

Scotland's leading  
training and education  
provider



## Featured speakers include:

### John McClelland CBE

*Chair, Scottish Funding Council*

### Sir John Arbuthnott

*Independent Chair, Clyde Valley Review*

### Duncan Mackison

*Chief Executive, Access Glasgow and Chairman, CBI Scotland Public Services Group*

### Anne Moises

*Chief Information Officer, The Scottish Government*

### Professor John Seddon

*Vanguard Consulting*

## Conference chair:

### Keith Aitken

*Journalist and Broadcaster*

Co-sponsor:

**Sopra**  
group

Supported by:

**CBI**  
THE VOICE OF BUSINESS  
SCOTLAND

This conference can  
contribute up to four  
hours towards your  
CPD target

**CPD**  
CERTIFIED  
The CPD Certification  
Service

# AGENDA



## Welcome

Collaborative partnership working is a key contributor to driving efficiencies and tackling budget pressures in the current economic climate. Government must achieve good quality public services, and ensure that efficiencies are applied consistently and proactively across the whole public sector and across all services, so the concept of partnership working has never been more important or relevant.

This event will look at the arguments for and against partnership working – whether using a shared service model, outsourcing to another part of government or outsourcing to the private or voluntary sectors. As is well known, there is a real terms reduction in the Scottish Budget, which means that public sector organisations are having to do more with less money. It also means that when discussing service delivery models any debate must begin with an acknowledgement that the status quo is no longer tenable.

Speakers will discuss the benefits of partnership working, and some of the shortfalls. Some interesting questions will be raised, and answers given. Why are local authorities more open to joint ventures between themselves? What are the most common reasons for excluding private sector companies from joining a shared service? Are councils moving tacitly towards quasi-boundary reorganisation? Would serving notice of an intention to outsource drive competition and unlock creativity?

This Holyrood magazine event will look at several of the partnership models being used across Scotland and ask the really important questions of all our contributors – what savings have been made and more importantly have outcomes and service delivery improved?

**Keith Aitken**  
Broadcaster and Journalist

## Session One Making Change Happen

Entering into a partnership, whether that be a shared service or outsourcing a service, brings a number of challenges and barriers to overcome. In this session delegates will learn how the initial steps must be negotiated, and also learn what the common pitfalls are.

**08:45**  
**Registration and refreshments**

**09:25**  
**Welcome and introduction by the chair**  
**Keith Aitken**  
*Broadcaster and Journalist*

**09:35**  
**OPENING KEYNOTE**  
**Shared Services – why ICT integration comes first**  
**John McClelland CBE**  
*Chair, Scottish Funding Council*

**09:55**  
**The Scottish Government: Critical success factors of partnership working**  
**Anne Moises**  
*Chief Information Officer, The Scottish Government*

Leadership and governance, portfolio and programme management, process and infrastructure, change management and communication. Easily said, but how are these achieved?

**10:10**  
**Sharing services and outsourcing: how to deliver profound results**  
**Professor John Seddon**  
*Vanguard Consulting*

Using examples of profound performance improvements, John Seddon will describe the dos and don'ts of sharing services and out-sourcing. He will explain why so many initiatives are failing, leading to higher costs, worse service and dreadful morale, helping you to avoid the common pitfalls.

**10:30**  
**Questions and discussion**

**10:50**  
**Refreshments**

## Session Two Innovating Towards Excellence

This session will focus on alternative methods of service delivery, and hear from some of the best Scottish examples of partnership working. There will be a discussion of nuanced ideas which can help deliver savings and improved service delivery – 'win-win' situations.

**11:10**  
**MORNING KEYNOTE**  
**Unlocking innovation through competition**  
**Duncan Mackison**

*Chief Executive, Access Glasgow and Chairman, CBI Scotland Public Services Group*

New service delivery models with features such as employee ownership, shared equity and multiple shareholders could offer Scotland delivery models that satisfy its political firmament. Duncan Mackison argues that the process of competition offers all sectors, public, private and voluntary, the chance to innovate together and the space to move away from vested interests.

