

Notice of Meeting and Agenda Scotland Excel Chief Executive Officers Management Group

Date	Time	Venue
Wednesday, 19 February 2020	10:00	Scotland Excel Meeting Room 1, Renfrewshire House, Cotton Street, Paisley

KENNETH GRAHAM
Clerk

Membership

Angela Scott (Aberdeen City Council): Margo Williamson (Angus Council): Cleland Sneddon (Argyll & Bute Council): Steve Grimmond (Fife Council): Annemarie O'Donnell (City of Glasgow Council):

Sandra Black (Renfrewshire Council) - Chair

Video Conferencing

Should any member wish to participate using video conferencing please contact Karen Forrest on 0141 618 7444.

Teleconferencing

Should any member wish to participate using telephone conferencing please contact Karen Forrest on 0141 618 7444.

Further Information

This is a meeting which is open to members of the public.

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 either email democratic-services@renfrewshire.gov.uk or telephone 0141 618 7112.

Members of the Press and Public

Members of the press and public wishing to attend the meeting should report to the customer service centre where they will be met and directed to the meeting.

Items of business

Apologies

Apologies from members.

Conflicts of Interest

Members are asked to intimate any conflicts of interest in any item(s) on the agenda.

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|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| 1 | Minute | 5 - 8 |
| | Minute of meeting of the Chief Executive Officers Management Group (CEOMG) held on 28 August 2020. | |
| 2 | Directors Update | 9 - 16 |
| | Report by Director of Scotland Excel. | |
| 3 | Care Update | |
| | Presentation. | |
| 4 | Community Benefits | 17 - 22 |
| | Report by Director of Scotland Excel. | |
| 5 | Sustainable Approach to Plastics | 23 - 34 |
| | Report by Director of Scotland Excel. | |
| 6 | Food in Schools | |
| | Presentation. | |
| 7 | Review of Job Title for the Director of Scotland Excel | 35 - 36 |
| | Report by Clerk. | |
| 8 | Date of Next Meeting | |
| | Note that the next meeting of the CEOMG will be held at 10.00 am on 6 May 2020 in Scotland Excel Meeting Room 1, Renfrewshire House Cotton Street, Paisley. | |



Minute of Meeting Scotland Excel Chief Executive Officers Management Group

Date	Time	Venue
Wednesday, 28 August 2019	10:00	Scotland Excel Meeting Room 1, Renfrewshire House, Cotton Street, Paisley

Present

Cleland Sneddon, Chief Executive (Argyll & Bute Council) and Annemarie O'Donnell, Chief Executive (Glasgow City Council).

By Tele Conference

Margo Williamson, Chief Executive (Angus Council) and Steve Grimmond, Chief Executive (Fife Council).

Chair

In the absence of Sandra Black, Chair, Cleland Sneddon presided.

In Attendance

J Welsh, Director, H Carr, Head of Strategic Procurement, J Hunt, Strategic Programme Manager, J Bowles, Category Manager, S Blackhall, IT Operational Manager, and L Campbell, Corporate Services Manager (all Scotland Excel); and C MacDonald, Senior Committee Services Officer (Renfrewshire Council).

Apologies

Angela Scott, Chief Executive (Aberdeen City Council) and Sandra Black, Chief Executive (Renfrewshire Council).

Conflicts of Interest

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

1 Minute

There was submitted the Minute of the meeting of the Chief Executive Officers Management Group (CEOMG) held on 15 May 2019.

DECIDED: That the Minute be approved.

Sederunt

Annemarie O'Donnell entered the meeting during consideration of the following item of business.

2 Director's Update

There was submitted a report by the Director of Scotland Excel which provided an update on key developments within Scotland Excel since the meeting of the Group held on 15 May 2019.

The report provided information in relation to a digital office update; collaboration with the Scottish Government; Care Services; the Scotland Excel Academy; new build housing; and an update on the contract plan and contracts approved since May 2019 and new associate members.

In relation to the Digital Office data gathering exercise, it was agreed that an email would be sent to all CEOMG members providing an update on their status.

During discussion, mention was made of Brexit, the current position and potential future options/scenarios and implications. It was agreed that information would be gathered across a full range of contracts and an email sent to all local authorities advising of the anticipated impact.

DECIDED:

(a) That the report be noted;

(b) That an email be sent to all CEOMG members providing an update on their status in relation to the Digital Office data gathering exercise; and

(c) That an email be sent to all local authorities advising of the Scotland Excel preparatory work in relation to Brexit.

3 Demonstration: Business Intelligence

S Blackhall, IT Operational Manager, gave a demonstration on the new Business Intelligence application which was now available for members. The demonstration indicated that when members logged in to the application it automatically filtered all information relevant to their local authority; allowed members to monitor and analyse information; and produce reports. It was noted that additional reports would be developed.

DECIDED: That the demonstration be noted.

4 Presentation: New Build

J Bowles, Category Manager, gave a presentation to the Group in relation to the new build residential framework.

The presentation provided background information; outlined the framework overview; detailed the benefits of using the framework; highlighted the framework rebate model; and looked at the priorities going forward and how to support councils.

DECIDED: That the presentation be noted.

5 Presentation: Economic Development

J Welsh, Director, gave a presentation to the Group in relation to local economic development.

The presentation looked at the local landscape and detailed some headline facts and highlighted discussion areas.

A O'Donnell advised she had a meeting scheduled with the Deputy Director for Manufacturing and Industries at the Scottish Government and would provide feedback to members prior to the next scheduled meeting of the Group.

DECIDED:

(a) That the presentation be noted; and

(b) That feedback from the meeting with the Deputy Director for Manufacturing and Industries, Scottish Government, in relation to economic development be provided to members of the Group.

