

Notice of Meeting and Agenda Scotland Excel Executive Sub-committee

Date	Time	Venue
Friday, 26 October 2018	10:45	Scotland Excel Meeting Room 1, Renfrewshire House, Cotton Street, Paisley

KENNETH GRAHAM
Clerk

Membership

Provost Bill Howatson (Aberdeenshire Council); Councillor Angus Macmillan Douglas (Angus Council); Councillor Graham Hutchison (City of Edinburgh Council); Provost Norman A Macdonald (Comhairle Nan Eilean Siar); Councillor Stephen Thompson (Dumfries and Galloway Council); Councillor Altany Craik (Fife Council); Bailie Norman MacLeod (Glasgow City Council); Councillor Alister Mackinnon (Highland Council); (North Ayrshire Council); Councillor Paul Di Mascio (North Lanarkshire Council); Councillor John Shaw (Renfrewshire Council); Councillor Amanda Westlake (Shetland Islands Council) and Councillor Collette Stevenson (South Lanarkshire Council)

Councillor John Shaw (Convener): Councillor Paul Di Mascio (Vice Convener)

Video Conferencing

Should any member wish to participate using video conferencing please contact Lesley Jones 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.

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.

- | | | |
|-------------|---|----------------|
| 1 | Minute | 5 - 10 |
| | Minute of meeting of the Executive Sub-committee held on 28 September 2018. | |
| 2 | Revenue Budget Monitoring | 11 - 14 |
| | Report by Treasurer and Director of Scotland Excel. | |
| 3(a) | Contract for Approval: Supply and Delivery of Road Signage Materials | 15 - 28 |
| | Report by Director of Scotland Excel. | |
| 3(b) | Contract for Approval: Technology Enabled Care | 29 - 46 |
| | Report by Director of Scotland Excel. | |
| 4(a) | Request for Associate Membership: Cairn Housing Association | 47 - 48 |
| | Report by Director of Scotland Excel. | |
| 4(b) | Request for Associate Membership: SEStran (South East of Scotland Transport Partnership) | 49 - 50 |
| | Report by Director of Scotland Excel. | |
| 5 | Operating Plan 2018/19 Update | 51 - 68 |
| | Report by Director of Scotland Excel. | |
| 6 | Date of Next Meeting | |
| | Note that the next meeting of the Executive Sub-committee will be held at 10.45 am on 23 November 2018 in Scotland Excel Meeting Room 1, Renfrewshire House, Paisley. | |



Minute of Meeting Scotland Excel Executive Sub-committee

Date	Time	Venue
Friday, 28 September 2018	10:45	Scotland Excel Meeting Room 1, Renfrewshire House, Cotton Street, Paisley

Present

Councillor Charles Buchan (Aberdeenshire Council); Provost Norman A Macdonald (Comhairle Nan Eilean Siar); Bailie Norman MacLeod (Glasgow City Council); Councillor Paul Di Mascio (North Lanarkshire Council); Councillor John Shaw (Renfrewshire Council); and Councillor Amanda Westlake (Shetland Islands Council).

By Video Conferencing

Councillor Stephen Thompson (Dumfries and Galloway Council).

Chair

Councillor Shaw, Convener, presided.

In Attendance

J Welsh, Director, H Carr, Head of Strategic Procurement, S Brannagan, Head of Customer & Business Services, G Sutherland, Senior Procurement Specialist, Z Brawn, Senior Procurement Specialist, and R Green, Procurement Co-ordinator (all Scotland Excel); E Currie, Senior Committee Services Officer, K O'Neill, Assistant Democratic Services Officer, and M Ball, Principal Accountant (Management Accounting) (all Renfrewshire Council); and M Ferris and S Afzal (both Audit Scotland).

Apologies

Provost Bill Howatson (Aberdeenshire Council); Councillor Angus Macmillan Douglas (Angus Council); and Councillor Alister Mackinnon (Highland Council).

Declarations of Interest

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

Order of Business

In terms of Standing Order 12, the Convener intimated that he proposed to alter the order of business to facilitate the conduct of the meeting by considering item 3(b) of the agenda before item 3(a) of the agenda.

1 Minute

There was submitted the Minute of the meeting of the Executive Sub-committee held on 24 August 2018.

DECIDED: That the Minute be approved.

2 Revenue Budget Monitoring

There was submitted a joint revenue budget monitoring report by the Treasurer and the Director of Scotland Excel for the period 1 April to 17 August 2018.

The report intimated that gross expenditure was £6,000 under budget and income was currently breakeven which resulted in a net underspend of £6,000.

DECIDED: That the report be noted.

3(a) Audited Annual Accounts 2017/18

Under reference to item 4 of the Minute of the meeting of this Joint Committee held on 29 June 2018 there was submitted a joint report by the Treasurer and Director of Scotland Excel relative to the audited annual accounts for the Joint Committee for 2017/18.

The report intimated that in accordance with the Local Authority Accounts (Scotland) Regulations 2014 the audited accounts must be approved for signature by the Joint Committee no later than 30 September each year. Following approval, the audited accounts would be signed by the Director of Scotland Excel, Convener and Treasurer. The report detailed the main changes from the unaudited to the audited accounts.

The audited annual accounts had been amended to reflect changes identified during the audit by Audit Scotland in the Annual Audit Report 2017/18 and an amended set of audited annual accounts had been issued to members of the Executive Sub-committee. It was proposed that paragraph 4 of page 11 of the audited accounts 2017/18, as amended, be deleted. This was agreed.

3(b) Annual Audit Report 2017/18

Under reference to item 4 of the Minute of the meeting of this Joint Committee held on 29 June 2018 there was submitted a report by Audit Scotland relative to the Annual Audit Report 2017/18 for the Joint Board.

The report intimated that the audit certificate issued by Audit Scotland provided an unqualified opinion that the annual accounts present a true and fair view of the financial position of the Joint Committee as at 31 March 2018, in accordance with the accounting policies detailed in the accounts.

Amendments to the wording in relation to paragraph 40 of Part 2 of the report and follow up action point 2 of Appendix 1 to the report were proposed and agreed. M Ferris, Audit Scotland advised that these amendments would appear in the final Annual Audit Report 2017/18.

Audit Scotland had amended their covering letter for the Annual Audit Report 2017/18 and an amended letter had been issued to members of the Executive Subcommittee.

DECIDED:

(a) That the report and amendments to the wording in paragraph 40 and follow up action point 2 of Appendix 1 be noted; and

(b) That the audited accounts 2017/18, as amended, be approved for signature by the Director of Scotland Excel, Convener and Treasurer.

4(a) Contract for Approval: Asbestos Surveys, Removal and Disposal and Analytical Services

There was submitted a report by the Director of Scotland Excel relative to the award of a renewal framework agreement for asbestos surveys, removal and disposals and analytical services which would be effective from 1 November 2018 until 31 October 2020, with an option to extend for up to 24 months to 31 October 2022.

The Convener intimated that the Director of Scotland Excel had withdrawn this report.

DECIDED: That it be noted that the report had been withdrawn.

4(b) Contract for Approval: Domestic Gas Boiler Maintenance

There was submitted a report by the Director of Scotland Excel relative to the award of the first national collaborative framework for gas boiler maintenance which would be effective from 22 October 2018 until 13 September 2020, with an option to extend for up to two years until 13 September 2022.

The report intimated that the framework provided councils and associate members with a mechanism to procure a contractor to carry out annual servicing, maintenance and ad-hoc repairs of gas boilers across their housing stock. The framework would support councils in delivering against Scotland's National Outcomes and ensure gas boilers were efficient and working economically, reducing fuel emissions and increasing energy efficiency within the housing sector.

The level of spend was anticipated to be in the region of £10 million per annum, increasing as current contractual arrangements expired. It was noted that eight councils had confirmed their intention to participate in the framework with an additional two councils considering their options. Six associate members had also confirmed their intention to participate in the framework.

Tender responses had been received from 12 suppliers. One supplier failed to submit a commercial response and as such this bid was non-compliant.

Based on the criteria and scoring methodology set out within the tender document, a full evaluation of the 11 compliant offers had been completed and Appendix 3 to the report detailed the scoring achieved by each bidder.

Based on the evaluation undertaken to secure best value, capacity and coverage it was recommended that a multi-supplier framework agreement be awarded to nine suppliers across the 37 geographical areas as outlined in Appendix 3 to the report.

It was noted that the figure in table 1 of the report in relation to technical points should read 39.9%. An amended last page of Appendix 3 was tabled at the meeting.

DECIDED:

(a) That it be noted that the figure in table 1 of the report in relation to technical points should read 39.9%; and

(b) That the award of the framework agreement for the domestic gas boiler maintenance, as detailed in Appendix 3 to the report, as amended, be approved.

4(c) Contract for Approval: Supply, Delivery and Installation of Commercial Catering Equipment

There was submitted a report by the Director of Scotland Excel relative to the award of a framework agreement for the supply, delivery and installation of commercial catering equipment which would be effective from 1 November 2018 until 31 October 2021, with an option to extend for up to an additional 12-month period until 31 October 2022.

The report intimated that the framework provided councils with a mechanism to procure a range of gas, electric and refrigerated commercial catering equipment and summarised the outcome of the procurement process for this national framework arrangement.

The framework had been divided into five lots as detailed in table 1 of the report and had been advertised at an estimated value of £16 million over the four-year period.

Tender responses had been received 19 suppliers and a summary of offers received was detailed in Appendix 1 to the report.

Based on the criteria and scoring methodology set out within the tender document, a full evaluation of the compliant offers had been completed and Appendix 2 to the report detailed the scoring achieved by each bidder.