**11:20**  
**Exploring different models of shared services**  
**Simon Belfer**  
*Finance Director, National Services Scotland*

**Jim Miller**  
*National Procurement Strategic Sourcing Director, NHS National Services Scotland*

National Services Scotland will provide an insight into some of the different models used in the NHS, including: service coordination, central data collation/analysis, expert advisors, direct delivery. They will also hold up National Procurement as a case study – the rationale behind creating a National Distribution Centre; national contracts, delivery service, process improvement advice. Delegates will hear what savings were achieved and lessons learned.

**11:40**  
**Presentation title tbc**

**12:00**  
**Questions and discussion**

**12:20**  
**Lunch**

## Session Three Breakouts

Session Three will run a series of breakouts. There will be four breakouts, each running twice and for 45 minutes. Delegates will choose to attend two from four.

**13:15**  
**First breakout**

**14:00**  
**Transition between breakouts**

**14:05**  
**Second breakout session begins**

**14:50**  
**Refreshments**

*Delegates will be sent an email asking which breakouts they prefer to attend*

*Topics will come from, but are not restricted to, the following:*

- Public owned, joint initiatives between organisations
- Cross-sector shared services
- Outsourcing the shared service function
- Legal issues
- ICT – mobile, remote and collaboration benefits
- Back office function
- Business Process Outsourcing (BPO)
- Consultancies
- Contact Centres
- Negotiating the best deal
- HR and Change – TUPE etc
- Efficiencies through partnerships

*Please visit [www.holyrood.com/partnerships](http://www.holyrood.com/partnerships) for details of the remaining breakouts*

## Session Four Looking Ahead

In the closing session the plenary will look ahead at what can be achieved and what sorts of partnerships we should be aiming to see come to fruition. In this session we will hear a range of perspectives on some of the key issues.

**15:10**  
**AFTERNOON KEYNOTE**

**Why collaborate?**  
**Sir John Arbuthnott**  
*Independent Chair, Clyde Valley Review*

What sorts of drivers are there for commissioning bodies to seek partnership arrangements? It is not enough to say that budgets are being cut; there also needs to be some quantitative and qualitative based research which shows that services will be improved. The Clyde Valley Community Planning Partnership is one example of what can be achieved.

**15:30**  
**The third sector – time for a redefinition?**  
**Alan Staff**  
*Chief Executive, APEX Scotland*

The impact of the financial downturn on models of commissioning, social philanthropy and welfarism has dramatically altered the environment within which the Third Sector has been operating. Using the example of these changes over a one year period for Apex, Alan will pose the question “what are the consequences of adopting a market led approach to the provision of non-profit making activities, do we need to rethink our understanding of the not-for profit sector and is Social Return a realistic basis for investment or just wishful thinking?”.

**15:45**  
**Presentation title tbc**

**16:00**  
**Questions and discussion**

**16:20**  
**Summary and conclusions by the conference Chair**

**16:25**  
**Close of conference**

## Keynote speakers



**John McClelland**  
*Chair, Scottish Funding Council*

John McClelland has extensive experience across the private and public sectors. He is Chair of the Scottish Further and Higher Education Funding Council. He is a Vice-President of the Royal Society of Edinburgh John recently completed a review of the Scottish public sector ICT infrastructure and in 2006 he completed a review of public procurement in Scotland.



**Sir John Arbuthnott**  
*Independent Chair, Clyde Valley Review*

Sir John's academic career spanned 40 years, during which he held posts at Glasgow University, Trinity College Dublin, Nottingham University and was Principal at Strathclyde University from 1991-2000. In March 2009 he was appointed Independent Chair of the Clyde Valley Review.



**Duncan Mackison**  
*Chief Executive, Access Glasgow and Chairman, CBI Scotland Public Services Group*

Duncan has been the Chief Executive Officer of Access LLP since it was formed on 1st April 2008. He was chosen as part of an open competitive selection process and is a secondee from Serco into the JV. Prior to his 16 years in business, Duncan was a Royal Marine officer for nine years. During this time he saw active service in a variety of countries around the world.



**Professor John Seddon**  
*Vanguard Consulting*

John Seddon has received numerous academic awards for his contribution to management science. His consulting organisation, Vanguard, helps managers of service organisations change from conventional command-and-control designs to systems designs, achieving dramatic improvements in service whilst driving costs out. John has been an ardent critic of government's attempts to reform the public sector, arguing that most reforms have driven costs up, worsened services to the public and demoralised public-sector workers.

