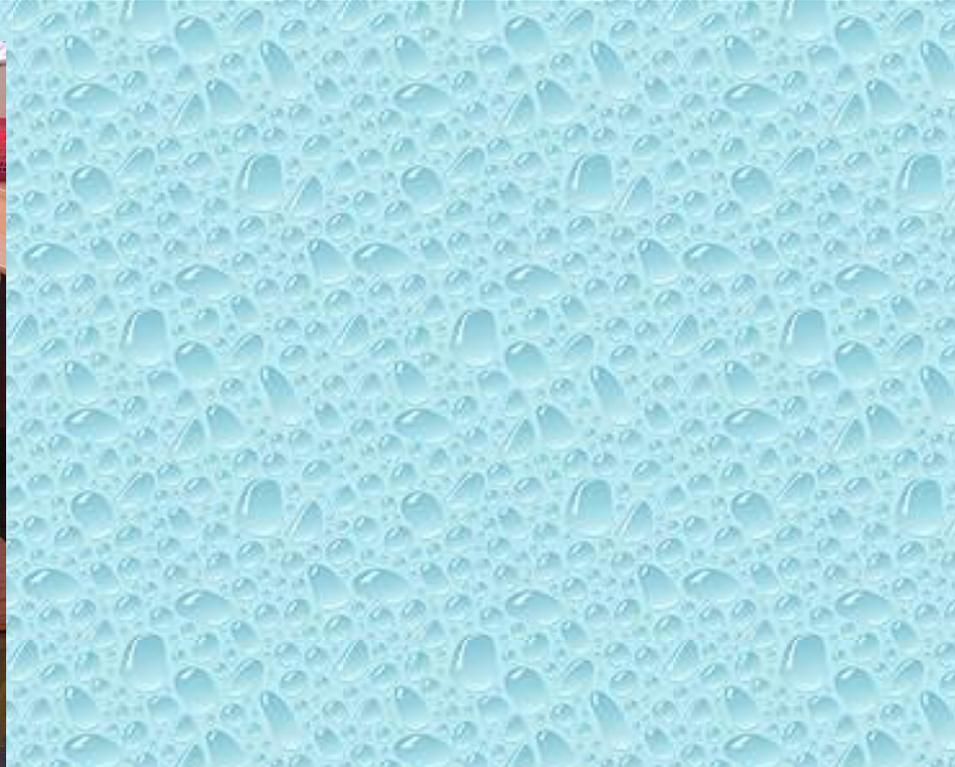
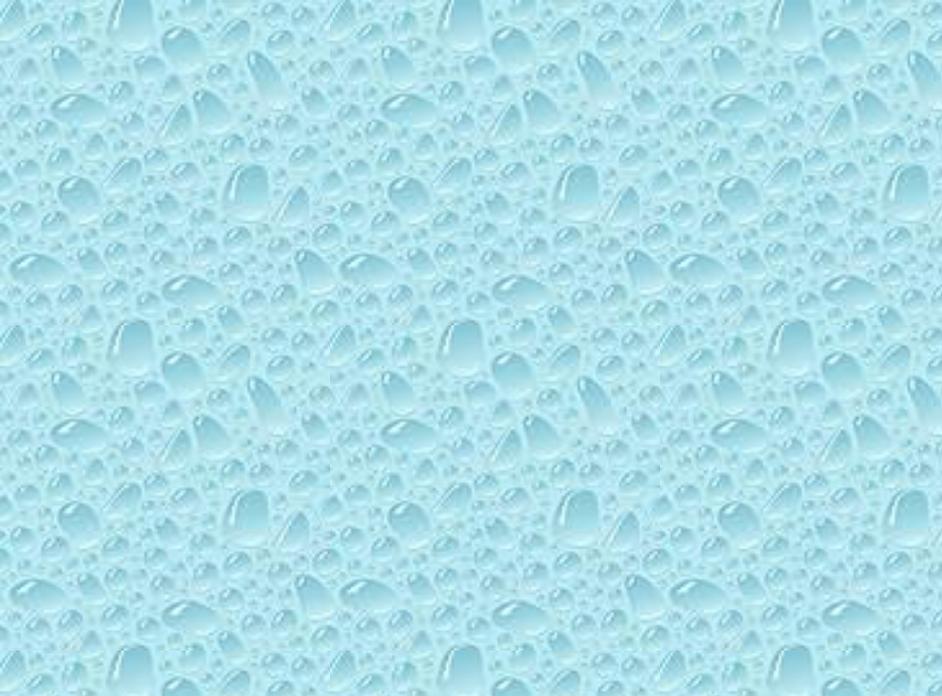


How much should the deposit be?

28









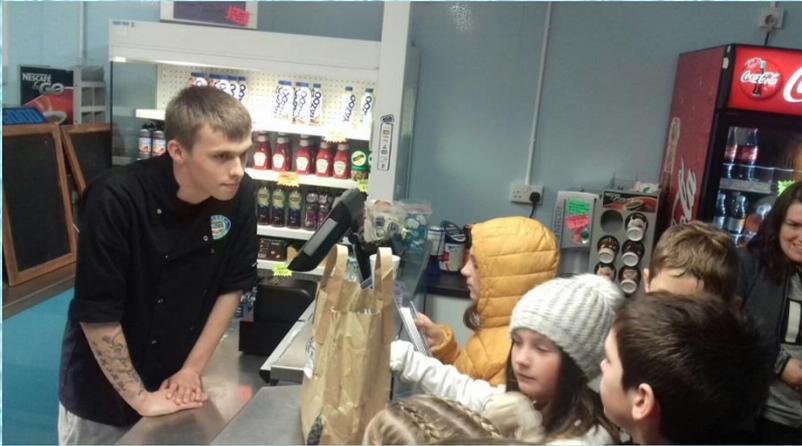
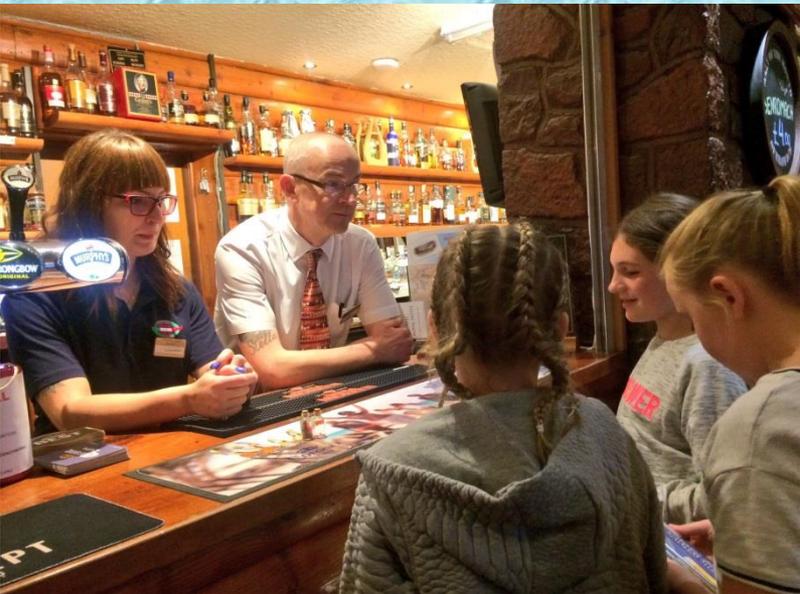
Müller to offer straw collection scheme in schools

Overview

- Following a recent meeting with pupils at Sunnyside Primary School in Glasgow, Müller were so impressed with the pupils' commitment and detailed research, that they are putting in place a new scheme to help tackle the issue.







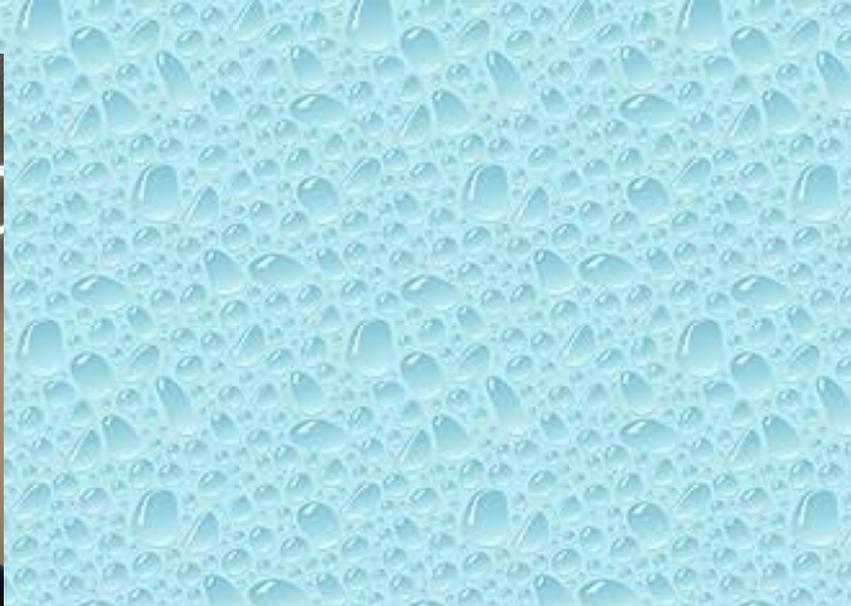
#NaeStrawAtAw

 Encourage the public to start asking for 'Nae Straw At Aw' with their drink

 To encourage businesses to stop automatically putting a straw in each drink they serve customers.



OBAN



Rocking the boat: #Glasgow @SunnysidePri #NaeStrawAtAw campaign has been taken on board by ferries operator #CalMac bbc.in/2DKbJi8



6:53 AM - 25 Jan 2018



CalMac Ferries are delighted to support @SunnysidePri in their #NaeStrawAtAw campaign by banning plastic straws on our ferries and spreading word of this initiative across the communities we serve. All other sources of single-use plastics are under review. calm.ac/2nhMolB



1:52 AM - 26 Jan 2018







Please Remember...

★ Until a suitable alternative to the plastic straw that can be used for people who need a straw to drink hot drinks...businesses must be encouraged to keep some plastic straws available.



ABERDEEN CITY

ABERDEENSHIRE

INVERCLYDE

ANGUS

FALKIRK

FIFE

Glasgow City Council?