6 Care Homes Procurement Options

There was submitted a report by the Director of Scotland Excel relative to Care Home Procurement Options.

The report set out alternative arrangements if there was a failure to finalise the Care Home Cost Model and Scottish Care advocated a shift from national to local arrangements for agreeing procurement of care home services across Scotland.

The report intimated that if the cost model could not be agreed by 30 September 2019, councils would require to discuss which approach they would wish to adopt and develop a timeline to review the contract, advertise and undertake mandatory, insurance, technical and financial checks in advance of contract award from 1 April 2020. The report advised that Option 3 was the closest to the current national arrangement depending on how many councils wished Scotland Excel to undertake this activity on their behalf.

The report further intimated that if the sector moved to propose a shift to local arrangements, Scotland Excel would survey member councils on their preferred procurement option and implementation approach.

DECIDED: That the report be noted.

7 Date of Next Meeting

DECIDED: That it be noted that the next meeting of the CEOMG would be held at 10.00 am on 27 November 2019 in Scotland Excel Meeting Room 1, Renfrewshire House, Cotton Street, Paisley.

Scotland Excel

To: Chief Executive Officers Management Group

On: 19 February 2020

Directors Update Report

1. Introduction

The purpose of this report is to provide the group with an update on key developments within Scotland Excel since the last meeting of the Chief Executive Officers Management Group on 28th August 2019.

2. Summary

Since the group last met there have been a number of developments:

2.1 Digital Office update

2.1.1 Social Care Case Management System

Following the tender and evaluation process, a number of clarification questions were received during the standstill period. On review by Legal Services, it was determined that the evaluation process should have had improved clarity provided to the bidders. In light of this it was determined that the most appropriate course of action was to cancel the tender process, restructure the documentation and re-schedule the tender.

A renewed Prior Information Notice has been published on the Public Contracts Scotland website and it is intended to publish a new ITT in the current financial year.

2.1.2 Information Gathering

The information gathering tool was upgraded by South Lanarkshire technical staff and demonstrated at the Digital Office Partnership which was well received by those in attendance. At present we have around 35% of the systems and contract information uploaded in the capture tool. We continue to encourage all councils to submit information if they have not done so already. A first pass data cleansing exercise has taken place to remove duplicate systems and suppliers.

2.1.3 Market Testing for AI/Robotics Process Automation

A Prior Information Notice was issued in order to:

- understand market capabilities in relation to providing Robotics Process Automation solutions for Scottish Councils; and

- understand supplier roadmaps to support the evolution of Robotics Process Automation solutions for Scottish Councils

The information to be provided will help us better understand the market and consider any implications to existing projects and the way forward.

2.2 Scottish Government Funded projects

2.2.1 Care & Support

The tender return deadline for the new national flexible framework for Care and Support services was 12th November 2019. Scotland Excel has received a good response from providers across Scotland and the tender evaluation has progressed throughout December and January. Following an internal governance review, Scotland Excel extended the time for evaluation in order to manage the volume of insurance and legal clarifications required.

We will be taking the Framework to the February Executive Committee for approval. Once approved, the framework details will be published on the Scotland Excel website, along with user guides for councils and providers. It is important to note the supported people will remain under existing contracted arrangements until an alternative is chosen or if their care needs are reviewed.

We will be inviting new providers to join the Framework every 6 months.

The Adult Social Care team are working to the following timeline:

Activity	Target date
Provider tenders returned	12/11/2020
Evaluation process	12 /11/19 – 14/02/2020
Scotland Excel Executive Sub Committee	28/02/2020
Award process	02/03/2020 – 18/03/2020
Framework goes live	01/04/2020
Mobilise framework	April 2020 ongoing

2.2.2 Early Learning & Childcare

The guidance produced by Scotland Excel was published by Scottish Government and COSLA in April 2019. We are grateful for the many councils that provided feedback and support through reviewing the drafting of documentation to help support the implementation of this programme of work. They are now available from the Scotland Excel website.

Documents that have been published are:

- Model Terms and Conditions
- General Information and Instructions for Applicants
- Part A – Applicant Information and Contractual Requirements Form (for completion by Applicant)

- The Regional Improvement Collaborative session summary documents and an example process map

Scotland Excel has been recently commissioned by several councils to undertake a sustainable rate setting process for early years on their behalf. This will provide each council with the evidence and information that can inform the council's decision regarding a local sustainable rate to deliver the funded entitlement for parents in the local area.

2.2.3 Affordable Housing

Scotland Excel are working with Scottish Government to shape the future programme and continue to support the Procurement Commercial Improvement Programme (PCIP) requirements of the sector. The Scottish Government are in consultation with Scottish Federation of Housing Associations (SFHA) and Glasgow and West of Scotland Forum of Housing Associations (GWSF) to review member feedback about the PCIP programme. Scotland Excel is awaiting the result of the consultation ahead of a possible April 2020 project start date.

Summary highlights since the last report: -

Scotland Excel's contract for new build housing is now live and the associate team are engaging with housing associations to raise awareness of the new contract. A successful mobilisation/information event for housing associations took place in November at Scotland Excel offices. This event was open to both members and non-members with a healthy attendance on the day.

Further mobilisation events have been scheduled this month with two housing associations that are non-members interested to hear the benefits of using the framework.

Shettleston, Loreburn, Dunbritton and Parkhead Housing Associations have all recently become associate members of Scotland Excel in order to access the wider contract portfolio but keen to take advantage of the new build housing framework.

2.3 Other Care Services

2.3.1 Care Homes for Older People

Since the last report discussions on the Care Cost Model© have been completed. The sector has now agreed all Direct Care costs covering salaries, property and other supplies and services. There are two negotiation meetings scheduled, and the results of these will be reported on widely, once ratified through the existing governance approval process. We will draft and distribute a model contract variation letter which councils can adapt for their own use if the offer is agreed.