**Register now at [holyrood.com/partnerships](http://holyrood.com/partnerships)**

For group or corporate bookings, please call Karen Todd on 0131 272 2175.

## PARTNERSHIP WORKING: Outsourcing and Shared Services

# Registration form

How to register: either

- 1 Post this completed form to: Holyrood Events,  
14-16 Holyrood Road, Edinburgh EH8 8AF
- 2 Fax a copy of this form to: 0131 272 2115
- 3 Register online at: [www.holyrood.com/partnerships](http://www.holyrood.com/partnerships)

**Delegate details** Please photocopy for additional delegates and complete in block capitals

Title:	First name:	Surname:
Position:		
Organisation:		
E-mail:		
Address:		
		Postcode:
Telephone:	Fax:	

By signing and returning this form you are agreeing to the terms and conditions below. Your place cannot be reserved without this. If you do not receive an updated agenda and directions to the venue by email within 2 weeks of the event, please phone 0131 272 2133

Signature:
Date:
<b>Special requirements</b> (e.g. mobility, access, hearing, vision, diet etc)

To help us ensure that all delegates are able to participate fully, please inform Holyrood Events as soon as possible if you require any assistance or interpretation on the day.

**Conference fees** Please tick the relevant box

<b>Private Sector rate:</b> (Commercial organisations e.g. PLC, LTD, LLP)	<b>£299 + VAT</b> <input type="checkbox"/>
<b>Public Sector rate:</b> (Central government, local authorities, universities, colleges, NHS, police, professional associations, charities and voluntary sector)	<b>£149 + VAT</b> <input type="checkbox"/>

For clarification of rate please contact 0131 272 2133

**Payment must be made prior to the event in order to guarantee a place. Please supply a purchase order number if applicable. If billing contact details are different from above, please attach on a separate sheet.**

I am interested in details of promotional opportunities, including exhibition stands and delegate pack inserts.	<input type="checkbox"/>
How did you hear about this conference?	Mail <input type="checkbox"/> Email <input type="checkbox"/> Advertising <input type="checkbox"/> Telesales <input type="checkbox"/> Other <input type="checkbox"/>

**Holyrood magazine aims to provide value for money and has not raised the cost of attending conferences since 2003. For more information about our conference programme see [www.holyrood.com/conferences](http://www.holyrood.com/conferences)**

**Method of Payment** Please tick the relevant box below

<input type="checkbox"/> Cheque: I enclose a cheque for £_____ made payable to Holyrood Communications Ltd	
<input type="checkbox"/> Invoice: Please invoice my organisation for £_____ Purchase Order number: _____	
<input type="checkbox"/> Credit Card: Please debit £_____ from my Mastercard <input type="checkbox"/> Visa <input type="checkbox"/> Eurocard <input type="checkbox"/> Delta <input type="checkbox"/>	
Card No <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	Expiry Date <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
Card Security Code (last 3 digits found on the signature strip of the card)	<input type="text"/> <input type="text"/> <input type="text"/>

**Card Holder Details** As displayed on card bills (please supply if different to delegate details)

Name:	Signature:
Address:	
Postcode:	

**Terms and Conditions:** This booking form constitutes a legally binding agreement. Cancellations confirmed in writing 7 days prior to the event will be refunded minus an administration charge of 15%. We regret that no refund can be made after that date, for whatever reason, although substitutions will be accepted if notified in writing before the event. Bookings made later than 7 days prior to the event are non-refundable.

**Data Protection:** The personal information provided by you will be held on a database by Holyrood Events and may be shared with companies in the Holyrood Communications Ltd group. If you do not wish your details to be used for this purpose, please write to Holyrood Events, 14-16 Holyrood Road, Edinburgh EH8 8AF.

**Holyrood**  
magazine

**Are you in the loop? Holyrood magazine is Scotland's award-winning current affairs magazine. Email [subscriptions@holyrood.com](mailto:subscriptions@holyrood.com) for your free trial issue now.**