HIGHLANDS

**PERTH AND
KINROSS**

EDINBURGH CITY

ORKNEY ISLANDS

SHETLAND ISLANDS



A PRETTY SIGHT



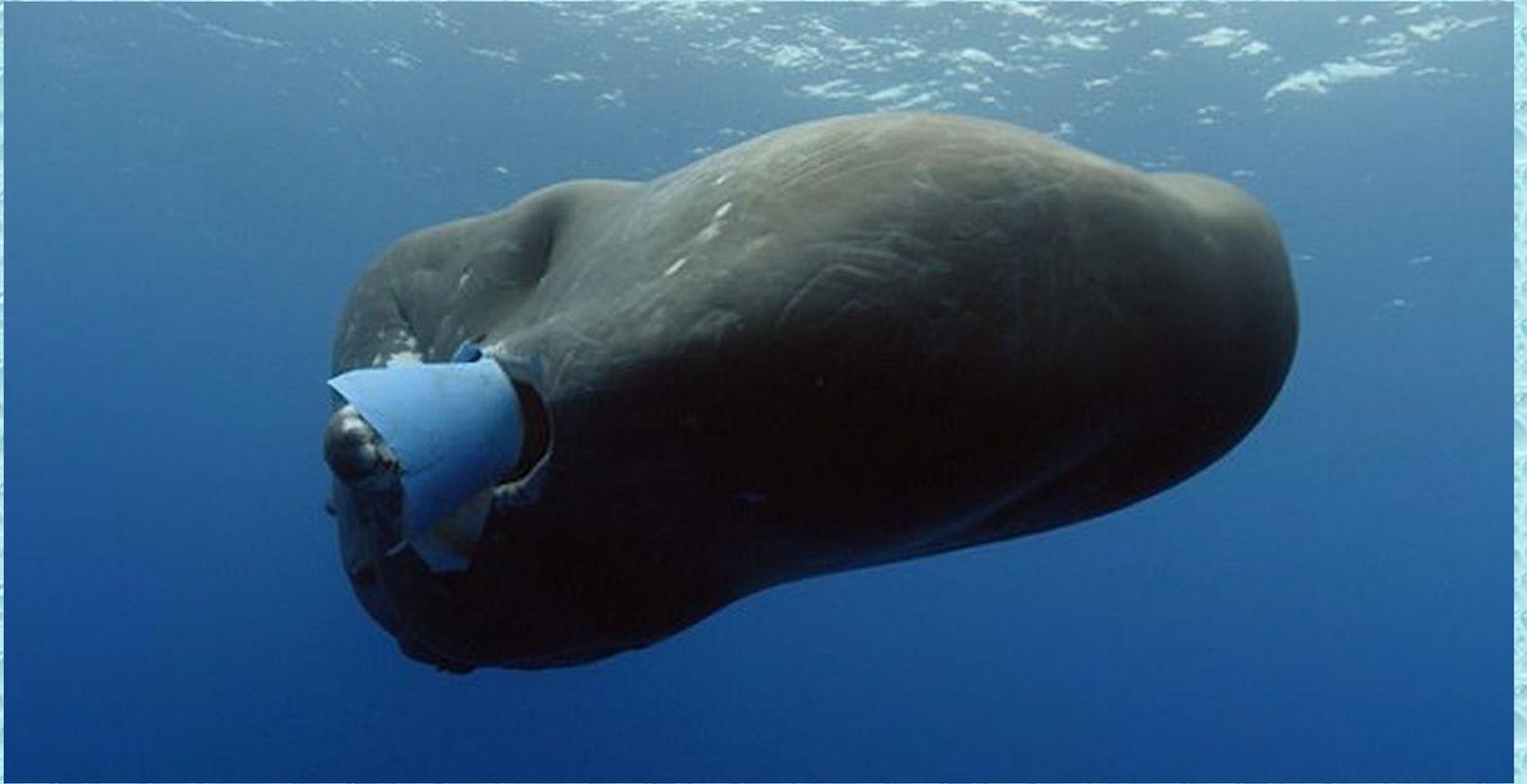
PRETTY SPECTACULAR



Rich Stallcup

PRETTY DEADLY





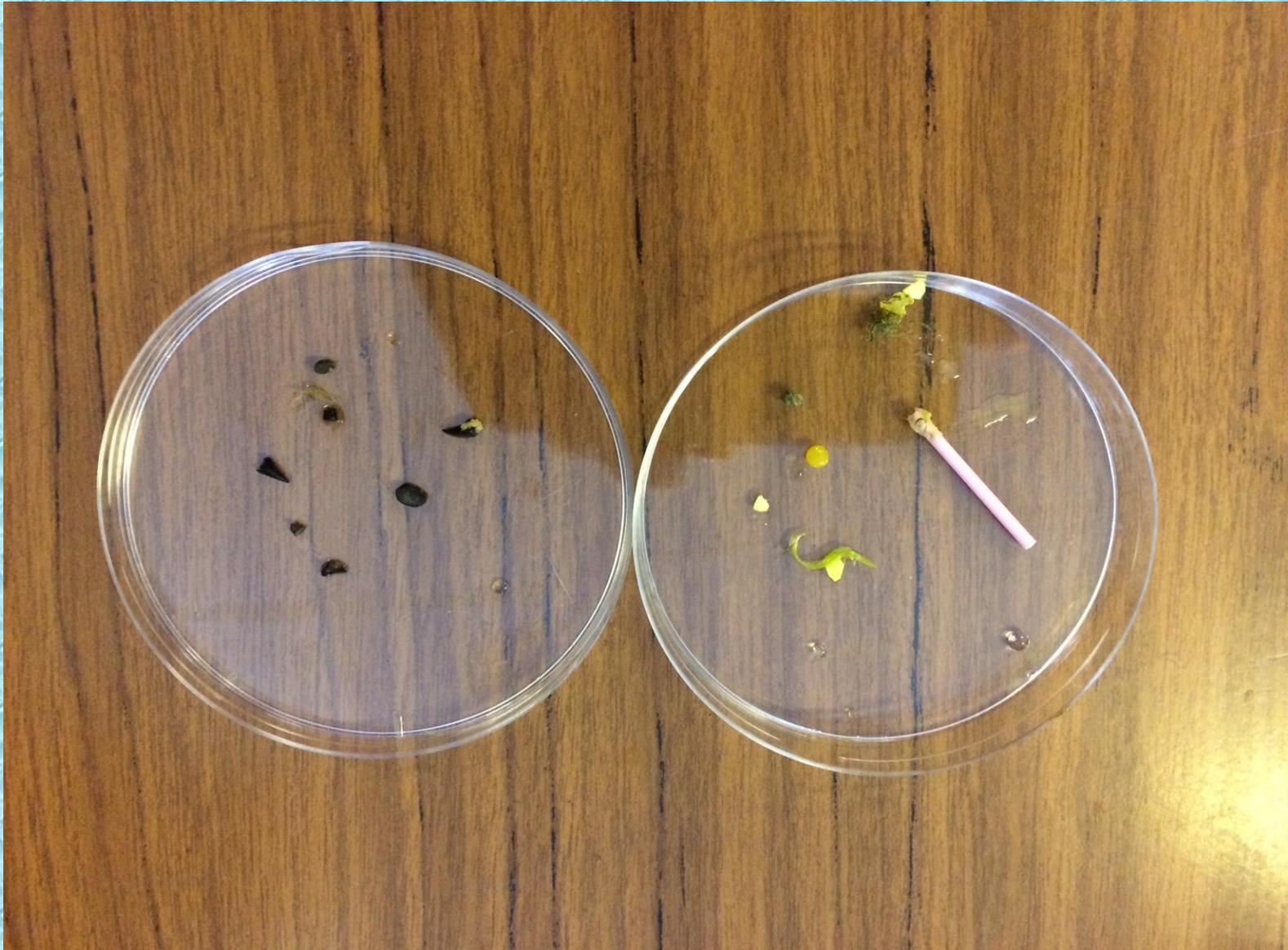


BBC



BLUE PLANET II





STOMACH DISSECTION

Bird: Fulmar

Sample name: Fae/N13

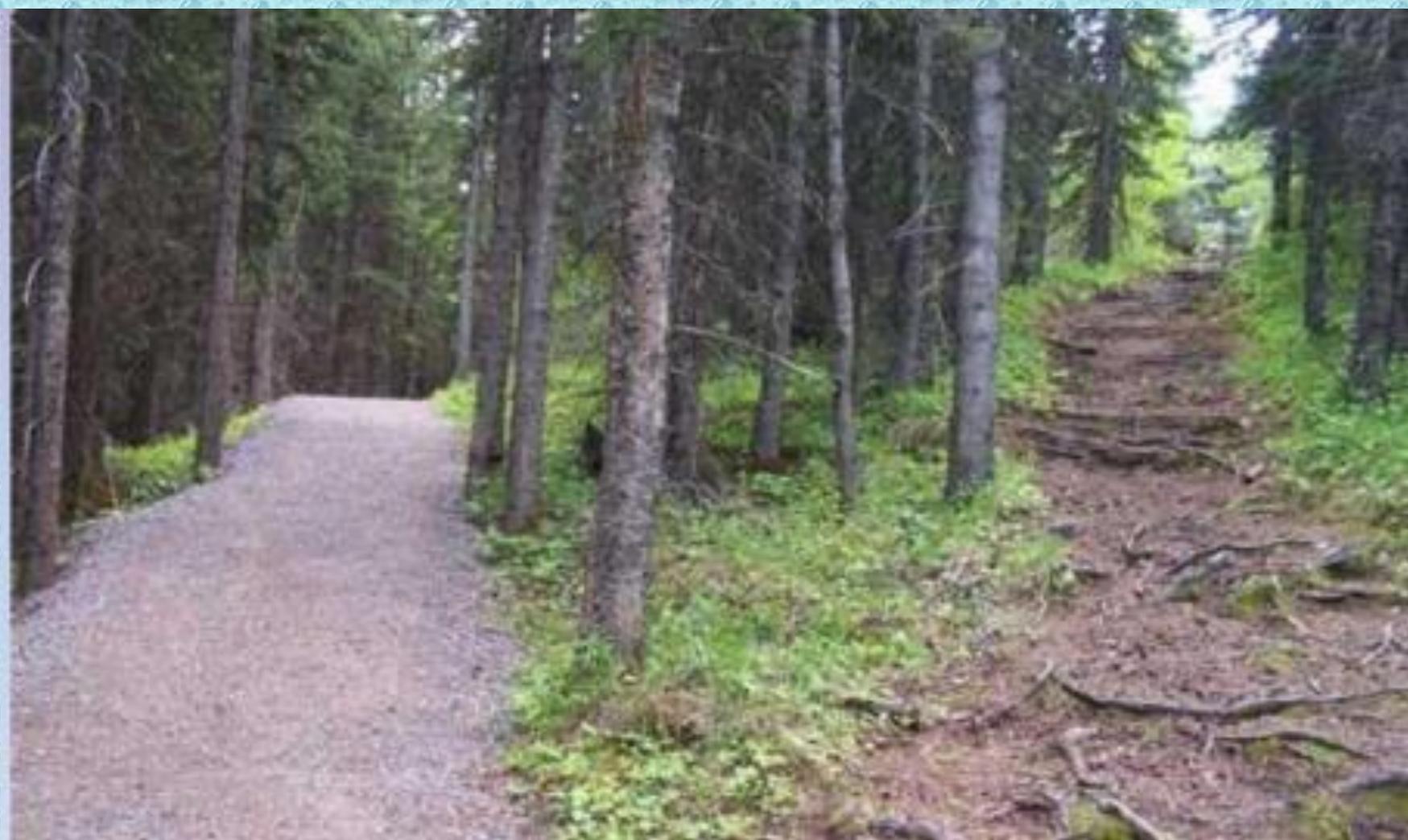
Plastic found? Y or N

Items found: Balloon,
6 stones and squid parts.

Photograph? Y or N







#DrainCampaign



#SparkleDebacle

Arrochar





Get Involved



#DrainCampaign



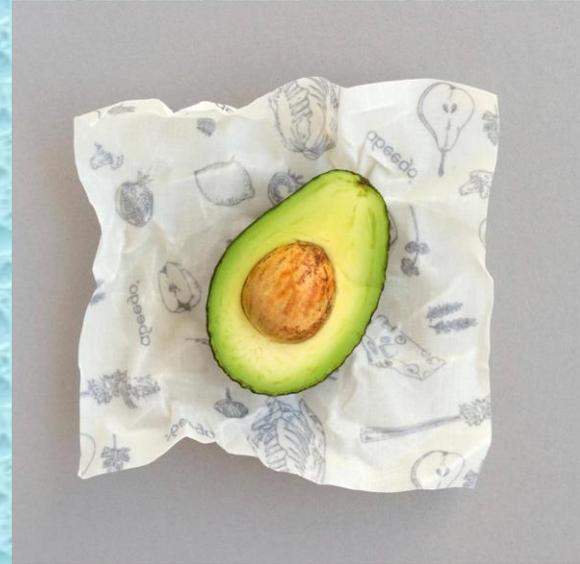
Bankton Primary S... · 14/12/2018 ▾

Bankton Primary joined the Sparkle Debate today watching a video made by the Ocean Defenders @SunnysidePri We were impressed by their commitment to change. All classes are going to discuss this week #sparkledebacle

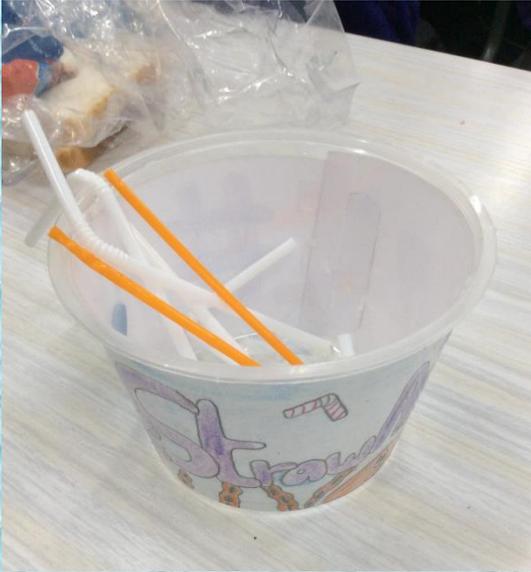




Challenges Ahead



Challenges Ahead







Members of Nae Straw Oban present Roxy's Cafe with an award for ditching plastic straws.

Pupils lobby businesses to ditch plastic straws

It is in discussion
lodge, as well as oth-
ed parties, after the
n wrote to the local
roposing a partner-
ld a £5 million hotel

ary this year. The
es reported that
Bute Council was
am up with a busi-
to redevelop one
current car parks
economic return'

car parks were
nade, adjacent
in House and
ments; the car
p Albany Street;
k in Tweeddale

A group of S1 pupils from Oban High School have been lobbying local businesses to stop using plastic straws.

