

Notice of Meeting and Agenda Scotland Excel Executive Sub-committee

Date	Time	Venue
Friday, 17 February 2023	09:30	Remote using Microsoft Teams Platform,

MARK CONAGHAN
Clerk

Membership

Councillor David Keating (Aberdeenshire Council); Councillor Brenda Durno (Angus Council); Councillor Mandy Watt (City of Edinburgh Council); Councillor Kenny Macleod (Comhairle Nan Eilean Siar); Councillor Carlyne Wilson (Dumfries & Galloway Council); Councillor Altany Craik (Fife Council); Councillor Ruairi Kelly (Glasgow City Council); Councillor Derek Loudon (Highland Council); Councillor Christina Larsen (North Ayrshire Council); Councillor Michael McPake (North Lanarkshire Council); Councillor John Shaw (Renfrewshire Council); Councillor Dennis Leask (Shetland Islands Council); Councillor Peter Henderson (South Ayrshire Council); and Councillor Walter Brogan (South Lanarkshire Council).

Councillor John Shaw (Convener) and Councillor Altany Craik (Vice Convener).

Further Information - online meetings only

This meeting is on-line only but is a meeting which is open to members of the public by prior arrangement. A copy of the agenda and reports for this meeting will be available for inspection prior to the meeting at the Customer Service Centre, Renfrewshire House, Cotton Street, Paisley and online at <http://renfrewshire.cmis.uk.com/renfrewshire/CouncilandBoards.aspx>

For further information, please email democratic-services@renfrewshire.gov.uk

Members of the Press and Public - contact details

Members of the press and public wishing to attend the meeting should contact democratic-services@renfrewshire.gov.uk to allow the necessary arrangements to be made.

Items of business

Apologies

Apologies from members.

Declarations of Interest

Members are asked to declare an interest in any item(s) on the agenda and to provide a brief explanation of the nature of the interest.

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|----------|--|----------------|
| 1 | Minute | 5 - 10 |
| | Minute of meeting of the Executive Sub-committee held on 27 January 2023. | |
| | In relation to item 3(b) of the Minute - Building Construction Consultancy - it was noted that appendices 2 and 3 of the report required further amendment and these can be found in the meeting documents section at the foot of this page. | |
| 2 | Operating Plan Update 2022/23 | 11 - 24 |
| | Report by Chief Executive of Scotland Excel. | |
| 3 | Contract for Approval: Supply and Distribution of Fresh Meats, Cooked Meats and Fresh Fish | 25 - 56 |
| | Report by Chief Executive of Scotland Excel. | |
| 4 | Request for Associate Membership: Glen Oaks Housing Association Limited | 57 - 58 |
| | Report by Chief Executive of Scotland Excel. | |
| 5 | Update on the Contract Delivery Plan | 59 - 74 |
| | Report by Chief Executive of Scotland Excel. | |
| 6 | Associate Member Overview | 75 - 86 |
| | Report by Chief Executive of Scotland Excel. | |
| 7 | Date of Next Meeting | |
| | Note that the next meeting of the Executive Sub-committee will be held remotely on MS teams at 9.30 am on 17 March 2023. | |



Minute of Meeting Scotland Excel Executive Sub-committee

Date	Time	Venue
Friday, 27 January 2023	09:30	Remote using Microsoft Teams Platform,

Present

Councillor David Keating (Aberdeenshire Council); Councillor Brenda Durno (Angus Council); Councillor Mandy Watt (City of Edinburgh Council); Councillor Kenny Macleod (Comhairle Nan Eilean Siar); Councillor Carlyne Wilson (Dumfries & Galloway Council); Councillor Altany Craik (Fife Council); Councillor Ruairi Kelly (Glasgow City Council); Councillor Derek Loudon (Highland Council); Councillor Michael McPake (North Lanarkshire Council); Councillor Dennis Leask (Shetland Islands Council) and Councillor Peter Henderson (South Ayrshire Council).

Chair

Councillor Craik, Vice Convener, presided.

In Attendance

J Welsh, Chief Executive, H Carr, Director of Strategic Procurement, S Brannagan, Director of Customer & Business Services, I McNaught, Strategic Organisational Manager, A McCarty, Senior Procurement Specialist, E Hay, Strategic Procurement Manager, L Campbell, Customer Services Manager, L Muir, Category Manager, G Sutherland, Assistant Category Manager, D Doonan, Assistant Procurement Specialist, P Barnes, Project and Account Manager, K Forrest, Office Manager, and L Mooney, Senior Communications Specialist (all Scotland Excel); and C McCourt, Head of Finance & Business Services, T McGowan, Senior Accountancy Assistant, L Mitchell, Managing Solicitor (Contracts & Conveyancing), L Belshaw, Democratic Services Manager and K O'Neill, Assistant Democratic Services Officer (all Renfrewshire Council).

Apologies

Councillor Christina Larsen (North Ayrshire Council), Councillor John Shaw (Renfrewshire Council) and Councillor Walter Brogan (South Lanarkshire Council).

Declarations of Interest

There were no declarations of interest intimated prior to the commencement of the meeting.

1 Minute

There was submitted the Minute of the meeting of the Executive Sub-committee held on 9 December 2022.

DECIDED: That the Minute be approved.

2 Revenue Budget Monitoring

There was submitted a joint revenue budget monitoring report by the Treasurer and the Chief Executive of Scotland Excel for the period 1 April to 9 December 2022.

The report intimated that at the end of period 9, Scotland Excel was projecting a breakeven position by year-end in its core activities and a planned £0.043 million increase in committed project reserves by year-end. It was noted that both core and projects budgets would be monitored closely over the remainder of the financial year, targeted at a break-even position for core operations by March 2023. Further detail was provided in section 3 of the report.

The appendices to the report provided an analysis of the actual spend to date along with projected net expenditure for 2022/23 and included a summary of movement in both the revenue reserve and the project reserves.

DECIDED: That the report be noted.

Sederunt

Councillor McLeod joined the meeting during consideration of the following item of business.

3(a) Contract for Approval: Supply and Delivery of Janitorial Products

There was submitted a report by the Chief Executive of Scotland Excel relative to the award of a renewal framework for the supply and delivery of janitorial products for a period of four years from 1 March 2023 until 28 February 2027. It was noted that subject to approval and completion of a standstill period, it was anticipated that the framework agreement would commence on 1 March 2023.

The framework would provide members with a mechanism to procure a range of janitorial products including, but not limited to, paper-towels, cleaning chemicals, hand-soap, refuse sacks and cleaning equipment.

The report summarised the outcome of the procurement process for this national framework which had been divided into four lots, as detailed in table 1 of the report.

The report advised that the framework had been advertised with a potential value of £14 million per annum and Appendix 1 to the report detailed the participation and spend summary of those participating in the framework.

Tender responses had been received from 20 suppliers and Appendix 2 to the report provided a summary of the offers received. Based on the criteria and scoring methodology set out in the tender document, a full evaluation of the compliant offers had been carried out and Appendix 3 to the report confirmed the scoring achieved by each bidder.

Based on the evaluation undertaken, and in line with the advertised criteria and weightings set out in the report, it was recommended that a multi-supplier framework arrangement be awarded to 12 suppliers across the four lots, as outlined in Appendix 3 to the report.

Appendix 4 to the report detailed the approach taken by suppliers in relation to fair work practices and their position on the payment of the Real Living Wage.

The report intimated that, in accordance with Scotland Excel's established contract and supplier management programme, the framework had been classified as class D in terms of risk and spend, as detailed in Appendix 5 to the report.

DECIDED: That the award of the multi-supplier framework for supply and delivery of janitorial products, as detailed in Appendix 3 to the report, be approved.

3(b) **Contract for Approval: Building Construction Consultancy**

Under reference to item 3(a) of the Minute of the meeting of this Sub-committee held on 21 October 2022, there was submitted a report by the Chief Executive of Scotland Excel relative to the award of the first national framework for building construction consultancy services for a period of two years from the commencement date with an option to extend for up to a further 24-month period. It was noted that subject to approval and completion of a standstill period, the framework was intended to commence around 1 December 2022.

The report intimated that following approval of this national framework at the meeting of the Executive Sub-committee held on 21 October 2022, updates were required to reflect the evaluation outcome and specific changes were required to lots 5 and 11 to correct formatting errors and these were identified in appendices 2 and 3, highlighted yellow. The Executive Sub-committee was further advised that Appendix 2 required to be amended to correct a typographical error relative to the entry for Savills (UK) Ltd such that reference to lot 14, all regions, should be removed from the "lots/regions awarded" information, as this part of their bid was not successful. The report had been brought back to the Sub-committee for fresh approval and superseded previous reports. Subject to this approval, the standstill period would be commenced with the framework commencing in February 2023.

As previously advised, the framework would provide members with a mechanism to procure services relating to buildings and their surrounding grounds. The report advised that, following delivery of Scotland Excel's New Build Residential Construction (NBRC) framework in 2019, there had been growing demand to deliver a consultancy framework to support the NBRC framework. Scotland Excel operated frameworks for other building construction works such as demolition, asbestos removal and energy efficiency contractors which this framework would also support.

The report summarised the outcome of the procurement process for this national framework which had been divided into 14 lots, as detailed in table 1 of the report. All lots were sub-divided by eight regions, as detailed in table 2 of the report, and it was noted that suppliers could opt to offer for one, some or all regions.

The report advised that the framework had been advertised with an estimated spend of £100 million over the maximum four-year period and Appendix 1 to the report detailed the participation and spend summary of those participating in the framework.

Tender responses had been received from 137 suppliers and Appendix 2 to the report provided a summary of the offers received. Suppliers who were deemed non-compliant were advised that their offer or part of their offer would not be considered further. One supplier was non-compliant for all lots as they rejected the advertised terms and conditions, and one supplier was partly non-compliant as they failed to submit a required element of their commercial submission.

Based on the criteria and scoring methodology set out in the tender document, a full evaluation of the compliant offers had been carried out and Appendix 3 to the report confirmed the scoring achieved by each bidder.

Based on the evaluation undertaken, and in line with the advertised criteria and weightings set out in the report, it was recommended that a multi-supplier framework arrangement be awarded to 93 suppliers across the 14 lots, as outlined in Appendix 3 to the report.

Appendix 4 to the report detailed the approach taken by suppliers in relation to fair work practices and their position on the payment of the Real Living Wage.

The report intimated that, in accordance with Scotland Excel's established contract and supplier management programme, the framework had been classified as class B in terms of risk and spend, as detailed in Appendix 5 to the report.

DECIDED:

(a) That the updated report for the award of the multi-supplier framework for building construction consultancy services, including amendments as detailed in appendices 2 and 3 to the report, be approved; and

(b) That Appendix 2, once amended, be reissued to members of Scotland Excel Executive Sub-committee.

4 Request for Associate Membership: Moray College UHI

There was submitted a report by the Chief Executive of Scotland Excel advising that Moray College UHI, part of the University of the Highlands and Islands, had submitted an application to become an associate member of Scotland Excel.

The report provided details of the organisation and the legislative position in relation to the application.

DECIDED: That the application by Moray College UHI to become an associate member of Scotland Excel, with no annual membership fee, be approved, subject to completion and signing of the agreement documentation.

5 **Overview of the Scotland Excel Academy**

There was submitted a report by the Chief Executive of Scotland Excel presenting an overview of the Scotland Excel Academy and which identified development opportunities for the future.

The report intimated that the Academy provided an award-winning multi-disciplinary development portfolio as detailed in figure 1 of the report; delivered learning which was typically 40-50% below market pricing; and spanned accredited learning, leading to a qualification, and unaccredited learning. Further detail was provided in the report.

The report advised that local authorities had requested lower cost and shorter duration development programmes and the Academy had explored a range of development programme options that would be achieved in a much quicker timeframe, remain of high academic standard, and be more cost effective for members. The new strategy would support lifelong development to ensure the right people could be hired and retained, addressing the current challenges in the labour market and aimed to offer learners a choice in the way that they become lifelong learners in the field of procurement.

The report noted that the new Academy Strategy would be based on responses to the questionnaire issued to Councils in December 2022 and would be presented to a future meeting of the Executive Sub-committee for consideration.

DECIDED:

(a) That Scotland Excel's work-based-learning Academy be noted as a core people and organisational development solution across the Scottish public-sector, providing high quality, cost-effective useful learning;

(b) That Scotland Excel provide members of the Executive Sub-committee with a login to access the Academy; and

(c) That it be agreed that members be ambassadors for the Academy, promoting the depth and breadth of its portfolio and innovative cost-effective approach to work-based learning.

Sederunt

Councillor Kelly left the meeting prior to consideration of the following item of business.

6 **Date of Next Meeting**

DECIDED: That it be noted that the next meeting of the Executive Sub-committee would be held remotely on MS teams at 9.30 am on 17 February 2023.

Scotland Excel

To: Executive Sub-Committee

On: 17 February 2023

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

Operating Plan Update 2022-23

1. Summary

- 1.1 In June 2018, Scotland Excel's Joint Committee approved a new five-year corporate strategy supported by annual operating plans.
- 1.2 In December 2021, the Joint Committee approved a new operating plan which covers the period from 01 April 2021 to 31 March 2023.
- 1.3 Reports are issued quarterly to track progress made towards the delivery of the commitments contained within the operating plan. This paper presents the most recent report which covers operating plan activity to 31 December 2022.

2. Progress since September






- 2.1 As of the end of December 2022, thirty-one operating plan commitments were progressing in line with plans and are indicated as green within the report.
- 2.2 Two commitments are progressing slower than anticipated, and as such they are indicated as amber within the report.
- 2.3 One commitment is indicated as white within the report. This relates to the roll out a competitor analysis model scheduled for delivery towards the end of the financial year. This activity has now been incorporated into Scotland Excel's value project, and work will commence in Q4.

3. Recommendations

- 3.1 The members of the Joint Committee are invited to note Scotland Excel's progress in delivering the commitments contained within the Operating Plan 2022-23.

4. Background

- 4.1 Progress reports are produced quarterly to track Scotland Excel's activity against operating plan commitments. Reports are produced at the end of each quarter and submitted to Executive Sub-Committee meetings. The most recent quarterly report is also submitted to Joint Committee meetings with recent updates noted.
- 4.2 The reports summarise the progress made against operating plan commitments and uses a 'traffic light' symbol to provide a guide to the status of each activity. This guide has been revised to include symbols to indicate projects or activities which have not yet started, and projects or activities which have been completed:

	Project or activity not yet started
	Project or activity is currently stalled or significantly behind schedule
	Project or activity is progressing at a slower pace than anticipated and/or results have been weaker than expected
	Project or activity is progressing in line with expected/agreed timelines and results
	Project or activity completed













Operating Plan

2022 – 2023

Q3 Progress Report






Goa1 1: Shaping the delivery of innovative public services



Strategic Objective	Commitment	RAG status	Progress summary
1.1 Deliver a programme of collaborative procurement to support early intervention and the delivery of public services	<ul style="list-style-type: none"> Continue to engage with local authority and cross-sector partners to identify and deliver on collaborative procurement and supply chain opportunities 		<ul style="list-style-type: none"> Scotland Excel is continuing to participate in cross-sectoral initiatives. As part of our involvement in the Scottish Government-led Supply Chain Development Programme, in December Scotland Excel coordinated a heat pumps demand planning session across the Scottish local authority and housing association network.
	<ul style="list-style-type: none"> Continue to monitor, report on and, where possible, mitigate the impact of supply chain disruptions arising from the Covid-19 pandemic and Brexit 		<ul style="list-style-type: none"> Quarterly reports are being issued to stakeholders to keep them informed of supply chain disruptions, market trends, and mitigating actions being taken by Scotland Excel. These reports will be issued quarterly during 2023, with the next edition due in January.
	<ul style="list-style-type: none"> Continue to drive the development of the next generation National Care Home Contract (NCHC) incorporating the use of the NCHC Cost Model © to support the delivery of affordable and sustainable social care services 		<ul style="list-style-type: none"> Given difficult market conditions, coupled with winter pressures, the collaborative re-design process for the NCHC in conjunction with representatives from key stakeholder groups is progressing slower than anticipated. The steering group is looking at a number of areas including collaborative models of commissioning, and a review of the NCHC Cost Model © calculator.
	<ul style="list-style-type: none"> Develop a strategy for the next generation new build residential framework which incorporates learnings from the current framework and findings from stakeholder engagement meetings 		<ul style="list-style-type: none"> Work to develop this strategy is continuing to progress. Net zero considerations and construction skills development will be central to the new strategy, which also recognises changes in capital borrowing costs, inflation and construction industry costs.
1.2 Deliver programmes which lead and develop professional, organisational and commercial capability	<ul style="list-style-type: none"> Continue to deliver a portfolio of accredited Academy programmes based on member and wider public sector requirements 		<ul style="list-style-type: none"> The Scotland Excel Academy delivered five accredited programmes during Q3, and is continuing to explore the potential to develop SQA-accredited qualifications in procurement and management as more cost-effective alternatives to those currently offered by professional bodies.

