



Scotland Excel Recruitment Pack

- Service Manager - Adult Social Care
- Service Manager - Children & Families, Digital and Intelligence



**Always
evolving**

Dear Candidate,

Thank you for your interest in joining our team at Scotland Excel. As our organisation continues to grow, we are delighted to offer new opportunities for highly skilled and experienced professionals to progress their career with us.

Scotland Excel has come a long way since we were established in April 2008 as the centre of procurement expertise for local government. Our £2bn contract portfolio is used by all 32 local authorities, health and social care partnerships (HSCPs) and over 150 associate members from the wider public sector, and we now offer a range of procurement consultancy and resourcing services. We also deliver learning and development programmes through the Scotland Excel Academy.

Our work in social care has formed a large part of our growth over the years. In 2011, we delivered Scotland's first national framework for a social care service – for secure care – and we now have 14 contracts in our portfolio covering a wide range of adults, children's and digital services which, directly or indirectly, support some of the most vulnerable people in our communities.

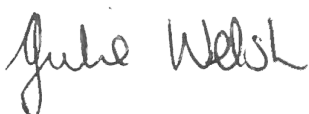
Working within our Strategic Commissioning Team places you at the centre of the evolving landscape of social care and digital. We work closely with a wide range of key stakeholders to develop national solutions which embed national care policies and best practice and provide local commissioners with a choice of high-quality services which meet the individual needs of people who require support. With public sector budgets under significant pressure, our goal is to provide access to affordable care solutions while supporting the ongoing sustainability of care providers.

While the work is challenging, we provide support to our staff at every step on the way. We are proud of our gold standard Investors in People (IiP) accreditation which reflects our commitment to involving and developing our people, and we offer valuable benefits in addition to salary which help our staff achieve a positive work-life balance.

Most of all, working at Scotland Excel provides an opportunity to work with like-minded colleagues who share a common set of values ... professional in approach, respectful of others, courageous in decisions, and integrity in everything we do.

Are you ready for the challenge? If you want to be part of an organisation that is truly making a difference in the public sector, you will find more details of our exciting recruitment opportunity in this pack.

Best wishes and good luck,

A handwritten signature in black ink that reads "Julie Welsh". The signature is written in a cursive, flowing style.

Julie Welsh
Chief Executive

Who are we?

Scotland Excel is the Centre of Procurement Expertise for local government in Scotland. Established in 2008, we provide award-winning services to Scotland's 32 local authorities, health and social care partnerships (HSCPs) and more than 150 associate members from across the public and third sectors.

A £2bn contract portfolio provides members with an effective route to market for goods and services used in the delivery of care, construction, roads, transport, waste, corporate, education and digital services. We also help our members increase their procurement capability and skills through consultancy, improvement projects, resourcing services, and the Scotland Excel Academy.

Scotland Excel's corporate strategy for 2023-28 was developed around key public sector challenges such as financial pressures, climate change, community wellbeing, local economic development, and workforce skills. Our services are continually evolving to ensure they are commercially focused and community driven.

As a leading organisation in public procurement, Scotland Excel works with the Scottish Government and other public sector partners to champion procurement's role in delivering value for money, supporting innovation, and building robust supply chains. At a community level, this translates into new jobs and training, lower environmental impact, and the sustainable delivery of local services.

Benefits of working at Scotland Excel

At Scotland Excel, we offer an inspiring working environment, a competitive salary and a generous benefits package including:

- Up to 31 days holiday (dependent on length of service)
- An additional 7 public holidays plus 5 floating days
- 9 day fortnight work pattern (optional) to support a healthy home/work life balance for all our staff as well as other potential flexible working patterns
- Hybrid working (with the option of majority home based)
- Defined benefits pension scheme based on career average salary (employee contribution c.7%)



As an Investors in People employer, Scotland Excel is committed to helping staff to develop their skills through training, professional qualifications and performance coaching. We also support and encourage involvement in volunteering and charitable initiatives which provide a rounded approach to personal development.