The group is called Nae Straw Oban and consists of Julia MacLeod, Brooke McCloskey, Kaelyn Shores, Anna MacDonald, Eliza Bavington, Iona Caldwell, Natalie Lopez and Jodi Anderson.

They have visited a number of businesses in the town with the goal of persuading them to stop using plastic straws and reduce the amount of

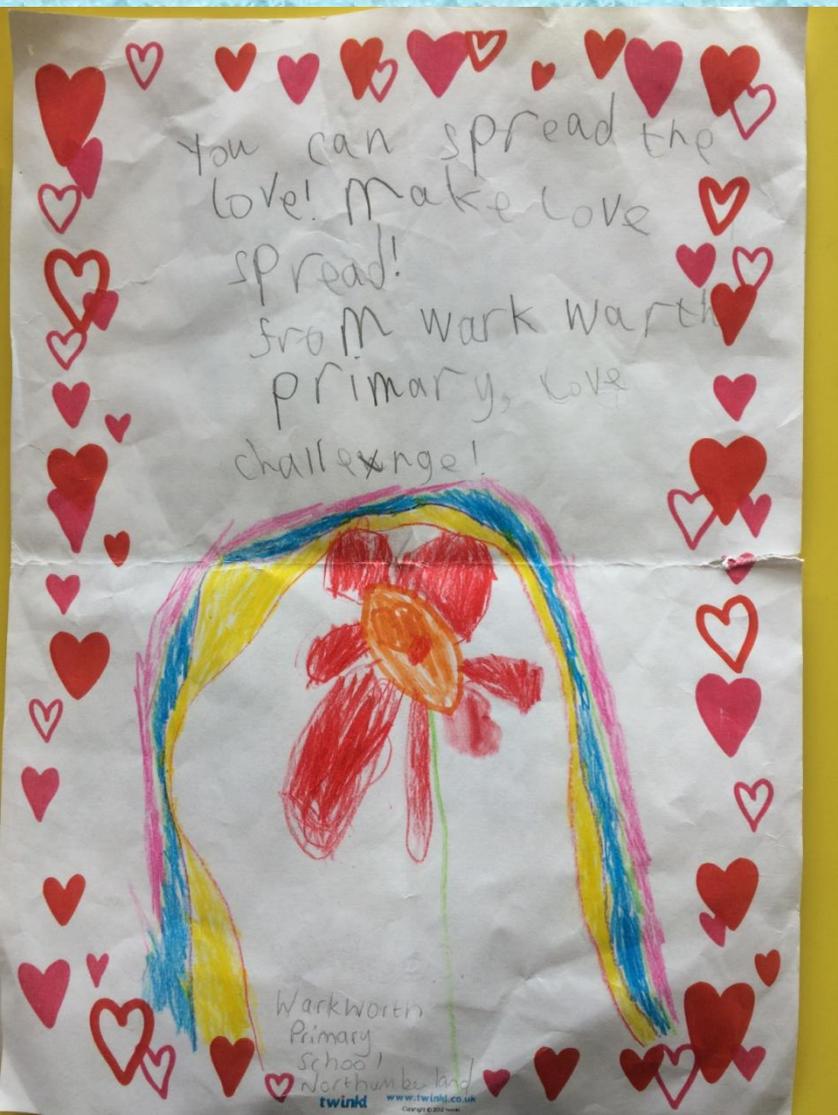
plastic waste Oban produces. The girls have been successful in managing to get a number of key businesses to pledge to stop using plastic straws, such as Roxy's cafe.

In recognition of this, the girls awarded each business with a trophy which they can proudly display.

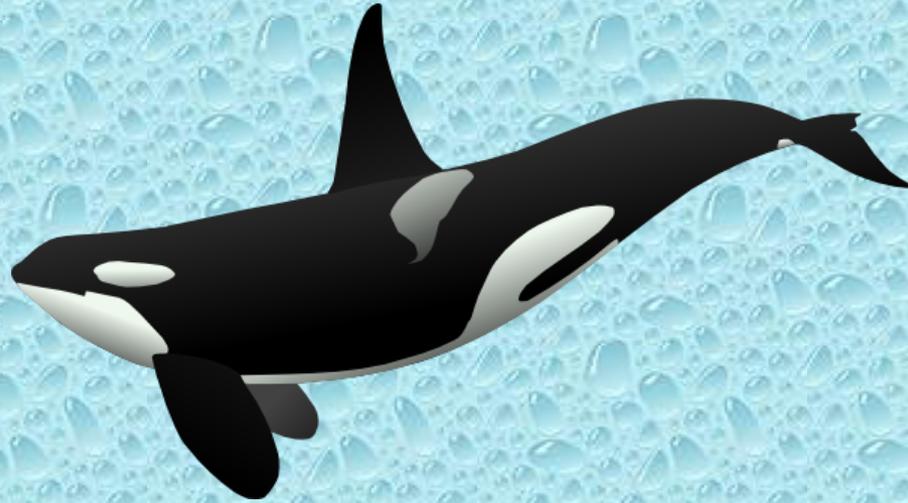
Teacher Fiona Wilson said: 'I am very proud of the girls, who have led this initiative by themselves with almost no adult input. They are credit to the school.'



Monday saw 15 men get together in Oban for a 'cuppa and a chat', with the aim of helping each other through difficult times. The first Andy's Man Club meeting in Oban



SUNNYSIDE OCEAN DEFENDERS



WILD AND FREE

www.NaeStrawAtAw.org

Scotland Excel Conference 2019

Community: our local communities, our procurement community and our communities of the future.



**ZERO
WASTE
SCOTLAND**

Maximising Plastics Recycling

Towards a low carbon, sustainable, more circular future

Adrian Bond
Programme Manager: Recycling

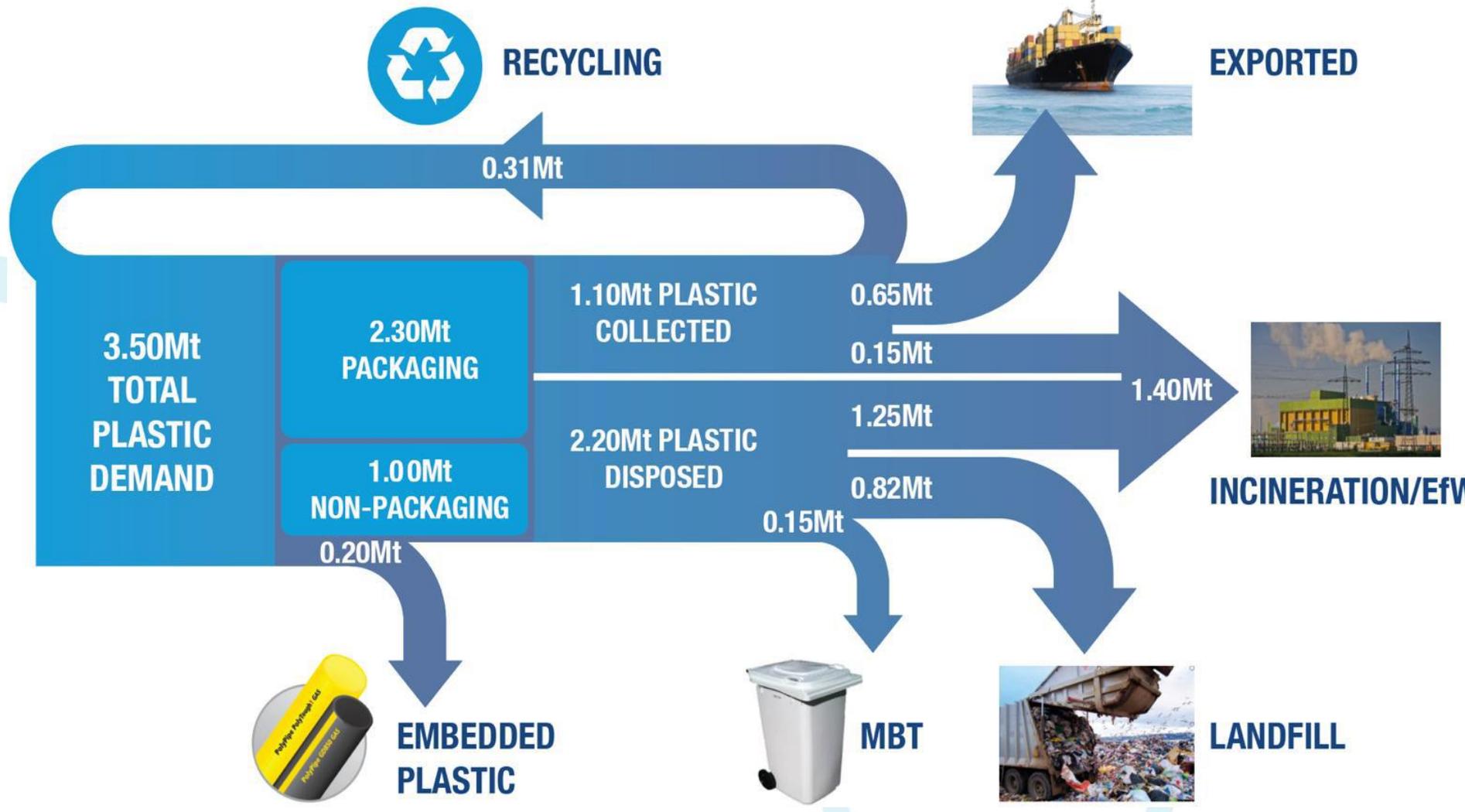
zerowastescotland.org.uk
🐦 @zerowastescot



About Zero Waste Scotland

We exist to create a society where resources are valued and nothing is wasted.

Our goal is to help Scotland realise the economic, environmental and social benefits of making best use of the world's limited natural resources.



What Does Recyclable Mean?

Needs to be both Technically & Practically feasible

- Identified by consumer
- Collected by local authorities
- Separated at Material Recycling facility
- Processed into a new product

All at a profit / affordable cost

Consumer Perception

- 48% of people think 'single use plastics' can't be recycled
 - Only 21% Scottish public knew that plastic bottles are 100% recyclable (14% in Glasgow!)
 - Understanding packaging choices is **not** getting easier
- 
- A large, light blue circular graphic is partially visible at the bottom right of the slide.



Actions

- Household Recycling Charter
- Extended Producer Responsibility
- Plastics Tax??
- Improving Reprocessing
- Deposit Return Scheme

The logo for Recycle for Scotland, featuring a white recycling symbol and the text "recycle for Scotland" on a green background.

recycle for Scotland



About DRS

- Deposit return schemes are used in **45 countries and territories around the world**... from Sweden to Saskatchewan.
- Schemes reach up to **95%** capture **of target containers**.
- There are **2.4 billion drinks containers in circulation** in Scotland.
- **694 million** are plastic bottles, **639 million** are cans, and **323 million** are glass bottles.
- Currently, Scotland recycles just **half of drinks containers**.
- **Half of all litter** in Scotland could be recycled.
- Plastic bottles, and plastic food packaging sent to landfill, **costs Scotland £11 million each year**.

What are the benefits?



Tackling litter



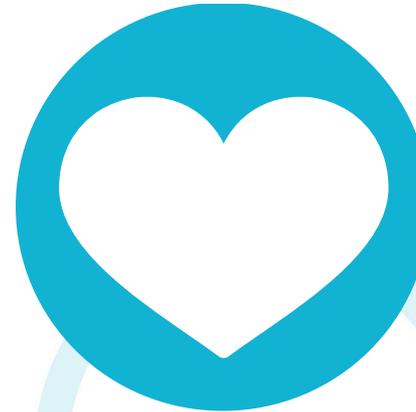
Increasing recycling



Increasing recycling quality



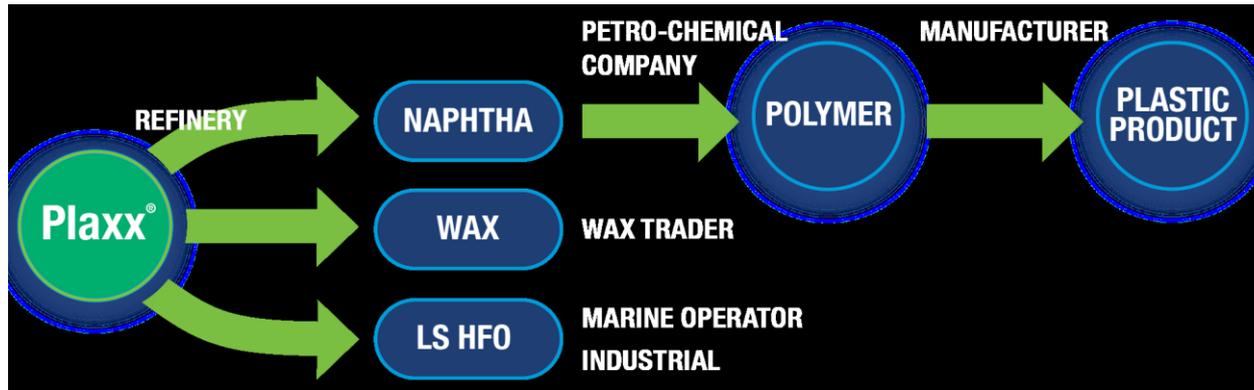
Creating jobs



Community benefits

Chemical Recycling – Project Beacon

- Recycles much greater proportion of plastic than by mechanical means alone
- First stage product – Plaxx - can be further refined



What Can You Do?