Based on the evaluation undertaken and in line with the criteria and weightings set out in the report it was recommended that a multi-supplier framework agreement be awarded to 14 suppliers across the five lots as outlined in Appendix 2 to the report.

DECIDED: That the award of the framework agreement for the supply, delivery and installation of commercial catering equipment, as detailed in Appendix 2 to the report, be approved.

5 Request for Associate Membership: Advice Direct Scotland

There was submitted a report by the Director of Scotland Excel advising that Advice Direct Scotland, an independent member of the Scottish Association of Citizens Advice Bureaux and registered charity, had submitted an application to become an associate member of Scotland Excel.

DECIDED: That the application by Advice Direct Scotland to become an associate member of Scotland Excel, at an annual membership fee of £500, be approved subject to completion and signing of the agreement documentation.

6 Early Learning and Childcare and Procurement: Delivering the 1140 Hours

There was submitted a report by the Director of Scotland Excel relative to Scotland Excel's work regarding the expansion of Early Learning and Childcare (ELC) in Scottish local authorities.

The report intimated that currently every three and four-year old were entitled to 600 hours of funded childcare per year. Local authorities used a variety of processes to ensure suitable early learning and childcare provision was available in their local area. In October 2016 the Scottish Government launched "A Blueprint for 2020: The Expansion of Early Learning and Childcare in Scotland" which set out their vision to nearly double the entitlement to free ELC for every three and four-year old and eligible two-year olds to 1140 hours per year by 2020.

The Scottish Government formed a Service Models Working Group (SMWG) in June 2017 to develop the principles and detailed documentation for the expansion. In particular, the SMWG had focussed on a new National Standard and a "Funding Follows the Child" approach.

In March 2018, the Scottish Government and CoSLA published "The ELC Service Model for 2020: Consultation Paper" setting out the "Funding Follows the Child" approach which sought views of the National Standard that would underpin it. Given Scotland Excel's strong background of working across Scottish local authorities to develop and deliver national, collaborative projects, the SMWG had commissioned Scotland Excel to develop the necessary ELC supporting guidance.

Scotland Excel had been awarded grant funding by the Scottish Government to deliver the work and the report detailed the remit and workplan of the project. Scotland Excel would co-produce guidance with local authorities with input from provider bodies and other relevant stakeholders. Focus Groups would be set up to identify and share best practice and develop the contents of each of the guidance documents. Consultation with public, private and third sector providers would also be undertaken.

DECIDED: That the new project which Scotland Excel was undertaking in relation to Early Learning and Childcare be noted.

7 Update on the Contract Delivery Plan

There was submitted an update report by the Director of Scotland Excel relative to the progress of the 2018/19 contract delivery plan.

The report intimated that the contract delivery plan comprised framework renewals, new developments, framework extensions and frameworks with ongoing contract management only and appendices 1 to 3 to the report provided further details.

The report highlighted that contract delivery remained active with 62 current frameworks in the Scotland Excel portfolio, nine of which were to be renewed before 31 March 2019; a further six new frameworks would be added to the contract portfolio by 31 March 2019; and a further eight frameworks on the current portfolio had extension options that were likely to be exercised in 2018/19, four of which had already been approved.

Scotland Excel was exploring the benefits of further collaborative procurement across high spend, critical service areas of adult social care and construction and in 2018/19 would co-produce and implement a procurement strategy for care and support services; would deliver a new sourcing strategy for care home services for older people; had released an updated prior information notice for a new build housing framework aimed to support council delivery of new affordable houses, enabling councils to attain a range of works and services; and working in partnership with the Digital Office had released a prior information notice for market engagement across a range of projects to drive digital transformation across Scotland.

It was noted that overall, efficiencies delivered to date continued to be within the 2% to 4% forecast range.

DECIDED: That the report be noted.

8 Date of Next Meeting

DECIDED: That it be noted that the next meeting of the Executive Sub-committee would be held at 9.45 am on 26 October 2018 in Scotland Excel Meeting Room 1, Renfrewshire House, Paisley.

Scotland Excel



To: Executive Sub Committee

On: 26 October 2018

Report by Joint Report by the Treasurer and the Director

Revenue Budget Monitoring Report to 14 September 2018

1. Summary

- 1.1 Gross expenditure is £5,000 under budget and income is currently break even which results in a net underspend of £5,000 for Scotland Excel. This is summarised in point 4:

2 Recommendations

- 2.1 It is recommended that members consider the report.

3 Budget Adjustments Since Last Report

- 3.1 There have been no budget adjustments since the last report.

4 Budget Performance

- | | | |
|-----|----------------------------|------------------------------|
| 4.1 | Current Position | Net Underspend £5,000 |
| | <i>Previously Reported</i> | <i>Net Underspend £6,000</i> |

The variance is due to an underspend in Employee Costs and an overspend in Administration Costs.

The underspend in Employee Costs is due to a higher than anticipated staff turnover.

Administration Costs are overspent due to costs relating to recruitment support.

All projects are currently projected to break even.

4.2 Projected Year End Position

It is currently forecast that Scotland Excel will achieve a break even position by the year end.

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2018/19
1st April 2018 to 14th September 2018

JOINT COMMITTEE : SCOTLAND EXCEL

Description	Agreed Annual Budget	Year to Date Budget	Year to Date Actual	Adjustments	Revised Actual	Budget Variance		
(1)	(2)	(3)	(4)	(5)	(6) = (4 + 5)	(7)		
	£000's	£000's	£000's	£000's	£000's	£000's	%	
Employee Costs	3,040	1,213	1,168	34	1,202	11	0.9%	underspend
Property Costs	196	81	81	0	81	0	0.0%	breakeven
Supplies & Services	141	64	64	0	64	0	0.0%	breakeven
Contractors and Others	0	0	0	0	0	0	0.0%	breakeven
Administration Costs	266	82	102	(13)	89	(7)	-8.5%	overspend
Payments to Other Bodies	20	1	0	0	0	1	100.0%	underspend
GROSS EXPENDITURE	3,663	1,441	1,415	21	1,436	5	0.3%	underspend
Contributions from Local Authorities	(3,484)	(82)	(82)	0	(82)	0	0.0%	breakeven
Other Income	(90)	(56)	(56)	0	(56)	0	0.0%	breakeven
INCOME	(3,574)	(138)	(138)	0	(138)	0	0.0%	breakeven
TRANSFER (TO)/FROM RESERVES	90	1,303	1,277	21	1,298	5	0.4%	underspend

Summary of In Year Movement of Reserves

	£000's
Opening Reserves 1/4/18	(292)
Budgeted Draw on Reserves	90
Projected Year End Overspend / (Underspend)	0
Anticipated Closing Reserves	(202)



Scotland Excel

To: Executive Sub Committee

On: 26 October 2018

**Report
by
Director Scotland Excel**

Tender: Supply & Delivery of Road Signage Materials

Schedule: 14/18

Period: 01 December 2018 to 30 November 2021, with the option to extend for up to an additional one-year period until 30 November 2022

1. Introduction and Background

This recommendation is for the renewal of a framework arrangement for the Supply & Delivery of Signage Materials, which will operate from 01 December 2018 until 30 November 2021, with the option to extend for up to an additional one-year period until 30 November 2022.

This renewal will be the third generation of the framework, and it will consolidate the current lot structure so that it provides a streamlined mechanism for local authorities to procure materials which will support their road maintenance programmes. As a result, the opportunity was tendered as the Supply & Delivery of Road Signage Materials.

The framework was advertised at a value of £5 million over the four-year period.

This framework has been developed by the Operational Supplies and Services (OSS) Team with a fast-tracked approach involving key stakeholders. This has resulted in shorter procurement cycles and a more flexible approach to stakeholder engagement. The OSS team continue to support local authorities by reducing resource pressure, whilst consolidating demand and providing new collaborative procurement opportunities.

This report summarises the outcome of the procurement process for this national framework arrangement.

2. Scope, Participation and Spend

As part of the strategy development, the existing UIG (User Intelligence Group) for this framework and the commercial UIG steering group (CUIG-SG) endorsed the inclusion of 4 lots as summarised in Figure 1.

The lot structure will provide a mechanism for local authorities to procure a range of road signage materials which adhere to the Traffic Signs Regulations and General Directions (TSRGD) 2016, and it includes, but is not limited to, permanent road signage, temporary road signage, road sign posts, electrical road signage, and associated products.

It is envisaged that the framework will be utilised by local authority roads departments and will meet the maintenance requirements of their road signage programmes. Local authorities purchase these products in a variety of different ways, however most are delivered to depots and installed through their own roads teams.

The current framework has an annual value of approximately £1.2 million across 31 local authorities who indicated their participation, as detailed in Appendix 1. Orkney Islands Council stated that they would not be participating in any new arrangement as they have their own sign shop.

Figure 1: Lot Structure

Lot Number	Lot Name	Framework Spend
1	Permanent Road Signage & Associated Products	40%
2	Temporary Road Signage & Associated Products	8%
3	Road Sign Posts & Associated Products	37%
4	Electrical Road Signage & Associated Products	15%

3. Procurement Process

A Prior Information Notice (PIN) was published on 16 June 2018 with 42 companies expressing an interest in the opportunity.

As a matter of best practice, and to ensure that the framework aligned with local authority requirements, consultation was conducted to understand their service requirements and current purchasing practices.

To ensure maximum competition an open tender process was used, and this was advertised on the Official Journal of the European Union and the Public Contracts Scotland portal on 08 August 2018. The tender process was conducted using the Public Contracts Scotland Tender (PCS-T) system.