We are currently drafting terms of reference jointly with Social Work Scotland to progress the sourcing strategy for care homes. Our intention is to progress with the sourcing strategy recommendations which builds in a pre-contract award questionnaire. The exact process will be finalised within the coming weeks.

We continue to provide market intelligence through our interactive web-based suite of reports and by providing updated financial reports in relation to major providers.

2.3.2 Care Homes for Adults with Learning Disabilities Including Autism

The framework commenced on 14 Oct 2019 and will run until September 2023. Through this flexible framework, local authorities can purchase support arrangements for adults with profound and multiple learning disabilities. 24 providers and 57 care homes were appointed to the framework, although some awards have been deferred. Further details regarding this can be found within the members area of the Scotland Excel website.

The framework is designed to meet the future needs of adults with learning disabilities and local authorities by allowing the appointment of new providers and/or addition of services at specific times during the framework period.

2.3.3 Children's Residential Care and Education with Short Breaks

The Independent Care Review report was launched on 5 February 2020. Scotland Excel is currently reviewing what the impact of the Review's recommendations may mean for future service commissioning for children's services.

Scotland Excel has recently held two regional annual contract management User Intelligence Groups (UIGs) in Paisley and Dundee to discuss the framework. Key areas discussed included the recent fee review and the expected level of requested increases, a new Individual Placement Agreement template and overall usage of the framework. Slides and minutes from the UIGs are now available on the members area of the Scotland Excel website.

The closing date for new admissions to the framework was 6 December. This is currently under evaluation with new providers being awarded on 1 May 2020. In addition, the 2018/19 Annual Report for Children's Residential Care is now available on the website.

2.3.4 Secure Care Service

The current contracts for secure care expire on 31 March 2020 and extensive consultation work on the new framework has been completed. The tender for the next generation of Secure Care Services contracts is at the evaluation stage with recommendations being taken to the February Executive Committee for approval. Included with the specification for the new contracts are the National Standards of Secure Care which will be rolled out by COSLA and Scottish Government after April 2020.

2.4 The Scotland Excel Academy

The Academy continues to make good progress supporting our customers' people development and organisational development needs. The Academy is currently supporting 28 of 32 (88%) councils and 14 public / third sector organisations.

With 457 registered learners, The Academy is supporting 193 active learners engaged in accredited programmes across 16 cohorts.

9 cohorts have now been fully completed, awarding 115 qualifications, and 10 new cohorts are planned over fiscal year 2020/21.

Procurement

- 4 cohorts are active, and 2 cohorts have been completed
- 2 cohorts are scheduled

Leadership & Management

- 5 cohorts are active, and 3 cohorts have been completed
- 3 cohorts are scheduled

Project Management

- 6 cohorts are active, and 4 cohorts have been completed
- 3 cohorts are scheduled
- These programmes are co-delivered with the Improvement Service

Business Analysis, Decision Making and Innovation

- 1 cohort is active. This is the first cohort of this new programme, launched in October 2019
- 2 cohorts are scheduled
- This programme strives to address a national shortage of business analysts
- This programme is co-delivered with the Improvement Service

Chartered Manager (CMgr)

- 3 learners have been awarded Chartered Manager
- This is the highest accolade in the leadership and management profession
- Scotland is significantly under-represented within the CMgr population, and the impact these individuals have within their organisations
- Our Chartered Managers join a Scottish population of 515

Coaction

- In collaboration with the Scottish Government, Coaction strives to coact, cocreate, coproduce, co-deliver and collaborate nationally across our learning and development and organisational development community – sharing expertise and resources.
A draft national roadmap has been created and we are working towards creating a national organisational development working group and a national innovation working group.
- The first regional event is scheduled for 01 April 2020 in Inverness
- The second regional event is scheduled for 27 May 2020 in Dundee/Edinburgh
- The second annual event is scheduled for 27 August 2020 in Glasgow

SCQFP Credit Rating Body

- In collaboration with the Scottish Government, we are working towards becoming a credit rating body having submitted our application in November 2019.
- Our vision is to design and deliver bespoke nationally accredited qualifications for the Scottish public-sector, aligned to the Scottish Credit and Qualifications Framework.
- These bespoke development programmes can address the needs identified from Scottish Government's national development framework.

Non-Accredited Workshops

- Adopting a demand-led approach, we have delivered 23 non-accredited work-based-learning workshops, engaging 103 learners
- These non-accredited work-based-learning workshops address needs identified from the PCIP assessments and our wider customers' needs
- 5 non-accredited work-based-learning workshops are scheduled

2.5 New Build Housing

The recommendations for this framework were approved by the Scotland Excel Executive Sub Committee on 2 August 2019 and the contract went live on 26 August 2019.

Nineteen suppliers have been awarded to the framework, 13 of whom are SMEs, across 5 lots and the 32 geographical council areas. Alongside benchmarked savings of 2.8%, a wide range of sustainability and social benefits have been incorporated into the arrangement including: a flexible specification based on Housing for Varying Needs, carbon emission considerations, community benefits (based on employment and training to address specific gaps in the construction sector), fair work practice considerations and fair payment practices for sub-contractors. In addition, the framework also supports the use of project bank accounts. All contractors have committed to using social enterprises and supported businesses.

The framework was formally launched by Scotland Excel at an event held in Edinburgh on 8 October 2019, 'Accelerating Affordable Housing Supply in Scotland'. This event brought together contractors and purchasers who heard from speakers across the construction industry.

Scotland Excel are undertaking an extensive mobilisation of the New Build Residential Construction framework incorporating bespoke mobilisation events for individual members and have produced numerous guidance and template documents.