- Increase the demand for Recycled content
- Purchase Products that are reusable or easily recyclable
- Minimise packaging
- Be clear on the correct treatment route for end of life materials & communicate it
- Don't believe anyone who says its easy - yet!!



Thank you.

zerowastescotland.org.uk

 [@ZeroWasteScot](https://twitter.com/ZeroWasteScot)

Coffee & Networking

#SXLconference19



@ScotlandExcel



www.linkedin.com/company/scotland-excel

**Workshop Group A – Megalithic 1
Preventing Microplastic Pollution from
Artificial Pitches**

**Workshop Group B – Finnieston Suite
Evaluating Alternatives to Single Use
Plastics**



Pitch In!

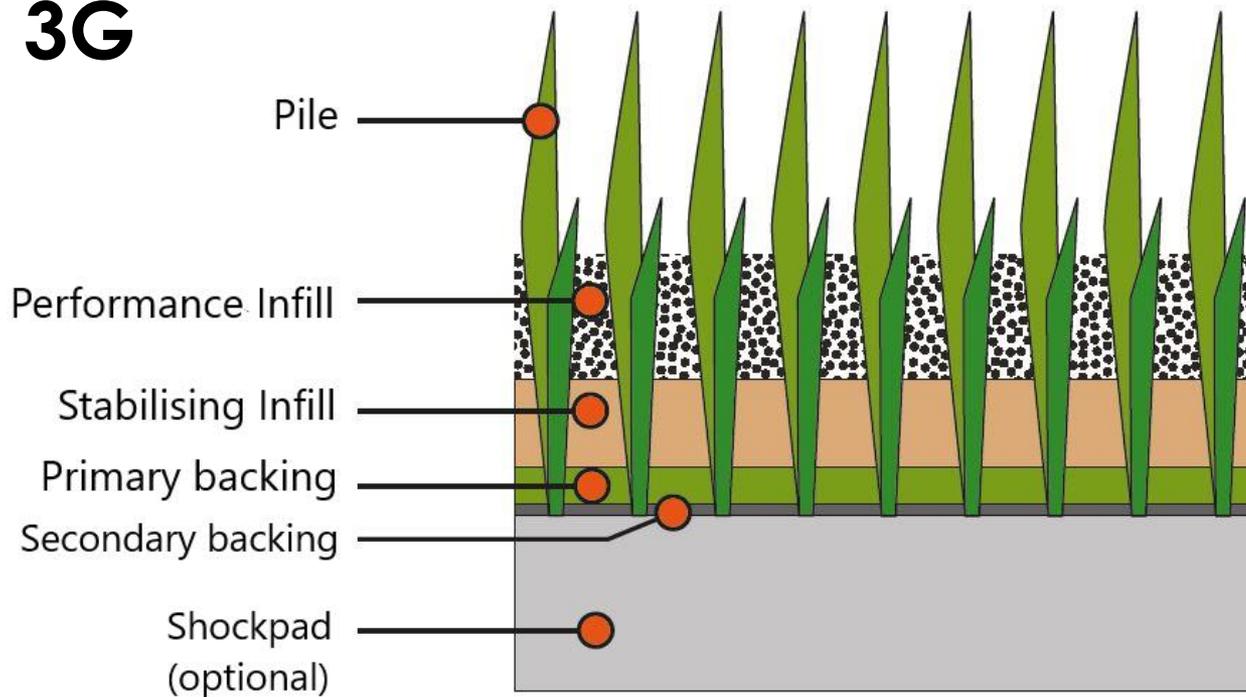
Tackling Microplastic Loss from
Artificial Sports Pitches

*A workshop for Local Authority
Procurement in Scotland*

Madeleine Berg – FIDRA

What is an artificial pitch?

3G





What is the problem?

1- 5 tonnes of microplastic granules are added to each field per year



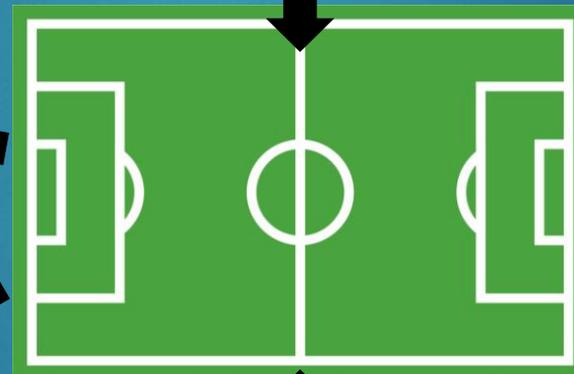
How do the granules escape?



Washed away with rain water



Cling to socks and shoes



Compaction

Exit the pitch during maintenance activities



Washed down internal drains





Solutions

How do we stop microplastic loss from pitches?

Go back to Natural Grass?



VS



Innovation – infill-free pitches?



Choose an alternative Infill?



Use barriers to keep infill in place



What are we doing?



Fidra / KIMO guidelines.

- ▶ Collating best practice

Demonstrating effectiveness

- ▶ Setting up case studies

Raising awareness

- ▶ With industry (consultants, contractors, manufacturers)
- ▶ With pitch owners / procurement teams
- ▶ With decision makers

Community action

- ▶ Raising awareness with schools, clubs and community groups
- ▶ www.team-pitch.in



The Workshop



A) The Pitch Planner Game

- ▶ Explore how pitches can be adapted to reduce microplastic loss
- ▶ Make the best pitch for your unique site and situation

B) How do we take this back to procurement?

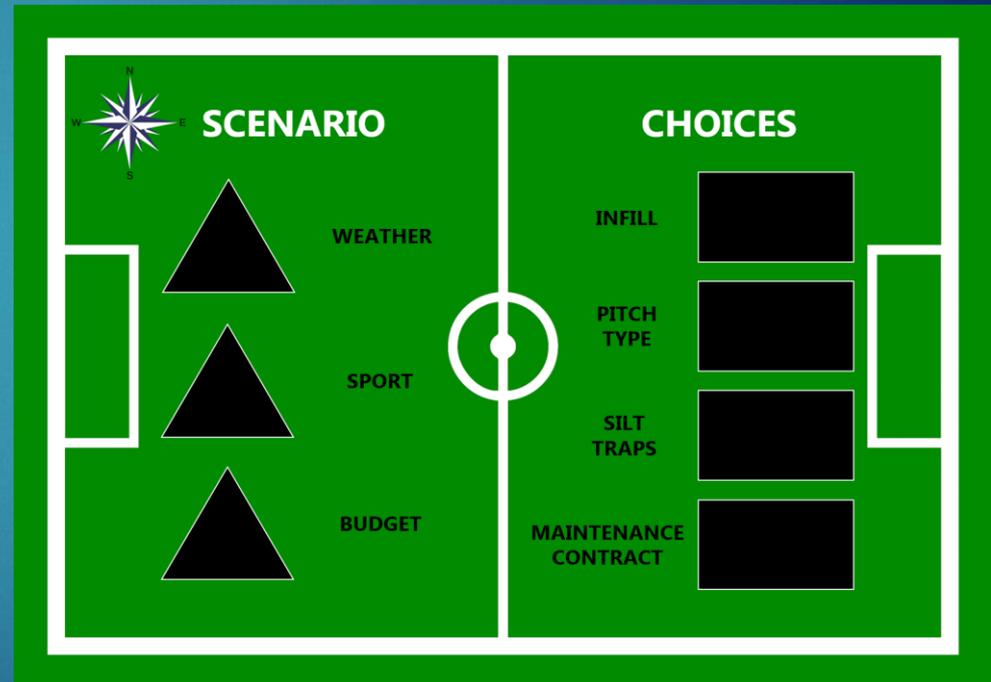
- ▶ Once we've learned what is needed to tackle microplastic, how do we bring this back to procurement?
- ▶ Explain to us how the procurement process works
- ▶ What can we do now, and what needs to change in the future?

A: Pitch In Planner game!



The goal:

- ▶ Plan and design your own pitch to minimise microplastic loss.
- ▶ What small changes can be made to reduce pollution risk?
- ▶ Each scenario is a bit different and will influence your choices
- ▶ Be creative – think outside the pitch ;)



Step 1: Spin the wheel to pick your unique pitch!



Scenarios

- ▶ The Site
- ▶ Weather
- ▶ Sport
- ▶ Budget



SLOPE

<http://www.kimointernational.org/pitch-in/workshop/>



Step 2: Pitch Planning choices

Choose the best options for your unique site, to match your budget and reduce microplastic.

- ▶ Type of Infill
- ▶ Type of Pitch
- ▶ Maintenance Contract
- ▶ Silt Traps / Filters



Cork Infill

- Expensive
- No microplastics
- Floats in water

PITCH

Microplastic Reduction Specified in Contract

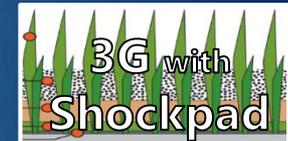
- Environmentally friendly
- Might be more expensive initially



Advanced

Advanced silt trap

- Expensive
- Extra maintenance
- Captures 90% of infill lost to storm drain



3G Pitch with Shockpad

- Rugby, shinty, all football
- Less infill top-up required over time



Step 3: Pitch Design

Add features to your pitch to reduce risk of microplastic escaping

- ▶ What barrier will you put up around the pitch perimeter?
- ▶ Where will people enter/exit the site?
- ▶ What will you provide users to brush off their kit?
- ▶ How will you stop microplastic getting into nearby water?
Drains?



Half-time huddle:



What are the changes you made?

- ▶ Where did you feel were high risks of microplastic loss?
- ▶ What were best options for your pitch?

What differences are there between sites?

- ▶ How did the different scenarios affect choices?
- ▶ What impact did the budget have?
- ▶ Does anyone have ideas that aren't on the cards?

B) Pitch Procurement



1) How does it work?

Imagine you've been tasked with procuring a pitch in your LA area.

What steps will be required?

Use post-its and pens to write down the process.

2) What could you change?

Procurement is a powerful tool!

How can you encourage design & planning to reduce microplastic loss?

Use another colour to add comments to your procurement flow chart.

3) What are the barriers?

What are the barriers you / we might face in achieving our 'microplastic free' goal?

How could the system change in the future?

Add comments / suggestions in another colour.

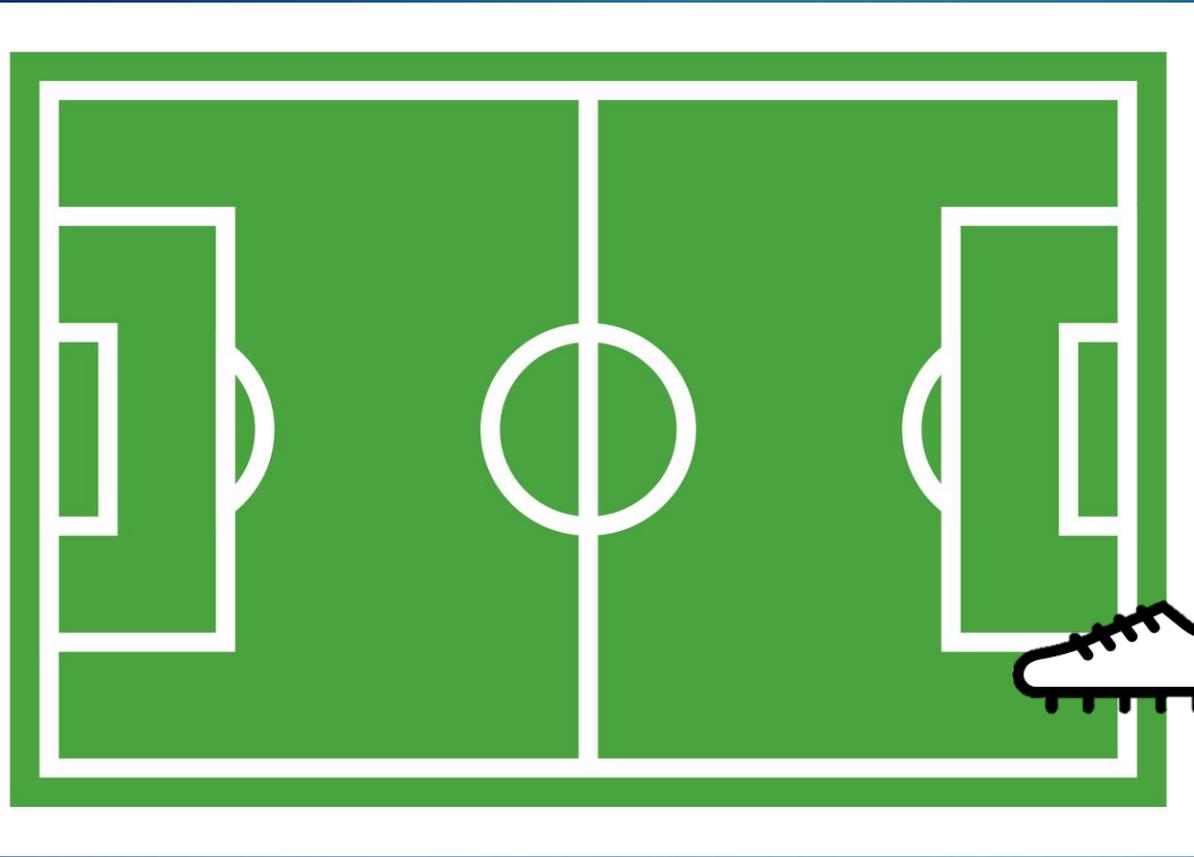
Post match analysis



How can we use procurement as a tool to reduce microplastic?