To support employee well-being, we provide access to support services including occupational health services and counselling.

To support financial wellbeing, employees of Scotland Excel benefit from a suite of employee benefits. Employees also have access to Microsoft Employee discount and discounts for memberships at One Ren Fitness facilities.

Our head office in Paisley offers a modern working environment, with an onsite café and excellent road and public transport links for commuters.

The annual salary for this post is £59,586-£63,290 (pay award pending for 2024/25).

The strategic commissioning team

The Strategic Commissioning team within Scotland Excel has grown and developed over nearly 15 years. From one collaborative contract awarded for secure care in 2011, the portfolio has grown to include 14 strategic collaborative contracts at an estimated annual value of just under £1b per annum. The team works with local authorities, health and social care partnerships (HSCPs), providers, provider representative bodies, COSLA, the Digital Office, Scottish Government and many more key stakeholders to deliver and manage the portfolio in line with key policy objectives and best practice.

In addition to the collaborative contracting activity the team also undertake projects in areas of strategic importance to Scotland Excel's members such as residential rehabilitation for alcohol and drugs, and commissioning of family-based support. The team actively contribute to national policy discussions and development in relation to commissioning and procurement activity.

Alongside national activity the team work to support local commissioning through the delivery of learning sessions for commissioners on key themes. The team actively contribute to national policy discussions and development in relation to commissioning and procurement activity.

Scotland Excel has recently undertaken re-structuring activity to ensure the organisation is resourced to effectively deliver in line with demand and stakeholder requirements. Within the Strategic Commissioning section of the Strategic Procurement and Commissioning function changes have been agreed which include the creation of two new service manager roles. These new positions have been created on the back of growth within the strategic commissioning national portfolio and in recognition of the increasing strategic significance of the work for local government. These will be key roles introduced to enable additional senior level capacity to undertake critical development and improvement work internally and with Scotland Excel's partner organisations.

Roles

The roles form part of the senior team within Strategic Procurement and Commissioning and have a key role in defining and delivering the future role for Scotland Excel in collaborative social care and digital opportunities.

The two new service manager roles each have responsibility for a key area of the national portfolio. Each will manage a team of around 10-15 people including two or three direct reports and will report into the Strategic Commissioning Manager.

The main role of the service manager will be to work with direct reports and contract owners to ensure effective operational delivery of the national portfolio for Scotland Excel's members. This includes responsibility for delivering commissioning and procurement activities and related projects. The successful candidate will have the opportunity to influence the future direction of the national collaborative work by leading horizon scanning activities and working with direct reports to identify and develop an appropriate pipeline of work to help delivery in line with local government policy aims.

The service manager will lead and support the teams to deliver the agreed pipeline of work in line with required timescales. This will involve supporting the teams to develop collaborative strategies for contracts or projects which align with ethical procurement and commissioning principals, deliver benefits for members and other key stakeholders and which maximise social benefits including fair work first, environmental benefits and community benefits. The role will include responsibility for ensuring teams keep abreast of and reflect key policy and best practice.

The service managers will use their commercial experience to ensure appropriate analysis and scrutiny of commercial information. This will include directly leading commercial negotiations or supporting and advising the team to undertake this work, depending on the circumstances.

Providing advice and support to teams on operational procurement matters, including appropriate procedures and application of best practice, will form a key aspect of the role. Participation in Scotland Excel's internal governance

processes will enable the successful candidate to use their experience to help steer projects across the Scotland Excel portfolio by providing appropriate scrutiny and challenge.

The role will require the successful candidate to work effectively across internal stakeholders to support activity within the wider organisation. This will include working with colleagues from The Academy to support the development and delivery of relevant training for internal staff and Scotland Excel's members. It may also include working on projects with colleagues in other procurement teams, governance, the Savings Team and Project and Account Management. The post holder will also be required to work effectively with external stakeholders including working on external projects and supporting local government colleagues with procurement and commissioning activity as required.