2.6 Update on the Contract Plan and Contracts approved since September 2019

There are 74 current frameworks in the Scotland Excel contract portfolio, with 3 of these frameworks to be renewed before 31 March 2020. It is also planned that a further 2 new frameworks will be added to the contract portfolio by 31 March 2020. One of these new frameworks is being coordinated through the operational supplies and services team.

Twenty-Three of the frameworks on the current portfolio have extension options that are likely to be exercised in 2019/2020 with 22 of these extensions already approved.

The overall efficiency across the whole portfolio for 2019/20 is running at 2.6% compared to the 2.5 % forecast range. This figure will continue to be monitored throughout 2019/2020.

The following contracts have been approved at Executive Sub Committee since September 2019:

Debt Recovery and Sheriff Officers

This framework will provide a mechanism for local authorities to procure a range of debt recovery and sheriff officer services; This includes, but is not limited to, debt collection services for council tax (including water and wastewater charges), non-domestic rates, housing benefit overpayments, enforcement and diligence in relation to current and former tenant arrears.

Security Services and Cash Collection

This framework will provide councils and other participating members with a mechanism to procure a range of security services, including guarding, stewarding, marshalling, key holding and mobile patrols. The scope of the framework also includes cash collection services

Plumbing and Heating Materials

This framework will provide councils and other participating bodies with a mechanism to procure a range of plumbing and heating materials in support of construction projects, ongoing maintenance schedules and ad hoc repairs. Key enhancements delivered in the renewal include an amended lot structure to facilitate ease of call-off and the addition of a specialist lot for adapted products. Furthermore, a revised approach to community benefits will maximise the delivery of local outcomes.

Fresh Fruit and Vegetables

This framework will provide councils and other participating bodies with a mechanism to procure a range of fresh/organic fruit and vegetables and will support councils with the introduction of the revised nutrition act that now requires a minimum of two portions of vegetables and a portion of fruit to be offered as part of a school lunch, in both primary and secondary schools.

2.7 Supplier Awards

In 2015, Scotland Excel launched the Supplier Excellence Awards, the first-ever awards programme to recognise the role of suppliers within public procurement and identify examples of innovation and good practice being delivered by suppliers for Scotland Excel members.

Following the success of the inaugural awards, the decision was taken to deliver the programme biennially. The second awards programme was launched in September 2017 and culminated in a high-profile awards ceremony which took place in Glasgow in February 2018 in conjunction with the Scotland Excel Annual Conference.

The Conference & Supplier Excellence Awards contribute to the delivery of Scotland Excel operating plan commitments relating to procurement capability, contract management, supplier engagement and business growth. The events enhance Scotland Excel's profile and reputation while providing a platform for key stakeholders to network, enhance knowledge and share best practice.

The Scotland Excel Conference & Supplier Excellence Awards 2020 will take place at the Radisson Blu hotel in Glasgow on 20-21 February 2020, with the awards ceremony held at the same venue on the evening of 20 February.

The awards programme was launched on 25 September and closed on 06 November 2019. An extensive communications campaign encompassing email, social media and web content was implemented to encourage entries. Contract owners promoted the awards during supplier calls and meetings, and council procurement teams were encouraged to highlight the awards to eligible suppliers.

The awards attracted 85 entries across eight categories focusing on key aspects of sustainable procurement, including an award for small and third sector suppliers. Entries were assessed by a panel of 12 judges from local government and the wider public sector, and the shortlisted finalists were announced on 22 November 2019.

The Scotland Excel Conference theme is 'Inclusive Growth' and will cover topics such as regional growth, economic and social wellbeing, and social business. The conference audience has been extended beyond procurement practitioners to other professionals within local government, such as economic development officers, who influence local growth strategies. Other public sector partners and associate members can also attend.

The awards ceremony has been planned around the highly successful blueprint created for the 2018 event, with broadcaster and musician, Dougie Vipond, reprising his role as host. Invitations have been sent to key stakeholders and award finalists, and tickets were also made available for purchase. Around 350 guests are expected to attend.

2.8 General update

New Associate Members

There have been seven new associate members since the last CEOMG:

- Loreburn Housing Association
- Scottish Legal Aid Board
- University of Strathclyde
- Ardenglen Housing Association
- Dunbritton Housing Association
- West College Scotland
- National Museums Scotland

Scotland Excel

To: Chief Executive Officers Management Group

On: 19 February 2020

**Report
by
Director Scotland Excel**

Community Benefits

1. Summary

- 1.1 In line with legislative requirements and Scotland Excel's sustainable procurement duty this report will highlight the Community Benefits delivered, in the period of 1 April 2019 to 30 September 2019, as a result of the Scotland Excel framework portfolio. Additionally, an update will be provided regarding Fair Work Practices which will give an analysis of suppliers and providers' Living Wage status.
- 1.2 Scotland Excel continually strives to be innovative in its approach to Community Benefits. We recognise that Community Benefits have a considerable social, environmental and economic impact within local communities and we continue to encourage and grow awareness in this regard. Our approach to Community Benefit commitments at point of tender has been developed to further advance the undertakings made by suppliers and to facilitate a robust process for the collection of responses. The newly developed Community Benefit menu has been favoured by procurement specialists when embarking on new procurement exercises and offers a focused approach across the Scotland Excel procurement portfolio. Furthermore, it aims to encourage suppliers and providers to deliver Community Benefits within the awarding local authority area.

2. Recommendations

- 2.1 The next Community Benefits data collection, analysis and review cycle will be completed in line with the Management Information process to cover the period through to the end of 31 March 2020. The results will be reviewed with the supply base and where appropriate will be incorporated into supplier performance objectives.
- 2.2 CEOMG members are requested to note the content of this report, and support the measures proposed to monitor delivery of Community Benefits for the 2019/20 financial year.