What can we do now?

What could change for the future?



Thank
you!



Madeleine.berg@fidra.org.uk

#SXLconference19



@ScotlandExcel



www.linkedin.com/company/scotland-excel

Lunch



Procurement and Commercial Improvement Programme Update

Scotland Excel Conference
17th April 2019

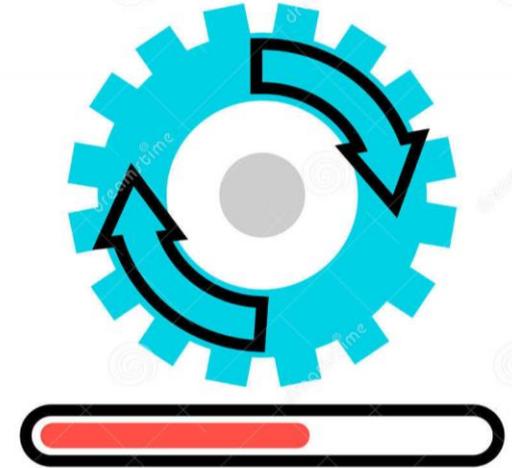
Scott Gibson, Scotland Excel

Presentation Contents

- PCIP progress update
- Some early analysis
- Some early conclusions
- Some lessons and observations
- Next steps
- The Future

PCIP Progress Update

- 23 out of 25 Focussed Assessments complete
- 177 questions so far assessed in Focussed Assessments
- 8 questions per Focussed Assessment on Average
- 5 out of 7 Full Assessments Complete



UPDATE

**SCOTLAND
EXCEL** 

Some Early Analysis – Assessed Questions

Most Assessed Questions

- 3.3 Contract Coverage/Maverick Spend
- 3.4 Demand Management
- 3.5 Lessons Learned
- 3.2 Contractual Obligations and Additional Benefits
- 1.6 Internal Control Systems

Least Assessed Questions

- 4.2 Stock Management
- 2.6 Sustainability
- 1.1 Procurement Representation
- 1.3 Procurement Strategy
- 1.5 Learning and Skills: Capability and Skills

Some Early Analysis – Questions with Highest Increase

Question	2018/19 Average To Date	2016/17 Average	Average Increase
4.3 Procurement Process Automation	2.8	2.2	0.6
1.4 Learning and Skills: Resource and Skills	3.3	2.9	0.4
1.6 Internal Control Systems	3.1	2.6	0.4
1.9 Commercial Acumen	2.6	2.3	0.4
1.10 Continuous Improvement	2.9	2.5	0.4
2.4 Implementation and Exit Strategies	2.1	1.8	0.4
3.1 Contract and Supplier Management	2.4	2.0	0.4
3.2 Contractual Obligations and Additional Benefits	2.1	1.7	0.4
3.4 Demand Management	2.5	2.1	0.4

Some Early Analysis – Question Ranking to Date

2018/19 Rank To Date	2016/17 Rank	Question	2018/19 Average to date
1	1	4.2 Stock Management	3.7
2	2	1.1 Procurement Representation	3.5
3	3	1.5 Learning and Skills: Capability and Skills	3.3
4	4	1.2 Procurement Influence	3.3
5	6	1.4 Learning and Skills: Resource and Skills	3.3
6	7	1.3 Procurement Strategy	3.2
7	8	1.8 Fraud Awareness and Prevention	3.1
8	5	4.1 Goods Receipt and Payment Process	3.1
9	9	1.6 Internal Control Systems	3.1
10	10	2.3 Specification	2.9
11	13	1.10 Continuous Improvement	2.9
12	11	2.2 Strategy Development	2.9

Some Early Analysis – Question Ranking to Date

2018/19 Rank To Date	2016/17 Rank	Question	2018/19 Average to Date
13	18	4.3 Procurement Process Automation	2.8
14	12	2.1 Spend Analysis	2.8
15	15	3.3 Contract Coverage/Maverick Spend	2.7
16	14	2.6 Sustainability	2.7
17	17	1.9 Commercial Acumen	2.6
18	16	1.7 Risk Management	2.6
19	20	3.4 Demand Management	2.5
20	19	2.5 Evaluation Criteria	2.4
21	21	3.1 Contract and Supplier Management	2.4
22	22	3.5 Lessons Learned	2.3
23	23	2.4 Implementation and Exit Strategies	2.1
24	24	3.2 Contractual Obligations and Additional Benefits	2.1

Some Early Analysis – Average Sector Score Projection

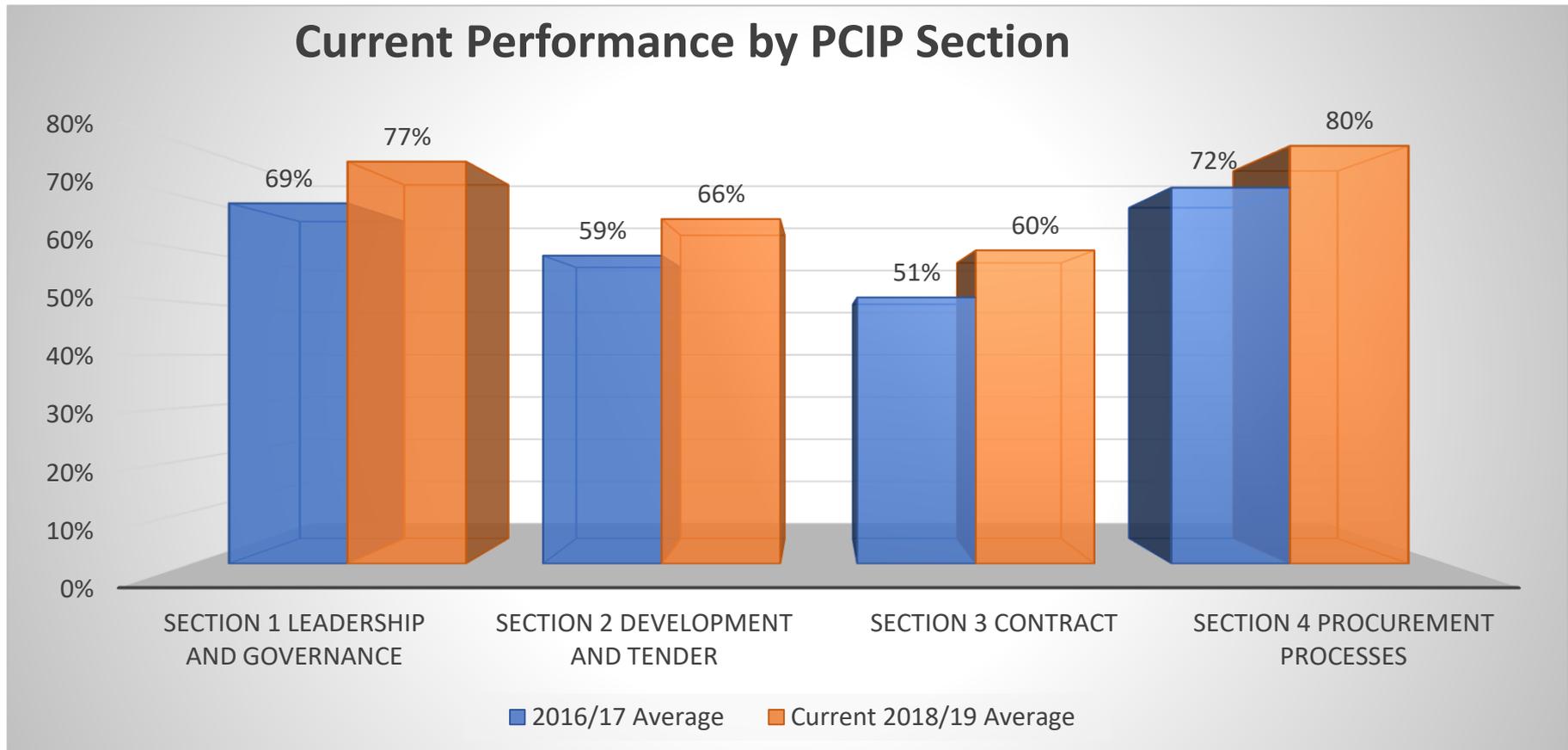
63%

**2016/17 Local Government
Sector Average**

69-70%

**Projected 2018/19 Local
Government Sector Average**

Some Early Analysis – High Level Performance by Section



Early Conclusions

- Projected average sector score of 69-70% with an average increase of 7%
- Improvement is incremental with the sections and questions rankings remaining broadly similar 2016/17
- Procurement Process Automation – reflects a focus on Digital?
- Some significant improvements in specific Councils (5 Councils with over 10% improvement)

Early Lessons and Observations

- Focussed approach developed with the PIP Steering Group was generally well received, proportionate resource requirements and focussed discussion on assessment day
- General focus on questions moving from Ok to Good and Good to Great
- Standardisation – larger assessment team and maintaining consistency
- Individual questions and performance?

Next Steps

- Complete the Programme!
- Use analysis to inform future project and change focus
- Collaborate with Scottish Government and other Sectors



The Future

- Is steady progress in our current environment enough?
- How do we maintain value from PCIP?
- What should the future PCIP look like?



Contract and Supplier Management – Development and Delivery

Kathryn Dickson, Commercial & Commissioned
Services Manager, Scottish Borders Council,
Gavin Brown Senior Contract and Grants
Manager, City of Edinburgh Council



Developing Contract Management & Commercial Skills – Achieving buy-in





*Chief Officer Audit & Risk
Jill Stacey
Ext. 5036*



Auditor: Lavinia Campbell Ext.6776

Final Internal Audit Consultancy Report
to
**Chief Executive, Depute Chief Executives, Service Directors,
Corporate Finance Manager, and Procurement and Payment Services Manager**
on
Contract Management

10 March 2015

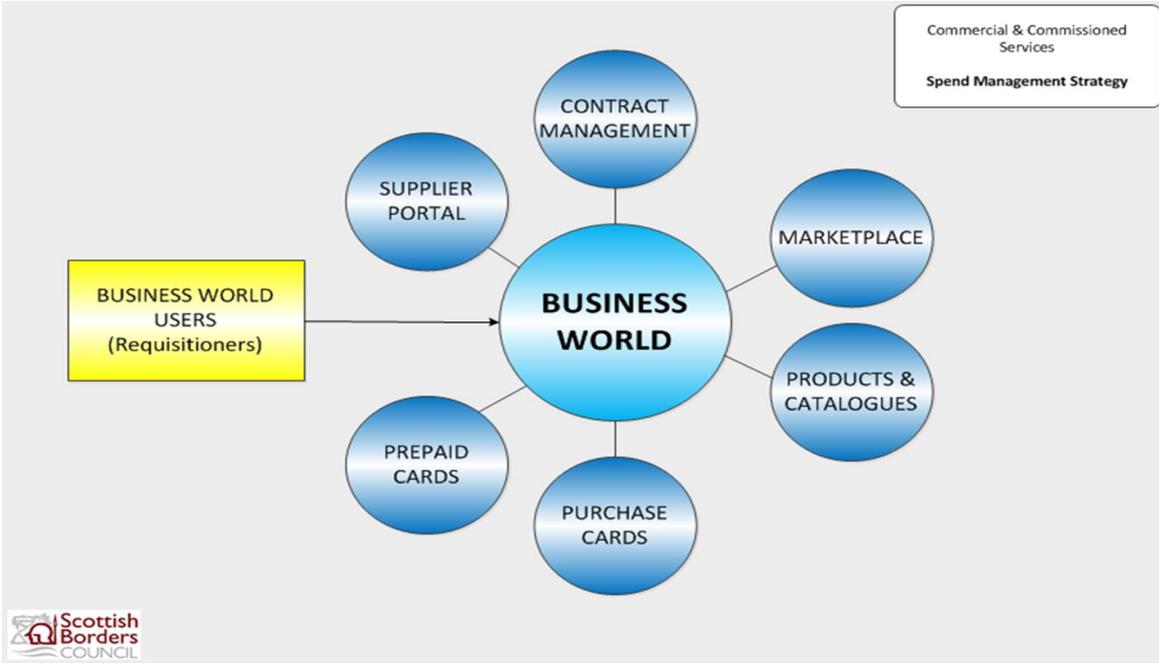




‘A business case for a Corporate contract management framework should be developed by Procurement following discussions and input from Transformation Projects relating to business process transformation proposals’