	<ul style="list-style-type: none"> Develop and deliver programmes of free and/or low-cost online workshops and events which support practitioner skills and best practice 		<ul style="list-style-type: none"> The Scotland Excel Academy delivered three open and eight closed courses as part of the Scottish Government's procurement training framework during Q3. Fourteen free 'Stay Connected' courses have been scheduled between February and June 2023.
	<ul style="list-style-type: none"> Develop and deliver bespoke chargeable Academy programmes requested by councils, associate members or other partners 		<ul style="list-style-type: none"> Bespoke Academy programmes are being provided for Dumfries & Galloway Council, Highland Council, five NHS health boards, and the Scottish Government.
	<ul style="list-style-type: none"> Continue to deliver chargeable consultancy and transformation programmes requested by councils, associate members or other partners 		<ul style="list-style-type: none"> Chargeable consultancy projects are currently being delivered for five councils - Dumfries & Galloway, Dundee City, East Renfrewshire, South Lanarkshire and Stirling. Scotland Excel has been commissioned by the Scottish Government to provide support for the development of a local heat and energy strategy. The scope of this work includes market engagement and other actions to advance the national Heat Network delivery plan.
	<ul style="list-style-type: none"> Continue to develop and grow Scotland Excel's flexible procurement service to provide chargeable support which increases the capacity and/or capability of councils, associate members and other partners 		<ul style="list-style-type: none"> Scotland Excel's flexible procurement services are currently being used by Angus, Dumfries & Galloway, Dundee City, Scottish Borders and South Lanarkshire Councils, City Property, Improvement Service and Cairn Housing Association. A marketing campaign targeting Arm's Length External Organisations (ALEOs) and partner organisations is planned for early 2023.
1.3 Harness the potential of digital technology and data insight to support the delivery of public services	<ul style="list-style-type: none"> Continue to develop Scotland Excel's ICT procurement category, providing procurement services for the Digital Office for Scottish Local Government and other partners to accelerate a collaborative approach to the adoption of digital technologies 		<ul style="list-style-type: none"> Scotland Excel is continuing its procurement project for a national shared digital Alarm Receiving Centre (ARC). A collaborative procurement opportunity for Microsoft Office 365 is being progressed in partnership with the Digital Office for Scottish Local Government and Crown Commercial Services.







<p>1.4 Use our insight and experience to shape policy and meet the challenges of future public service delivery</p>	<ul style="list-style-type: none"> • Continue to work with the Scottish Government and other partners to support the development and/or delivery of national policy objectives across the Scotland Excel portfolio 		<ul style="list-style-type: none"> • Scotland Excel continues to work with the Scottish Government and cross-sector partners across a range of policy areas including food, energy efficiency, transport, education, care, and skills development. Following our response to the Scottish Government's local food consultation, Scotland Excel has been invited to join a cross-sector working group.
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Goa1 2: Being sustainable in everything we do

Strategic Objective	Commitment	RAG status	Progress summary
2.1 Deliver positive and measurable social value through our contracts and services	<ul style="list-style-type: none"> Continue to champion Fair Work principles as part of framework development and contract management, including payment of the Real Living Wage 		<ul style="list-style-type: none"> The number of Scotland Excel suppliers paying the Real Living Wage rose from 86% to 87% in December.
	<ul style="list-style-type: none"> Continue to develop and deliver community benefit and supply chain initiatives which enable members to achieve direct benefits for their areas 		<ul style="list-style-type: none"> Scotland Excel has now implemented its revised approach to gathering and managing community benefits data. The new approach provides better visibility to members of the benefits due to them when they reach a threshold spend with suppliers.
2.2 Deliver positive and measurable local economic impact through SME and third sector participation in our contracts	<ul style="list-style-type: none"> Continue to engage with SME, supported business and other third sector organisations to encourage their participation in public procurement, working with partners such as the Supplier Development Programme (SDP) and Chambers of Commerce 		<ul style="list-style-type: none"> Scotland Excel exhibited at the 'Meet the Buyer South' event on 04 October, and had a significant presence at Procurex on 27 October. Scotland Excel also presented a Supplier Development Programme (SDP) webinar on 5th October, and gave a presentation at a 'Meet The Buyer' event in Fife on 10 November.
	<ul style="list-style-type: none"> Continue to develop and deliver supply chain opportunities for SME, supported business and other third sector organisations to participate in public procurement, including joint initiatives with partners such as Scottish Enterprise 		<ul style="list-style-type: none"> Scotland Excel is continuing to work with Scottish Enterprise on initiatives to identify public sector supply chain opportunities for Scottish businesses and organisations. Key areas being considered include energy, transport, food and digital.
2.3 Deliver positive and measurable environmental benefits through our contracts	<ul style="list-style-type: none"> Refresh Scotland Excel's sustainable procurement strategy to ensure that frameworks and other business activities maximise opportunities to support carbon reduction 		<ul style="list-style-type: none"> Scotland Excel has completed a first draft of a net zero strategy which considers carbon reduction opportunities arising from our procurement activities. The strategy will be presented to the executive sub-committee in March 2023.






	<ul style="list-style-type: none"> Promote member usage of the next generation energy efficiency contractors (EEC) and electric vehicle charging infrastructure (EVCI) frameworks to help members work towards their net-zero targets 		<ul style="list-style-type: none"> Following high-profile awareness events in May and June, Scotland Excel is continuing to meet with stakeholders from councils and housing associations to promote uptake of the energy efficiency contractors (EEC) and electric vehicle charging infrastructure (EVCI) frameworks. Although the contract uptake has been slower than expected, there has been a steady increase in the number and value of projects being placed through the EEC framework, and enquiries are growing for EVCI.
2.4 Lead and develop sustainable procurement knowledge and practice	<ul style="list-style-type: none"> Continue to explore the development of progressive, sustainable learning pathways, working with educational and/or cross-sector partners to address skills gaps, support career development, and attract new entrants to procurement 		<ul style="list-style-type: none"> Scotland Excel continues to co-chair the Scottish Government's Public Procurement Development Forum which is exploring a range of initiatives including procurement skills development, alternative professional qualifications and pathways, and Graduate Apprenticeships.




Goa1 3: Placing people at the heart of our business






Strategic Objective	Commitment	RAG status	Progress summary
3.1 Ensure our customers continue to receive maximum value from our services	<ul style="list-style-type: none"> Continue to deliver Scotland Excel's account management services to demonstrate value to members and support a positive customer experience 		<ul style="list-style-type: none"> Scotland Excel's Project and Account Managers continue to provide support to council procurement teams. During Q3, Annual Value Reports detailing savings and benefits were produced for each council. A sector-level report has also been published.
	<ul style="list-style-type: none"> Continue to develop and deliver stakeholder engagement plans to assess member satisfaction and identify key priorities for Scotland Excel's new five-year strategy 		<ul style="list-style-type: none"> A comprehensive stakeholder engagement plan was implemented to support the development of the new corporate strategy which was approved by the joint committee in December.
3.2 Engage stakeholders in the delivery of effective local solutions	<ul style="list-style-type: none"> Continue to develop and deliver initiatives to help members implement a progressive procurement approach which supports their community wealth-building plans 		<ul style="list-style-type: none"> Following completion of a community wealth-building (CWB) pilot programme, Scotland Excel is continuing to engage and support councils with their CWB projects. A toolkit is available to all members on the Scotland Excel Academy website.
	<ul style="list-style-type: none"> Continue to engage directly with stakeholders, partners and service users to ensure that Scotland Excel's social care contracts meet the needs of all care groups, and align with national policy 		<ul style="list-style-type: none"> Scotland Excel continues to engage with a wide range of stakeholders across all social care contracts, including for the redesign of the national care home contract (NCHC).
3.3 Represent the collective views of stakeholders at a national level	<ul style="list-style-type: none"> Continue to represent the views of members, customers and communities within appropriate national and/or cross-sector fora and working groups 		<ul style="list-style-type: none"> Scotland Excel is continuing to represent the local government sector across a range of national initiatives including working groups for local food, personal protective equipment sourcing, and a milk and healthy snacks scheme supporting maternal and child health.
	<ul style="list-style-type: none"> Monitor the progress of National Care Service (NCS) proposals and continue to champion Scotland Excel's delivery of national care arrangements that support local, person-centred commissioning 		<ul style="list-style-type: none"> Scotland Excel gave evidence to the Health, Social Care & Sport Committee on the National Care Service (Scotland) Bill in November. Scotland Excel also attended the National Care Service Forum meeting in October, and is taking part in the Adult Social Care Working Group on Ethical Commissioning.

3.4 Implement policies which develop, empower, value and engage our workforce	<ul style="list-style-type: none"> Continue to implement Scotland Excel's organisational development strategy and Investors in People (IiP) action plan 		<ul style="list-style-type: none"> Following the award of Gold Standard Investors in People (IiP) accreditation in June, Scotland Excel is continuing to implement its people strategy for organisational development which includes a new approach to personal development and performance management. Five workshops were delivered on personal development planning in October and November.
	<ul style="list-style-type: none"> Develop and implement a refreshed recruitment and retention strategy to mitigate the impact of skills shortages and/or changing attitudes in the workforce 		<ul style="list-style-type: none"> Scotland Excel's eight graduate trainees are now all in post following a recruitment exercise earlier in the year. The graduate programme responds to a challenging job market for experienced public procurement practitioners, and aims to fast-track new talent to the profession.

Goa1 4: Delivering sustainable and scalable growth

Strategic Objective	Commitment	RAG status	Progress summary
4.1 Implement a new governance model which supports scalable business growth	<ul style="list-style-type: none"> Continue to deliver Scotland Excel's approved funding model, including income from rebates, projects, Academy programmes and associate membership, and provide regular reports to the governance committees 		<ul style="list-style-type: none"> Organisational expenditure and income continue to be monitored closely, and reports are presented to the executive sub-committee on a regular basis. An operating budget for 2023-24 was approved by the joint committee in December.
4.2 Continue to maintain a robust business infrastructure to support our growth ambitions	<ul style="list-style-type: none"> Continue to develop a robust business environment and infrastructure that securely and effectively supports Scotland Excel's hybrid working model 		<ul style="list-style-type: none"> Scotland Excel staff are now regularly working from the office as well as at home. All office desks have been fitted with universal docking stations, and a desk booking system will be operational from March 2023. A new cyber security module 'KnowB4' has been launched, with training tailored to staff knowledge and requirements.
	<ul style="list-style-type: none"> Continue to develop Scotland Excel's digital technology capability, harnessing data assets and emerging technology to benefit staff and customers 		<ul style="list-style-type: none"> Work is continuing to review Scotland Excel's data gathering and management processes in preparation for developing plans to enhance the organisation's ICT, data analysis and reporting capabilities.
4.3 Use our knowledge and insight to identify new services and/or sectors which provide growth opportunities	<ul style="list-style-type: none"> Roll out a competitor analysis model across the organisation to support the successful delivery of new and existing business opportunities 		<ul style="list-style-type: none"> The roll out of a competitor analysis model has been incorporated into Scotland Excel's value project, and implementation will begin in Q4.
	<ul style="list-style-type: none"> Continue to grow and develop Scotland Excel's associate membership programme to maximise benefits for the organisation and members 		<ul style="list-style-type: none"> Three new associate members were approved during Q2. This brings the overall number of new members this financial year to nineteen, with an annual income of almost £15k. All third sector suppliers on Scotland Excel frameworks have been contact with the opportunity to join Scotland Excel as associate members.

	<ul style="list-style-type: none"> • Deliver a second tranche of Procurement & Commercial Improvement Programme assessments for housing associations, highlighting the community value of enhanced procurement practices and collaboration 		In November, the Scottish Government announced a requirement for housing associations to demonstrate their procurement capability as condition of affordable homes funding. Scotland Excel has launched a Continuous Improvement Programme for Procurement (CIPP) service to help them meet this requirement. Several meetings are in place for January 2023, and a full marketing campaign to promote this new service will be developed during Q4.
4.4 Explore opportunities to work with partners on the development and delivery of new business opportunities	<ul style="list-style-type: none"> • Continue to develop and implement effective marketing and communications plans to promote Scotland Excel through traditional and social media in support of financial, policy and public affairs goals 		<ul style="list-style-type: none"> • During Q3, Scotland Excel's marketing and communications team have been focused on establishing a project to deliver Scotland Excel's Supplier Excellence Awards 2023. The programme will be launched in early January, and the awards ceremony will take place on 11 May 2023. Other activities this quarter have included press releases, an e-newsletter, social media, and a staff communications workshop.
	<ul style="list-style-type: none"> • Continue to explore and develop partnership opportunities with organisations such as Crown Commercial Services (CCS), Scottish Enterprise, Built Environment- Smarter Transformation (BE-ST), and Zero Waste Scotland (ZWS) which support the delivery of business and policy objectives 		<ul style="list-style-type: none"> • Scotland Excel is continuing to work with a range of partners on initiatives which support the delivery of business and policy objectives. The importance and value of partnership working has been recognised within Scotland Excel's new corporate strategy.

Report Key	
 W	Project not yet started
 R	Project or activity is currently stalled or significantly behind schedule
 A	Project or activity is progressing at a slower pace than anticipated and/or results have been weaker than expected
 G	Project or activity is progressing in line with expected/agreed timelines and results
 B	Project completed

Report issued: February 2023

Scotland Excel

To: Executive Sub-Committee

On: 17 February 2023

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

Tender: Supply and Distribution of Fresh Meats, Cooked Meats and Fresh Fish

Schedule: 0322

Period: 01 April 2023 until 31 March 2027

1. Introduction and Background

This recommendation is for the award of the fourth-generation renewal framework for the Supply and Distribution of Fresh Meats, Cooked Meats and Fresh Fish. The current framework will expire on 31 March 2023. This proposed framework will be for a period of four years from 1 April 2023 until 31 March 2027 which, subject to approval and completion of a standstill period, is anticipated to be 1 April 2023.

This framework will provide councils with a mechanism to procure a range of fresh goods including but not limited to beef, lamb, pork, poultry, prepared products, cooked meats and fresh fish. Users of the framework are likely to include schools, nurseries, leisure centres, community centres, social work, council buildings and civic centres.

This report summarises the outcome of the procurement process for this national framework arrangement and presents recommendations for award.

2. Scope, Participation and Spend

As part of the strategy development and through consultation with the User Intelligence Groups (UIG) the lotting would remain the same with a slight change to lot 4 Specialised Products to include Halal Products.

Table 1: Lotting Structure

Lot Number	Description of sections	Estimated % of Spend
Lot 1	Fresh Meats	60%
Lot 2	Cooked Meats	20%
Lot 3	Fresh Fish	10%
Lot 4	Specialised Products including Halal	10%

The lot structure remains unchanged from the previous generation however there has been a greater emphasis on the products listed within Lot 1 and also the addition of more halal products in lot 4.

In a bid to promote and encourage participation from suppliers, 42 Geographical sub lots were applied within the 'ability to service' section of the tender. The Argyll & Bute Council area was sub divided to encourage bids for some harder to reach locations. Suppliers recommended for award will be by geographical sub lot area, and these are fixed for the framework duration. Scotland Excel also engaged with organisations such as Scotland Food and Drink, the Soil Association, Quality Meats Scotland and National Farmers Union Scotland to encourage participation from local suppliers.

As detailed in Appendix 1, 28 councils and Tayside contracts have confirmed their intention to participate in this framework. Comhairle nan Eilean Siar, Dundee City Council, Orkney Islands Council and Shetland Islands Council have confirmed that they do not intend to participate as they currently have their own arrangements in place. The Moray Council have advised that they are likely to participate in lot 2 only.