3. Background

3.1 Twice yearly suppliers and providers are requested to complete a comprehensive Community Benefits template. This information is collated to illustrate the variety and extent of Community Benefits delivered as a result of Scotland Excel frameworks. This method of collection together with ongoing contract management aims to support the delivery of the commitments made by suppliers and providers at point of tender. For the return through to 30 September 2019, Community Benefits have been sought from suppliers and providers who have received in excess of £50,000 spend over the preceding two quarters via a Scotland Excel framework.

3.2 Table 1 shows a summary of the social value added across the Scotland Excel procurement portfolio since 2013. The figures are complete for the 6 month period through to the end of September 2019.

	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	Apr19- Sep 19	Total
No of Apprentices	9	92	49	18	52	34	21	275
No of New Jobs	78	43	29	53	146	280	192	821
No of Work Placements	0	5	6	17	30	107	27	192
Hours of Volunteering & Mentoring	95	377	1279	1570	1637	803	601	6362
Hours of Work Experience	5305	28214	16734	7852	2541	667	5879	67184
Value of Other Community Benefits	£2,474	£16,550	£46,140	£87,814	£311,549	£437,443	£560,090	£1,462,060

Table 1: Summary of social value added across the collaborative portfolio

3.3 Community Benefits delivered via Scotland Excel frameworks continue to be positive. Figures in terms of 'number of new jobs' for the current return period have seen further growth with Glasgow being of particular note. These are a result of the business associated with Agency Workers – Social Care framework, where one supplier recruited 15 new full-time employees. It is also worth noting that a total of 7 new apprentices have been recruited within Falkirk.

In relation to 'hours of volunteering and mentoring' the highest number was provided within Inverclyde where some supplier staff conducted befriending and driving duties within the local area. Further, suppliers within Fife provided 13 work placements for Adults.

- 3.4 As shown in Appendix 1, returns illustrate that North Lanarkshire received the most substantial amount of 'Other Community Benefits'. This is largely made up of provision of premises for use by local organisations, sponsorships, donation of equipment and provision of a sports leadership academy.
- 3.5 With regard to Fair Work Practices (including the Living Wage) Scotland Excel commenced formal consideration within Tenders in early 2015. Since this time the respective position on bidders' work practices has been outlined within Executive Sub Committee Contracts for Approval Reports. From a review of the data available since 2015 the overall position across Scotland Excel's portfolio is:
- 3.6 Of the 926 suppliers appointed since formal consideration, 768 (83%) notified that they pay the Living Wage. This is broken down within the first four columns below:

Accredited	Progress towards accreditation	Committed to gaining accreditation over the first 2 years of the framework	Not accredited but paying the Living Wage	Not accredited or paying the Living Wage but committed to doing so within 2 years	Neither accredited nor paying Living Wage
170 (18.4%)	42 (4.5%)	87 (9.4%)	469 (50.7%)	36 (3.9%)	122 (13.1%)

- 3.7 Scotland Excel continues to ensure transparency within the tender process and focus on aspects of fair work practices deemed relevant for each framework. Scotland Excel continue to monitor and encourage the implementation of fair working practices and to work closely with suppliers to review their progress in this area.

Appendix 1 Community Benefits by Council Apr 19-Sep 19

	Number of new apprentices	Number of new employees	Number of work placements	Hours of volunteering	Hours of work experience	Monetary value of Other Community Benefits
Aberdeen City		14.7	0.8	27		£14,541
Aberdeenshire	0.1	7	1			£34,265
Angus		0.5	0.6	50.4		£6,633
Argyll & Bute						£8,789
Clackmannanshire		4.2				£6,075
Dumfries & Galloway		5.5				£11,437
Dundee	1.5	1.5	1.3			£16,952
East Ayrshire	1	5				£13,005
East Dunbartonshire	1	12			8	£9,062
East Lothian	0.1	4.2				£10,893
East Renfrewshire		3				£6,689
Edinburgh	0.2	19.8	3	14.3	96	£32,430
Falkirk	9	6.2			200	£19,745
Fife	1.1	13.9	13	32	496	£21,083
Glasgow	0.5	32.7	3.7	105.5		£36,090
Highland	0.4				608	£14,638
Inverclyde				312		£22,481
Midlothian						£8,248
Moray	0.1					£6,016
North Ayrshire	2	4	0.1	7.8	132	£14,532
North Lanarkshire	0.3	3.2			208	£42,465
Orkney						£5,000
Perth & Kinross	0.5	2.8	0.3	7.7	5	£7,927

Renfrewshire	0.4	12.2		104	352	£10,111
Scottish Borders	0.1	1				£8,508
Shetland						£5,062
South Ayrshire	1.3	1			168	£21,994
South Lanarkshire	0.6	13.3	0.1		3602	£29,577
Stirling		10.1	2.3			£10,488
West Dunbartonshire		0.5				£23,469
West Lothian	1	11.3				£24,665
Western Isles						£5,000
Blanks		2.1	1.3		4	£55,220
Total	21.2	191.7	27.4	600.7	5879.2	£563,090



Single Use Plastics

Update Report

January 2020

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Introduction

Scotland Excel is the Centre of Procurement Expertise for Scotland's local government sector and our vision is to provide innovative, transformative solutions for local and national public services across Scotland. Scotland Excel's services are designed to help councils challenge reducing budgets at a time of growing demand. Working together through Scotland Excel, councils can realise a host of social, economic and environmental benefits from their spend.