*Chief Officer Audit & Risk
Jill Stacey
Ext. 5036*



Auditor: Lavinia Campbell

Final Internal Audit Report
to
**Corporate Management Team,
Commercial & Commissioned Services Manager, and Function Manager (Business
Management)**
on
Contract Management

8 January 2018





‘progress the work to design an effective Corporate Contract Management Framework’

‘CMT should lead and drive the establishing and embedding of a contract management culture’

‘inclusion of contract management skills as part of a broad set of commercial skills’





Development approach through a collaborative cross Council working group

Workstream 1 – The Commercial Function

Workstream 2 – Commercial Capability

Workstream 3 - Commercial Risk Assessment/Segmentation

Workstream 4 – Contract Management Administration

Workstream 5 - Contract Performance Management

Workstream 6 – Digital Tools

Workstream 7 - Assurance

Workstream 8 - Communications



Spring 2018- March 2019

April 2019 -March 2020

April 2020 – June 2020

- Working group met monthly
- Principles, tools and templates developed
- Proportionate, risk based approach agreed

Planning

- Resources put in place
- Project plan will be developed
- Soft focussed launch
- Learning &Development build
- Commercial discussions
- Identification of savings opportunities

Delivery

- Realise benefits and track through monitoring
- Adjust approach as required
- Review and identify Phase 2 priorities

Benefits

Development of commercial skills across Services and contract owners



Kathryn Dickson, Commercial & Commissioned Services Manager

E: kathryn.dickson@scotborders.gov.uk

T: 01835 826646



| scotborders.gov.uk/yourpart | yourpart@scotborders.gov.uk | #**yourpart**

The City of Edinburgh Council

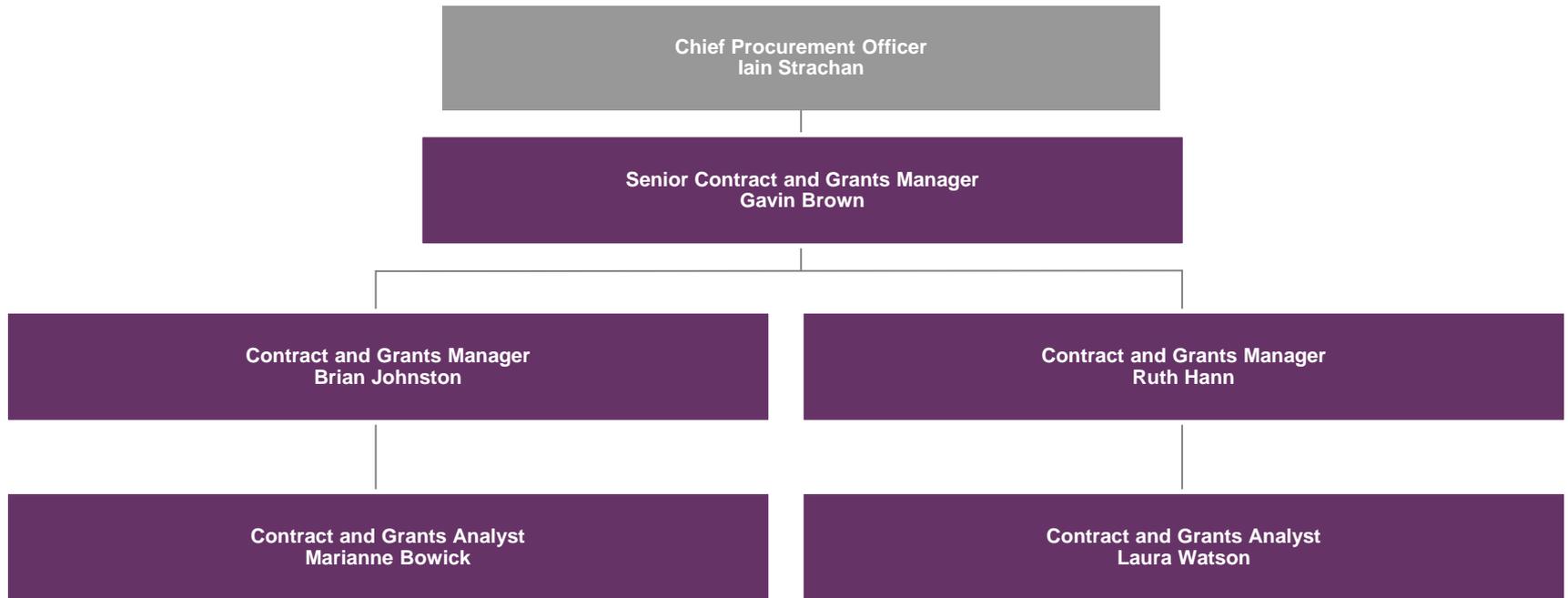
Gavin Brown

Contract and Grants Management Team

Scotland Excel Annual Conference
17 April 2019



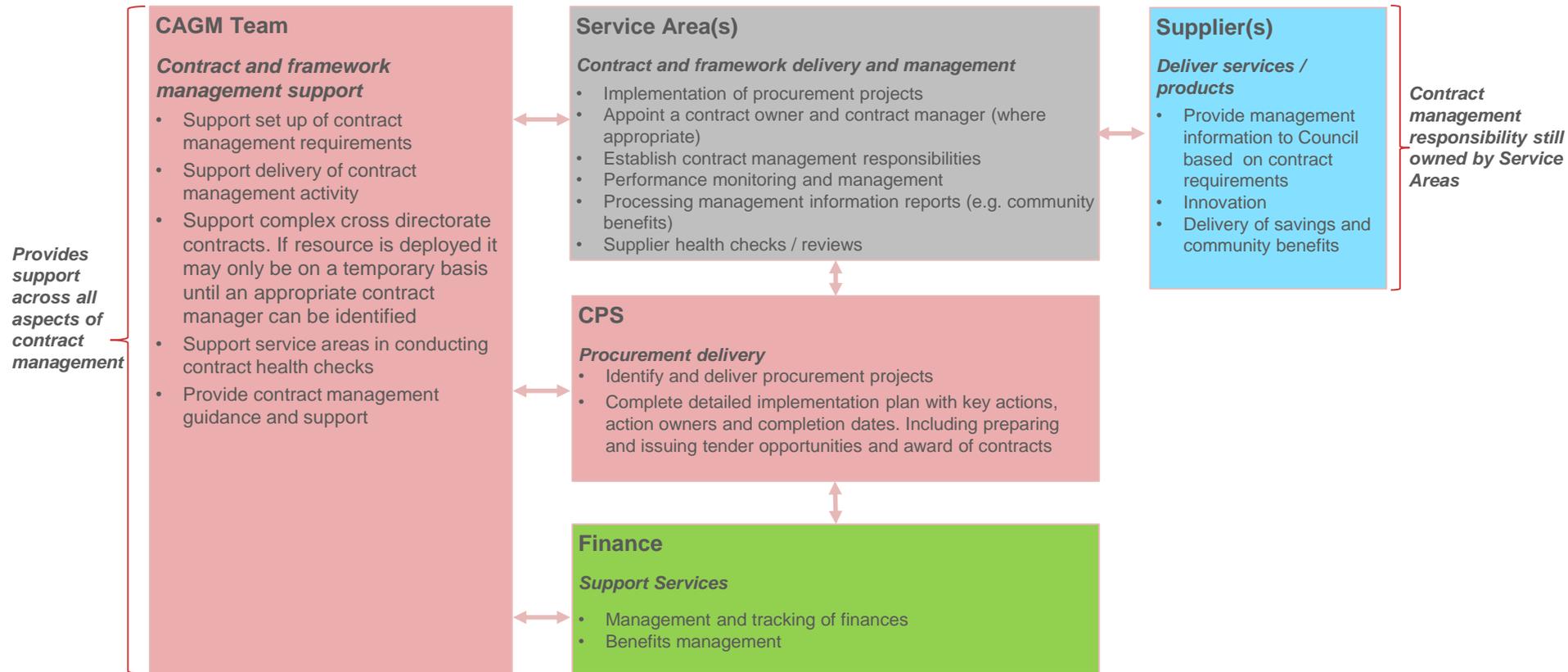
Overview of Contracts and Grants Management (CAGM) Team



Overview of Contracts and Grants Management (CAGM) Team

- Aim: delivery of best value from contracts
- Support service areas across the Council to manage performance of contracts through:
 - Guidance
 - Training
 - Reviews of contractual compliance
- Assist service areas to implement contract management processes, leading to:
 - proactive management of risks
 - driving best value over the life of the contract
 - focus on continuous improvement in performance
 - positive working relationships between parties to the contract

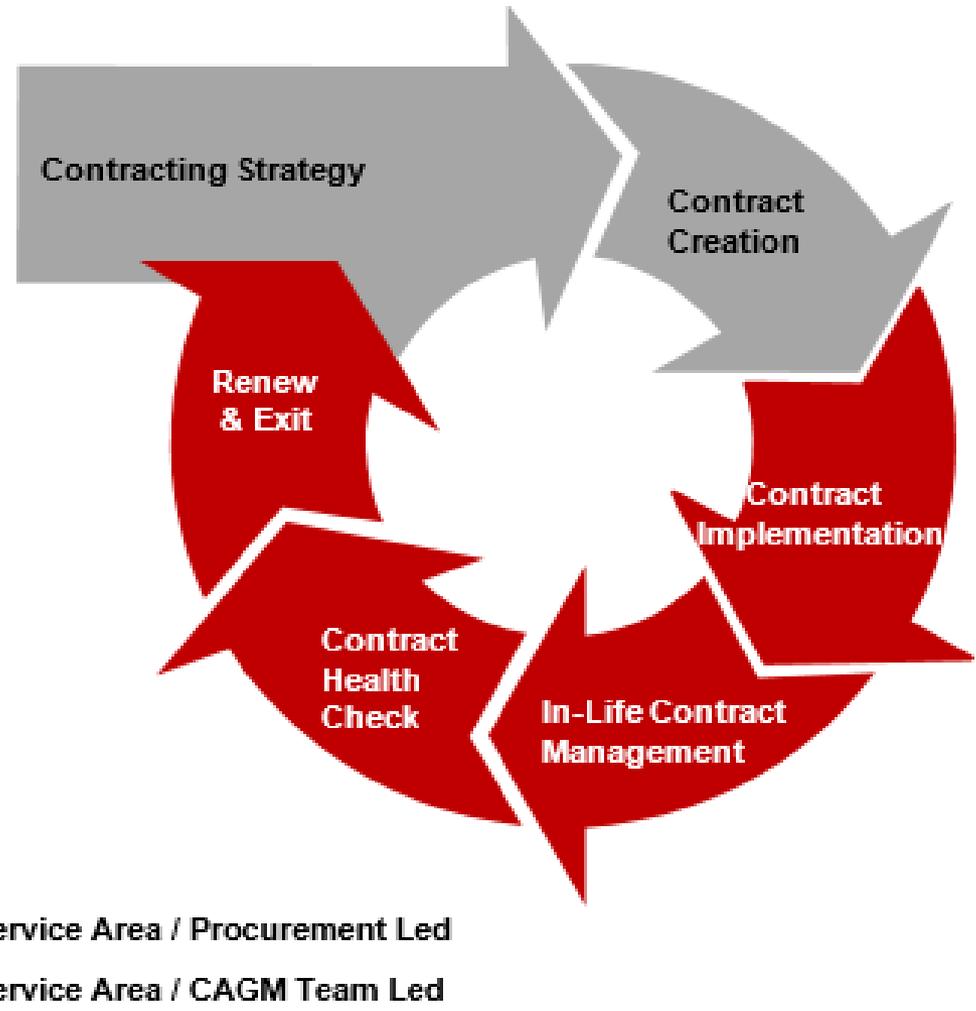
The CAGM Team will provide a layer of contract and framework management support to service areas