The procurement process followed a two-stage tendering procedure. Stage one, Qualification, was conducted using the European Single Procurement Document (ESPD). Within the ESPD, tenderers were required to answer a set of exclusionary questions along with providing details and/or acknowledgement

of insurance, financial standing, quality management, health and safety, and environmental management policies and/or procedures.

At the second stage of the process, offers were evaluated against the following criteria and weightings for all lots:

Commercial	85%
Technical	15%

Tenderers were required to indicate which lots that they were bidding for, and the local authorities which they had an ability to service.

Tenderers were invited to bid on the following basis;

- In the Commercial section, a national price for all core products, as well as a price stability period and sole supply discount;

- In the Technical section, as outlined in Figure 2, scored method statements on community benefits, contract management & customer service, fair work practices, innovation & added value, and sustainability.

Figure 2: Scoring Breakdown

Section	Question	Maximum Score Available
Commercial 85%		
Technical 15%	Community Benefits	3
	Contract Management & Customer Service	5
	Fair Work Practices	2
	Innovation & Added Value	2
	Sustainability	3

4. Report on Offers Received

The tender document was accessed by 45 organisations, with 14 of these submitting an offer.

A summary of all offers received from tenderers, and their SME status is outlined in Appendix 2.

5. Recommendations

Based on the evaluation undertaken in line with the criteria and weightings set out above, it is recommended that a multiple supplier framework agreement is awarded to the 11 tenderers outlined in Appendix 3.

All recommended suppliers are SMEs, with 2 of these being classified as micro businesses. Appendix 2 outlines the location of tenderers who submitted an offer, with several of them being based in Scotland.

These suppliers provide the range of products and services required by local authorities, as well as representing best value and meeting all technical specifications.

6. Benefits

Savings

The projected average saving across all local authorities is forecasted at 16%, which equates to an estimated saving of approximately £185k per annum, based on current spend forecasts, as outlined in Appendix 1. This projection was calculated by benchmarking the lowest offer received against the second lowest offer received.

Savings that can be achieved will depend on a local authority's purchasing patterns.

Price Stability

Tenderers have accepted as part of the terms & conditions of the framework that they will hold prices firm for the first 12 months of the framework. In addition to this, 7 of the recommended suppliers have offered additional fixed pricing periods ranging from 24-48 months.

After the initial 12 months or additional fixed pricing periods offered, suppliers may submit a request for a price variance on an annual basis. Suppliers may submit a price decrease at any time throughout the duration of the framework.

Sustainable Procurement Benefits

Community Benefits

Tenderers were asked to detail community benefit initiatives that they would commit to deliver throughout the duration of the framework.

Community benefits received as part of the tender submissions included; sponsorship of local sports teams and community events, donation of materials and labour to support community projects, donation of product vouchers, work experience placements, employability workshops, training sessions, and the recruitment of modern apprentices and/or staff members.

Fair Work Practices

Tenderers were also asked to confirm their approach to fair work practices and the Living Wage, details of which can be found in Appendix 4. All recommended suppliers for this framework pay the Living Wage or above.

Sustainability

Tenderers were asked to detail their approach to sustainability, and were asked how their organisations reduced waste, considered the environmental impact of transportation, and demonstrated that their products came from sustainable, reliable, and approved sources.

Offers included a range of recycling initiatives involving the collection and reuse of road signage materials and waste segregation techniques.

Suppliers also advised that they utilised route planning technologies to reduce mileage, as well as the increased adoption of Euro 6 standard vehicles within their fleets for the delivery of products.

In addition to this, they provided details on how they manage stock levels efficiently and monitor transparency within their supply chains. Some of them advised that they regularly conduct assessments to ensure that their supply chains are adhering to fair work practices and conforming with environmental regulations.

Other Benefits

Scotland has a well-established history of creating supported businesses – some have been in existence for over 150 years, and there are currently 15 supported businesses in operation. The value of on-going employment, training, social interaction and mentoring offered to people with disabilities is central in enabling them to become more independent and active in the workplace and their communities.

A division of the Royal British Legion Industries Ltd (RBLI), which trades as Scotland's Bravest Manufacturing Company (SBMC), have been recommended for award on this framework. Set up in January 2018, this organisation is both a supported business and social enterprise aimed at providing employment opportunities to members of the Armed Forces community, particularly those experiencing a disability, and/or mental health condition. In addition to manufacturing a wide array of signage, they can also recycle wooden products and provide print & mail and fulfilment services

7. Contract Mobilisation and Management

Suppliers and participating members will be issued with a mobilisation pack containing information relating to the operation of the framework, roles and responsibilities, management information requirements and community benefits commitments.

In accordance with Scotland Excel's established contract and supplier management programme, this framework has been classified as a level 3 arrangement in terms of both risk and spend. As such, Scotland Excel will

conduct annual review meetings with suppliers, whilst monitoring management information and community benefits associated with this framework.

8. Summary

This framework for the Supply & Delivery of Road Signage Materials aims to maximise collaboration, consolidate demand and deliver best value. A range of benefits can be reported in relation to savings, price stability, community benefits and sustainability.

The Executive Sub Committee is requested to approve the recommendation to award placings on this framework to the suppliers as detailed in Appendix 3.

Appendix 1 – Participation, Spend, and Savings Summary

Member Name	Participation in Contract	Participation Entry Date	Estimated Annual Spend (£)	Source of Spend Data	Indexation (%)	Estimated Annual Saving (%)	Estimated Annual Savings (£)	Basis of Savings Calculation
Aberdeen City Council	Yes	01 December 2018	£32,702	Contract MI	8%	16%	£5,232	Benchmarked Lowest Offer vs 2nd Lowest Offer
Aberdeenshire Council	Yes	01 December 2018	£12,631	Contract MI	8%	16%	£2,021	Benchmarked Lowest Offer vs 2nd Lowest Offer
Angus Council	Yes	01 December 2018	£44,815	Contract MI	8%	16%	£7,170	Benchmarked Lowest Offer vs 2nd Lowest Offer
Argyll & Bute Council	Yes	01 December 2018	£20,128	Contract MI	8%	16%	£3,220	Benchmarked Lowest Offer vs 2nd Lowest Offer
City of Edinburgh Council	Yes	01 December 2018	£2,434	Contract MI	8%	16%	£389	Benchmarked Lowest Offer vs 2nd Lowest Offer
Clackmannanshire Council	Yes	01 December 2018	£10,463	Contract MI	8%	16%	£1,674	Benchmarked Lowest Offer vs 2nd Lowest Offer
Comhairle nan Eilean Siar	Yes	01 December 2018	£3,522	Contract MI	8%	16%	£564	Benchmarked Lowest Offer vs 2nd Lowest Offer
Dumfries & Galloway Council	Yes	01 December 2018	£40,440	Contract MI	8%	16%	£6,470	Benchmarked Lowest Offer vs 2nd Lowest Offer
Dundee City Council	Yes	01 December 2018	£0	Contract MI	8%	16%	£0	Benchmarked Lowest Offer vs 2nd Lowest Offer
East Ayrshire Council	Yes	01 December 2018	£56,137	Contract MI	8%	16%	£8,982	Benchmarked Lowest Offer vs 2nd Lowest Offer
East Dunbartonshire Council	Yes	01 December 2018	£13,898	Contract MI	8%	16%	£2,224	Benchmarked Lowest Offer vs 2nd Lowest Offer
East Lothian Council	Yes	01 December 2018	£0	Contract MI	8%	16%	£0	Benchmarked Lowest Offer vs 2nd Lowest Offer
East Renfrewshire Council	Yes	01 December 2018	£38,477	Contract MI	8%	16%	£6,156	Benchmarked Lowest Offer vs 2nd Lowest Offer
Falkirk Council	Yes	01 December 2018	£11,816	Contract MI	8%	16%	£1,890	Benchmarked Lowest Offer vs 2nd Lowest Offer
Fife Council	Yes	01 December 2018	£126,017	Contract MI	8%	16%	£20,163	Benchmarked Lowest Offer vs 2nd Lowest Offer
Glasgow City Council	Yes	01 December 2018	£19,397	Contract MI	8%	16%	£3,104	Benchmarked Lowest Offer vs 2nd Lowest Offer
Highland Council	Yes	01 December 2018	£69,182	Contract MI	8%	16%	£11,069	Benchmarked Lowest Offer vs 2nd Lowest Offer
Inverclyde Council	Yes	01 December 2018	£34,973	Contract MI	8%	16%	£5,596	Benchmarked Lowest Offer vs 2nd Lowest Offer
Midlothian Council	Yes	01 December 2018	£4,930	Contract MI	8%	16%	£789	Benchmarked Lowest Offer vs 2nd Lowest Offer
Moray Council	Yes	01 December 2018	£12,639	Contract MI	8%	16%	£2,022	Benchmarked Lowest Offer vs 2nd Lowest Offer
North Ayrshire Council	Yes	01 December 2018	£48,314	Contract MI	8%	16%	£7,730	Benchmarked Lowest Offer vs 2nd Lowest Offer
North Lanarkshire Council	Yes	01 December 2018	£13,277	Contract MI	8%	16%	£2,124	Benchmarked Lowest Offer vs 2nd Lowest Offer
Orkney Islands Council	No	01 December 2018	£0	Contract MI	8%	16%	£0	Benchmarked Lowest Offer vs 2nd Lowest Offer
Perth & Kinross Council	Yes	01 December 2018	£132,455	Contract MI	8%	16%	£21,193	Benchmarked Lowest Offer vs 2nd Lowest Offer
Renfrewshire Council	Yes	01 December 2018	£116,481	Contract MI	8%	16%	£18,637	Benchmarked Lowest Offer vs 2nd Lowest Offer
Scottish Borders Council	Yes	01 December 2018	£6,341	Contract MI	8%	16%	£1,015	Benchmarked Lowest Offer vs 2nd Lowest Offer
Shetland Islands Council	Yes	01 December 2018	£25,184	Contract MI	8%	16%	£4,029	Benchmarked Lowest Offer vs 2nd Lowest Offer
South Ayrshire Council	Yes	01 December 2018	£19	Contract MI	8%	16%	£3	Benchmarked Lowest Offer vs 2nd Lowest Offer
South Lanarkshire Council	Yes	01 December 2018	£63,907	Contract MI	8%	16%	£10,225	Benchmarked Lowest Offer vs 2nd Lowest Offer
Stirling Council	Yes	01 December 2018	£46,800	Contract MI	8%	16%	£7,488	Benchmarked Lowest Offer vs 2nd Lowest Offer
Tayside Contracts	Yes	01 December 2018	£0	Contract MI	8%	16%	£0	Benchmarked Lowest Offer vs 2nd Lowest Offer
West Dunbartonshire Council	Yes	01 December 2018	£10,910	Contract MI	8%	16%	£1,746	Benchmarked Lowest Offer vs 2nd Lowest Offer
West Lothian Council	Yes	01 December 2018	£127,646	Contract MI	8%	16%	£20,423	Benchmarked Lowest Offer vs 2nd Lowest Offer
Totals			£1,145,936	Contract MI	8%	16%	£183,350	Benchmarked Lowest Offer vs 2nd Lowest Offer
Associate Members	Yes	01 December 2018	£10,770	Contract MI	8%	16%	£1,723	Benchmarked Lowest Offer vs 2nd Lowest Offer
Totals			£1,156,706	Contract MI	8%	16%	£185,073	Benchmarked Lowest Offer vs 2nd Lowest Offer