The framework was advertised at a total value of £10 million per annum, which equates to an estimated spend of £40 million over the maximum 4-year term of the framework. This advertised spend allows for increased participation from councils and associate members not currently utilising the framework and to take into account:

- The Scottish Government's pledge to increase the provision of free early learning and childcare provision to 1140 hours per year by the end of 2022 which will include a lunch service
- The roll out of universal free school meals across primary 4 – 7 pupils which has already been introduced for primary 4 and 5 with primary 6 and 7 to follow during the current parliamentary term
- The Scottish Government's manifesto pledge to introduce free breakfast service for all primary school pupils and pilot programmes in selected high schools
- A fourth-generation framework where the availability of sustainable products is a significant factor

- Unknown trade deals in the wake of Brexit which could create volatility in the marketplace
- The distribution-intensive requirements of this contract, e.g., fuel costs in remote areas
- Record levels of inflation along with rising CO2 costs impacting on food pricing
- The Good Food Nation (Scotland) Act 2022 and the responsibilities it is likely to introduce on councils around local food sourcing.

3. Procurement Process

A Prior Information Notice (PIN) was published on 16 February 2022 which resulted in expressions of interest from 14 companies. Several supplier engagement meetings were held on the basis of Regulation 41 (Preliminary Market Consultation) of the Public Contracts (Scotland) Regulations 2015 to understand the current marketplace, inform the supply base of Scotland Excel's intentions and to generate interest from SME's.

Thereafter, the Contract Notice was published via the Find A Tender and Public Contracts Scotland (PCS) portal on 03 November 2022, with the tender documentation being immediately available via the Public Contracts Scotland Tender (PCS-T) system. The tender exercise was conducted and concluded in accordance with the law and procedures currently in force.

As a matter of best practice and to ensure that the framework aligned with councils' requirements, a programme of consultation was conducted to understand their service requirements, the technical aspects of these services and their current purchasing practices and the future requirements that could be covered by this framework. This information was used to generate the specifications and selection/award criteria.

Scotland Excel has taken cognisance of the current situation relative to the Coronavirus pandemic. Balancing the current situation with the need to provide a route to market for councils to obtain fresh meats, cooked meats, fresh fish and specialised products including halal products. Scotland Excel has carefully monitored the situation throughout the period of the tender and determined it was appropriate to undertake this renewal tender exercise and recommend the establishment of this framework.

The procurement exercise followed an open tender procedure to encourage maximum competition and participation. All suppliers were evaluated against the advertised selection criteria using the Single Procurement Document (SPD), and the stated award criteria of:

1. Technical 30%
2. Commercial 70%

Within the technical section, suppliers were required to evidence their knowledge and experience by responding to a series of technical areas which are detailed within table 2 below:

Table 2: Technical Criteria

Description	Weighting
Customer Services	2
Fair Work First	2
Recycling	4
Supply Chain and Product Traceability	9
Servicing the Contract	5
CO2 Emissions, Food Miles and Route Planning in Scotland	6
Community Benefits	2
Total score	30

The commercial section of the tender was worth 70 points. Points were awarded in the commercial section based on comparison of all offers received, whilst accounting for the supplier response to the commercial award criteria. Whilst minimum requirements were set, Scotland Excel reserved the right to consider all submissions received, all in accordance with the published tender documents.

Following a full evaluation of all compliant offers, scoring was completed in accordance with the published tender evaluation methodology, and an overall score was calculated for each supplier. The scoring was based on each Geographical area as a stand-alone offer,

4. Report on Offers Received

The tender document was downloaded by 13 organisations, with 8 tender responses received by the specified closing date and time. A summary of all offers received is provided in Appendix 2.

Despite significant engagement with councils and the marketplace, as per the current framework, no offer was received for the following council regions and lots:

Argyll & Bute Council - Area E, Tiree & Coll – Lots 1, 3 & 4
Argyll & Bute Council - Area F, Islay & Jura – Lots 1, 3 & 4
Comhairle nan Eilean Siar – Lots 1, 3 & 4
Highland Council – Lots 1, 3 & 4
Orkney Islands Council – Lots 1, 2, 3 & 4

Shetland Islands Council – Lots 1, 2, 3 & 4
The Moray Council – Lots 1, 3 & 4

Based on the criteria and scoring methodology set out in the tender document, a full evaluation of the compliant offers received was completed. Appendix 3 confirms the overall scoring achieved by each supplier.

5. Recommendations

Based on the evaluation undertaken, and in line with the advertised criteria and weightings summarised above, it is recommended that a multi-supplier framework arrangement is awarded to 8 suppliers across four lots and for the related geographical areas as outlined in Appendix 3.

The recommended suppliers offer best value and represent a mix of small, medium and large organisations. By taking an inclusive approach this will provide members with a greater offering.

The range of suppliers recommended provides coverage for framework lots and competitive option for all participating bodies as well as offering a degree of choice and capacity.

The Executive Sub Committee is accordingly requested to approve the recommendation to award this framework as detailed within Appendix 3 (Scoring and Recommendations).

6. Benefits

Savings

Scotland Excel has conducted a benchmarking exercise comparing current costs against the costs submitted within the renewal tender. The result of this benchmarking is listed in Appendix 1. The projected average saving across all councils is 1.5% which equates to an estimated total saving of approximately £81,211 per annum based on current forecast spend levels.

In addition, it should also be noted that the current framework is currently operating at c.12% below current market conditions based on the established market indexation model. As such, this is forecast to generate a 12% saving through cost avoidance.

Price Stability

The framework applies 6 months fixed pricing to all lots. Thereafter, all requests for price increases will be evaluated according to the Terms and Conditions of the framework and require to be supported by documentary evidence.

Rebate

A rebate of 0.6% payable to Scotland Excel will be applied to framework spend above £100,000 per annum (excluding the initial £100,000) and will be calculated

based upon all framework spend with the supplier reported through management information returns.

Sustainability

Within the technical section of the tender, Scotland Excel included a sustainability related method statement, which included questions on the following:

- Recycling
- CO2 Emissions
- Food Miles
- Route Planning

Responses received as part of the tender exercise are summarised, below:

One supplier has moved into a purpose-built state of the art premises, meaning the building is highly insulated, low on fuel consumption, and is as energy efficient as possible.

One supplier is currently trialling HVO (Hydro-treated Vegetable Oil) on 10 vehicles in their Edinburgh depot, as it delivers up to 90% less CO2e compared to conventional diesel. This trial will assess the commercial and operational viability of HVO as a widespread alternative to diesel.

Further responses included lowering carbon emissions from delivery vehicles through consolidation of shipments, switching to electric vehicles as and when available at the request of customers, reducing the frequency of deliveries and by picking up shipments from suppliers on return journeys to prevent extra deliveries and “empty running”.

Scotland Excel will continue to monitor any changes in legislation that may affect the framework during its lifetime and will work with successful suppliers and councils to implement these.

Community Benefits

Scotland Excel is committed to maximising community benefits delivery for our members. Suppliers were asked to commit to the delivery of community benefit initiatives, against pre-agreed spend thresholds outlined within the community benefits method statement. These aim to be reflective of the National Indicators outlined within the Scottish Government’s National Performance framework, and their underlying vision and goals. Councils will accrue ‘community benefit points’ based on their level of spend with a supplier. These ‘points’ correlate to a negotiable benefit that the council can elect to receive at any given point throughout the lifetime of the framework. All of the recommended suppliers have committed to delivering these benefits. Scotland Excel will continue to engage with all appointed suppliers to drive maximum adoption and delivery of community benefits where appropriate

Within the published tender documents, suppliers were given a list of indicative community benefits that could be agreed with councils. Examples of these are:

- Improve the skill profile of the population
- Improve levels of education attainment
- Increase the proportion of young people in learning, training or work
- Increase the proportion of healthy weight children
- Improve people's perceptions of the quality of public services
- employability workshop or events in schools, college or community groups
- Reduce children's deprivation
- sponsorship of local sports teams and community events

Scotland Excel will monitor delivery of these commitments during the lifetime of the framework, and this will also be reported through ongoing contract management returns. Results reported on community benefits will be disseminated to councils on a yearly basis.

Fair Work First including the Real Living Wage

Scotland Excel and its members are committed to the delivery of high-quality public services and recognise that this is dependent on a workforce that is well-rewarded, well-motivated, well-led, has access to appropriate opportunities for training and skills development, are diverse and is engaged in decision making. Within the technical section of the tender, suppliers were assessed on their approach to fair work practices and payment of the Real Living Wage to their workforce. Of the recommended suppliers, 4 pay the Real Living Wage, as detailed in Appendix 4 - List of Recommended Suppliers with Living Wage Status.

Scotland Excel will continue to work with suppliers to encourage greater coverage in those that pay the Real Living wage, and also to monitor additional commitment made.

7. Contract Mobilisation and Management

As part of the mobilisation process, all suppliers will be offered a contract mobilisation meeting to outline the operation of the framework, including roles and responsibilities, management information and community benefit commitments. Both suppliers and participating members will be issued with a mobilisation pack containing all required details to utilise the framework.

In accordance with Scotland Excel's established contract and supplier management programme, in terms of risk and spend as detailed in Appendix 5, this framework is classified as class B. As such, it will require quarterly supplier meetings, six monthly surveys and annual user group reviews as appropriate. During the current market conditions Scotland Excel will continue to engage with suppliers on a regular basis to manage the response to the pandemic and ensure continuity of this essential service delivery for our members.

Meetings and engagement undertaken with suppliers will adhere to all applicable health and safety guidelines.

8. Summary

This is the fourth-generation framework for the Supply and Distribution of Fresh Meats, Cooked Meats and Fresh Fish and aims to maximise collaboration, promote added value and deliver best value. A range of benefits can be reported in relation to savings, price stability, sustainability and community benefits.

The Executive Sub Committee is requested to approve the recommendation to award this framework agreement as detailed in Appendix 3 (Scoring and Recommendations).

Appendix 1 – Participation, Spend and Savings Summary
Supply and Distribution of Fresh Meats, Cooked Meats and Fresh Fish

Member Name	Participation	Entry Date	Estimated Annual Spend (£)	Source of Spend Data	Indexation (%)	% Estimated Forecast Savings	Estimated Annual Savings (£)	Basis of Savings Calculation
Aberdeen City Council	Yes	01 April 2023	£308,111	Scotland Excel Management Information	12%	1.04%	£3,204	Benchmark Current Contract
Aberdeenshire Council	Yes	01 April 2023	£519,441	Scotland Excel Management Information	12%	0.75%	£3,894	Benchmark Current Contract
Angus Council	Yes	01 April 2023	£22,709	Validated by Council	12%	1.37%	£311	Benchmark Current Contract
Argyll & Bute Council	Yes	01 April 2023	£148,494	Validated by Council	12%	0.42%	£621	Benchmark Current Contract
City of Edinburgh Council	Yes	01 April 2023	£316,728	Validated by Council	12%	0.14%	£433	Benchmark Current Contract
Clackmannanshire Council	Yes	01 April 2023	£17,674	Scotland Excel Management Information	12%	1.96%	£346	Benchmark Current Contract
Comhairle nan Eilean Siar	No	01 April 2023	£0	Validated by Council	12%	N/A		
Dumfries & Galloway Council	Yes	01 April 2023	£16,139	Scotland Excel Management Information	12%	1.26%	£204	Benchmark Current Contract
Dundee City Council	No	01 April 2023	See Tayside Contracts	See Tayside Contracts	12%	See Tayside Contracts	See Tayside Contracts	See Tayside Contracts
East Ayrshire Council	Yes	01 April 2023	£13,461	Scotland Excel Management Information	12%	1.26%	£170	Benchmark Current Contract
East Dunbartonshire Council	Yes	01 April 2023	£73,791	Validated by Council	12%	7.69%	£5,675	Benchmark Current Contract
East Lothian Council	Yes	01 April 2023	£98,469	Scotland Excel Management Information	12%	1.13%	£1,111	Benchmark Current Contract
East Renfrewshire Council	Yes	01 April 2023	£122,205	Validated by Council	12%	2.12%	£2,591	Benchmark Current Contract
Falkirk Council	Yes	01 April 2023	£154,983	Validated by Council	12%	1.37%	£2,128	Benchmark Current Contract

Fife Council	Yes	01 April 2023	£436,111	Scotland Excel Management Information	12%	3.43%	£14,957	Benchmark Current Contract
Glasgow City Council	Yes	01 April 2023	£493,596	Validated by Council	12%	3.52%	£17,372	Benchmark Current Contract
Highland Council	Yes	01 April 2023	£0	Scotland Excel Management Information	12%	No Offer		
Inverclyde Council	Yes	01 April 2023	£102,944	Scotland Excel Management Information	12%	0.35%	£364	Benchmark Current Contract
Midlothian Council	Yes	01 April 2023	£93,128	Scotland Excel Management Information	12%	0.88%	£818	Benchmark Current Contract
North Ayrshire Council	Yes	01 April 2023	£265,868	Validated by Council	12%	0.70%	£1,856	Benchmark Current Contract
North Lanarkshire Council	Yes	01 April 2023	£524,844	Validated by Council	12%	1.86%	£9,737	Benchmark Current Contract
Orkney Islands Council	No	01 April 2023	£0	Validated by Council	12%	N/A		
Perth & Kinross Council	Yes	01 April 2023	£21,012	Validated by Council	12%	1.37%	£288	Benchmark Current Contract
Renfrewshire Council	Yes	01 April 2023	£106,148	Validated by Council	12%	0.19%	£204	Benchmark Current Contract
Scottish Borders Council	Yes	01 April 2023	£155,646	Validated by Council	12%	3.80%	£5,912	Benchmark Current Contract
Shetland Islands Council	No	01 April 2023	£0	Validated by Council	12%	N/A		
South Ayrshire Council	Yes	01 April 2023	£115,493	Scotland Excel Management Information	12%	1.36%	£1,571	Benchmark Current Contract
South Lanarkshire Council	Yes	01 April 2023	£309,489	Validated by Council	12%	0.08%	£263	Benchmark Current Contract
Stirling Council	Yes	01 April 2023	£64,526	Scotland Excel Management Information	12%	2.77%	£1,788	Benchmark Current Contract
The Moray Council	Yes	01 April 2023	£0	Scotland Excel Management Information	12%		£0	Benchmark Current Contract
West Dunbartonshire Council	Yes	01 April 2023	£241,887	Scotland Excel Management Information	12%	0.27%	£648	Benchmark Current Contract

West Lothian Council	Yes	01 April 2023	£414,390	Validated by Council	12%	0.92%	£3,832	Benchmark Current Contract
Tayside Contracts	Yes	01 April 2023	£371,251	Validated by Council	12%	0.25%	£917	Benchmark Current Contract
Totals			£5,528,538			1.5%	£81,211	
Associate Members			£29,557	Scotland Excel Management Information	12%	1.5%	£443	Benchmark Current Contract
Totals			£5,558,095			1.5%	£81,564	

Appendix 2 – List of Suppliers with SME Status

Appendix 2 details: all suppliers who submitted a valid offer as part of the tender process, their SME status, location and the lots for which they have bid.