The successful service manager will understand the importance of collaboration and fostering effective relationships and partnerships. The post holder will ensure effective communication with key stakeholders through a range of different mechanisms, tailoring communications appropriately to varying audiences.

Post 1 Service Manager - Adult Social Care

The Service Manager for Adult Social Care will have responsibility for two category teams. The Adult Social Care category team covers the portfolio of key national framework agreements such as care & support, residential rehabilitation for alcohol and drugs and care homes for adults. With long-term flexible framework agreements becoming the typical practice in this area a key focus for this team will be improving contract management activity to ensure maximum benefit is achieved from the portfolio.

The role also includes responsibility for the team developing and managing the National Care Home Contract (NCHC). The NCHC team focus is on re-developing the contract to ensure it is sustainable and appropriate for the future. The service manager will be responsible for supporting the team to deliver improvements to the NCHC within a complex stakeholder landscape.



Post 2 Service Manager- Children & Families, Digital and Intelligence (CFDI)

The Service Manager for CFDI will have responsibility for two category teams and the centralised Social Care Contracts Team and intelligence work. The category teams covered include Children & Families Social Care which encompasses the national collaborative children's services contracts and related project activity. A key focus of this team going forward is to reflect and support the delivery of The Promise in relation to commissioned services.

This role also has responsibility for the newly created Digital Team within Scotland Excel. The work of this team includes the management of the existing collaborative digital contracts including software solutions for digital alarm receiving centres (ARC) and technology enabled care goods. This is an area of potential significant growth and will involve close partnership working with The Digital Office to agree and deliver a pipeline of collaborative opportunities to support all areas of local government (not specific to social care).

The successful candidate in CFDI will also be responsible for the Social Care Contracts Team. This a new team developed as part of the re-structuring activity which will undertake procurement activity on behalf of the category teams. This has been designed to enable the category teams to focus on commissioning related activities while the specialist area of social care procurement is led by a dedicated specialist team. This team will undertake tendering activity for new and renewal frameworks as well as assess new applicants applying to join flexible frameworks. Centralised monitoring activity (via the contracts team) and specialist data and intelligence activity will also come under the remit of the service manager in this area.



What we are looking for

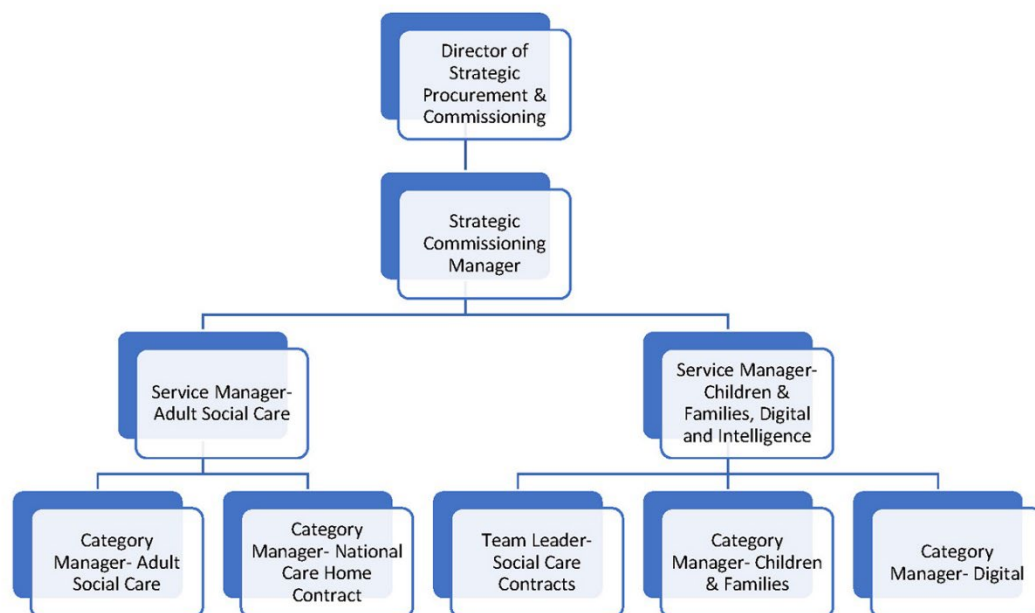
You will be a dedicated professional with extensive experience managing either a social care commissioning team or a strategic procurement team. Experience in social care is preferable but is not strictly necessary. You will, however, have significant experience of managing a team that develops and manages complex, high risk service contracts with a proven track record of delivery. You will have experience of successfully working in a complex policy landscape and will be confident in contributing to policy development.