Indexation – This column confirms the difference when the relevant market indices are compared with the relevant Contract indices derived from framework specific cost drivers.

Appendix 2 – Offers Received & SME Status

Tenderer	SME Status	Location	Lots Tendered
ANSCO Signs Ltd	Micro	Muir of Ord, Highland, Scotland	1, 2, 3
Bunzl UK Ltd T/A Bunzl Greenham	Large	London, UK	2
Coeval Ltd	Micro	Cumbernauld, North Lanarkshire, Scotland	4
Eurosigns (UK) Ltd	Small	Weston-super-Mare, Somerset, UK	1
Fabrikat (Nottingham) Ltd	Medium	Sutton-in-Ashfield, Nottinghamshire, UK	3
Limelight Signs Ltd	Small	Bacup, Lancashire, UK	1
Mallatite Ltd	Medium	Inchinnan, Renfrewshire, Scotland	1, 2, 3, 4
Marwood Electrical Company Ltd	Medium	Tonbridge, Kent, UK	1, 3
P. F. Cusack (Tools Supplies) Ltd	Medium	Glasgow, Scotland	1, 2, 3
Royal British Legion Industries Ltd T/A Scotland's Bravest Manufacturing Company	Medium	Bishopton, Renfrewshire, Scotland	1, 2, 3
Street Lighting Supplies & Co Ltd	Small	Grangemouth, Falkirk, Scotland	3
SWARCO Traffic Ltd	Medium	Richmond, North Yorkshire, UK	4
Tayside Contracts comprising Angus, Dundee City and Perth & Kinross Councils	Medium	Dundee, Scotland	1, 2
TWM Traffic Control Systems Ltd	Small	Winsford, Cheshire, UK	4

Appendix 3 - Scoring and Recommendations

Lot 1 – Permanent Road Signage & Associated Products		
Tenderer	Score	Award to Lot 1: Yes/No
ANSCO Signs Ltd	96.80	Yes
Royal British Legion Industries Ltd T/A Scotland's Bravest Manufacturing Company	90.79	Yes
Mallatite Ltd	69.70	Yes
Limelight Signs Ltd	63.63	Yes
Eurosigns (UK) Ltd	63.11	Yes
Marwood Electrical Company Ltd	59.56	Yes
P. F. Cusack (Tools Supplies) Ltd	53.92	No
Tayside Contracts comprising Angus, Dundee City and Perth & Kinross Councils	39.49	No

Lot 2 – Temporary Road Signage & Associated Products		
Tenderer	Score	Award to Lot 2: Yes/No
P. F. Cusack (Tools Supplies) Ltd	90.95	Yes
ANSCO Signs Ltd	90.04	Yes
Mallatite Ltd	86.79	Yes
Bunzl UK Ltd T/A Bunzl Greenham	54.38	No
Royal British Legion Industries Ltd T/A Scotland's Bravest Manufacturing Company	50.40	No
Tayside Contracts comprising Angus, Dundee City and Perth & Kinross Councils	46.28	No

Lot 3 – Road Sign Posts & Associated Products		
Tenderer	Score	Award to Lot 3: Yes/No
Mallatite Ltd	88.67	Yes
Royal British Legion Industries Ltd T/A Scotland's Bravest Manufacturing Company	66.12	Yes
ANSCO Signs Ltd	65.59	Yes
Street Lighting Supplies & Co Ltd	64.72	Yes
P. F. Cusack (Tools Supplies) Ltd	61.79	Yes
Marwood Electrical Company Ltd	57.41	Yes
Fabrikat (Nottingham) Ltd	33.25	No

Lot 4 – Electrical Road Signage & Associated Products		
Tenderer	Score	Award to Lot 4: Yes/No
SWARCO Traffic Ltd	92.50	Yes
TWM Traffic Control Systems Ltd	85.66	Yes
Coeval Ltd	77.61	Yes
Mallatite Ltd	74.40	Yes

Appendix 4 – List of Recommended Suppliers with Living Wage Status

Supplier	Accredited	Currently progressing through Living Wage accreditation process	Committed to gaining accreditation over the first 2 years of framework	Pay Living Wage to all employees (except, volunteers, apprentices and interns) but not accredited	Neither accredited nor paying Living Wage
ANSCO Signs Ltd		Yes			
Coeval Ltd				Yes	
Eurosigns (UK) Ltd			Yes		
Limelight Signs Ltd				Yes	
Mallatite Ltd				Yes	
Marwood Electrical Company Ltd				Yes	
P. F. Cusack (Tools Supplies) Ltd			Yes		
Royal British Legion Industries Ltd T/A Scotland's Bravest Manufacturing Company			Yes		
Street Lighting Supplies & Co Ltd	Yes				
SWARCO Traffic Ltd				Yes	
TWM Traffic Control Systems Ltd				Yes	



Scotland Excel

To: Executive Sub Committee

On: 26 October 2018

**Report
by
Director Scotland Excel**

Tender: Technology Enabled Care

Schedule: 31/17

Period: 1 January 2019 – 31 December 2019 with the option to extend for three further one-year periods to 31 December 2022

1. Introduction and Background

The current Telecare and Telehealth Technologies framework will expire on 31 December 2018 and has been in place since January 2015. This recommendation is for the award of a renewal framework (renamed as Technology Enabled Care) which will commence on 1 January 2019 until 31 December 2019 with an option to extend for up to a further three one-year periods until 31 December 2022. This framework will enable councils, health & social care partnerships and associate members to procure technology enabled care and ancillary monitoring services to maintain, promote, and support independent living.

The framework will allow for four annual break clauses and will exercise Regulation 72 of the procurement regulations to allow a digital specification to be added to the framework during the four-year duration. This framework will therefore meet current requirements of members in addition to being flexible to respond to changing digital requirements

The new framework, as well as supporting the transition from analogue to digital infrastructure, has been expanded to offer more solutions to enable independent living.

The framework will provide more comprehensive location and lifestyle monitoring services, plus additional provision of consumer grade home health monitoring peripheral devices to help reduce unnecessary routine admissions to primary and secondary healthcare.

The report summarises the outcome of the procurement process for this national framework arrangement.

2. Scope, Participation and Spend

In developing the strategy for this renewal framework, Scotland Excel has taken on board the feedback received from the User Intelligence Group (UIG) and principle stakeholders. As agreed by the UIG, the range of products currently available has been extended and additional lots were added to reflect future requirements.

Table 1: Lotting Structure

<i>Lot Number</i>	<i>Description</i>	<i>Estimated % of Spend</i>
1	Dispersed alarm units	36
2	Alarm triggers	18
3	Peripherals and accessories	5
4	Health and care peripherals	5
5	Environmental devices	14
6	GPS devices with ancillary monitoring and telecare mobile phones	6
7	Lifestyle monitoring with ancillary monitoring service	9
8	Key storage compartments*	1
9	Warden call systems, for grouped housing*	4
10	Alarm receiving centre systems*	2

* indicates new lots

As detailed in Appendix 1, 32 councils/health and social care partnerships, three health boards and three housing associations have confirmed that they will participate in this framework.

The forecast annual spend across participating members is £5.7m and the framework was advertised at an annual value of £6.3m to allow for growth within participating members.

3. Procurement Process

A UIG consisting of representatives from participating members endorsed the procurement strategy on 16 November 2017. In addition, a working group of technical representatives was formed to review the lot structure, technical specifications and participate in the evaluation.

A Prior Information Notice (PIN) was published on 17 June 2017 seeking interest from suppliers who can offer next generation digital ready solutions. A second notice was published on 5 April 2018 this was for all suppliers who could offer a Technology Enabled Care solution. This market engagement resulted in 11 supplier meetings. Thereafter, in order to ensure maximum competition, the UIG agreed that an open tender process should be followed to establish the framework.