Supplier Name	SME Status	Location	Lots Tendered	Lots Awarded
Bernard Corrigan Limited	Small	Glasgow, Scotland	Lot 3 & 4	Lots 3 & 4
BFS Group Limited	Large	Slough, Berkshire	Lot 2	Lot 2
Brake Bros Limited	Medium	Ashford, Kent	Lot 2	Lot 2
Campbell Brothers Limited	Medium	Bonnyrigg, Midlothian	Lot 1, 2 & 4	Lots 1, 2 & 4
Campbell's Prime Meat Limited	Large	Linlithgow, West Lothian	Lot 1, 2, 3 & 4	Lots 1,2,3, & 4
Gordon McWilliam (Aberdeen) Limited	Medium	Aberdeen, Scotland	Lot 1, 2 & 4	Lots 1, 2 & 4
McLays Limited	Medium	Glasgow, Scotland	Lot 1, 2, 3 & 4	Lots 1,2,3, & 4
Thos A Shaw	Small	Lauder, Berwickshire	Lot 1 & 4	Lots 1 & 4

Appendix 3 - Scoring and Recommendations

Lot 1 – Fresh Meats

Council	Supplier	Overall Score	Awarded To Lot
Aberdeen City	Gordon McWilliam (Aberdeen) Limited	89.00	Yes

Council	Supplier	Overall Score	Awarded To Lot
Angus	Campbells Prime Meat Limited	90.25	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area B Oban and Lorne	Campbells Prime Meat Limited	90.25	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area D Helensburgh	Campbells Prime Meat Limited	90.25	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area F Islay & Jura	No Offer		

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area H Colonsay	Campbells Prime Meat Limited	90.25	Yes

Council	Supplier	Overall Score	Awarded To Lot
Aberdeenshire	Gordon McWilliam (Aberdeen) Limited	89.00	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area A Cowall	Campbells Prime Meat Limited	90.25	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area C Mid Argyll & Kintyre	Campbells Prime Meat Limited	90.25	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area E Tiree	No Offer		

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area G Mull	Campbells Prime Meat Limited	90.25	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area I Bute	Campbells Prime Meat Limited	90.25	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area J Dunoon	Campbells Prime Meat Limited	90.25	Yes

Council	Supplier	Overall Score	Awarded To Lot
Clackmannanshire	McLays Limited	97.08	Yes
	Campbells Prime Meat Limited	90.25	Yes
	Campbell Brothers Limited	79.81	Yes
	Thos A Shaw	68.44	Yes

Council	Supplier	Overall Score	Awarded To Lot
Dumfries & Galloway	Campbells Prime Meat Limited	90.25	Yes
	Campbell Brothers Limited	79.81	Yes

Council	Supplier	Overall Score	Awarded To Lot
East Ayrshire	Campbells Prime Meat Limited	90.25	Yes
	Thos A Shaw	68.44	Yes

Council	Supplier	Overall Score	Awarded To Lot
East Lothian	Campbells Prime Meat Limited	90.25	Yes
	Campbell Brothers Limited	79.81	Yes
	Thos A Shaw	68.44	Yes

Council	Supplier	Overall Score	Awarded To Lot
City of Edinburgh	Campbells Prime Meat Limited	90.25	Yes
	Campbell Brothers Limited	79.81	Yes
	Thos A Shaw	68.44	Yes

Council	Supplier	Overall Score	Awarded To Lot
Comharlie nan Eillean Siar	No Offer		

Council	Supplier	Overall Score	Awarded To Lot
Dundee City	Campbells Prime Meat Limited	90.25	Yes
	Thos A Shaw	68.44	Yes

Council	Supplier	Overall Score	Awarded To Lot
East Dunbartonshire	McLays Limited	98.25	Yes
	Thos A Shaw	69.44	Yes

Council	Supplier	Overall Score	Awarded To Lot
East Renfrewshire	McLays Limited	97.08	Yes
	Campbells Prime Meat Limited	90.25	Yes
	Thos A Shaw	68.44	Yes

Council	Supplier	Overall Score	Awarded To Lot
Falkirk	McLays Limited	97.08	Yes
	Campbells Prime Meat Limited	90.25	Yes
	Campbell Brothers Limited	79.81	Yes
	Thos A Shaw	68.44	Yes

Council	Supplier	Overall Score	Awarded To Lot
Glasgow City	McLays Limited	97.08	Yes
	Campbells Prime Meat Limited	90.25	Yes
	Thos A Shaw	68.44	Yes

Council	Supplier	Overall Score	Awarded To Lot
Inverclyde	McLays Limited	97.08	Yes
	Campbells Prime Meat Limited	90.25	Yes
	Thos A Shaw	68.44	Yes

Council	Supplier	Overall Score	Awarded To Lot
North Ayrshire	Campbells Prime Meat Limited	90.25	Yes
	Campbell Brothers Limited	79.81	Yes
	Thos A Shaw	68.44	Yes

Council	Supplier	Overall Score	Awarded To Lot
Orkney	No Offer		

Council	Supplier	Overall Score	Awarded To Lot
Fife	McLays Limited	98.25	Yes
	Campbell Brothers Limited	80.90	Yes
	Thos A Shaw	69.44	Yes

Council	Supplier	Overall Score	Awarded To Lot
Highland	No Offer		

Council	Supplier	Overall Score	Awarded To Lot
Midlothian	Campbells Prime Meat Limited	90.25	Yes
	Campbell Brothers Limited	79.81	Yes
	Thos A Shaw	68.44	Yes

Council	Supplier	Overall Score	Awarded To Lot
North Lanarkshire	McLays Limited	97.08	Yes
	Campbells Prime Meat Limited	90.25	Yes
	Thos A Shaw	68.44	Yes

Council	Supplier	Overall Score	Awarded To Lot
Perth & Kinross	Campbells Prime Meat Limited	90.25	Yes

Council	Supplier	Overall Score	Awarded To Lot
Renfrewshire	McLays Limited	97.08	Yes
	Campbells Prime Meat Limited	90.25	Yes

Council	Supplier	Overall Score	Awarded To Lot
Shetland	No Offer		

Council	Supplier	Overall Score	Awarded To Lot
South Lanarkshire	Campbells Prime Meat Limited	90.25	Yes
	Thos A Shaw	68.44	Yes

Council	Supplier	Overall Score	Awarded To Lot
Tayside Contracts	Campbells Prime Meat Limited	90.25	Yes

Council	Supplier	Overall Score	Awarded To Lot
West Dunbartonshire	McLays Limited	98.25	Yes
	Thos A Shaw	69.44	Yes

Council	Supplier	Overall Score	Awarded To Lot
Scottish Borders	Campbell Brothers Limited	85.75	Yes
	Thos A Shaw	73.92	Yes

Council	Supplier	Overall Score	Awarded To Lot
South Ayrshire	Campbells Prime Meat Limited	90.25	Yes
	Campbell Brothers Limited	79.81	Yes
	Thos A Shaw	68.44	Yes

Council	Supplier	Overall Score	Awarded To Lot
Stirling	Campbells Prime Meat Limited	90.25	Yes
	Thos A Shaw	68.44	Yes

Council	Supplier	Overall Score	Awarded To Lot
The Moray	No Offer		

Council	Supplier	Overall Score	Awarded To Lot
West Lothian	McLays Limited	97.08	Yes
	Campbells Prime Meat Limited	90.25	Yes
	Campbell Brothers Limited	79.81	Yes
	Thos A Shaw	68.44	Yes

Lot 2 – Cooked Meats

Council	Supplier	Overall Score	Awarded To Lot
Aberdeen City	Brake Bros Limited	95.14	Yes
	Gordon McWilliam (Aberdeen) Limited	89.00	Yes

Council	Supplier	Overall Score	Awarded To Lot
Angus	Brake Bros Limited	97.50	Yes
	Campbells Prime Meat Limited	79.23	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area B Oban and Lorne	Brake Bros Limited	97.50	Yes
	Campbells Prime Meat Limited	79.23	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area D Helensburgh	Brake Bros Limited	97.50	Yes
	BFS Group Limited	84.63	Yes
	Campbells Prime Meat Limited	79.23	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area F Islay & Jura	Brake Bros Limited	97.50	Yes

Council	Supplier	Overall Score	Awarded To Lot
Aberdeenshire	Brake Bros Limited	95.14	Yes
	Gordon McWilliam (Aberdeen) Limited	89.00	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area A Cowan	Brake Bros Limited	97.50	Yes
	BFS Group Limited	84.63	Yes
	Campbells Prime Meat Limited	79.23	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area C Mid Argyll & Kintyre	Brake Bros Limited	97.50	Yes
	Campbells Prime Meat Limited	79.23	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area E Tiree	Brake Bros Limited	97.50	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area G Mull	Brake Bros Limited	97.50	Yes
	Campbells Prime Meat Limited	79.23	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area H Colonsay	Brake Bros Limited	97.50	Yes
	BFS Group Limited	84.63	Yes
	Campbells Prime Meat Limited	79.23	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area J Dunoon	Brake Bros Limited	97.50	Yes
	BFS Group Limited	84.63	Yes
	Campbells Prime Meat Limited	79.23	Yes

Council	Supplier	Overall Score	Awarded To Lot
Clackmannanshire	Brake Bros Limited	97.50	Yes
	McLays Limited	91.61	Yes
	BFS Group Limited	84.63	Yes
	Campbell Brothers Limited	84.38	Yes
	Campbells Prime Meat Limited	79.23	Yes

Council	Supplier	Overall Score	Awarded To Lot
Dumfries & Galloway	Brake Bros Limited	97.50	Yes
	BFS Group Limited	84.63	Yes
	Campbell Brothers Limited	84.38	Yes
	Campbells Prime Meat Limited	79.23	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area I Bute	Brake Bros Limited	97.50	Yes
	BFS Group Limited	84.63	Yes
	Campbells Prime Meat Limited	79.23	Yes

Council	Supplier	Overall Score	Awarded To Lot
City of Edinburgh	Brake Bros Limited	97.50	Yes
	BFS Group Limited	84.63	Yes
	Campbell Brothers Limited	84.38	Yes
	Campbells Prime Meat Limited	79.23	Yes

Council	Supplier	Overall Score	Awarded To Lot
Comharlie nan Eilean Siar	Brake Bros Limited	97.50	Yes

Council	Supplier	Overall Score	Awarded To Lot
Dundee City	Brake Bros Limited	97.50	Yes
	BFS Group Limited	84.63	Yes
	Campbells Prime Meat Limited	79.23	Yes

Council	Supplier	Overall Score	Awarded To Lot
East Ayrshire	Brake Bros Limited	97.50	Yes
	BFS Group Limited	84.63	Yes
	Campbells Prime Meat Limited	79.23	Yes

Council	Supplier	Overall Score	Awarded To Lot
East Lothian	Brake Bros Limited	97.50	Yes
	BFS Group Limited	84.63	Yes
	Campbell Brothers Limited	84.38	Yes
	Campbells Prime Meat Limited	79.23	Yes

Council	Supplier	Overall Score	Awarded To Lot
Falkirk	Brake Bros Limited	97.50	Yes
	McLays Limited	91.61	Yes
	BFS Group Limited	84.63	Yes
	Campbell Brothers Limited	84.38	Yes
	Campbells Prime Meat Limited	79.23	Yes

Council	Supplier	Overall Score	Awarded To Lot
Glasgow City	Brake Bros Limited	97.50	Yes
	McLays Limited	91.61	Yes
	BFS Group Limited	84.63	Yes
	Campbells Prime Meat Limited	79.23	Yes

Council	Supplier	Overall Score	Awarded To Lot
East Dunbartonshire	Brake Bros Limited	97.50	Yes
	McLays Limited	91.61	Yes
	BFS Group Limited	84.63	Yes

Council	Supplier	Overall Score	Awarded To Lot
East Renfrewshire	Brake Bros Limited	97.50	Yes
	McLays Limited	91.61	Yes
	BFS Group Limited	84.63	Yes
	Campbells Prime Meat Limited	79.23	Yes

Council	Supplier	Overall Score	Awarded To Lot
Fife	Brake Bros Limited	97.50	Yes
	McLays Limited	91.61	Yes
	BFS Group Limited	84.63	Yes
	Campbell Brothers Limited	84.38	Yes

Council	Supplier	Overall Score	Awarded To Lot
Highland	Brake Bros Limited	97.50	Yes

Council	Supplier	Overall Score	Awarded To Lot
Inverclyde	Brake Bros Limited	97.50	Yes
	McLays Limited	91.61	Yes
	BFS Group Limited	84.63	Yes
	Campbells Prime Meat Limited	79.23	Yes

Council	Supplier	Overall Score	Awarded To Lot
North Ayrshire	Brake Bros Limited	97.50	Yes
	BFS Group Limited	84.63	Yes
	Campbell Brothers Limited	84.38	Yes
	Campbells Prime Meat Limited	79.23	Yes

Council	Supplier	Overall Score	Awarded To Lot
Orkney	No Offer		

Council	Supplier	Overall Score	Awarded To Lot
Renfrewshire	Brake Bros Limited	97.50	Yes
	McLays Limited	91.61	Yes
	BFS Group Limited	84.63	Yes
	Campbells Prime Meat Limited	79.23	Yes

Council	Supplier	Overall Score	Awarded To Lot
Midlothian	Brake Bros Limited	97.50	Yes
	BFS Group Limited	84.63	Yes
	Campbell Brothers Limited	84.38	Yes
	Campbells Prime Meat Limited	79.23	Yes

Council	Supplier	Overall Score	Awarded To Lot
North Lanarkshire	Brake Bros Limited	97.50	Yes
	McLays Limited	91.61	Yes
	BFS Group Limited	84.63	Yes
	Campbells Prime Meat Limited	79.23	Yes

Council	Supplier	Overall Score	Awarded To Lot
Perth & Kinross	Brake Bros Limited	97.50	Yes
	BFS Group Limited	84.63	Yes
	Campbells Prime Meat Limited	79.23	Yes

Council	Supplier	Overall Score	Awarded To Lot
Scottish Borders	Brake Bros Limited	97.50	Yes
	BFS Group Limited	84.63	Yes
	Campbell Brothers Limited	84.38	Yes

Council	Supplier	Overall Score	Awarded To Lot
Shetland	No Offer		

Council	Supplier	Overall Score	Awarded To Lot
South Lanarkshire	Brake Bros Limited	97.50	Yes
	BFS Group Limited	84.63	Yes
	Campbells Prime Meat Limited	79.23	Yes

Council	Supplier	Overall Score	Awarded To Lot
Tayside Contracts	Brake Bros Limited	97.50	Yes
	BFS Group Limited	84.63	Yes
	Campbells Prime Meat Limited	79.23	Yes

Council	Supplier	Overall Score	Awarded To Lot
West Dunbartonshire	Brake Bros Limited	97.50	Yes
	McLays Limited	91.61	Yes
	BFS Group Limited	84.63	Yes

Council	Supplier	Overall Score	Awarded To Lot
South Ayrshire	Brake Bros Limited	97.50	Yes
	BFS Group Limited	84.63	Yes
	Campbell Brothers Limited	84.38	Yes
	Campbells Prime Meat Limited	79.23	Yes

Council	Supplier	Overall Score	Awarded To Lot
Stirling	BFS Group Limited	91.00	Yes
	Campbells Prime Meat Limited	85.14	Yes

Council	Supplier	Overall Score	Awarded To Lot
The Moray	Brake Bros Limited	97.50	Yes

Council	Supplier	Overall Score	Awarded To Lot
West Lothian	Brake Bros Limited	97.50	Yes
	McLays Limited	91.61	Yes
	BFS Group Limited	84.63	Yes
	Campbell Brothers Limited	84.38	Yes
	Campbells Prime Meat Limited	79.23	Yes

Lot 3 – Fresh Fish

Council	Supplier	Overall Score	Awarded To Lot
Aberdeen City	Bernard Corrigan Limited	86.50	Yes

Council	Supplier	Overall Score	Awarded To Lot
Angus	Campbell's Prime Meat Limited	90.25	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area B Oban and Lorne	Campbell's Prime Meat Limited	90.25	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area D Helensburgh	Bernard Corrigan Limited	86.50	Yes
	Campbell's Prime Meat Limited	80.09	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area F Islay & Jura	No Offer		

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area H Colonsay	Campbell's Prime Meat Limited	90.25	Yes

Council	Supplier	Overall Score	Awarded To Lot
Aberdeenshire	Bernard Corrigan Limited	86.50	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area A Cowall	Campbell's Prime Meat Limited	90.25	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area C Mid Argyll & Kintyre	Campbell's Prime Meat Limited	90.25	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area E Tiree	No Offer		

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area G Mull	Campbell's Prime Meat Limited	90.25	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area I Bute	Campbell's Prime Meat Limited	90.25	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area J Dunoon	Campbell's Prime Meat Limited	90.25	Yes

Council	Supplier	Overall Score	Awarded To Lot
Clackmannanshire	Bernard Corrigan Limited	86.50	Yes
	McLays Limited	81.23	Yes
	Campbell's Prime Meat Limited	80.09	Yes

Council	Supplier	Overall Score	Awarded To Lot
Dumfries & Galloway	Campbell's Prime Meat Limited	90.25	Yes

Council	Supplier	Overall Score	Awarded To Lot
East Ayrshire	Bernard Corrigan Limited	86.50	Yes
	Campbell's Prime Meat Limited	80.09	Yes

Council	Supplier	Overall Score	Awarded To Lot
East Lothian	Bernard Corrigan Limited	86.50	Yes
	Campbell's Prime Meat Limited	80.09	Yes

Council	Supplier	Overall Score	Awarded To Lot
City of Edinburgh	Bernard Corrigan Limited	86.50	Yes
	Campbell's Prime Meat Limited	80.09	Yes