You will be an experienced people manager, able to provide strong leadership and develop team members through coaching and mentoring. Scotland Excel's values are professional, respectful, courageous and integrity. You will reflect these values in all areas of your work and will support those working in your teams to do the same.

You will have a high attention to detail in both numerical and written work. You will be equally able to interpret complex figures and complex written information and be able to communicate your findings effectively to a wide variety of stakeholders.

You will be an expert in collaboration, highly motivated and resilient. You will understand and respect the role of the key stakeholders in your area of work and will actively contribute to successful partnerships. You will support those working in your teams to reflect the principals of ethical commissioning and procurement in their work, focussing, in particular, on how the national work can contribute to person-centred care and a human rights approach to service delivery.

Team structure



List of social care frameworks

Service Manager- Adult Social Care

Care & Support

Care Homes for Adults

Community Meals

National Care Home Contract (Care Homes for Older People)

Residential Rehabilitation (Alcohol & Drugs)

Social Care Agency Workers

Service Manager- Children & Families, Digital and Intelligence

Children's Residential Care & Education

Digital Alarm Receiving Centre (ARC)

Employability

Fostering & Continuing Care

Secure Care

Security Operating Centre (SOC)

Social Care Case Management

Technology Enabled Care

SCOTLAND EXCEL

JOB OUTLINE

| | | | |
|----------------------------|---------------------------------------|---------------------------------|----------------------------|
| FUNCTION: | Strategic Procurement & Commissioning | SECTION/TEAM: | Strategic Commissioning |
| POST TITLE: | Service Manager | POST ID: | TBA |
| GRADE: | Grade13 | LOCATION: | Renfrewshire House Paisley |
| DELEGATED AUTHORITY | Financial: - No Contractual: - No | RESPONSIBILITY FOR STAFF | Yes |
| REPORTING TO: | Strategic Commissioning Manager | | |

ORGANISATIONAL OVERVIEW:

Scotland Excel is the Centre of Procurement Expertise for local government in Scotland. Established in 2008, we are an award-winning public procurement organisation funded by Scotland's 32 local authorities.

Over the past ten years, Scotland Excel has helped to establish procurement as an effective mechanism for supporting local government financial challenges and policy priorities through the delivery of national collaborative contracts and initiatives which increase procurement capability across the public sector.

Our £2bn contract portfolio supports the delivery of a wide range of essential public services provided by councils and Health and Social Care Partnerships including social care, construction, roads, transport, environment, corporate and education. We also work in partnership with other public sector organisations to deliver procurement support across a range of key national policy areas including Digital / ICT solutions.

The Scotland Excel Academy offers accredited learning opportunities in procurement, leadership and management, and project management, as well as a range of short courses and workshops in essential skills for procurement practitioners. We also deliver transformation programmes and change projects for councils at a national and local level.

In 2017, Scotland Excel launched a procurement programme for the affordable housing sector and is now working with a growing number of housing associations across Scotland.