The Contract Notice was published via the Official Journal of the European Union and the Public Contracts Scotland portal (PCS) on 29 June 2018 with the tender documentation being made available for immediate download on the same day via the Public Contracts Scotland Tenders (PCS-T) system.

The procurement process followed a two-stage tendering procedure. At the first stage, tenderers' European Single Procurement Document (ESPD) responses were assessed against financial capability, technical/professional capability and business probity requirements. Bidders were required to pass this stage to be eligible for award.

At the second stage, offers were evaluated against the following criteria and weightings and technical criteria breakdown shown in table 2.

Table 2: Technical Scoring Breakdown

Area	Question	Maximum points available
Commercial 60%		
Technical 40%	Product Development	12
	Product and Service Support	12
	Sustainability	10
	Community Benefits	4
	Fair Work Practices	2

Within the technical section, bidders were required to evidence their knowledge and experience by responding to a number of method statements. In addition to these questions, bidders were asked to provide added value suggestions.

Bidders were also asked to confirm which council areas they had the ability to service.

Within the commercial section, bidders were invited to offer on a lot by lot basis and provide prices for a range of the most commonly purchased technology enabled care products. Fixed pricing was required for the initial period of the framework, with further options for bidders to confirm if they were willing to offer longer periods of fixed pricing and non-core discounts.

4. Report on Offers Received

The tender document was downloaded by 32 organisations, with 17 tender responses received. A summary of all offers received is provided in Appendix 2.

Based on the criteria and scoring methodology set out in the tender document, a full evaluation of compliant offers was carried out, with all bidders passing the ESPD stage of the evaluation. Appendix 3 sets out the scoring achieved by each bidder.

The offers received within Lot 10 (Alarm Receiving Technology), could not be equally evaluated on a like for like basis, as per the evaluation methodology, due to changing nature of current technology available. As a result of this, lot 10 has not been recommended for award. Further engagement will be carried out to identify the most appropriate method for local authorities to purchase this technology

5. Recommendations

Based on the evaluation undertaken, and in line with the criteria and weightings set out above, it is recommended that a multi supplier framework arrangement is awarded to 14 suppliers across the nine lots as outlined in Appendix 3.

The 14 recommended suppliers can meet operational requirements, provide a range of choice, innovation and alternative solutions to technology enabled care. This will also represent a mix of small, medium and large organisations, with 11 of the recommended suppliers classified as SMEs.

6. Benefits

Savings

Scotland Excel conducted a benchmarking exercise for each member and the results of this benchmarking are detailed in Appendix 1.

This was based on a package of commonly purchased items and compared the current prices for that package to the lowest cost option for that package under the new framework. All suppliers have agreed to service each council area.

This benchmarking exercise projects an average saving of 9.1% for members and associate members, equating to a total saving of approximately £516,000 per annum. Savings have been benchmarked against a like for like comparison of current analogue devices.

It should be noted that each individual member could achieve additional savings through conducting mini-competitions.

Price Stability

All suppliers have agreed to the stated fixed price period. Provision thereafter is for price reviews on an annual basis, with price increase requests evaluated against prevailing market pricing, tracked in accordance with Scotland Excel's indexation model and supporting documentary evidence.

In addition to the mandatory fixed pricing period, 11 suppliers have offered further additional fixed pricing periods ranging from a further twelve-month period, twenty-four-month period to the lifetime of the framework.

Sustainable Procurement Benefits

Within the technical section of the tender, the sustainability method statement assessed bidders in relation to their corporate approach to sustainability and how their organisation promotes recycle, reuse and reduce initiatives to minimise the impact of the supply chain on the environment. A range of sustainable measures were outlined by suppliers including;

- British, European and International Standards (BS EN ISO) 14001 accreditation or equivalent (for environmental management systems).
- Implementing circular economy initiative, recycling and refurbishment where possible. One supplier confirmed that all parts (working or broken) can be returned for possible repair or refurbishment and repair in new equipment.
- Packaging reduction – one supplier stated that 85% of packaging is recycled and another confirmed that they have reduced packaging by 70%.
- Ethical sourcing of materials.

In addition, five of the recommended suppliers said they will consider utilising supported businesses in their supply chain. One supplier has scope to continue working with Haven Enterprises in Falkirk. Scotland Excel will encourage use of supported businesses throughout the lifetime of the framework

Throughout the lifetime of the framework Scotland Excel will continue to engage with members and suppliers to ensure that advances in technology,

particularly in relation to digital technology, are incorporated into the framework in order that members can easily access the latest products.

Community Benefits

All recommended suppliers have agreed to deliver a specified level of community benefit points within each council area. These points will be commensurate with the level of spend achieved in that council area. This approach will give members the opportunity to agree with suppliers the specific benefits that will best support their local area.

On an annual basis, Scotland Excel will calculate which annual spend thresholds have been met based on submitted management information and will provide this information to relevant suppliers and local authorities.

When suppliers meet the minimum annual spend threshold for an individual local authority, they will discuss with the relevant community benefits lead to finalise the specific benefits that they are offering under this framework.

In the published tender documents, bidders were given a list of indicative community benefits that could be agreed with local authorities. Examples of the indicative benefits which were conveyed to suppliers were:

- Fundraising
- Community volunteering
- Training sessions
- Employability workshop
- Donation of materials and/or labour
- Sponsorship
- Donation of IT equipment
- Health and wellbeing workshop

Fair Work Practices including the Living Wage

Suppliers were asked to describe how they would commit to fair work practices for workers (including any agency or sub-contractor workers) engaged in the delivery of this framework. Responses described a commitment to:

- Support staff development
- Support flexible working
- Promote equality
- Provide training
- Support progressive workforce engagement matters

Furthermore, suppliers were asked to confirm their ability to pay the Scottish Living Wage. Details are included in Appendix 4.

Scotland Excel will continue to monitor Fair Work within its contract and supplier management programme. Scotland Excel will work with all awarded suppliers who do not yet pay all staff the Scottish Living Wage to encourage them to achieve this.

Other Benefits

In addition to the benefits mentioned there are intrinsic social benefits included within the framework. There is the potential to reduce hospital admissions and delayed discharge from hospital, as well as avoiding unnecessary ambulance call outs. Furthermore, use of the framework can enable local authorities to review the model of homecare that is delivered to ensure that people are supported appropriately in their own homes.

Consumer grade home health monitoring peripheral devices have been added to the framework. This will allow medical practitioners to remotely monitor long term conditions, avoiding unnecessary admissions to primary and secondary healthcare.

The addition of monitoring subscriptions for location tracking and lifestyle monitoring will offer opportunities for improved independence, and additional peace of mind for care and support workers and family members.

7. Contract Mobilisation and Management

All suppliers and participating members will be issued with a mobilisation pack containing all required details to launch the framework, and will be invited to a mobilisation event. One to one mobilisation meetings will be held with the suppliers to outline the operation of the framework, roles and responsibilities, management information requirements and community benefits commitments.

Scotland Excel will monitor the progress of the move from analogue to digital technology and respond where appropriate to ensure that the framework will meet current requirements of members in addition to being flexible to respond to changing digital requirements.

In accordance with Scotland Excel's established contract and supplier management programme, this framework has been classified as a category one arrangement in terms of ongoing technological change and development, requiring at least annual supplier and user group reviews as appropriate. In addition, Scotland Excel has identified Brexit as a risk to this framework particularly in relation to introduction of any potential import tariffs and any significant fall in the value of Sterling.

8. Summary

This framework for technology enabled care aims to maximise collaboration and support participating members to deliver a service which promotes independence and safety for service users whilst achieving best value. A range of benefits can be reported in relation to best value, price stability, sustainability and community benefits.

The Executive Sub Committee is requested to approve the recommendation to award this framework agreement to the suppliers as detailed in Appendix 3.

Appendix 1 – Participation, Spend and Savings Summary – Technology Enabled Care 31-17