Background

The environmental impact from plastics and disposal of this has been clearly stated from national and international media outlets. Recent documentaries such as the BBC's *"The War on Plastics"* prompted interest from both politicians and the general public to seek environmentally friendly alternatives and solutions.

The impetus for change in Scotland grew momentum in January 2018 when councils were contacted by MSP Kate Forbes to look at removing plastic straws from council establishments. Consequently, Scotland Excel contacted the milk framework suppliers to determine what could be done to eliminate plastic straws from their supply chains and subsequent products. The feedback from suppliers was positive; one supplier highlighted developments in packaging style to allow plastic straws to be compressed and recycled along with the drink's carton; other suppliers were looking at advances and innovation in their programmes by developing paper or other biodegradable drinking-straw materials. Scotland Excel is currently witnessing a greater interest from the councils on these solutions.

In late 2019, another of the framework suppliers committed to removing all plastic straws by the end of 2020. The company advised a proposal of a fully compostable straw, which, if successful, will begin the permanent roll out of the paper straws by the end of March 2020. The supplier stated "It is important that we launch a sustainable paper straw that is fully functional, recyclable and does not compromise on food safety. We also recognise our responsibility to provide sustainable solutions to our customers that will enable us, as a collective, to move towards a low carbon circular economy".¹

School children are similarly aware of the harmful effects of plastic pollution and, inspired by the Swedish activist Greta Thunberg, are now becoming actively involved in the environmental campaign. One local example of this saw Sunnyside Primary School in Glasgow being instrumental in lobbying politicians and suppliers for their "Nae straw at aw" campaign. This is an encouraging strategy by these children and Scotland Excel will outline the advantages of this campaign during development of relevant Scotland Excel frameworks.

In addition to the milk framework, within Scotland Excel's Corporate & Education portfolio of frameworks, many items include a plastic composition. This includes janitorial products, education materials, PPE and washroom solutions. However, it is the catering sundries framework that is most

¹ https://resources.mynewsdesk.com/image/upload/t_next_gen_article_large_480/kewdmjemnc3kp2ccpicv.jpg

affected by single-use-plastics (SUPs). Scotland Excel is now actively working with suppliers to seek more organic materials or to provide acceptable disposal methods in order to offer an eco-friendlier choice to councils.

As part of the UK Plastics Pact, eight problematic, or unnecessary single-use plastics are set to be eliminated by the end of 2020. These are:

- Disposable plastic cutlery;
- All polystyrene packaging;
- Cotton buds with plastic stems;
- Plastic stirrers;
- Plastic straws;
- Oxo-degradables that break down to create microplastics;
- PVC packaging; and
- Disposable plastic plates and bowls.

In addition to these items, a further 19 plastic items and materials are now being investigated for removal such as, single-use drinks bottles, non-detectable black plastics etc.

While there is a need to find more sustainable alternatives, or better disposable solutions to plastics, not all plastics are necessarily bad and not all alternatives are necessarily more environmentally friendly. Scotland Excel has therefore provided a summary below of the arguments for and against plastic use based on information gathered via market research, from the supply base and by attending a Holyrood conference in January 2019 on this matter.

Say No to Plastics

There are well documented problems of large-scale plastic use in our towns and cities – beach and ocean pollution; urban and countryside pollution. This is visible on visits to any of these natural places of beauty within Scotland. As a result of this, there is a requirement for volunteers from schools and workplaces to help clean up plastics from beaches, parks, urban streets etc.

A campaign to “#STOPthePlasticTide” identified that over 260 species of marine life including whales, dolphins and birds are affected by plastic pollution. These animals ingest the plastic litter that ends up in our seas and oceans. The litter includes nurdles - small plastic pellets - cotton buds, balloons, etc. and many species die from starvation, unable to eat because their stomachs are full of such plastics.

An alarming statistic is that Scotland’s plastic pollution around coastlines increased by 14% between 2017 and 2018. Clean-up in Scotland in 2018 showed there to be 559 plastic items within a 100-metre area on beaches and coastlines. Marine Conservation Society (MCS) report that for every 100 metres of Scottish coastline cleaned, there were on average almost 147 plastic/polystyrene pieces: 16 plastic caps /lids; 36 plastic cotton bud sticks; 27 wet wipes; 16 drinks cans and bottles; six plastic bags; and three 3 plastic / polystyrene cups.

In 2018, more items flushed down the toilet such as nappies, cotton buds and wet wipes – were found on Scottish beaches than anywhere else in the UK. The message therefore is “Go Plastic Free” ²

More recently in 2019, MCS stated, “As long as we carry on using plastic as much as we do, the estimation is that, by 2050, there will be more plastic in our seas than fish”. However, in order to promote Scotland’s natural environment and encourage responsible engagement for plastic prevention, MSC advise that 2020 will be the year of coasts and waters. Inspiring families with children to help out at their local beach clean is a practical and fun way to learn about the consequences of marine litter. ³

Keep Scotland Beautiful (KSB) confirmed that more than half the litter on our streets comes from food and drink waste. This includes; food (27%), sweet wrappers (24%), cups (19%), cans (11%), plastic bottles (9%), crisp packets (9%), glass bottles (1%).

These findings have been discussed with Scotland Excel’s suppliers during contract management meetings. Current suppliers endeavouring to reduce plastic packaging and focus instead on reusable replacements, advised the following examples: a sandwich wedge which uses a water-based, compostable material; a plant-based straw, which is strong and heat resistant, is fully compostable and emits less carbon during production than plastic alternatives. However, these products tend to come at a higher cost than their plastic alternatives.

A comparison between the top 5 single use plastic items has been conducted to identify what the cost may be to move to more sustainable alternatives, the results of which can be found in appendix 1 of the report. On average, to move to wooden or biodegradable cutlery, would cost approximately 265% or 411% more. Moving to paper straws over plastic straws would also be approximately 455% more expensive. It should be noted that these prices are an indication and are without any further negotiation between Scotland Excel and suppliers.