Council	Supplier	Overall Score	Awarded To Lot
Comharlie nan Eilean Siar	No Offer		

Council	Supplier	Overall Score	Awarded To Lot
Dundee City	Bernard Corrigan Limited	86.50	Yes
	Campbell's Prime Meat Limited	80.09	Yes

Council	Supplier	Overall Score	Awarded To Lot
East Dunbartonshire	Bernard Corrigan Limited	86.50	Yes
	McLays Limited	81.23	Yes

Council	Supplier	Overall Score	Awarded To Lot
East Renfrewshire	Bernard Corrigan Limited	86.50	Yes
	McLays Limited	81.23	Yes
	Campbell's Prime Meat Limited	80.09	Yes

Council	Supplier	Overall Score	Awarded To Lot
Falkirk	Bernard Corrigan Limited	86.50	Yes
	McLays Limited	81.23	Yes
	Campbell's Prime Meat Limited	80.09	Yes

Council	Supplier	Overall Score	Awarded To Lot
Glasgow City	Bernard Corrigan Limited	86.50	Yes
	McLays Limited	81.23	Yes
	Campbell's Prime Meat Limited	80.09	Yes

Council	Supplier	Overall Score	Awarded To Lot
Inverclyde	Bernard Corrigan Limited	86.50	Yes
	McLays Limited	81.23	Yes
	Campbell's Prime Meat Limited	80.09	Yes

Council	Supplier	Overall Score	Awarded To Lot
North Ayrshire	Bernard Corrigan Limited	86.50	Yes
	Campbell's Prime Meat Limited	80.09	Yes

Council	Supplier	Overall Score	Awarded To Lot
Orkney	No Offer		

Council	Supplier	Overall Score	Awarded To Lot
Fife	Bernard Corrigan Limited	86.50	Yes
	McLays Limited	81.23	Yes

Council	Supplier	Overall Score	Awarded To Lot
Highland	No Offer		

Council	Supplier	Overall Score	Awarded To Lot
Midlothian	Bernard Corrigan Limited	86.50	Yes
	Campbell's Prime Meat Limited	80.09	Yes

Council	Supplier	Overall Score	Awarded To Lot
North Lanarkshire	Bernard Corrigan Limited	86.50	Yes
	McLays Limited	81.23	Yes
	Campbell's Prime Meat Limited	80.09	Yes

Council	Supplier	Overall Score	Awarded To Lot
Perth & Kinross	Campbell's Prime Meat Limited	90.25	Yes

Council	Supplier	Overall Score	Awarded To Lot
Renfrewshire	Bernard Corrigan Limited	86.50	Yes
	McLays Limited	81.23	Yes
	Campbell's Prime Meat Limited	80.09	Yes

Council	Supplier	Overall Score	Awarded To Lot
Shetland	No Offer		

Council	Supplier	Overall Score	Awarded To Lot
South Lanarkshire	Bernard Corrigan Limited	86.50	Yes
	Campbell's Prime Meat Limited	80.09	Yes

Council	Supplier	Overall Score	Awarded To Lot
Tayside Contracts	Bernard Corrigan Limited	86.50	Yes
	Campbell's Prime Meat Limited	80.09	Yes

Council	Supplier	Overall Score	Awarded To Lot
West Dunbartonshire	Bernard Corrigan Limited	86.50	Yes
	McLays Limited	81.23	Yes

Council	Supplier	Overall Score	Awarded To Lot
Scottish Borders	No Offer		

Council	Supplier	Overall Score	Awarded To Lot
South Ayrshire	Bernard Corrigan Limited	86.50	Yes
	Campbell's Prime Meat Limited	80.09	Yes

Council	Supplier	Overall Score	Awarded To Lot
Stirling	Bernard Corrigan Limited	86.50	Yes
	Campbell's Prime Meat Limited	80.09	Yes

Council	Supplier	Overall Score	Awarded To Lot
The Moray	No Offer		

Council	Supplier	Overall Score	Awarded To Lot
West Lothian	Bernard Corrigan Limited	86.50	Yes
	McLays Limited	81.23	Yes
	Campbell's Prime Meat Limited	80.09	Yes

Lot 4 – Specialised Products including Halal

Council	Supplier	Overall Score	Awarded To Lot
Aberdeen City	Gordon McWilliam (Aberdeen) Limited	89.00	Yes
	Bernard Corrigan Limited	67.75	Yes

Council	Supplier	Overall Score	Awarded To Lot
Angus	Campbells Prime Meat Limited	90.25	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area B Oban and Lorne	Campbells Prime Meat Limited	90.25	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area D Helensburgh	Campbells Prime Meat Limited	90.25	Yes
	Bernard Corrigan Limited	84.03	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area F Islay & Jura	No Offer		

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area H Colonsay	Campbells Prime Meat Limited	90.25	Yes

Council	Supplier	Overall Score	Awarded To Lot
Aberdeenshire	Gordon McWilliam (Aberdeen) Limited	89.00	Yes
	Bernard Corrigan Limited	67.75	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area A Cowall	Campbells Prime Meat Limited	90.25	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area C Mid Argyll & Kintyre	Campbells Prime Meat Limited	90.25	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area E Tiree	No Offer		

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area G Mull	Campbells Prime Meat Limited	90.25	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area I Bute	Campbells Prime Meat Limited	90.25	Yes

Council	Supplier	Overall Score	Awarded To Lot
Argyll & Bute Area J Dunoon	Campbells Prime Meat Limited	90.25	Yes

Council	Supplier	Overall Score	Awarded To Lot
Clackmannanshire	McLays Limited	98.25	Yes
	Campbell Brothers Limited	79.81	Yes
	Campbells Prime Meat Limited	75.44	Yes
	Bernard Corrigan Limited	69.74	Yes
	Thos A Shaw	61.46	Yes

Council	Supplier	Overall Score	Awarded To Lot
Dumfries & Galloway	Campbell Brothers Limited	85.75	Yes
	Campbells Prime Meat Limited	80.56	Yes
	Thos A Shaw	66.30	Yes

Council	Supplier	Overall Score	Awarded To Lot
East Ayrshire	Campbells Prime Meat Limited	90.25	Yes
	Bernard Corrigan Limited	84.03	Yes
	Thos A Shaw	75.46	Yes

Council	Supplier	Overall Score	Awarded To Lot
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Council	Supplier	Overall Score	Awarded To Lot
City of Edinburgh	Campbells Prime Meat Limited	90.25	Yes
	Campbell Brothers Limited	76.06	Yes
	Bernard Corrigan Limited	74.68	Yes
	Thos A Shaw	66.30	Yes

Council	Supplier	Overall Score	Awarded To Lot
Comharlie nan Eilean Siar	No Offer		

Council	Supplier	Overall Score	Awarded To Lot
Dundee City	Campbells Prime Meat Limited	90.25	Yes
	Bernard Corrigan Limited	84.03	Yes
	Thos A Shaw	75.46	Yes

Council	Supplier	Overall Score	Awarded To Lot
East Dunbartonshire	McLays Limited	98.25	Yes
	Bernard Corrigan Limited	69.74	Yes
	Thos A Shaw	61.46	Yes

Council	Supplier	Overall Score	Awarded To Lot
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East Lothian	Campbell Brothers Limited	85.75	Yes
	Campbells Prime Meat Limited	80.56	Yes
	Bernard Corrigan Limited	74.68	Yes
	Thos A Shaw	66.30	Yes

East Renfrewshire	McLays Limited	98.25	Yes
	Campbells Prime Meat Limited	75.44	Yes
	Bernard Corrigan Limited	69.74	Yes
	Thos A Shaw	61.46	Yes

Council	Supplier	Overall Score	Awarded To Lot
Falkirk	McLays Limited	98.25	Yes
	Campbell Brothers Limited	79.81	Yes
	Campbells Prime Meat Limited	75.44	Yes
	Bernard Corrigan Limited	69.74	Yes
	Thos A Shaw	61.46	Yes

Council	Supplier	Overall Score	Awarded To Lot
Fife	McLays Limited	98.25	Yes
	Campbell Brothers Limited	79.81	Yes
	Bernard Corrigan Limited	69.74	Yes
	Thos A Shaw	61.46	Yes

Council	Supplier	Overall Score	Awarded To Lot
Glasgow City	McLays Limited	98.25	Yes
	Campbells Prime Meat Limited	75.44	Yes
	Bernard Corrigan Limited	69.74	Yes
	Thos A Shaw	61.46	Yes

Council	Supplier	Overall Score	Awarded To Lot
Highland	No Offer		

Council	Supplier	Overall Score	Awarded To Lot
Inverclyde	McLays Limited	98.25	Yes
	Campbells Prime Meat Limited	75.44	Yes
	Bernard Corrigan Limited	69.74	Yes
	Thos A Shaw	61.46	Yes

Council	Supplier	Overall Score	Awarded To Lot
Midlothian	Campbell Brothers Limited	85.75	Yes
	Campbells Prime Meat Limited	80.56	Yes
	Bernard Corrigan Limited	74.68	Yes
	Thos A Shaw	66.30	Yes

Council	Supplier	Overall Score	Awarded To Lot
North Ayrshire	Campbell Brothers Limited	85.75	Yes
	Campbells Prime Meat Limited	80.56	Yes
	Bernard Corrigan Limited	74.68	Yes
	Thos A Shaw	66.30	Yes

Council	Supplier	Overall Score	Awarded To Lot
Orkney	No Offer		

Council	Supplier	Overall Score	Awarded To Lot
Renfrewshire	McLays Limited	98.25	Yes
	Campbells Prime Meat Limited	75.44	Yes
	Bernard Corrigan Limited	69.74	Yes
	Thos A Shaw	61.46	Yes

Council	Supplier	Overall Score	Awarded To Lot
Shetland	No Offer		

Council	Supplier	Overall Score	Awarded To Lot
South Lanarkshire	Campbells Prime Meat Limited	90.25	Yes
	Bernard Corrigan Limited	84.03	Yes
	Thos A Shaw	75.46	Yes

Council	Supplier	Overall Score	Awarded To Lot
North Lanarkshire	McLays Limited	98.25	Yes
	Campbells Prime Meat Limited	75.44	Yes
	Bernard Corrigan Limited	69.74	Yes
	Thos A Shaw	61.46	Yes

Council	Supplier	Overall Score	Awarded To Lot
Perth & Kinross	Campbells Prime Meat Limited	90.25	Yes

Council	Supplier	Overall Score	Awarded To Lot
Scottish Borders	Campbell Brothers Limited	85.75	Yes
	Thos A Shaw	66.30	Yes

Council	Supplier	Overall Score	Awarded To Lot
South Ayrshire	Campbell Brothers Limited	85.75	Yes
	Campbells Prime Meat Limited	80.56	Yes
	Bernard Corrigan Limited	74.68	Yes
	Thos A Shaw	66.30	Yes

Council	Supplier	Overall Score	Awarded To Lot
Stirling	Campbells Prime Meat Limited	90.25	Yes
	Bernard Corrigan Limited	84.03	Yes
	Thos A Shaw	75.46	Yes

Council	Supplier	Overall Score	Awarded To Lot
Tayside Contracts	Campbells Prime Meat Limited	90.25	Yes
	Bernard Corrigan Limited	84.03	Yes

Council	Supplier	Overall Score	Awarded To Lot
West Dunbartonshire	McLays Limited	98.25	Yes
	Bernard Corrigan Limited	69.74	Yes
	Thos A Shaw	61.46	Yes

Council	Supplier	Overall Score	Awarded To Lot
The Moray	No Offer		

Council	Supplier	Overall Score	Awarded To Lot
West Lothian	McLays Limited	98.25	Yes
	Campbell Brothers Limited	79.81	Yes
	Campbells Prime Meat Limited	75.44	Yes
	Bernard Corrigan Limited	69.74	Yes
	Thos A Shaw	61.46	Yes

Appendix 4 – List of Suppliers with Living Wage Status at Point of Tender

Supplier	Accredited	Progress towards accreditation	Committed to gaining accreditation over the first 2 years of framework	Not accredited but pay Real Living Wage	Neither accredited nor paying Real Living Wage but commit to paying within the initial 2 years	Neither accredited nor paying Real Living Wage
Bernard Corrigan Limited				Yes		
BFS Group Limited					Yes	
Brake Bros Limited						Yes*
Campbell Brothers Limited						Yes
Campbell's Prime Meat Limited						Yes
Gordon McWilliam (Aberdeen) Limited				Yes		
McLays Limited	Yes					
Thos A Shaw				Yes		

* Staff in Scotland delivering the service through the Scotland Excel framework are paid above the Real Living Wage

Appendix 5 – Segmentation classifications

0322 Supply and Distribution of Fresh Meats, Cooked Meats and Fresh Fish is classified as class B.

There are five segmentation classifications and these classifications are rated from Class A to Class E. Each classification has contract and supplier management activities associated with it based on pre-determined weighted criteria.

Class A

Due to the unique and bespoke nature of the frameworks that fall within this class, a contract management plan to be developed and agreed with CSG.

Class B

Quarterly supplier contact, six monthly surveys, annual UIG, frequent support to councils, suppliers and external stakeholders requiring high level of procurement expertise, extensive contract monitoring.

Class C

Six monthly supplier contact, six monthly to annual surveys, annual UIG, regular support to councils, suppliers and external stakeholders requiring procurement expertise, high contract monitoring.

Class D

Annual supplier contact, annual surveys, optional annual UIG, ad-hoc support to councils, suppliers and external stakeholders potentially requiring procurement expertise, regular contract monitoring.

Class E

Annual supplier contact (if required), optional annual surveys, no requirement for annual UIG, straightforward ad-hoc support to councils, suppliers and potentially requiring procurement assistance, basic contract monitoring.

Scotland Excel

To: Executive Sub-Committee

On: 17 February 2023

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

Request for Associate Membership of Scotland Excel by Glen Oaks Housing Association Limited

1. Background

- 1.1 Scotland Excel operates an Associate programme to allow access to its frameworks and services to a wide range of other public service orientated bodies. Applications can be made for Associate Membership by organisations such as council arm's length organisations, community groups, charities, housing associations and voluntary organisations which are a public body or a body that engages in activities of a public nature.

Organisations apply to Scotland Excel for Associate Membership to allow them to access the frameworks for goods and services which are in place for members. Associates do not have the opportunity to influence the future contract delivery schedule which is reserved for the full local authority members.

Associate membership supports the wider aims of Scotland Excel by increasing overall spend against frameworks, providing additional income and supporting the goals of promoting excellent public procurement across Scottish organisations.

2. Organisation Background

- 2.1 Glen Oaks Housing Association Limited is located in the south of Glasgow representing the three communities of Arden, Darnley and Pollok with a housing stock of 1,348 properties. Glen Oaks Housing Association provide low cost housing for those in need, with a strong reputation as an innovative community-controlled organisation placing customer service, financial viability and being an excellent employer at its heart. Glen Oaks Housing Association Limited is a Registered Society (under the Co-operative and Community Benefit Societies Act 2014), a Registered Social Landlord and a Registered Scottish Charity.
- 2.2 Glen Oaks Housing Association Limited is a real living wage employer.

3. Associate Membership Process

3.1 Before any application is submitted for approval, a number of validation checks on the organisation are carried out. These include a review of the Memorandum & Articles of Association, the financial position and the type of contracts that the organisation is likely to access. It is confirmed that satisfactory validation checks have been completed in relation to this application.

3.2 Scotland Excel monitors all requests from applicants to become associate members to ensure that any legal requirements are met. In this case, Glen Oaks Housing Association Limited can be recommended for associate membership on the basis of the Local Authorities (Goods and Services) Act 1970 section 1 (1B)(c). Namely, that it has functions that are public in nature or engages in activities of that nature so long as the purpose or effect of access to Scotland Excel's services is to facilitate its discharge of those functions or activities.

3.3 Fees are determined in a number of ways:

Arms Length External Organisations (ALEOs) related to local authority members pay no fee as this is covered within requisition fees.

National Health Service (NHS) bodies, Colleges and Universities, and Non departmental bodies of the Scottish Government pay no fee under a reciprocal agreement that allows local authorities to utilise contracts created by the relevant procurement centres of expertise.

All other associate fees are calculated on a standard methodology agreed by committee. e.g. Housing Associations pay based on the number of houses within their portfolio.

4. Recommendations

4.1 It is recommended to committee that Glen Oaks Housing Association Limited application to join Scotland Excel as an associate member be approved, with an annual fee of £2,022 subject to the agreement document.