Member Name	Participation	Participation start date	Estimated annual spend	Source of Spend Data	Indexation (%)	Estimated Forecast Saving (%)	Estimated Annual Saving	Basis of Saving
Aberdeen City	Yes	January 2019	£108,749	Based on previous MI	10	8.6%	£9,405	Benchmarked Current Contract
Aberdeenshire	Yes	January 2019	£39,697	Based on previous MI	10	19.2%	£7,626	Benchmarked Current Contract
Angus	Yes	January 2019	£84,084	Based on previous MI	10	8.7%	£7,330	Benchmarked Current Contract
Argyll & Bute	Yes	January 2019	£148,215	Based on previous MI	10	14.3%	£21,166	Benchmarked Current Contract
Clackmannanshire	Yes	January 2019	£62,783	Based on previous MI	10	8.4%	£5,298	Benchmarked Current Contract
Comhairle nan Eilean Siar	Yes	January 2019	£66,446	Based on previous MI	10	16.3%	£10,846	Benchmarked Current Contract
Dumfries & Galloway	Yes	January 2019	£63,030	Based on previous MI	10	9.4%	£5,894	Benchmarked Current Contract
Dundee City	Yes	January 2019	£123,163	Based on previous MI	10	8.7%	£10,680	Benchmarked Current Contract
East Ayrshire	Yes	January 2019	£137,558	Based on previous MI	10	21.9%	£30,186	Benchmarked Current Contract
East Dunbartonshire	Yes	January 2019	£63,030	Based on previous MI	10	11.6%	£7,335	Benchmarked Current Contract
East Lothian	Yes	January 2019	£92,168	Based on previous MI	10	15.1%	£13,911	Benchmarked Current Contract
East Renfrewshire	Yes	January 2019	£208,934	Validated by member	10	9.9%	£20,697	Benchmarked Current Contract
Edinburgh City	Yes	January 2019	£377,175	Validated by member	10	15.0%	£56,755	Benchmarked Current Contract
Falkirk	Yes	January 2019	£741,391	Validated by member	10	3.5%	£25,763	Benchmarked Current Contract
Fife	Yes	January 2019	£230,206	Based on previous MI	10	1.8%	£4,195	Benchmarked Current Contract
Glasgow City	Yes	January 2019	£533,302	Based on previous MI	10	3.6%	£19,404	Benchmarked Current Contract
Highland	Yes	January 2019	£154,324	Based on previous MI	10	17.8%	£27,395	Benchmarked Current Contract
Inverclyde	Yes	January 2019	£114,018	Based on previous MI	10	10.7%	£12,247	Benchmarked Current Contract
Midlothian	Yes	January 2019	£91,271	Based on previous MI	10	16.0%	£14,647	Benchmarked Current Contract
Moray	Yes	January 2019	£52,291	Based on previous MI	10	15.3%	£8,012	Benchmarked Current Contract
North Ayrshire	Yes	January 2019	£192,570	Based on previous MI	10	17.7%	£34,029	Benchmarked Current Contract
North Lanarkshire	Yes	January 2019	£249,122	Based on previous MI	10	12.8%	£31,848	Benchmarked Current Contract
Orkney Islands	Yes	January 2019	£23,678	Based on previous MI	10	11.0%	£2,601	Benchmarked Current Contract
Perth & Kinross	Yes	January 2019	£88,125	Based on previous MI	10	7.1%	£6,299	Benchmarked Current Contract
Renfrewshire	Yes	January 2019	£143,332	Based on previous MI	10	3.6%	£5,173	Benchmarked Current Contract
Scottish Borders	Yes	January 2019	£45,046	Based on previous MI	10	8.0%	£3,626	Benchmarked Current Contract
Shetland Islands	Yes	January 2019	£23,108	Based on previous MI	10	16.2%	£3,746	Benchmarked Current Contract
South Ayrshire	Yes	January 2019	£383,632	Validated by member	10	12.1%	£46,574	Benchmarked Current Contract
South Lanarkshire	Yes	January 2019	£173,318	Based on previous MI	10	5.9%	£10,249	Benchmarked Current Contract
Stirling	Yes	January 2019	£91,692	Based on previous MI	10	15.0%	£13,743	Benchmarked Current Contract
West Dunbartonshire	Yes	January 2019	£137,286	Based on previous MI	10	6.7%	£9,152	Benchmarked Current Contract
West Lothian	Yes	January 2019	£192,361	Based on previous MI	10	12.1%	£23,330	Benchmarked Current Contract
Associate members	Yes	January 2019	£365,582	Based on previous MI	10	0.9%	£3,233	Benchmarked Current Contract
NHS Health Boards	Yes	January 2019	£48,961	Validated by member	10	8.2%	£4,015	Average Saving
Total			£5,649,648		10	9.1%	£516,407	Benchmarked Current Contract

Appendix 2 – List of tenderers with SME Status

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

Tenderer's Name	SME Status	Location	Lots Tendered
ITS Design Ltd trading as Alert-It	Small	Leicestershire	2,3,4,5
Buddi Limited	Small	Hertfordshire	6
Cair (UK) Ltd.	Micro	West Yorkshire	2,3,4,5
HAS Technology Limited t/a CM2000	Medium	West Midland	7
Chubb Fire & Security Limited	Large	Lancashire	1,2,3,4,5,9,10
Communicare 247 Ltd	Small	Glasgow City	1,2,3,4,5,6,7,10
Doro AB	Small	Malmö (Sweden)	1,2,3,4,5,6,7
Harvard Solutions Limited	Micro	Kowloon (Hong Kong)	2, 6, 7
Just Checking Limited	Small	Warwickshire	7
Kinetik Medical Devices Ltd	Small	Nottinghamshire	4
Possum Limited	Small	Buckinghamshire	1,2,3,4,5,6
Solon Security Limited	Small	Flintshire	8
SPIE Scotshield Limited	Medium	South Lanarkshire	1,2,3,4,5,8,9
TeleAlarm Europe GmbH	Medium	Leipzig (Germany)	1,2,3,4,5
Tunstall Healthcare (UK) Limited	Large	North Yorkshire	1,2,3,4,5,6,7,8,9,10
Legrand Electric LTD	Large	Northumberland	1,2,3,4,5,6,7,9,10
Verkizlan Ltd	Micro	Lancashire	10

Appendix 3 - Scoring and Recommendations

Lot 1 Dispersed Alarm Units		
SUPPLIER NAME	TOTAL	AWARD
Doro AB	96.50	Yes
Legrand Electric LTD	79.26	Yes
Tunstall Healthcare (UK) Limited	73.64	Yes
Chubb Fire & Security Limited	68.59	Yes
Communicare 247 Ltd	65.83	Yes
Possum Limited	65.14	Yes
SPIE Scotshield Limited	64.37	Yes
TeleAlarm Europe GmbH	64.35	Yes

Lot 2 Alarm triggers		
SUPPLIER NAME	TOTAL	AWARD
Doro AB	96.50	Yes
Legrand Electric LTD	84.80	Yes
Communicare 247 Ltd	75.22	Yes
Tunstall Healthcare (UK) Limited	73.93	Yes
Chubb Fire & Security Limited	70.74	Yes
SPIE Scotshield Limited	66.95	Yes
Cair (UK) Ltd.	64.20	Yes
TeleAlarm Europe GmbH	63.18	Yes
Possum Limited	58.78	Yes
ITS Design Ltd trading as Alert-It	33.38	Yes
Harvard Solutions Limited	21.90	No

Lot 3 Peripherals and Accessories		
SUPPLIER NAME	TOTAL	AWARD
Tunstall Healthcare (UK) Limited	88.00	Yes
Chubb Fire & Security Limited	86.65	Yes
Legrand Electric LTD	85.17	Yes
Doro AB	79.43	Yes
SPIE Scotshield Limited	76.51	Yes
Communicare 247 Ltd	64.57	Yes
TeleAlarm Europe GmbH	61.50	Yes
Cair (UK) Ltd.	59.10	Yes
ITS Design Ltd trading as Alert-It	58.29	Yes
Possum Limited	55.33	Yes

Lot 4 Health and Care Peripherals		
SUPPLIER NAME	TOTAL	AWARD
SPIE Scotshield Limited	87.00	Yes
Kinetik Medical Devices Ltd	58.78	Yes
Doro AB	56.51	Yes
Legrand Electric LTD	53.56	Yes
Communicare 247 Ltd	51.24	Yes
Tunstall Healthcare (UK) Limited	48.75	Yes
Chubb Fire & Security Limited	46.52	Yes
Cair (UK) Ltd.	40.10	Yes
TeleAlarm Europe GmbH	39.15	Yes
ITS Design Ltd trading as Alert-It	35.66	Yes
Possum Limited	34.41	Yes

Lot 5 Environmental Devices		
SUPPLIER NAME	TOTAL	AWARD
SPIE Scotshield Limited	87.00	Yes
Doro AB	84.74	Yes
Legrand Electric LTD	71.93	Yes
Communicare 247 Ltd	69.57	Yes
Chubb Fire & Security Limited	66.07	Yes
Tunstall Healthcare (UK) Limited	65.46	Yes
Cair (UK) Ltd.	54.88	Yes
TeleAlarm Europe GmbH	54.73	Yes
Possum Limited	50.65	Yes
ITS Design Ltd trading as Alert-It	49.65	Yes

Lot 6 GPS monitoring with ancillary monitoring service and telecare mobile phones		
SUPPLIER NAME	TOTAL	AWARD
Communicare 247 Ltd	87.00	Yes
Tunstall Healthcare (UK) Limited	63.31	Yes
Doro AB	56.93	Yes
Legrand Electric LTD	54.83	Yes
Possum Limited	42.01	Yes
Buddi Limited	36.76	Yes
Harvard Solutions Limited	32.60	No

Lot 7 Lifestyle Monitoring with ancillary monitoring service		
SUPPLIER NAME	TOTAL	AWARD
Communicare 247 Ltd	87.00	Yes
Just Checking Limited	82.53	Yes
Doro AB	65.49	Yes
Tunstall Healthcare (UK) Limited	60.30	Yes
Legrand Electric LTD	59.39	Yes
HAS Technology Limited t/a CM2000	Non-Compliant	No
Harvard Solutions Limited	Non-Compliant	No

Lot 8 Key Storage Compartments		
SUPPLIER NAME	TOTAL	AWARD
Solon Security Limited	77.50	Yes
Tunstall Healthcare (UK) Limited	51.40	Yes
SPIE Scotshield Limited	50.10	Yes

Lot 9 Warden Call Systems		
SUPPLIER NAME	TOTAL	AWARD
SPIE Scotshield Limited	87.00	Yes
Legrand Electric LTD	40.95	Yes
Chubb Fire & Security Limited	34.91	Yes
Tunstall Healthcare (UK) Limited	33.59	Yes

Lot 10 Alarm Receiving Systems		
SUPPLIER NAME	TOTAL	AWARD
Chubb Fire & Security Limited	Lot not awarded	
Communicare 247 Ltd		
Legrand Electric LTD		
Tunstall Healthcare (UK) Limited		
Verkizlan Ltd		

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

This appendix should comprise of one table which lists those suppliers being recommended for award and their status in relation to payment of the Living Wage as shown below:

Supplier	Accredited	Progress towards accreditation	Committed to gaining accreditation over the first 2 years of framework	Not paying Living Wage but committed to doing so within 2 years	Neither accredited nor paying Living Wage
ITS Design Ltd trading as Alert-It			Yes		
Buddi Limited		Yes			
Cair (UK) Ltd				Yes	
Chubb Fire & Security Limited					Yes
Communicare 247 Ltd			Yes		
Doro AB				Yes	
Just Checking Limited		Yes			
Kinetic Medical Devices Ltd		Yes			
Legrand Electric Ltd	Yes				
Possum Limited		Yes			
Solon Security Limited	Yes				
SPIE Scotshield Limited		Yes			
TeleAlarm Europe GmbH		Yes			
Tunstall Healthcare (UK) Ltd	Yes				



Scotland Excel

To: Executive Sub Committee

On: 26 October 2018

Report by Director Scotland Excel

Request for Associate Membership of Scotland Excel by Cairn Housing Association

1 Introduction

In addition to the 32 local authorities who are full members of Scotland Excel, applications can be made for Associate Membership by organisations such as council arms-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 we have in place for our full members. Associates do not have the opportunity to influence the future contract delivery schedule which is reserved for the full local authority members.