PRINCIPAL ROLE:

- Leading the development, planning and implementation of a key area of the Strategic Commissioning section of the Strategic Procurement and Commissioning function.
- Responsible for leading and managing teams of strategic procurement and/or commissioning professionals delivering and managing a wide portfolio of collaborative contracts, and related activity, on behalf of Scottish local authorities and Health and Social Care Partnerships (HSCPs).
- Managing direct reports with overall responsibility for a team of staff.
- Ensuring that all contracts are awarded on the basis of best value, reflecting the principals of ethical procurement and commissioning.
- Ensuring effective contract management activity including an efficient approach to the collection, analysis and communication of data and intelligence.
- Ensuring robust analysis of commercial information to inform decision making.
- Ensuring a fair and evidence-based approach to understanding sustainable service delivery costs and determining rates.
- Effective leadership of key relationship management with a focus on partnership working and communication.

- Ensure robust market analysis and oversight processes to ensure early visibility of emerging risks and opportunities and effective leadership in relation to service delivery and market issues.
- Ensuring procurement and commissioning activity are reflective of all relevant policy & regulatory requirements and best practice drivers.
- Influencing, leading and supporting the development of best practice in commissioning and procurement across local government by representing the sector at forums/key meetings and provision of practical support such as guidance, templates and other standard documentation as well as delivery of training sessions.
- Ability to interface effectively with senior stakeholders, across a varied stakeholder community, including chief officers.
- Ensure compliance and implementation of the organisation's IT security procedures, taking account of statutory and regulatory requirements.
- Adhere to Scotland Excel's commitment to health and safety, managing absence, equal opportunities and compliance with all relevant policies.
- Ensuring an appropriate approach to maximising social value.
- Deputise for the Strategic Commissioning Manager as required.

Key tasks for which the post holder will be responsible:

Strategy & Service Development:

- Maintaining strong knowledge in specific service areas.
- Designing strategies which enable the commissioning of person-centered services using evidence based best practice in collaboration with key stakeholders.
- Delivering the required outcomes through understanding and awareness of effective change management techniques.
- Producing influential advice and briefings to stakeholders at all levels.
- Identify and implement key provider development opportunities.
- Be an active member of the senior team within Strategic Procurement & Commissioning, developing operational plans that support the delivery of the wider business plan.

Operational Management:

- To be a visible leader who inspires trust, actively uses teamwork to deliver objectives and takes responsibility for overcoming setbacks.
- Balance the demands of achieving operational and strategic objectives with driving and managing change, whilst supporting and developing staff
- Promote a strong work ethic and be aware of the impact of own reactions to pressure on staff and understand the needs of the team and the individuals within it as well as the need to complete the task.
- Use project management tools and techniques as promoted by the organisation as an enabler to achieving objectives.
- Manage a team of staff promoting change and innovation and commitment to the promotion of equality and diversity.
- Manage resistance and conflict in a constructive way and engage and use organisational support network.
- Develop an effective and robust succession planning programme within the team.

Stakeholder Management:

- Work positively in a demanding complex collaborative procurement environment with diverse groups, utilising stakeholder management skills.
- Understanding stakeholders' needs, maintaining trust and credibility and manage conflict for the benefit of all.
- Build and maintain good working relationships across sectors and with providers and provider representative bodies.
- Assess and manage risks to delivery of long and short term objectives.

- Champion effective working, and promote the implementation of new techniques to improve ways of working as appropriate.
- Lead and direct communication with stakeholders ensuring creative use of communication mechanisms to inform, consult and influence. Convey information and ideas through a variety of media in an engaging, easy to understand and memorable manner which clarifies purpose and importance and follows a logical sequence.

Other:

- Make decisions and take action on evidence drawn from a diverse range of research and advice, whilst understanding the validity, and limitations of different sources of evidence.
- Evaluate policies, projects and programmes through understanding and use of basic economic and statistical theories and the interpretation of data.
- Develop and implement new and innovative analysis tools in support of an environment of continuous improvement.

This description is indicative of the nature and level of responsibilities associated with this job. It is not exhaustive and the job holder will be required to undertake other duties and responsibilities commensurate with the grade.