“The Circular Economy” – is an economic system aimed at minimising waste and making the most of our resources. It extracts the maximum value from the resources whilst in use, then recovers and regenerates the products and materials at the end of each service life. This helps to reduce the environmental impacts of our production and consumption. Cleaning up the environment requires a behaviour change. KSB note that stages to transform a behaviour go from; 1. being totally unaware, 2. becoming aware, 3. preparing to take action, 4. taking the action, and 5. to maintain and sustain the changed behaviour. ⁴

Zero Waste Scotland (ZWS) advised a blueprint for an advanced plastics recycling plant, which would assist in sending as little as possible to landfill or incineration plants. They also recommend measures that can be taken to reduce the negative impact on the environment, such as:

- Say no to straws;

² Marine Conservation Society

³ <https://www.theyworkforyou.com/sp/?id=2019-10-03.24.0&s=poverty>

⁴ Keep Scotland Beautiful

- Keeping and reusing your cup;
- Use a bag for life;
- Change to metal cutlery instead of plastic;
- Where possible, reuse plastic instead of discarding them.⁵

Scotland will be the first country in the UK to implement a deposit return scheme (DRS). This will provide opportunities in relation to environmental improvements by changing people's attitudes to recycling and littering and thereby helping to build the circular economy.

The Scottish Government introduced the DRS later in 2019 with full roll-out planned throughout Scotland 12 months after this. The scheme will require drinks retailers to add a 20p deposit to the take-away price of all aluminium cans, glass and some plastics containers above 50ml and up to three litres in size. The consumer will have two options to get their 20p deposit back: they can return the empty bottle or can to the retailer; or retrieve their deposit via a reverse vending machine. The scheme will be run by an independent, privately-run, not-for-profit company, with the system being paid for through three sources of funding - unredeemed deposits, revenue from the sale of materials and a producer fee.

The consultation paper for the DRS was presented to the Scottish Parliament in September 2019 and the accompanying statement and proposed regulations advised that the Scottish Government is committed to creating a more circular economy where products and materials are kept in a high-value state of use for as long as possible – thereby maximising resources to benefit the economy and the environment.⁶

As well as retail outlets, schools and other community centres will be able to act as return locations. Therefore, Scotland Excel will discuss the DRS with suppliers in the upcoming frameworks for groceries and provisions as well as catering sundries, to see how this could potentially be embedded into these frameworks.

Why Plastics are Required

There is abundant support currently against the damaging environmental consequences of using plastics, particularly single use plastics. However, 'The Grocer' noted that although alternatives to plastic materials, like metals and glass, have been put forward as options, these are not always practical for health reasons and for both the cost and environmental impact. E.g. replacing plastic straws for glass or metal straws is highly likely to cause injuries when in the mouth of patients with nervous or neurological conditions. In addition, paper straws disintegrate over time therefore are not always practical or cost effective.

⁵ Zero Waste Scotland

⁶ <https://www.gov.scot/publications/deposit-return-scheme-scotland-regulations-accompanying-statement-proposed-regulations/>

Highlighted below is a list of these alternatives and the risks associated with them for impaired or disabled users:

	Choking Hazard	Injury Risk	Not Positionable	Costly for Consumer	Not High Temperature Safe
Metal		✓	✓	✓	
Bamboo		✓	✓	✓	
Glass		✓	✓	✓	✓
Silicone			✓	✓	
Acrylic		✓	✓	✓	✓
Paper	✓		✓		✓
Single-use					

The table above highlights that for impaired and disabled people, the safest option for all five risks listed, is SUP.

The outcome from this assessment was that there should be pressure on all concerned to create biodegradable straws that are safe for the environment and disabled people, and that disabled or impaired consumers should not be marginalised. Their end message in relation to SUPs was for effectiveness, inclusivity and accessibility.⁷

Some councils have also highlighted this as a concern to Scotland Excel, due to the varying numbers of users accessing the frameworks. If the elimination of SUPs is detrimental to disabled or impaired consumers, Scotland Excel will ensure accessibility to these products, where required.

As well as this, transporting lower weight materials like plastics, as opposed to metals and glass, is less harmful to the environment because fewer vehicles are required, which burn less fuel and ultimately produce less greenhouse gas emissions.

Research has also found that the manufacture of paper bags, as opposed to plastic bags, adds significant additional volume and weight to the waste stream, in turn increasing harmful greenhouse gas emissions during transportation of this. It would take approximately seven lorries to transport two million paper bags, versus one lorry to transport two million plastic bags.⁸

It also takes more than four times as much energy to manufacture a paper bag as it does to manufacture a plastic bag. The majority of paper bags are made by processes at high temperatures using chemical solutions. These chemicals can then pollute waterways, with the toxicity of the chemicals being long-term and settling into the sediments, working its way through the food chain.

⁷ Heriot Watt University

⁸ <http://www.niassembly.gov.uk/globalassets/documents/raise/publications/2011/environment/3611.pdf>⁶

Ian Quinn, The Grocer, Nov 2018

Reusing paper bags is also difficult because of the material's tendency to tear and research demonstrates that paper in landfills does not degrade or break down at a substantially faster rate than plastic does. ^[ibid]

Therefore, to enable a solution that would be fit for purpose for all users; industry, scientists and plastic products' consumers should be aiming to work with each other to create long-lasting design products.