2 Application

Following work carried out with them as part of a review of procurement capability within the organisation, Cairn Housing Association has applied to Scotland Excel for associate membership.

Cairn Housing Association has 3194 properties across Scotland and are a registered charity.

Cairn Housing Association are also a Living Wage employer.

To ensure the efficient and cost-effective delivery of these services they have approached Scotland Excel and requested approval to become an associate member with access to our contracts.

3 Legislative Position

Before any application is submitted to committee for consideration checks are made into the organisation including scrutiny of the Memorandum & Articles of Association, finances and the type of contracts that the organisation wishes to access. Membership commences once committee has approved the application and a Membership Agreement between Scotland Excel and the organisation is signed.

Scotland Excel monitors all requests from arms-length and other organisations to become associate members to ensure that any legal requirements are met. In this case Cairn Housing Association qualify for membership as in accordance with the Local Authorities (Goods and Services) Act 1970 section 1 (1B)(c) namely that the organisation is a person who, not being a public body, has functions of a public nature or engages in activities of that nature and the purpose or effect of its access to Scotland Excel's services is to facilitate its discharge of those functions or activities.

4 Recommendation

It is recommended to committee that the Cairn Housing Association application to join Scotland Excel as an associate member be approved, at a £4,790 annual fee, subject to completion and signing of the agreement document.



Scotland Excel

To: Executive Sub Committee

On: 26 October 2018

Report by Director Scotland Excel

Request for Associate Membership of Scotland Excel by SEStran (South East of Scotland Transport Partnership)

1 Introduction

In addition to the 32 local authorities who are full members of Scotland Excel, 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 we have in place for our full members. Associates do not have the opportunity to influence the future contract delivery schedule which is reserved for the full local authority members.

2 Application

SEStran (the South East Scotland Transport Partnership) is one of seven Regional Transport Partnerships (RTPs) in Scotland, set up under the Transport (Scotland) Act 2005. SEStran contains eight constituent council areas – City of Edinburgh, Clackmannanshire, East Lothian, Falkirk, Fife, Midlothian, Scottish Borders and West Lothian. A key requirement under the Act is for RTPs to develop a statutory Regional Transport Strategy (RTS) to provide a strategic framework for transport management and investment for the Partnership area over a 10-15-year period. SEStran's Regional Transport Strategy 2008-2023 was approved by the Scottish Government in 2008. The Regional Transport Strategy will help deliver a SEStran area which is economically successful, accommodating growing prosperity and population in a much less car-dependent way, whilst improving access for the most excluded and vulnerable groups. This will be of benefit to the residents of the SEStran area, the SEStran economy and the wider environment.

SEStran are also a Living Wage employer.

To ensure the efficient and cost-effective delivery of these services they have approached Scotland Excel and requested approval to become an associate member with access to our contracts.

3 Legislative Position

Before any application is submitted to committee for consideration checks are made into the organisation including scrutiny of the Memorandum & Articles of Association, finances and the type of contracts that the organisation wishes to access. Membership commences once committee has approved the application and a Membership Agreement between Scotland Excel and the organisation is signed.

Scotland Excel monitors all requests from arm's length and other organisations to become associate members to ensure that any legal requirements are met. In this case, SEStrans qualify for membership in accordance with the Local Authorities (Goods and Services) Act 1970, namely that the organisation is a public body, established on the basis of the Transport (Scotland) Act 2005..

4 Recommendation

It is recommended to committee that SEStran application to join Scotland Excel as an associate member be approved, at a £500 annual fee, subject to completion and signing of the agreement document.















Operating Plan







2018 – 2019








Q1 Progress Report

Goal 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"> Develop plans which support direct engagement with local authority services to identify new collaborative procurement opportunities 		<ul style="list-style-type: none"> Scotland Excel is engaging directly with local authority housing stakeholders on the development of the national house building framework and, in partnership with the Digital Office, is exploring collaborative opportunities with ICT stakeholders. Council catering managers have agreed to use the contract rebate from the forthcoming meats framework to develop new contract arrangements for fruit and vegetables and bread and rolls.
	<ul style="list-style-type: none"> Complete the sourcing strategy and initiate the tender process for a new build housing framework on behalf of participating local authorities 		<ul style="list-style-type: none"> Extensive stakeholder engagement and market research is underway to inform strategy development. A Prior Information Notice (PIN) has been published and has attracted significant interest from the market. The project is on track to deliver the new framework in summer 2019.
	<ul style="list-style-type: none"> Implement a procurement strategy for older people care home services for that provides choice, continuity of care and innovation in service delivery 		<ul style="list-style-type: none"> A survey has been issued to participating local authorities to seek input on proposed elements of the sourcing strategy for older people's care homes.
	<ul style="list-style-type: none"> Implement the procurement strategy for adult care and support services and secure sustainable funding for ongoing delivery as part of the social care portfolio 		<ul style="list-style-type: none"> Stakeholder engagements sessions have been held with purchasers and providers, with the output used to help draft the procurement strategy. A draft strategy has been produced.
	<ul style="list-style-type: none"> Continue to pursue funding to deliver proposals which support the expansion of early learning and childcare provision 		<ul style="list-style-type: none"> Funding has been secured for Scotland Excel to play key role in supporting the expansion of early learning and childcare through the production of guidance, cost modelling and standard terms and conditions.







	<ul style="list-style-type: none"> Develop and implement contract and supplier management (CSM) and key supplier management (KSM) programmes which monitor and enhance the performance of Scotland Excel contracts 		<ul style="list-style-type: none"> Work is underway to roll out the new CSM programme to all Category 1 contracts by December 2018. Plans to extend the programme to Category 2 and 3 contracts will be implemented from Q4. A KSM programme will be considered once CSM is in place across the portfolio.
	<ul style="list-style-type: none"> Identify opportunities to lead and/or participate in national cross-sector procurement opportunities and initiatives with partners in health, further and higher education, and central government 		<ul style="list-style-type: none"> Scotland Excel is continuing to participate in the Scottish Government's Collaborative Leads Group and met with NSS National Procurement to discuss the forthcoming technology enabled care framework which is available to health boards.
	<ul style="list-style-type: none"> Continue to inform and support national procurement policy in consultation with the local government procurement community 		<ul style="list-style-type: none"> Scotland Excel is advising and supporting councils to comply with their duty to produce an Annual Procurement Report which was introduced as part of the Procurement Reform (Scotland) Act 2014.
1.2 Deliver programmes which lead and develop professional, organisational and commercial capability	<ul style="list-style-type: none"> Develop and deliver a targeted programme of change projects based on development needs identified by Procurement & Commercial Improvement Programme (PCIP) assessments 		<ul style="list-style-type: none"> Four change projects have been initiated to support PCIP outcomes. A further two change projects addressing specific council needs are being scoped.
	<ul style="list-style-type: none"> Deliver a second cycle of local government PCIP assessments for all local authorities 		<ul style="list-style-type: none"> Preparations are on schedule for the 2018-19 PCIP programme which will commence late September 2018 and is scheduled to be completed by the end of April 2019. All 32 councils have committed to undertaking a PCIP assessment.
	<ul style="list-style-type: none"> Deliver the chargeable consultancy projects and transformation programmes agreed for Aberdeen City and Fife Councils, and respond to any further requests for these types of services from other councils 		<ul style="list-style-type: none"> The project for Fife Council was approved in April. All project team members have been recruited and will be onsite from July. Work is progressing on the consultancy project for Aberdeen City Council in line with plans.
	<ul style="list-style-type: none"> Continue to develop and deliver accredited work-based learning programmes through the Scotland Excel Academy 		<ul style="list-style-type: none"> There are currently 42 learners engaged in four learning cohorts – three Chartered Management Institute (CMI) leadership & management programmes and one Chartered Institute of Procurement & Supply (CIPS) procurement practitioner programme.