Role of CAGM team:

To support all service areas across the Council to manage the performance of contracts through:

- Guidance
- Training
- Assistance in addressing issues

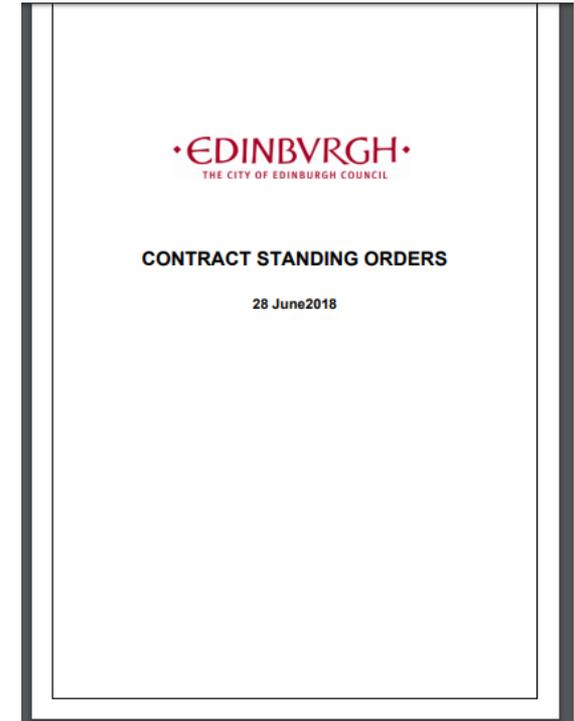


Contract Manager role

The Contract Standing Orders (CSOs) are the Council's legal and operational rules for how we buy goods and services from purchases of small value to millions of pounds.

Throughout the life of a contract the contract should be managed by the Contract Manager in respect of:

- performance;
- compliance with the specification and other terms of the contract;
- cost and benefits;
- Best Value requirements;
- equality requirements;
- delivery and risk management; and
- continuous improvement and Co-production principles.'



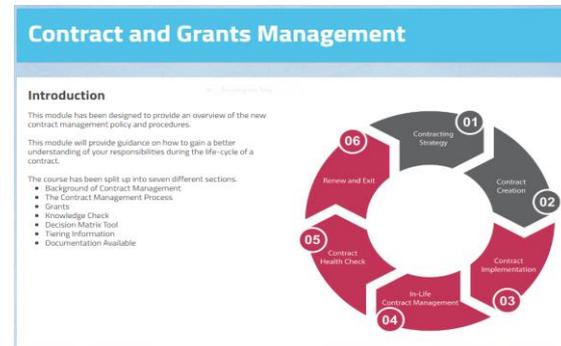
Contract Management guidance/tools/training

Provide guidance and templates to support Service Areas in managing contracts.

There are seven documents related to Contract Management:

- Contract Management Manual
- Contract Classification Tool
- Key Performance Indicators Guidance
- Contract Handover and Management Report
- Contract Review Meeting Guidance
- Contract Change Note Guidance
- Contract Closure Report Guidance

Dedicated interactive learning module.



Purpose of the Contract Management Forum

- Encourage best practice with a standardised, centralised approach to contract management
- Link to Scottish Government, Framework providers' contract management requirements and guidance
- Knowledge sharing
- Networking
- Provide a sounding board



SCOTTISH
FUTURES
TRUST





HOW TO SUCK EGGS



Lessons Learned

- Communicate
- Collaborate and Co-produce
- Clear and obvious benefits for all stakeholders
- Create ownership
- Culture Change
- Clout



Summary

- CAGM Team offer guidance and support
- Contract terms always take precedence
- Service areas are responsible for contract management
- Clear terms of reference
- Understood roles and responsibilities
- Align to the Service Area delivery goals

Any questions?

Gavin Brown

**Senior Contract and Grants
Manager**

gavin.brown@edinburgh.gov.uk

www.edinburgh.gov.uk

Scotland Excel Conference 2019

Community: our local communities, our procurement community and our communities of the future.

Supporting People and Organisational Development

<https://academy.scotland-excel.org.uk>

@TheAcademySXL



**The
Academy**

Ian McNaught
Strategic Organisational Development Manager





**KEEP
CALM**

AND

**Do MORE
With LESS**

Scottish Public Sector - An Environment of Wicked Problems...

Tame - There is always a solution. Managers apply appropriate processes and standard operating procedures to solve the problem.

Critical - For example, a crisis, self-evident in nature. Typically authoritative command leadership behaviours are adopted. There is virtually no uncertainty.

Wicked - More complex. No clear relationship between cause and effect. We **cannot solve the problem** and need to be wary of acting decisively precisely because we cannot know what to do. The pressure to act decisively often leads us to try and solve the problem as a tame problem. The leaders role is to ask the right questions to a collaborative group...(Grint 2008).

Wicked problems are **further complicated in the public-sector** as “public authorities find it **difficult to rely on processes of trial and error** since the **consequences** of an error might cause irreversible damage to users, citizens or private firms”. This is then compounded by the dynamic where there is “neither an immediate nor an ultimate test of a solution to a wicked problem because **undesirable future repercussions might outweigh the advantages achieved until now**” (Rittel and Webber 1973).

Scottish Public Sector - An Environment of Wicked Problems...

“There are a **growing number of wicked-problems** that are complex, ill-defined and hard to solve” Koppenjan and Klijn (2004).

Building upon the complexity, and difficult of solving, wicked problems there are **political aspects of wicked problems that make them conflict-ridden** and difficult to tackle through joint action due to political **antagonisms between multiple stakeholders**. Misalignments of problem and political authority combined with a belief that **solutions are unavailable, unpalatable or too expensive** contribute to what is described as “**super wicked problems**” (Lazarus 2009).

“Problems that are sizeable, serious and enduring provide **stimuli for public innovation**, especially when the problems **threaten core values, societal goals and social living**” Torfing and Triantafillou (2016)

46 years...

Courageous Collaborative Community

So how do we
do **more**
with **less**?



Multiple stakeholder collaboration is the **only method** able to **minimise** professional, organisational and institutional **barriers** whilst **maximising collaborative access** to innovation assets, knowledge, expertise, formal authority and a wide ranging network(s) (Bommert 2010).

Collaboration should **not involve tiresome and time consuming** discussions striving to secure unanimous agreement to a particular solution, such a consensus typically **will not** solve wicked problems and deliver innovative solutions (Scharpf 1994).

Collaboration is defined as “**the process through which multiple stakeholder strive to find common ground for solving multi-party problems through a constructive management of difference** (Gray 1989).

Collaborative Innovation

Collaborative innovation in the public-sector is “an **intentional process** that involves the generation and **practical adoption and spread of new and creative ideas**, which aim to **produce a qualitative change in a specific context**” (Sorensen and Torfing 2011) .

Supporting collaborative innovation, we need to appreciate the **productive role of difference and conflict in creative processes**, including innovation” (Thomas 1992).

“National policy makers and international organisations’ perceive **innovation as the silver bullet**” to **empower improved performance** whilst **reducing costs** (OECD 2014).

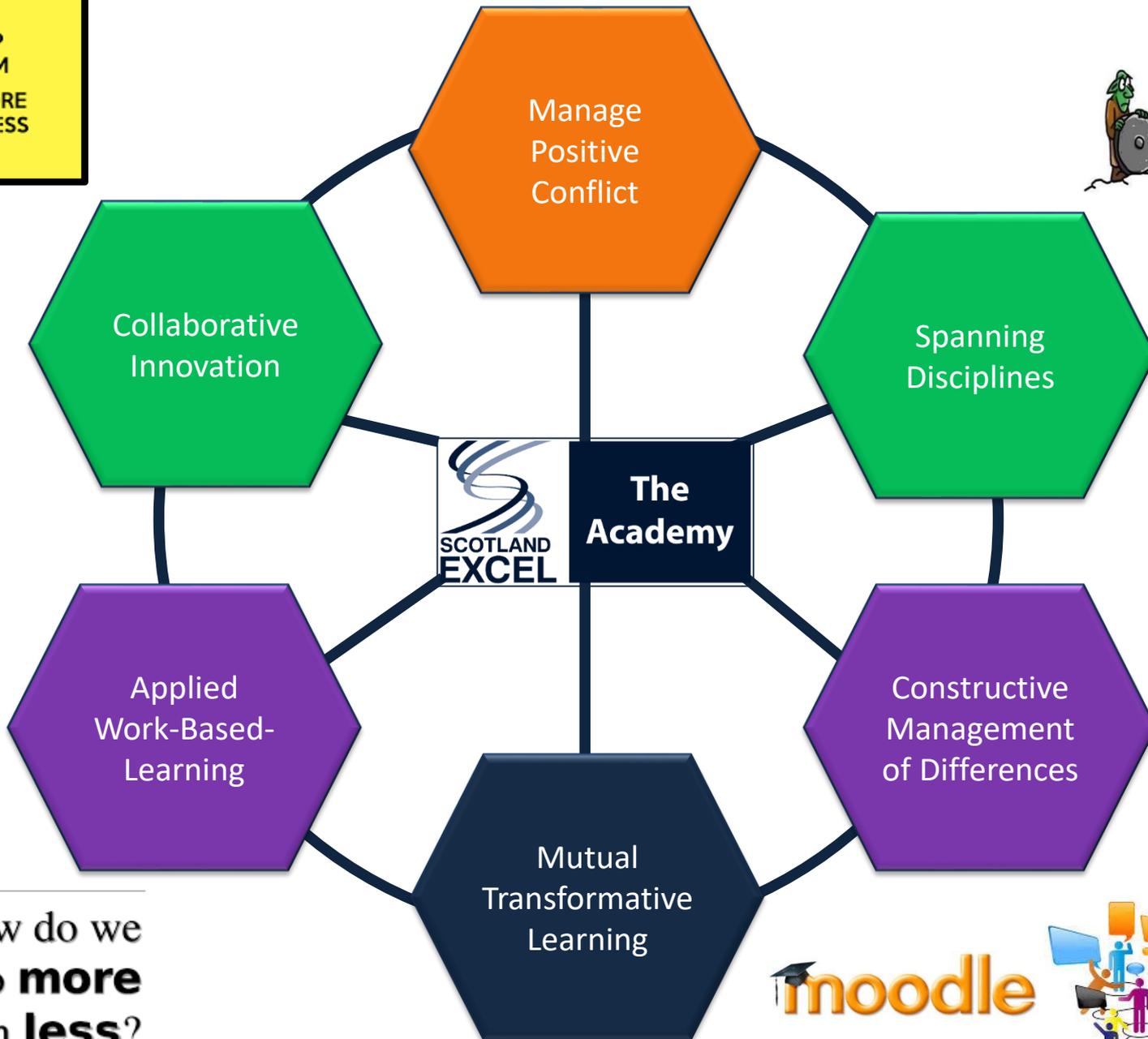
Collaborative Innovation

There is a sustained and growing momentum to drive innovation in the public-sector (Borins 2001, 2014) driven in part by “**fiscal pressures, political aspirations, professional ambitions and public demands** for solutions to the **growing number of wicked and unruly problems**” Torfing and Triantafillou (2016). Public-sector workers and managers are **under pressure to innovate** given an increasingly demanding and diverse client base coupled with complex “wicked” policy issues; and the rapid pace of technology (Bekkers, Edelenbos and Steijn 2011).

Fiscal crises strengthen the perception of the need for **secure fail-safe administration** - thus hampering innovation and **strengthening risk aversion**. Notwithstanding this, the **over-riding need to save money** and make cuts whilst maintaining services **may force politicians and elected members to drive innovation** (Pollitt 2010).



ARE YOU TOO BUSY TO INNOVATE?



So how do we do **more** with **less**?