A White Paper by **The Grocer** from June 2019 emphasised that a better understanding of the impact of all packaging - not just plastics – is urgently required. They advised “There is no quick fix, especially if the sector is to effectively decouple plastic production from finite resources”. There should be urgent cooperation between scientific experts and the supply chains to seek optimal solutions.⁶

Developing materials that that can be maintained, repaired, reused, remanufactured and recycled, rather than the throw away practice we currently have, challenges the environmental impact of plastic use today and may, in fact, bring about a more sustainable use of plastic materials.

Conclusion

The argument against the use of plastics highlight alarming statistics which show increases year on year of single use plastics washing up on Scottish shorelines. This attests to a plastic pollution that is widespread, long-lasting and a rapidly growing problem. Microplastics are even more dangerous because they absorb and concentrate the toxins around them and carry them into food chains.

The main argument for the use of plastics comes from a health perspective. Alternatives to plastic straws have still not been successfully developed to provide a safe and sustainable option, for example for disabled and impaired people. In addition, current substitute materials to plastics are costly to transport, although, information forthcoming to Scotland Excel via contract management meetings suggest that suitable, alternative materials are being developed.

During development of future Scotland Excel frameworks and throughout contract management meetings, Scotland Excel will continue to challenge suppliers in order to seek sustainable innovation with the products and solutions they provide. This will include, offering organic/ecological alternatives to plastics; how they can minimise plastic on packaging; any improvement methods or ideas they can offer to store waste packaging prior to destroying or recycling; and ultimately to find ways to reuse products again and again.

In addition to this, Scotland Excel asked suppliers during recent contract management meetings to define any environmental impact they have made via community benefits. This included: providing a pallet of compost free of charge to an Edinburgh primary school; donation of wood & purchase of recycled furniture via a Dundee charity and donation of a bench from recycled paint cans to a community centre in North Ayrshire.

Therefore, the main message taken from both the “for” and “against” arguments is that a solution is urgently required to recover and regenerate the products and materials at the end of each service life, thereby minimising waste and making the most of our resources. Scotland Excel will seek these kinds of solutions by discussing that concept widely during current contract management meetings and in future tender developments with potential suppliers.

Appendix 1 – Cost Comparison

Product Description	Approximate Cost	Alternative Product Description	Product Make Up	Approximate Cost	Alternative Product Description	Product Make Up	Approximate Cost
Plastic Dessertspoon	Pack of 1000 - £5.50	Biodegradable Spoon	CPLA	Pack of 1000 - £28.50	Wooden Spoon	Wood	Pack of 1000 - £20.00
Plastic Fork	Pack of 1000 - £5.50	Biodegradable Fork	CPLA	Pack of 1000 - £28.50	Wooden Fork	Wood	Pack of 1000 - £19.00
Plastic Knife	Pack of 1000 - £5.50	Biodegradable Knife	CPLA	Pack of 1000 - £28.50	Wooden Knife	Wood	Pack of 1000 - £18.50
Plastic Teaspoon	Pack of 2000 - £7.21	Biodegradable Teaspoon	CPLA	Pack of 2000 - £35.50	Wooden Teaspoon	Wood	Pack of 1000 - £15.00
Plastic Straw	Pack of 250 - £0.63	Biodegradable Straw	PLA	Pack of 400 - £4.40	Paper Straw	Paper	Pack of 250 - £3.50

Scotland Excel

To: Chief Executive Officers Management Group

On: 19 February 2020

**Report
By:**

The Clerk

Review of Job Title for the Director of Scotland Excel

1. Summary

- 1.1 The purpose of this report is to invite discussion at the Group regarding the job title for the most senior officer in the Scotland Excel structure.

2. Recommendations

- 2.1 It is recommended that the Group consider the job title of the current Director of Scotland Excel.

3. Background

- 3.1 The post of Director of Scotland Excel was created when the organisation was established in 2008. At that time, the job title reflected the title of the most senior officer's post in the predecessor organisation, the Authorities Buying Consortium on which Scotland Excel's model of governance was initially based.
- 3.2 The role of the Director is set out in the governance documents for Excel. In the Scotland Excel terms and conditions document signed by all member councils "the Director" is defined as meaning the officer appointed by the joint committee to have overall responsibility for the operational performance of Scotland Excel. This is supported by a detailed Scheme of Delegations which further defines the extent of the Directors operational responsibilities.
- 3.3 Whilst the operational responsibilities of the post have not changed, and remain a priority for the Director, there have been significant changes to the landscape in which Scotland Excel operates since its inception in 2008, and this has demanded that the Director operate at a much more strategic level, engaging national and local stakeholders in the development of Excel, the promotion of excellence in strategic procurement in local government and a much more proactive relationship with industry and suppliers.

- 3.4 Scotland Excel was originally set up to provide collaborative contracts and framework agreements, but the portfolio of services has developed to include the Scotland Excel Academy, as well as consultancy services. It is also the case that the value of the contract portfolio has grown from £100 million in 2008 to £1.9 billion today. This reflects the increased involvement in service areas such as care and construction. Scotland Excel originally concentrated its efforts on goods contracts for the efficiencies available. The move to services contracts - particularly in care and construction – has increased the complexity of the role and the need for much more senior stakeholder engagement.
- 3.5 The original Director role for Scotland Excel was primarily to get the organisation set up and running effectively. The role is now key in supporting and leading emerging policy agendas for both local and national government. The proposed revision to the job title more accurately reflects the strategic nature of the role and the level of stakeholder engagement and influencing required.
- 3.6 In these circumstances, it could be considered important to support the profile of the post in that environment as it continues to change, that the lead officer for Scotland Excel is also given the title of Chief Executive.
- 3.7 The change in the title of the post will not involve a regrading of the post.
- 3.8 Should the proposal be supported by the Group, the intention is for the Clerk to submit a report to the next meeting of the Executive Sub-Committee to agree the change in job title.