Scotland Excel

To: Executive Sub-Committee

On: 17 February 2023

Report by: Chief Executive of Scotland Excel Update on the Contract Delivery Plan

1. Progress to Date

This report provides a progress update on the 2022/ 2023 contract delivery plan.

Appendices 1 – 4 of this report on the 2022/ 2023 Contract Delivery Plan detail new framework developments and renewals, flexible frameworks, framework extensions and frameworks with ongoing contract management activity.

At any given point there are around 70 frameworks in the Scotland Excel contract portfolio. It is intended 5 further frameworks will be developed and added to the portfolio in the coming year. 20 of these frameworks are to be renewed during 2022/2023 (Appendix 1).

A further 17 of the frameworks on the current portfolio have extension options that are available to be exercised in 2022/2023, with 13 of these extensions already being approved (Appendix 3).

The estimated forecast value of the Scotland Excel framework portfolio is approximately £2Billion.

Overall, efficiencies created by frameworks awarded so far during 2022/2023 are benchmarked at 1.73%, which is slightly below the forecast range. This figure does not include the additional cost management measures in place for each framework via the indexation model. This model provides data on how the framework pricing compares to market indices relevant to the commodity being sourced. This is provided to ensure Scotland Excel is able to manage pricing in volatile markets to ensure a favorable position for members.

A summary of spend and forecast savings per council between October 2021 and September 2022 can be found in Appendix 5, with an average forecast efficiency of c.1.27%. It should be noted that this does not include financial efficiency derived through cost avoidance measures, such as the avoidance of duplicate tendering activity or managing price variance below market movement. An enhanced reporting methodology to include such measures will be presented to members for consideration at a future meeting of the Executive Sub Committee.

In addition to the activity detailed in Appendices 1 - 4, Scotland Excel is exploring the benefits of further collaborative procurement across high spend, critical service areas in the construction, corporate, ICT and social care teams. In order to create capacity to add new activities to the portfolio and support strategically significant areas of spend, a consolidation of the existing portfolio is underway. This means some existing frameworks within related markets are being considered for merger and some lower value frameworks will not be renewed.

Social Care

A User Intelligence Group meeting in relation to **Care Homes for Adults with Learning Disabilities Including Autism**, was held on 18 January 2023, and was well attended. The survey issued to local authorities is complete and the results have been shared with the group. The findings highlighted that a number of local authorities have requested that the scope of the framework is expanded to cover other adult social care groups. This framework is due to expire on 16 September 2023. Any new developments will require an opportunity assessment to establish the timescale and resources required for purchasers and Scotland Excel if the scope of the framework were to be extended.

The **Residential Rehabilitation** project was commissioned by the Scottish Government with the remit of researching and developing national approaches for commissioning of alcohol and drug residential rehabilitation. The initial market research and analysis phase has concluded, and Scotland Excel is now moving on to development of a national framework agreement for residential rehabilitation services (including detoxification services).

The national framework agreement is anticipated to cover publicly funded placements across Scotland commissioned by Health and Social Care Partnerships and through Alcohol and Drug Partnerships. The focus will be on the quality of services and agreed requirements. The anticipated timescales are to establish a framework during 2023. The initial development work will include engagement with a range of stakeholders including people with lived experience of services.

During 2022, consultation with commissioners and the provider market was conducted on the opportunities and risks of re-opening the **Care and Support** framework. A User Intelligence Group was held on 26 January 2023, to present the consultation findings highlighting that the timescale and resources for purchasers, providers and Scotland Excel to respond to a further re-opening exercise, whilst undertaking development work for the 2nd generation, is challenging. With this in mind, directing time and resource to the develop the next generation were pivotal to the final decision not to re-open the framework. Scotland Excel will continue to support the current operation of the framework through User Intelligence Groups, and stakeholder meetings until 31 March 2024.

In January 2023, following a procurement exercise, Scotland Excel established the third-generation flexible framework agreement for the provision of trained and vetted **Social Care Agency Workers** in a variety of social care settings. A total of 34 Suppliers were awarded to the framework across 3 Lots and 17 Regional Sub-lots,

which reflect an increase in the number of participating suppliers. A User Intelligence Group is scheduled on 8 February 2023 and supplier sessions on 10 and 16 February 2023 to mobilise the framework.

There has been a change in direction for the redesign of the **National Care Home Contract (NCHC)**. The care home representatives in conjunction with COSLA and local authority representatives as signatories to the contract, have agreed that what is required at this time is an update of the current contract and a review of the current cost of care model. Once this is completed, it will re-engage these key participants in the redesign process. There has been an initial drafting of an updated contract to be shared with the signatories at this time. The review of the cost model will begin April 2023.

Scotland Excel continues to mobilise the **Children's Residential and Education, including Short Breaks, Services** flexible framework that went live on 1st October. This includes reviewing and streamlining the Management Information process and requirements for the framework. This process included developing a new template and both providers and UIG members reviewing and providing feedback. In addition, the fee uplift process for 23/24 fees is currently underway and Scotland Excel is working with a range of stakeholders regarding this.

Scotland Excel is engaging with stakeholders regarding the renewal contracts for **Secure Care Services**. The current contracts have been extended to 30th March 2024, however due to increased policy change in this area, work is underway relating to the next generation contracts, to ensure these are fit for purpose and meet the needs of children and young people.

An initial meeting regarding "Reimagining Secure Care" has been held between Scotland Excel and the Children & Young People's Centre for Justice (CYCJ). CYCJ has been appointed by Scottish Government to lead this work, specifically:

"'Reimagining Secure Care' as part of the 'Reimagining Justice Service' is designed to combine views, knowledge, and experiences of all stakeholders involved to create a comprehensive understanding of what will be effective, meaningful and sustainable for secure care services to meet the needs of all children and young people who are deprived of their liberty on welfare or justice grounds, from the Children's Hearing System or through Courts."

Scotland Excel will continue to engage with this work and ensure contract renewal work is aligned with this wherever possible.

Construction, Transport and Environmental Services

Scotland Excel's **Electric Vehicle Charging Infrastructure (EVCI)** framework has now been fully mobilised with both contractors and customers. The objective of the framework is to support the transition from petrol and diesel light commercial vehicles. This move to lower emission vehicles in Scotland is in line with the Scottish Government Climate Change Plans.

Since the workshop in October, there has been an increase in enquiries on utilising the framework. Several local authorities and other associate members have been in touch to discuss how to get the best out of the framework.

The **Energy Efficiency Contractors (EEC)** framework provides members with a pathway to upgrade Scotland's existing housing stock (c.660,000 homes) and buildings, with innovative energy efficiency measures to reduce carbon output and household bills.

After the focussed workshop at Mitsubishi in December, work on a survey in consultation with the Scottish Government and Scottish Enterprise has taken place on heat pump installations in Scotland. This is with a view to understanding better the public procurement opportunities which may provide potential to strengthen Scottish manufacturing capability.

From the beginning of 2023, there has been an uptake in activity on the Energy Efficiency Contractors Framework. Many councils confirmed work going through the framework when asked for their predicted forecasting.

One mini competition was confirmed to commence at the start of March for potentially ten million pounds worth of work. This same local authority has also made a separate enquiry on upgrading their domestic central heating. This will be gas boilers, electric storage, air source heat pumps, solar PV and various other renewables and low carbon technology.

Another local authority is planning to use the Energy Efficiency Contractors framework for External Insulation Projects. In addition, the NHS and numerous housing associations have also enquired as to how they best utilise the framework.

Several frameworks are currently under development:

Building Construction Consultancy has been presented to the Executive Sub Committee and is progressing through our award procedures.

The consolidated **Construction Materials** framework brings six mature goods-based frameworks together, creating efficiencies for our stakeholder groups. By harmonising tendering and contract management milestones, once awarded, this framework will enable a range of sustainable procurement outcomes. Development work is ongoing to finalise the procurement strategy and related tender documentation.

The evaluation of the first-generation **Property Maintenance and Refurbishment** framework is at an advanced stage. There has been a high level of interest in the arrangement with the tender soon entering recommendations and award stage. Once live this framework will provide a route to market for a broad range of repair, maintenance, and refurbishment services.

Following the decision at October's UIG, to merge and consolidate Grounds Maintenance Equipment and Light and Heavy Plant into one framework – **Grounds and Plant Equipment**, discussions have taken place with the technical UIG team to finalise the specifications, examine and revise the lotting structure. The procurement strategy and evaluation methodology is currently being finalised in preparation for Tender publication.

Street Lighting Materials was prepared for submission to the Executive Sub Committee but was subject to judicial interruption. An abandonment notice, in line with regulations 85(7) and (8) of the Public Contracts (Scotland) Regulations 2015, was published to all tenderers, through the PCS-T message board facility, for this tender exercise. Revised tendering documents and specifications are currently being prepared for re-tender.

Our strategy for the second-generation **New Build Residential Construction Framework** is nearing conclusion as attention turns to preparation of the tender documents. Through the published Prior Information Notice (PIN), a range of engagement is underway with our diverse stakeholder group to inform refinements to our offering, with revised scope and terms being developed as appropriate.

Security Services and Cash Collection has entered pre-strategy with the next generation of the framework scheduled for late 2023. **Asbestos related Works and Services** strategy has now been approved and tender development is underway following engagement with the User Intelligence Group (UIG) on a refined evaluation methodology.

Development work has commenced on a new framework for the provision of services for Scottish local authorities and the Scottish Government related to **Local Heat and Energy Efficiency Strategies (LHEES)**, heat network zoning and Local Area Energy Planning (LAEP).

Corporate, ICT and Operational Supplies and Services

Although overall inflation has started to fall, food inflation is still rising. The World Bank is predicting that global food prices will decrease by 5% in 2023, stabilizing at that level (which is still high) in 2024 which could have a knock-on impact in the UK. There are some other signs of improvement such as wholesale gas prices decreasing by 50% since the peak in Summer 2022. However, the Government's Energy Bill Relief Scheme for business is being scaled back in the Spring which may lead to retailers increasing food prices for citizens. Furthermore, labour shortages in the food industry look set to continue in 2023.

The next generation **Audio Visual Equipment** framework is due to go live in April 2023. This tender is currently being evaluated and recommendations will be presented at the March Executive Sub Committee meeting.

A contract notice has been published for **Commercial Catering Equipment** with tender documentation available through the Public Contracts Scotland Tender website. The tender is due to close in February, with evaluation taking place during February and March and recommendations due to be presented at the April Executive Sub Committee meeting.

Prior information notices have been issued through Public Contracts Scotland for upcoming tenders including **Bottled Gas, Fire Safety Equipment, Signage** and

Cleaning Equipment. Initial development is also underway for tenders relating to **Alcoholic Beverages** and **Sheriff Officers**.

The ICT team continue to develop the tender documents for the following contracts: **National Shared Digital ARC, Technology Enabled Care** frameworks. The **National Shared Digital ARC** project has experienced some delays in tender release, due to the complex nature of terms and conditions and cyber security requirements. The tender is expected to launch in Spring 2023

The team is engaged in several projects with our partner the Scottish Local Government Digital Office these projects include **Office 365, Security Operation Centre** and the **Scottish Technology Asset Management Platform (STAMP)** which is a central repository of data on ICT and digital solutions being used across local government. Work continues to onboard colleagues from Local Government.

The team regularly attends and provides procurement input for the following boards – Digital Assurance, Public Sector Innovation, the Department for Education four nations roundtable on commercial themes in schools and Telecare Steering Group. We are working with the Improvement Service to deliver three key projects on their behalf throughout 2023.

2. Conclusion

Members are invited to note the progress made to date.

Appendix 1 – List of New or Renewal Contracts during 2022/2023

Service	Estimated Annual Collaborative Contract Opportunity	Activity	Original Forecast Date	Previous Forecast Date	Delivered Date	Latest Forecast Date if Different	Forecast Savings Range	Delivered Savings Forecast	Comments
Contracts Approved since April 2022									
Electric Vehicle Charging Points	20,000,000	New Contract	Aug-20	Feb-22	Apr-22	Apr-22	5.5%	0%	Approved by Executive Sub Committee April 2022. Framework live May 2022
Personal Protective Equipment	10,000,000	Renew	Mar-21	Mar-22	Apr-22	Apr-22	2% - 4%	0%	Approved by Executive Sub Committee April 2022
Library Books & Textbooks	14,000,000	Renew	Feb-22	Mar-22	Apr-22	Apr-22	2% - 4%	0.10%	Approved by Executive Sub Committee April 2022
Digital Publications and Services	1,000,000	Renew	Feb-22	Mar-22	Apr-22	Apr-22	2% - 4%	12%	Approved by Executive Sub Committee April 2022
Water Coolers	1,500,000	Renew	Jan-22	Apr-22	Jun-22	Jun-22	2% - 4%	5%	Approved by Executive Sub Committee June 2022
Repair of Catering Machines	2,000,000	Renew	Jan-22	Apr-22	Jun-22	Jun-22	2% - 4%	-10%	Approved by Executive Sub Committee June 2022
Employability Services	20,000,000	New Contract	Apr-22		Jun-22	Jun-22	N/A	N/A	The Flexible DPS was published in February 2022 and is anticipated to go-live from mid-August 2022. The DPS is now live.
Outdoor Play and Sports Facilities	15,000,000	Renew	Mar-21	Mar-22	Oct-22	Oct-22	2% - 4%	0%	Approved by Executive Sub Committee October 2022 and now live.
Washroom Solutions	14,000,000	Renew	Sep-22	Aug-22	Aug-22	Aug-22	2%-4%	0.40%	Approved by Executive Sub Committee August 2022
Salt for winter maintenance	17,500,000	Renew	Jul-22		Aug-22	Oct-22	0%	0%	Approved by Executive Sub Committee August 2022. Framework live November 2022.
Roadstone	25,000,000	Renew	Jul-22		Aug-22	Oct-22	-1.97%	-2%	Approved by Executive Sub Committee August 2022. Framework live October 2022.
Children's Residential	158,300,000	Renew	Mar-22		Aug-22	Oct-22	N/A	N/A	Approved by Executive Sub Committee August 2022. Framework went live October 2022.
First Aid Materials	2,000,000	Renew	Sep-22	Sep-22	Nov-22	Nov-22	2%-4%	4.50%	Approved by Executive Sub Committee November 2022
Social Care Agency	20,000,000	Renew	Sep-22		Dec-22	Dec-22	N/A	N/A	Approved by the Executive Sub Committee December 2022
Building Construction Consultancy	18,750,000	New Contract	May-21	Mar-22	Jan-23	Jan-23	2% - 4%	0%	Approved by the Executive Sub Committee January 2023.
Janitorial Products	12,000,000	Renew	Jan-23		Jan-23	Jan-23	2%-4%	4%	Approved by the Executive Sub Committee January 2023

Service	Estimated Annual Collaborative Contract Opportunity	Activity	Original Forecast Date	Previous Forecast Date	Delivered Date	Latest Forecast Date if Different	Forecast Savings Range	Delivered Savings Forecast	Comments
Contracts Planned for Approval at future Executive Sub Committees									
February 2023 Executive Sub Committee									
Fresh Meats, Cooked Meats and Fresh Fish	10,000,000	Renew	Sep-22	Jan-23		Feb-23	2%-4%		Tender returned, progressing through evaluation. Recommendations will be presented to Executive Sub Committee Feb 2023
March 2023 Executive Sub Committee									
Property Maintenance and Refurbishment	75,000,000	New Contract	Dec-22			Mar-23	2%-4%		Tender returned, progressing through evaluation.
Audio Visual Equipment	7,500,000	Renew	Mar-23	Feb-23		Mar-23	2%-4%		Tender returned, progressing through evaluation. Recommendations will be presented to Executive Sub Committee Mar 2023

Service	Estimated Annual Collaborative Contract Opportunity	Activity	Original Forecast Date	Previous Forecast Date	Delivered Date	Latest Forecast Date if Different	Forecast Savings Range	Delivered Savings Forecast	Comments
Contracts Planned for Approval at future Executive Sub Committees									
2023/24 Executive Sub Committees									
Fire Safety Products	2,500,000	Renew	Apr-23	Feb-23		Apr-23	2%-4%		Strategy approved, Tender under developemnt
Commercial Catering Equipment	4,000,000	Renew	Oct-22	Mar-23		Apr-23	2%-4%		Contract Notice Issued, Tender closes February 2023, Evaluation February and Marc, with recommendations presented to ESC April 2023.
Technology Enabled Care Goods	9,000,000	Renew	Dec-22	Dec-22		May-23	2%-4%		Prior Information Notice Issued. Evaluation Methodology Under Development
Street Lighting Materials	15,000,000	Renew	Aug-22	TBC		May-23	2%-4%		Street Lighting Materials was prepared for submission to committee but was subject to judicial interruption. An abandonment notice, in line with regulations 85(7) and (8) of the Public Contracts (Scotland) Regulations 2015, was published to all tenderers, through the PCS-T message board facility, for this tender exercise. Revised tendering documents and specifications being prepared for re-tender.
National Shared Digital Alarm Receiving Centre	1,000,000	New Contract	Aug-22	Dec-22		TBC	2%-4%		In development
Security Operating Centre	TBC	New Contract	Nov-22			TBC	2%-4%		Pending
Cleaning Equipment	2,000,000	Renew	Mar-23			TBC	2%-4%		Opportunity Assessment to be undertaken to confirm requirements/spend
Bottled Gas	2,000,000	Renew	Nov-21			TBC	2% - 4%		Opportunity Assessment to be undertaken to confirm requirements/spend
Road Signage	1,250,000	Renew	Nov-22			TBC	2%-4%		Opportunity Assessment to be undertaken to confirm requirements/spend
New Build Residential Construction	375,000,000	Renew	Jun-23			TBC	2%-4%		Second generation framework being developed for renewal.