The Academy - Work-Based-Learning Methodology

Pre-work

Taught Workshop

Applied Project

Online Content



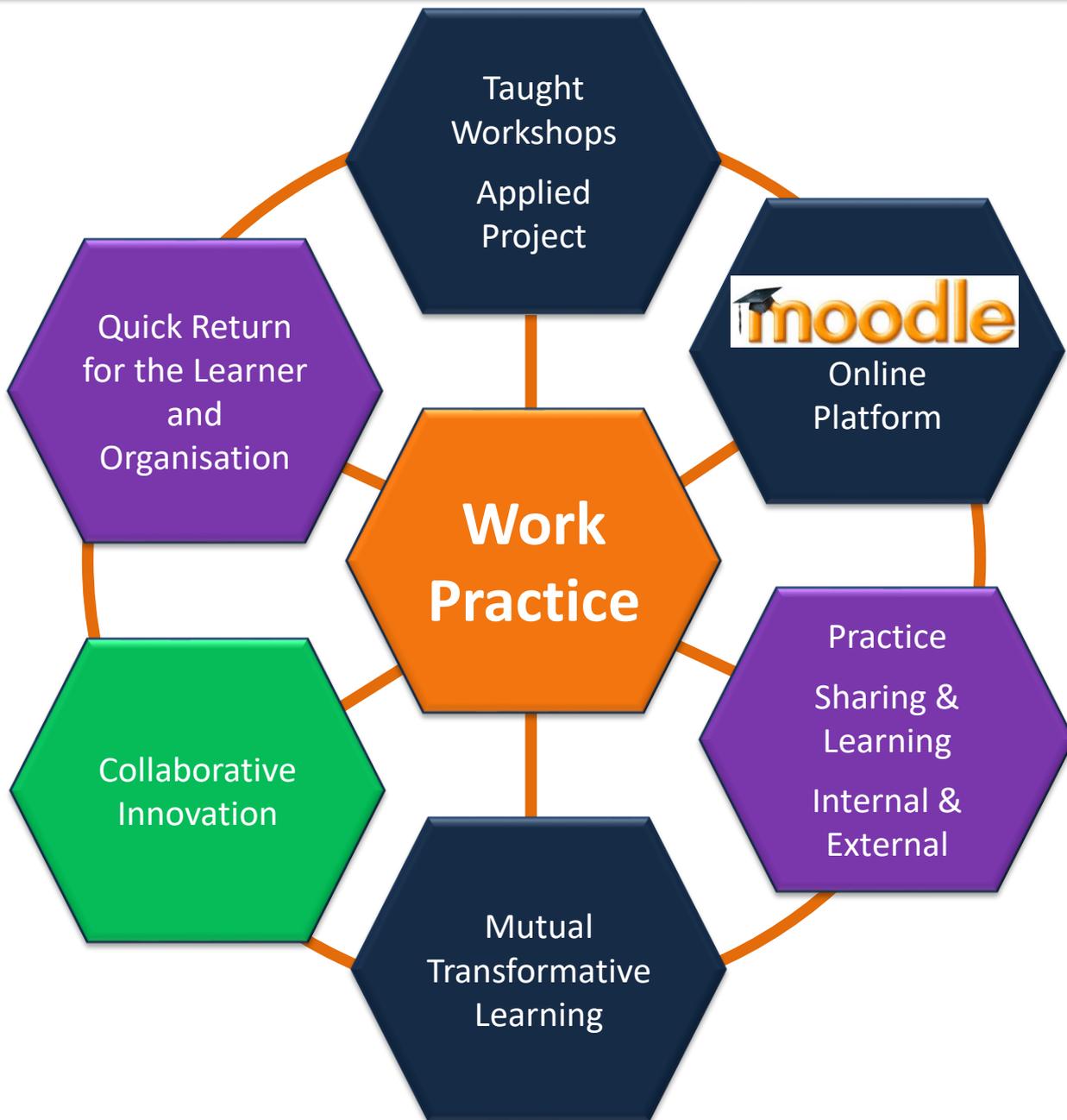
Discussion forums



Video content



Webinars



The Academy Portfolio



Delivery Partner



Approved Centre



Chartered Manager Assessment Centre



Approved Centre



Practice Workshops



View Academy information at <https://academy.scotland-excel.org.uk/>

Let's Work Together... Courageous Collaborative Community

>46

year old problem

- 2 Procurement
- 4 Leadership & Management
- 1 Coaching & Mentoring
- 1 Project Management
- 1 Innovation
- 25 Practice Workshops
- More to follow...



>1,200

national community



Let's establish a virtual community...

moodle

New Ways of Working



The Academy Moodle Platform – Home Page

<http://www.scotland-excel.org.uk>



[Forgotten your username or password?](#)

Scotland Excel Academy

Accredited Learning

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Blog

Search



Welcome to the Scotland Excel Academy

Scotland Excel is the Centre of Procurement Expertise for the local government sector.

Established in 2008, we are funded by Scotland's 32 local authorities.

At Scotland Excel we are leaders of change. Over the past nine years, we have helped to raise the profile of procurement in local authorities by championing its potential to shape markets, support policy priorities and, ultimately, ensure the sustainable delivery of the services that every community needs.

In this exciting environment the sector's educational model is evolving to respond to the developing needs of our customers. Scotland Excel is leading the way with a responsive approach informed through the recent delivery of the Procurement & Commercial Improvement Programme.



Your development

What you need to develop your skills

[Find Out More](#)



Workshops & Masterclasses

Our learning opportunities .

[Find Out More](#)



The Open Academy

Access shared resources.

[Find Out More](#)



Professional Development

Explore development opportunities

[Find Out More](#)

<https://academy.scotland-excel.org.uk>

The Open Academy – Programme Details & Sharing Practice

<http://www.scotland-excel.org.uk>



Scotland Excel Academy

Accredited Learning

Chartered Manager

Blog

The Academy Portfolio

The Academy Portfolio Overview

The downloadable file illustrates an overview of The Academy portfolio, illustrating both accredited programmes and non-accredited 1 day practice workshops. The Academy's work-based-learning methodology is also outlined.

The Academy Portfolio Detail

The downloadable PDF files illustrate the Academy portfolio detailing the proposed units included within programmes and typical timelines to complete the programmes. Additional detail is illustrated comprising all of the available units within specific programmes. This supports customisation of bespoke programmes for specific customer needs. More detail is shared in the individual programme flyers downloadable below in the individual programme sections.

Management and Leadership Diploma Level 5 (SCQF8) - Starts 25 April 2019

Level 5 Diploma Programme Flyer

The Chartered Management Institute (CMI) Level 5 diploma in Management and Leadership is aimed at practising managers and those aspiring managers who want to develop their core management skills such as leadership and decision making, project development & control and managing team & individual performance.

The diploma is accredited by CMI and is delivered through a Work Based Learning methodology supported by our Moodle digital platform, the Scotland Excel Academy.

The Academy provides the opportunity for interactive learning to enhance and streamline the learner's experience.

These qualifications focus on the personal development of the individual learner's management capabilities and competencies.

A Diploma in Management and Leadership is the benchmark qualification towards full CMI membership.

Register your place, express an interest, or request further information by contacting Helene.Holden@scotland-excel.org.uk or telephone 0141 618 7436.

A programme flyer is downloadable above.



Project Management PDA (SCQF8) - Starts 09 May 2019

Project Management PDA Flyer

Scotland Excel and the Improvement Service have joined forces to deliver an established and recognised qualification in Project Management through a Work Based Learning methodology. This will focus on the practical application of key skills in Project Management in a local government context.

The PDA programme is a good fit for councils who are keen to upskill new or aspiring project managers by aligning the learning with the practical project management requirements of their organisation.

The Professional Development Award (PDA) is a SCQF (Scottish Credit and Qualifications Framework) level 8 qualification and is certified by the Scottish Qualifications Authority.

Register your place, express an interest, or request further information by contacting Helene.Holden@scotland-excel.org.uk or telephone 0141 618 7436.

A programme flyer is downloadable above.



<https://academy.scotland-excel.org.uk/course/view.php?id=12>

The Academy Moodle Platform – Cohort Units

<http://www.scotland-excel.org.uk>



Scotland Excel Academy Accredited Learning Chartered Manager Blog My courses -

Home > Courses > Accredited Professional Practice > Leadership and Management > Commercial Leadership Cohort #4

Programme Resources

Welcome to the Commercial Leadership programme. This programme is a blend of workshop and online learning activities. All materials relating to your programme can be accessed here.

- Programme noticeboard
 - General news and announcements
- Programme overview
- Important dates
 - This area indicates key dates such as workshops, assignments and project deadlines
- Module Descriptors
- Assignment Guidelines
- Programme FAQs
- Programme welcome: Meet the Facilitators Page
- Contact my tutor
- Assignment Cover Sheet 49.8KB Word 2007 document Uploaded 16/01/17, 12:20
 - Please use this cover sheet to indicate your personal details and statement of authenticity. This should be the front page of all assignments submitted.
- Resources
 - This Wiki area give learners an opportunity to add and share resources
 - CMI Approved Centre Policies and Guidance for Learners
 - Harvard Style Referencing

Module#0: Induction Workshop

- Introduce yourself
- What is your experience with online learning
- Induction workshop Pre-work
- Induction Workshop Slides
- Induction workshop chatroom
- How do I upload my assignment?

<https://academy.scotland-excel.org.uk>

The Academy – Accredited Professional Qualifications

Procurement

Practitioner (HNC)

Advanced Practitioner
(HND & Degree)

MCIPS

Leadership & Management

Leadership & Mgt
Certificate (HND)

Leadership & Mgt
Certificate (Degree)

Leadership & Mgt
Diploma (HND)

Coaching & Mentoring
Diploma (HND)

Strategic Leadership
Diploma (Masters)

Chartered Manager
(CMgr)

Project Management

PDA Project
Management (HND)

Business Analysis Programme

Business Analysis Unit
(HND)

PDA Decision Making
& Innovation (Degree)

PDA Planning &
Implementing Change

PDA Project
Management (HND)

Leadership & Mgt
Certificate (HND)

Leadership & Mgt
Certificate (Degree)

Programme detail and scheduled dates are available on the Open Academy at
<https://academy.scotland-excel.org.uk/course/view.php?id=12>

The Academy Practice Workshops – Non-Accredited

Procurement

Introduction to Strategic Public Procurement (HNC)

CSM Fundamentals (HNC)

ESPD in Practice (HNC)

Evaluation Criteria for Supplier Selection & Contract Award (HNC)

Contracting Fundamentals (HNC)

Scottish Procurement Legislation & Procurement Journey

Negotiation Skills (HND)

Category Management Fundamentals (HNC)

Specification Writing & Development (HNC)

Strategy Development (HND)

Business Analysis

Business Analysis (HND)

Decision Making for Managers (Degree)

Management: Organisational Innovation (Degree)

- Non-Accredited
- 1 Day Workshops: 5 – 7 Hours CPD
- Applied Work-Based-Learning
- Quick Return in Work-Based-Practice

1 day non-accredited practice workshops are being developed. Schedule is available on The Academy at <https://academy.scotland-excel.org.uk/course/view.php?id=12>

The Academy Practice Workshops – Non-Accredited

Leadership & Management and Coaching & Mentoring



1 day non-accredited practice workshops are being developed. Schedule is available on The Academy at <https://academy.scotland-excel.org.uk/course/view.php?id=12>

Let's Work Together.... Let's Collaborate...

People & Organisational Development

Collaborative Innovation Forum

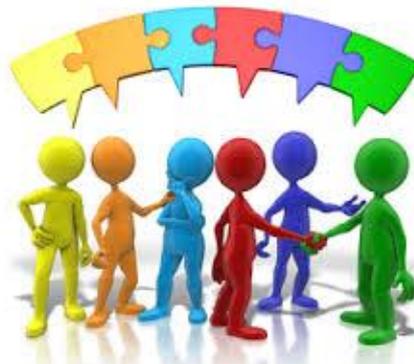


New Ways of Working



The Academy - People and Organisational Development

- Let's get together on Thursday 22 August 2019
- Central Glasgow
- Interactive group exercises
 - Scope our development needs – people & organisations...
 - Explore how we implement programmes to support our people
 - Explore how we implement programmes to support org. dev.
- Provision for virtual community – discussion forum, streaming...
- February 2020, let's continue with a regional event



Collaborative Innovation Forum – New Ways of Working...

- Let's create a forum where we can support collaborative innovation
- Let's get together in November 2019
- Central Edinburgh
- Interactive group exercises
 - Let's discuss how we tackle common wicked problems
 - Let's scope ideas we can progress together
- Provision for virtual community – discussion forum, streaming...
- May 2020, let's continue with a regional event

So how do we
do **more**
with **less**?

New Ways of Working



ARE YOU TOO BUSY TO INNOVATE?





Ian McNaught
Strategic Organisational Development Manager
M: 07805 035565
E: ian.mcnaught@scotland-excel.org.uk
E: academy@scotland-excel.org.uk
W: <https://academy.scotland-excel.org.uk/>
T: @TheAcademySXL

Closing Remarks