SCOTLAND EXCEL

PERSON SPECIFICATION

POST: Service Manager

LOCATION: Renfrewshire House, Paisley

POST ID: TBA

| FACTORS | ESSENTIAL | DESIRABLE | METHOD OF ASSESSMENT |
|-------------------------------------|---|---|--|
| EDUCATION/ QUALIFICATION | Degree in business related discipline or equivalent | MBA or MSc in business related discipline Social care commissioning qualification Membership of recognised management institute / professional body Full membership of the Chartered Institute of Purchasing & Supply | CV/Covering Letter Interview Assessment Centre |
| RELEVANT EXPERIENCE | Experienced in the management of complex stakeholder environments with demonstrable credibility operating at senior/executive levels Proven track record in the development and management of complex procurement or commissioning programmes Experience of strategy development, with a demonstrable track record of results Experienced change | Experience in a local authority procurement or commissioning environment Experience in management of complex, geographically dispersed collaborative procurements Experience of procurement transformation projects or programmes Demonstrable success in establishing managed or outsourced service | CV/Covering Letter Interview Assessment Centre |

| | | | |
|---------------------------------------|---|-----------|---|
| | manager with a proven track record in implementing change in large and/or complex organisations or environments with a commercial focus | contracts | |
| SPECIAL KNOWLEDGE & SKILLS | <p>Effective interpersonal & stakeholder management skills</p> <p>Proven negotiation skills</p> <p>Ability to influence at all levels within the organisation and to work as a senior member of the Strategic Procurement and Commissioning team</p> <p>Effective commercial aptitude and analysis skills</p> <p>Ability to deliver results to agreed timescales within a demanding work environment</p> <p>Ability to engage effectively and appropriately with elected members</p> <p>Proven advocacy skills, particularly at a strategic level</p> <p>Thorough understanding of relevant policy.</p> <p>Demonstrable understanding of the legal, governance and regulatory environment</p> | | <p>CV/Covering Letter</p> <p>Interview</p> <p>Assessment Centre</p> |
| PERSONAL FEATURES/ QUALITIES | <p>Professionally confident and effective, self motivating and highly articulate</p> <p>Flexible in approach, particularly in relation to work commitments and</p> | | <p>CV/Covering Letter</p> <p>Interview</p> <p>Assessment Centre</p> |

| | | | |
|------------------------------------|--|--|---|
| | achieving targets | | |
| MANAGEMENT COMPETENCES | <p>Ability to lead, plan, organise, persuade, challenge, influence and communicate at a senior level</p> <p>Extensive strategic analysis skills</p> <p>Results focused with strong decision making, problem solving, and judgement skills</p> <p>Understanding and experience of effective people/team management and related HR policies and procedures</p> | Knowledge of Scotland Excel management policies and procedures | <p>CV/Covering Letter</p> <p>Interview</p> <p>Assessment Centre</p> |
| CUSTOMER SERVICE EXPERIENCE | <p>Demonstrable understanding of Scotland Excel's customer care focus and continuous service improvement objectives</p> <p>Committed to the provision and development of excellent customer service</p> <p>Experience in cross sectoral stakeholder engagement, market analysis and survey techniques</p> | Experience of customer service delivery in a local authority setting | <p>CV/Covering Letter</p> <p>Interview</p> <p>Assessment Centre</p> |

How to apply

To be considered for this post, please email to recruitment@scotland-excel.org.uk:

- a tailored CV (no more than 3 pages)
- a covering letter explaining why you meet the requirements for this role
- complete our [equality monitoring survey](#)

Deadline for applications is midnight on Monday 29 July.

The process will include an assessment centre w/c 5 August, ahead of a final panel interview.

We welcome applications from candidates with disabilities and guarantee an interview to those candidates who meet the essential requirements for the position. If you have a disability and wish to be considered for interview on the above basis, you must make us aware of it in your covering letter.

Applicants will be considered for both roles unless otherwise specified in your covering letter.

If you have any questions or would like to arrange an information discussion with the hiring manager, please email us at recruitment@scotland-excel.org.uk.