Service	Estimated Annual Collaborative Contract Opportunity	Activity	Original Forecast Date	Previous Forecast Date	Delivered Date	Latest Forecast Date if Different	Forecast Savings Range	Delivered Savings Forecast	Comments
Contracts Planned for Approval at future Executive Sub Committees									
2023/24 Executive Sub Committees									
Security Services and Cash Collection	12,500,000	Renew	Jun-23			TBC	2%-4%		Development in pre-strategy.
Asbestos related works and services	12,000,000	Renew	Jul-23			TBC	2%-4%		Strategy approved, tender documents being prepared.
Cleaning Equipment	2,000,000	Renew	Mar-23			TBC	2%-4%		Opportunity Assessment to be undertaken to confirm requirements/spend
Grounds and Plant Equipment	5,000,000	Renew	Mar-23			Jun-23	2%-4%		Development consolidates Grounds Maintenance Equipment and Light & Heavy Plant frameworks
Construction Materials	70,000,000	Renew	Apr-23			Jun-23	2%-4%		Strategy UIG held, tender documents being prepared.
Alcoholic Beverages (OSS)	1,250,000	Renew	Aug-23			Jun-23	2%-4%		Pending
Bread and Rolls	1,500,000	Renew	Oct-23			Aug-23	2%-4%		Pending
LHEES (Local Heat and Energy Efficiency Strategies)	1,000,000	New Contract	Sep-23			TBC	0%		New Development - for the provision of services for Scottish local authorities and the Scottish Government related to Local Heat and Energy Efficiency Strategies (LHEES), heat network zoning and Local Area Energy Planning (LAEP).
Sheriff Officers	1,100,000	Renew	Nov-23			Oct-23	2%-4%		Pending

Service	Estimated Annual Collaborative Contract Opportunity	Activity	Original Forecast Date	Previous Forecast Date	Delivered Date	Latest Forecast Date if Different	Forecast Savings Range	Delivered Savings Forecast	Comments
Contracts Planned for Approval at future Executive Sub Committees									
2023/24 Executive Sub Committees									
Care Homes For Adults With Learning Disabilities Including Autism	26,500,000	Renew	Oct-23			TBC	n/a		Opportunity Assessment to be undertaken to confirm requirements/spend to extend framework scope.
Residential Rehabilitation and Detoxification (Alcohol and Drugs) Services	TBC	New Contract	Oct-23			Oct-23	n/a		Pending
Care and Support	£140,000,000	Renew	Mar-24			Mar-24	n/a		Pending
Hot Beverages	1,000,000	Renew	Dec-22	Not being renewed		Not being renewed	2%-4%		Not being renewed
Energy Advice	1,000,000	Renew	Dec-22	Not being renewed		Not being renewed	2%-4%		Not being renewed. Services now available through Energy Efficiency Contractors
Vending Machines	1,000,000	Renew	Mar-23	Not being renewed		Not being renewed	2%-4%		Not being renewed

Appendix 2 – Flexible Contracts

Service	Estimated Annual Collaborative Contract Opportunity	Activity	Anticipated Re-Opening Date	Comments
Care and Support	£140,000,000	Flexible Framework Agreement	In Progress	New entrants may be approved on an 6 monthly basis during the lifetime of the Flexible Framework dependent on the circumstances and demand. Consultation findings informed the decision to develop the next generation renewal were pivotal to the final decision not to re-open the framework.
Social Care Agency Workers	£20,000,000	Flexible Framework Agreement	N/A	New entrants may be approved at any point during the lifetime of the Flexible Framework dependent on the circumstances and demand for suppliers to be added on either a National or Regional basis.
Care Homes For Adults With Learning Disabilities Including Autism	£26,500,000	Flexible Framework Agreement	N/A	New entrants may be approved at any point during the lifetime of the Flexible Framework dependent on the circumstances and demand
Bikeability Scotland Training Providers	£300,000	Dynamic Purchasing System (DPS)	N/A	New entrants may be approved at any point during the lifetime of the DPS
Recyclable and Residual Waste	£40,000,000	Dynamic Purchasing System (DPS)	N/A	New entrants may be approved at any point during the lifetime of the DPS
Digital Telecare	£4,000,000	Dynamic Purchasing System (DPS)	N/A	New entrants may be approved at any point during the lifetime of the DPS
Employability Services	£20,000,000	Flexible Dynamic Purchasing System (DPS)	N/A	New entrants may be approved at any point during the lifetime of the DPS
Children's Residential	£158,300,000	Flexible Framework Agreement	N/A	New entrants may be approved at any point during the lifetime of the Flexible Framework

Appendix 3 – Contracts with extension options and contract management activity ongoing during 2022/2023

Contract Description	Est Annual Value
Boiler Maintenance	£10,000,000
Grounds Maintenance Equipment	£6,000,000
Groceries and Provisions	£30,000,000
Fresh Fruit and Vegetables	£1,500,000
Technology Enabled Care	£6,300,000
Demolition Services	£18,000,000
New Build Residential Construction	£375,000,000
Catering Sundries	£6,000,000
Community Meals	£4,000,000
Building and Timber	£15,000,000
Electrical Materials	£20,000,000
Plumbing and Heating Materials	£22,500,000
Trade Materials	£10,000,000
Secure Care Services	£17,500,000
Musical Instruments	£1,750,000
Education Materials	£17,500,000
Domestic Furniture and Furnishings	£26,000,000

Contracts which are shaded have been approved for extension

Appendix 4 - Contracts with no renewal or extension activity and contract management activity ongoing during 2022/2023

Contract Description	Est Annual Value	Contract Description	Est Annual Value
Bitumen Products	£12,000,000	Security Services and Cash Collection	£12,500,000
Waste Composition Analysis	£750,000	Social Care Case Management Solutions	£7,000,000
Vehicle Parts	£12,000,000	Vehicle Purchase RM6060	£10,000,000
Fostering and Continuing Care	£34,000,000	Waste Disposal Equipment	£1,250,000
Organic Waste	£12,000,000	Supply Teacher Booking System	£300,000
Engineering and Technical Consultancy	£17,125,000	Heavy Vehicles	£25,000,000
Energy Efficiency Contractors	£200,000,000	Recycle and Refuse Containers	£12,500,000
Tyres for Vehicles and Plant	£6,500,000	Education and Office Furniture	£8,000,000
Frozen Foods	£25,000,000	Milk	£8,000,000
Online School Payments	£2,000,000	Pest Control	£1,000,000

Appendix 5 – Expenditure summary per Council: Oct’21 – Sept’22

Member Organisation	Actual Spend	Forecast Spend	Variance	% of Total Actual Spend	Estimated Saving	% Saving
Aberdeen City Council	£43,637,458	£35,039,435	124.5%	6.26%	£741,862	1.70%
Aberdeenshire Council	£42,032,328	£38,066,834	110.4%	6.03%	£317,804	0.76%
Associate Members	£40,357,307	£65,060,921	62.0%	5.79%	£529,420	1.31%
Glasgow City Council	£39,882,373	£48,707,871	81.9%	5.72%	£765,283	1.92%
South Lanarkshire Council	£39,642,431	£74,541,241	53.2%	5.68%	£236,558	0.60%
The City of Edinburgh Council	£38,441,548	£37,342,379	102.9%	5.51%	£399,481	1.04%
Fife Council	£38,396,944	£116,377,595	33.0%	5.51%	£419,375	1.09%
West Lothian Council	£38,208,848	£27,976,189	136.6%	5.48%	£393,392	1.03%
North Lanarkshire Council	£35,271,660	£60,176,004	58.6%	5.06%	£592,902	1.68%
Falkirk Council	£29,011,755	£47,623,542	60.9%	4.16%	£666,044	2.30%
North Ayrshire Council	£26,383,539	£51,391,474	51.3%	3.78%	£472,206	1.79%
The Highland Council	£25,801,399	£27,587,216	93.5%	3.70%	-£44,326	-0.17%
West Dunbartonshire Council	£25,356,053	£28,650,422	88.5%	3.64%	£462,800	1.83%
Renfrewshire Council	£21,897,258	£41,672,519	52.5%	3.14%	£375,704	1.72%
Dundee City Council	£19,705,572	£24,901,195	79.1%	2.83%	£236,373	1.20%
East Lothian Council	£15,911,782	£13,082,841	121.6%	2.28%	£260,718	1.64%
South Ayrshire Council	£14,744,608	£19,317,805	76.3%	2.11%	£117,878	0.80%
Scottish Borders Council	£13,166,994	£13,514,449	97.4%	1.89%	-£38,792	-0.29%
Dumfries and Galloway Council	£12,740,921	£13,374,405	95.3%	1.83%	£123,743	0.97%
East Ayrshire Council	£12,697,964	£14,475,491	87.7%	1.82%	£337,228	2.66%
Stirling Council	£12,651,266	£9,983,903	126.7%	1.81%	£86,521	0.68%
Perth and Kinross Council	£12,616,443	£12,434,180	101.5%	1.81%	£227,821	1.81%
Tayside Contracts	£11,797,063	£8,406,816	140.3%	1.69%	£45,369	0.38%
East Renfrewshire Council	£10,867,776	£11,874,220	91.5%	1.56%	£252,205	2.32%
East Dunbartonshire Council	£10,852,835	£11,161,379	97.2%	1.56%	£103,563	0.95%
Clackmannanshire Council	£10,638,439	£13,116,906	81.1%	1.53%	£154,476	1.45%
Argyll and Bute Council	£10,136,365	£9,507,491	106.6%	1.45%	£147,730	1.46%
Angus Council	£9,867,173	£22,066,364	44.7%	1.41%	£74,621	0.76%
Midlothian Council	£9,373,626	£10,809,374	86.7%	1.34%	£50,599	0.54%
The Moray Council	£9,092,890	£29,398,648	30.9%	1.30%	£21,374	0.24%
Inverclyde Council	£8,313,201	£7,822,481	106.3%	1.19%	£288,678	3.47%
Orkney Islands Council	£3,423,064	£1,669,002	205.1%	0.49%	-£7,137	-0.21%
Shetland Islands Council	£2,680,752	£2,343,236	114.4%	0.38%	-£7,426	-0.28%
Comhairle nan Eilean Siar	£1,834,726	£3,688,647	49.7%	0.26%	£63,850	3.48%
Total	£697,434,364	£953,162,475	73.2%	100.00%	£8,867,896	1.27%

Scotland Excel

To: Executive Sub-Committee

On: 17 February 2023

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

Associate Member Overview

1. Summary

- 1.1 This report provides an overview of the Scotland Excel associate membership programme.

2. Background

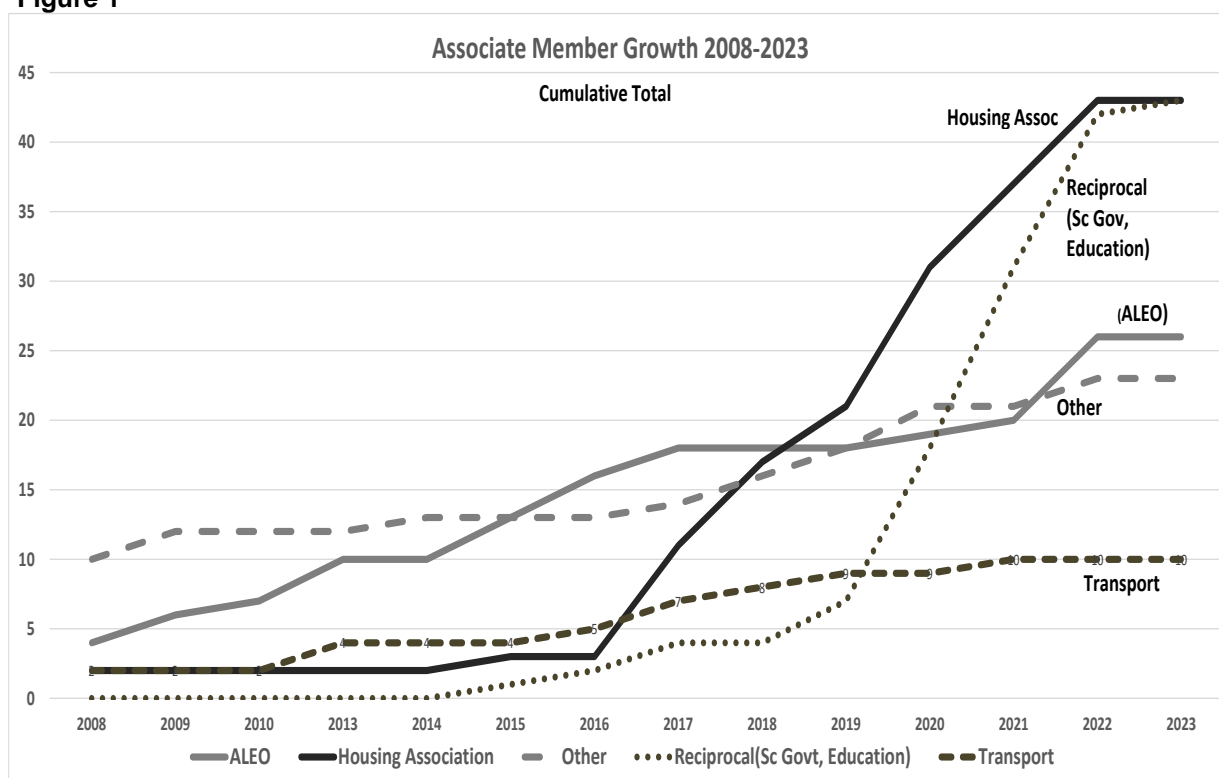
- 2.1 Scotland Excel associate membership can be classified into five main groups. Housing Associations, Council Arm's Length Organisations (ALEO), transport partnerships, organisations utilising the reciprocal arrangements (Scottish Government and Education) and other bodies (e.g., Charities).

In June 2018 the Joint Committee approved Associate member expansion as part of the income strategy and at the December 2018 Joint Committee members approved Scotland Excel's recommendation of a continued focus and a dedicated Associates team.

Between April 2017 and April 2019, associate member growth mainly came from housing associations as a result of participation in the Scottish Government Affordable Housing project known as the Procurement Commercial Improvement Programme (PCIP). However, the expansion of the contract portfolio, the growth of additional services and the appetite for greater collaboration since the COVID pandemic has significantly increased the membership from Scottish Government bodies, ALEO's and Universities and Colleges over the last two years and brought membership to the current level of over 140 members.

Figure 1 demonstrates the growth of associate membership since the last committee report in Jan 2021.

Figure 1



The breakdown of associate members by group is illustrated in table 1 below showing a comparison against the previous report in Jan21.

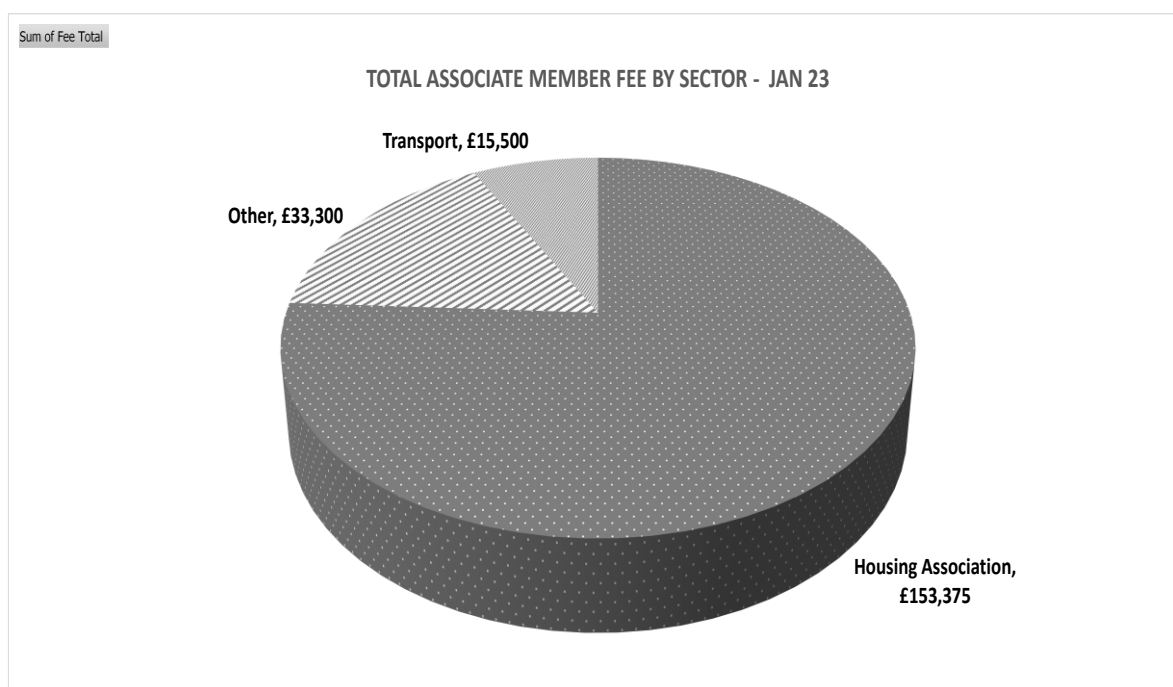
Table 1.

Group	Number of Associate Members (at Jan20)	Number of Associate Members (at Jan21)	Number of Associate Members (at Jan23)	Adjustment from Jan 21 – Jan23
Housing associations	27	36	43	+6
Council arm's length organisations (ALEO)	20	21	26	+5
Others	20	22	23	+1
Transport	9	10	10	0
Reciprocal (Sc Govt, Education)	7	18	43	+26
Total	83	107	145	+38

3. Update

- 3.1 The two staff within the associate team are fully funded from membership fees ensuring no detrimental impact on the core operations of Scotland Excel. The income breakdown of Scotland Excel associate members in January 2023 is shown in the following chart (Figure 2).

Figure 2



It should be noted that both ALEO and organisations covered by the reciprocal agreement, pay no fee.

Scotland Excel operates a reciprocal agreement with the other centres of procurement expertise, Advanced Procurement for Universities and Colleges (APUC), National Shared Services (NSS) and Scottish Procurement within Scottish Government to maximise collaboration and contract sharing to provide best value for the public sector. Scotland Excel provides a signposting service to ensure that councils achieve best value across a whole range of National arrangements. Councils make extensive use of frameworks beyond Scotland Excel and pay no fee as part of the reciprocal agreement.

Member Councils benefit from improved pricing on Scotland Excel contracts due to increased spend as a result of wider usage from other public bodies.

- 3.2 Housing associations make up the single largest group with forty-three members and currently provide the largest income from fees (figure 2). The revenue increased significantly after 2016 when Scotland Excel delivered the Scottish Government PCIP programme from 2017 to 2019 and raised awareness to the sector of Scotland Excel's work. At the same time, Scotland Excel continued to grow sector membership by expanding the construction contract portfolio that offered housing associations compliant routes to market

in areas such as new build housing construction, energy efficiency contractors, engineering consultancy and domestic gas boiler maintenance.

The PCIP programme was well received, and many saw the positive benefits that robust procurement practices can bring to their organisation. The following quotes from two of the programme participants (who subsequently became Scotland Excel associate members) typifies the positive feedback and benefits many got from the programme.

Kingdom Housing Association said *“Scotland Excel highlighted good practice and offered advice and assistance on areas of improvement. This allowed us to put in place a clear procurement improvement action plan across all departments of the organisation to continue to strive and improve on our PCIP score going forward”*.

Glasgow West Housing Association noted that *“The assessment will be different for each organisation that takes part, with real opportunities for those that take the first step in the initial self-assessment and evidence gathering before the evaluation.”*

Scotland Excel will continue to encourage more housing associations to become members by promoting the contract portfolio at housing events, customer meetings and offering the new Continuous Improvement Programme for Procurement (CIPP). The CIPP was launched in December 2022 and forms part of the Scottish Government Affordable Housing Supply Programme guidance that mandates all developing associations complete a procurement assessment as a condition of grant funding. Unlike the previous PCIP programme that was fully funded by the Scottish Government, the CIPP will be a chargeable service from Scotland Excel to housing associations and available to both members and non-members.

- 3.3 There are currently twenty-six council arm's length organisations (ALEO) which are members of Scotland Excel and therefore benefit from frameworks and services. There is a total of one hundred and thirty ALEO aligned to local authorities. Scotland Excel staff continue to raise awareness and regularly encourage council staff at review meetings to alert ALEOs to the benefits of free membership. Scotland Excel will continue to raise ALEO eligibility with Finance Directors, highlighting the benefits of membership, collaboration and financial value. The associate team has had recent success in collaborating with Fife Council Procurement team to enrol the majority of their ALEO's to Scotland Excel and provide an overview of the benefits they can achieve from being a Scotland Excel associate member.
- 3.4 Other associate members come from a range of non-departmental public bodies (NDPB's), transport organisations, and a mixture of members from social care, education and other public bodies. The biggest growth area has been in the government sector with many of the NDPB's joining during the pandemic to primarily benefit from contracts such as Personal Protective Equipment (PPE) and janitorial supplies to assist with business continuity. Scotland Excel compliant contracts also relieved the pressure of re-tendering for these organisations. The growth in this sector membership can be seen in Figure 1.

- 3.5 Scotland Excel has engaged with the third sector over the last three years to promote the benefits of associate membership. There are over forty-five thousand charity organisations in Scotland within scope, ranging from micro one-person operations through to large national organisations. This sector presents an opportunity for Scotland Excel to provide a focused approach to a market that provides a vital part of our community and national supply chain.

The sector provides a unique challenge when discussing membership options as it has a diverse subset including - Charities, Social Enterprises, Supported Business and Community Groups. As the majority of Third Sector organisations are small without any in-house procurement capability, there may be a larger opportunity in this sector for some of Scotland Excel's wider paid services and procurement support.

Attracting new members from the third sector has proved difficult to date and Scotland Excel has attempted to raise its profile in the sector in a number of ways including the "free associate programme" which was available to all public sector organisations during COVID. Additionally, we have targeted the top 150 third sector organisations in 2022 to promote the benefits of joining Scotland Excel, with different membership options including pilot schemes and umbrella organisation membership. In November 2022, Scotland Excel wrote to all third sector Scotland Excel framework providers offering membership and are currently engaging with responders to discuss the benefits of joining Scotland Excel.

- 3.6 All potential associate members follow the same joining process irrespective of whether there is a fee to Scotland Excel or not. The current fee split is represented below (figure 4). All organisations requesting membership must provide the necessary evidence to pass the Local Authorities (Goods and Services) Act 1970 that it has functions that are public in nature.

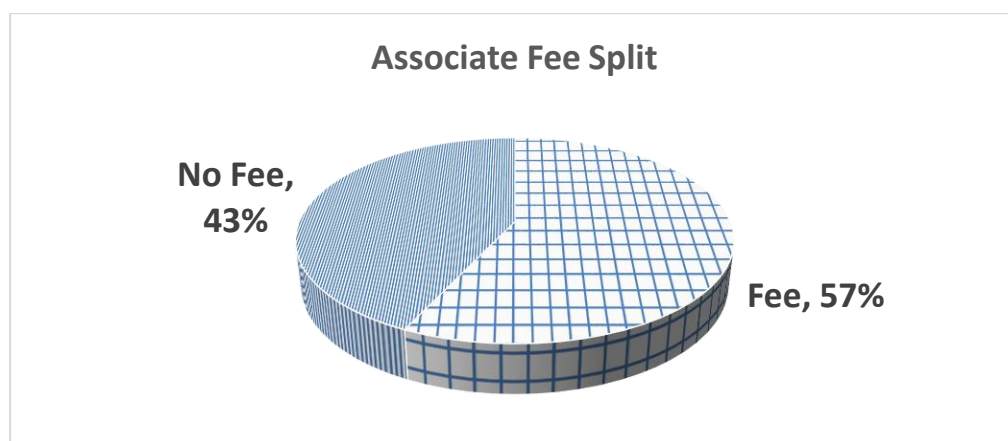


Figure 4

- 3.7 Income from associate member fees has increased significantly over the last few years and the dedicated associate team has been able to encourage a wide range of new associates by promoting the benefits from the wider contract portfolio, the new Scotland Excel service offerings and the Academy. This can be seen in the following table (figure 5).

Figure 5



- 3.8 A full list of the current Scotland Excel associate members is provided in Appendix 1.

4. Key Membership Data

- 4.1 The associate membership base ranges across a number of public sectors and across a number of member regions. In addition to the benefits outlined previously, Scotland Excel also encourages and promotes a number of organisational fair work policies such as living wage, use of supported business and other key policy areas. Approximately 90% of members are Living wage employers.



- 4.2 Some associate members have provided valuable insight into their sectors which has been included into some of our contracts (particularly construction) and enriched the offering provided to all our members.
- 4.3 Within the last twelve months, our associates have spent £40 million through Scotland Excel frameworks with notably high spend on New Build Residential Construction, Security Services and Cash Collection. This additional spend benefits our core members and the enhanced buying power can be used to provide additional services in their local communities.

5. Next Steps

- 5.1 With the CIPP programme launched in December 2022, the associate team will be conducting assessments for housing associations which need to meet the Scottish Government conditions of the housing grant funding application. This will continue beyond 2023 as Scottish Government see this as a continuous programme. While it is not mandated that Scotland Excel is the only provider of this service, our record of delivery and experience has seen a few enquiries already. As with the last programme, this represents a unique opportunity to promote the benefits of membership, collaboration, and promote our main construction frameworks such as the new build framework, energy efficiency contractors and the forthcoming property, repair and maintenance framework.
- 5.2 The associate team will seek to increase growth in third sector associate membership. Engaging with their governing bodies, setting up meetings to promote Scotland Excel services, provide benchmarking of cost savings and highlighting areas of opportunity will continue to be a key focus of the team in 2023.
- 5.3 Scotland Excel will continue to review spend levels of associates to ensure that the fee reflects the usage from the associate. Accurate reporting from our suppliers continues to be a key measurement. It is important to establish if any significant changes to spend levels will be sustained by the associate over a consistent period and not for a one-off project.

6. Recommendations

- 6.1 Members are asked to note the progress made regarding the ongoing work with Associate members and to encourage suitable organisations to apply for membership.

Appendix 1

Scotland Excel Associate Member List – Jan2023

Housing Associations

Abbeyfield Scotland Ltd	Kingdom Housing Association Ltd
Angus Housing Association Ltd	Kingdom Support and Care CIC
Ardenglen Housing Association Ltd	Kingsridge Cleddans Housing Association Ltd
Ark housing Association Ltd	Link Group Ltd
Berwickshire Housing Association Ltd	Loreburn Housing Association Ltd
Bield Housing & Care	Oak Tree Housing Association Ltd
Blue Triangle (Glasgow) Housing Association Ltd	Parkhead Housing Association Ltd
Cairn Housing Association Ltd	Partick Housing Association Ltd
Cathcart & District Housing Association Ltd	Pineview Housing Association Ltd
Cernach Housing Association Ltd	Provanhall Housing Association Ltd
Clydebank Housing Association Ltd	Queens Cross Housing Association Ltd
Drumchapel Housing Co-Operative Ltd	River Clyde Homes
Dunbritton Housing Association Ltd	Ruchazie Housing Association Ltd
East Kilbride & District Housing Association Ltd	Shettleston Housing Association Ltd
Easthall Park Housing Co-operative Ltd	Shire Housing Association Ltd
Ferguslie Park Housing Association Ltd	Southside Housing Association Ltd
Glasgow West Housing Association Ltd	Thenue Housing Association Ltd
Grampian Housing Association Ltd	Trust Housing Association Ltd
Hanover (Scotland) Housing Association Ltd	Viewpoint Housing Association Ltd
Hawthorn Housing Co-Operative	West Granton Housing Co-Operative Ltd
Hebridean Housing Partnership Ltd	Wheatley Group
Homes for Life Partnership Ltd	

Appendix 1

Scotland Excel Associate Member List – Jan2023(continued)

ALEO

Angus Alive
Bon Accord Care
Cireco
City Building (Glasgow) LLP
City Property (Glasgow) LLP
Clyde Gateway
Culture Perth & Kinross
East Ayrshire Leisure Trust
Eden Court Highlands
Edinburgh Leisure
Fife Cultural Trust
Fife Golf Trust
Fife Resource Solutions LLP
Fife Sports & Leisure Trust
Glasgow Life
High Life Highland
Inverclyde Leisure
Jobs & Business Glasgow
Live Active Leisure
Live Borders
North Ayrshire Leisure (KA Leisure)
Renfrewshire Leisure (One Ren)
Routes to Work
SB Cares
South Lanarkshire Leisure and Culture
Sport Aberdeen

Transport

Glasgow Prestwick Airport
Highlands and Islands Airports
Highlands and Islands Transport Partnership
North Area Transport Association
North East Transport Partnership (NESTRANS)
Shetland's Transport Partnership (ZETTRANS)
South East of Scotland Transport Partnership (SESTRANS)
Strathclyde Partnership for Transport
Tayside & Central Scotland Transport Partnership (TACTRAN)
Transport Scotland

Reciprocal - Universities & Colleges

Edinburgh Napier University
Glasgow Caledonian University
Heriot-Watt University
Perth College UHI
University of Aberdeen
University of Edinburgh
University of Glasgow
University of St Andrews
University of Stirling
University of Strathclyde
West College Scotland

Appendix 1

Scotland Excel Associate Member List – Jan2023(continued)

Scottish Government & Other Bodies

2023 Cycling World Championships Ltd	Royal Botanic Garden Edinburgh
Advice Direct Scotland	Scotrail Trains Ltd
Caledonian Maritime Assets Limited (CMAL)	Scottish Canals
Church of Scotland Social Care Council	Scottish Children's Reporter Administration
Construction Scotland Innovation Centre (CS-IC)	Scottish Courts and Tribunal Services
Crown Estate Scotland	Scottish Enterprise
Crown Office & Procurator Fiscal Service	Scottish Environment Protection Agency (SEPA)
Cycling Scotland	Scottish Fire and Rescue Service
David MacBrayne Ltd (Caledonian MacBrayne)	Scottish Legal Aid Board
Design Dundee	Scottish Natural Heritage
Dovetail Enterprises Ltd	Scottish Parliamentary Corporate Body
Edinburgh International Festival Society	Scottish Police Authority
Ferguson Marine Ltd	Scottish Qualifications Authority (SQA)
Forestry and Land Scotland	Scottish Water
General Teaching Council	Scottish Wildlife Trust
Hayfield Support Services with Deaf People	Seamab School
Highlands and Islands Enterprise	SEEMIS Group LLP
Historic Environment Scotland	Skills Development Scotland
Inverclyde Voluntary Council of Social Services	Social Security Scotland
Jordanhill School	South of Scotland Enterprise Agency
Kibble Education Centre	Sportscotland
Loch Lomond and The Trossachs National Park Authority	St Roch's Childcare Service
MYtownMYcommunity Ltd	The Royal Zoological Society of Scotland
National Library of Scotland	The Wise Group
National Museums Scotland	Tron Theatre
Recovery Across Mental Health (RAMH)	Visit Scotland
Registers of Scotland	Zero Waste Scotland
Rossie Secure Accommodation	