	<ul style="list-style-type: none"> Develop and deliver a programme of practitioner workshops, masterclasses and events to lead best practice through the Scotland Excel Academy 		<ul style="list-style-type: none"> A programme of workshops, masterclasses and events will be developed for the second half of 2018-19. This will include five practitioner workshops, two masterclasses and one webinar to support professional practice and thought leadership. Topics are being informed by sector development needs identified during the 2017-18 PCIP assessments.
	<ul style="list-style-type: none"> Continue to develop Scotland Excel Academy online resources to support learning programmes and create a community platform for sharing best practice 		<ul style="list-style-type: none"> Academy online resources are continually evolving as new programmes and cohorts are introduced. Content and expertise is shared with the procurement community where possible.
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 provide ICT procurement services for the Digital Office for Scottish Local Government, engaging proactively with stakeholders to promote a collaborative approach to the adoption of digital technologies 		<ul style="list-style-type: none"> Despite extensive stakeholder consultation, it is proving difficult to agree collaborative opportunities with the sector and progress has been slower than anticipated. To date, only one project, for a replacement social work care case management system, has been identified. Plans are being developed for stakeholder workshops to promote a better understanding of how procurement can support digital innovation.
	<ul style="list-style-type: none"> Continue to develop data analytic tools and resources to support the expansion of the contract portfolio and provide management information to the sector 		<ul style="list-style-type: none"> Stakeholders now have online access to social care information through Power BI data analytics. This tool has also been used to enhance internal reporting capabilities, and further developments are planned over the coming months.
	<ul style="list-style-type: none"> Continue to develop and share access to the Cost of Care calculator to support the delivery of affordable and sustainable social care services 		<ul style="list-style-type: none"> Scotland Excel, COSLA and Scottish Care have agreed the overall approach to the cost model and the majority of individual elements within. Remaining elements are expecting to be agreed by the end of the calendar year.
	<ul style="list-style-type: none"> Continue to develop and share access to Indexation Modelling to track market influences on costs 		<ul style="list-style-type: none"> Scotland Excel is continuing to use Indexation Modelling as part of contract management. Plans to share this knowledge with the sector will be developed and implemented from Q3.


	<ul style="list-style-type: none"> • Deliver market analysis reports in support of new collaborative procurement or service opportunities 		<ul style="list-style-type: none"> • Implementation of new market intelligence resources to support market analysis will commence in Q2.
	<ul style="list-style-type: none"> • Develop plans to roll out data analytic tools to staff across the organisation 		<ul style="list-style-type: none"> • Power BI data analytics tools will be rolled out staff during 2019-20 once the first development phase has been completed.
1.4 Use our insight and experience to shape policy and meet the challenges of future public service delivery	<ul style="list-style-type: none"> • Continue to work with the Scottish Government, COSLA and other partners to support the development and/or delivery of national policy in social care 		<ul style="list-style-type: none"> • Scotland Excel is continuing to engage with the Scottish Government, COSLA, Health & Social Care Partnerships and care providers on the development of a cost of care calculator and new framework opportunities for care and support services and older people's care homes services.
	<ul style="list-style-type: none"> • Continue to work with the Scottish Government and other partners to support the development and/or delivery of education policies such as early learning provision, pupil attainment funding, and food procurement for school meals 		<ul style="list-style-type: none"> • Work is continuing with the Scottish Government to support education policies. Scotland Excel has provided input for the Scottish Government's National Obesity Strategy which links nutritional policy for schools, and is working to support the 'Period Poverty' initiative by tendering for the provision of sanitary products for use in schools.
	<ul style="list-style-type: none"> • Continue to work with the Scottish Government, Association of Local Authority Chief Housing Officers (ALACHO) and other partners to support the development and/or delivery of national policy in affordable housing 		<ul style="list-style-type: none"> • Scotland Excel will focus on the development of the new build housing framework in 2018-19 and will explore further opportunities to influence or support affordable housing policy in 2019-20.
	<ul style="list-style-type: none"> • Continue to work with the Scottish Government, Zero Waste Scotland and other partners to support the development and/or delivery of national environmental policy 		<ul style="list-style-type: none"> • Scotland Excel is continuing to hold regular meetings with Zero Waste Scotland to discuss opportunities to support the Circular Economy through procurement.
	<ul style="list-style-type: none"> • Develop and deliver a calendar of communications activities which promotes our knowledge and experience in support of our policy and public affairs goals 		<ul style="list-style-type: none"> • A rolling calendar of communications activities is now in place and is reviewed and updated regularly. During Q1, the main focus has been on the development of media articles on key policy themes to capitalise on Scotland Excel's 10 Year Anniversary.

	<ul style="list-style-type: none"> • Continue play a lead role in the development and delivery of national Graduate Apprenticeships as a cost-effective talent management opportunity for the local government sector 		<ul style="list-style-type: none"> • Having chaired the technical expert group for the Graduate Apprenticeship in Business Management, Scotland Excel is now actively promoting Graduate Apprenticeships across the local authority community and is continuing to engage with universities delivering these apprenticeships.
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Goal 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"> Develop plans to increase the proportion of Scotland Excel suppliers paying their staff the Scottish Living Wage 		<ul style="list-style-type: none"> Scotland Excel's process will be reviewed from Q3 to align CSM activity with the objective of increasing the overall percentage of suppliers paying the Scottish Living Wage.
	<ul style="list-style-type: none"> Continue to develop community benefit models which enable councils to achieve direct benefits for their areas 		<ul style="list-style-type: none"> The model used to evaluate community benefits in tenders has been revised and updated to recognise the proportionate value of specific benefits to councils.
	<ul style="list-style-type: none"> Continue to support opportunities for disabled/disadvantaged workers through community benefits and/or the participation of supported businesses and the third sector within our supply chain 		<ul style="list-style-type: none"> Scotland Excel is continuing to consider opportunities for supported businesses and third sector organisations within procurement strategies. Following a successful event in February 2018, further initiatives to support engagement with supported businesses will be considered in 2019.
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 work with the Supplier Development Programme (SDP) to raise awareness of public procurement opportunities and encourage participation among Scottish SMEs 		<ul style="list-style-type: none"> In Q1, Scotland Excel delivered two SDP training sessions for SMEs in Alloa and Perth, attended a local Meet the Buyer event in Ayrshire, and presented and exhibited at SDP's National Meet the Buyer event in Edinburgh.
	<ul style="list-style-type: none"> Increase direct and supply chain opportunities for Scottish SMEs and contractors within Scotland Excel contracts, particularly within the construction portfolio 		<ul style="list-style-type: none"> The User Intelligence Group (UIG) developing the strategy for the new build housing framework are considering ways to encourage SMEs to participate as main contractors and sub-contractors.
	<ul style="list-style-type: none"> Encourage housing associations to consider the local economic impact they can deliver through the use of Scotland Excel contracts 		<ul style="list-style-type: none"> Consideration of local economic impact forms a key part of the PCIP assessment undertaken by Scotland Excel with housing associations. Ongoing engagement with the sector is taking place to demonstrate how Scotland Excel contracts can support local impact.


2.3 Deliver positive and measurable environmental benefits through our contracts	<ul style="list-style-type: none"> Continue to encourage suppliers to Scotland Excel contracts to consider opportunities to increase recycling of their products and packaging and/or reduce their carbon footprint 		<ul style="list-style-type: none"> Scotland Excel's Invitation to Tender (ITT) documentation continues to include appropriate environmental considerations including the weighting and scoring of emissions.
	<ul style="list-style-type: none"> Develop and implement a model for considering 'whole life' costing within tender evaluations, including plans for monitoring costs over the lifecycle of products and services 		<ul style="list-style-type: none"> Scotland Excel's ITT documentation continues to include appropriate cost evaluation to ensure that lifetime value is assessed.
	<ul style="list-style-type: none"> Continue to support the collection, handling, treatment and recovery of value from waste by implementing new recyclable and residual waste arrangements which offer increased options for recycling and/or disposal and cover additional types of waste 		<ul style="list-style-type: none"> The renewal of Scotland Excel's recyclable and renewable waste framework has taken longer than anticipated to allow exploration of a Dynamic Purchasing System as a route to market. This approach will offer greater flexibility to councils and suppliers, and it is anticipated that the framework will be available in early 2019.
	<ul style="list-style-type: none"> Develop plans for assessing and mitigating the environmental impact of Scotland Excel's activities 		<ul style="list-style-type: none"> Plans for assessing and mitigating Scotland Excel's environmental impact will be considered in 2019-20 following the appointment of new Corporate Services Manager in Q4.
2.4 Lead and develop sustainable procurement knowledge and practice	<ul style="list-style-type: none"> Produce an annual report on procurement activity in line with the requirements of the Procurement Reform (Scotland) Act 2014, providing support and guidance on reporting commitments to the local authorities 		<ul style="list-style-type: none"> An Annual Procurement Report is being developed in line with the requirements of the Procurement Reform (Scotland) Act 2014. The report is on track for publication during Q2.
	<ul style="list-style-type: none"> Continue to work with national partners on the development of sustainable procurement guidance and tools 		<ul style="list-style-type: none"> Scotland Excel is continuing to engage with national partners through the Scottish Government's Best Practice Working Group. In Q1, the group updated the Sustainability Test used by procurement practitioners to embed sustainability requirements in frameworks and contracts.
	<ul style="list-style-type: none"> Develop plans to increase the local government sector's sustainable procurement knowledge and capability through the Scotland Excel Academy 		<ul style="list-style-type: none"> Sustainable procurement is embedded in the CIPS accredited course delivered through the Scotland Excel Academy, and will form part of a non-accredited 'introduction to procurement' course available from October.

	<ul style="list-style-type: none"> • Develop and implement plans to promote sustainable procurement to elected members and senior officers to support a 'whole organisation' approach 		<ul style="list-style-type: none"> • Plans to promote sustainable procurement to elected members and senior officers will form part of senior stakeholder engagement plans which will be developed from Q4.
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Goal 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 develop Scotland Excel's account management services to ensure they deliver value to local authority procurement teams and support a positive customer experience for councils 		<ul style="list-style-type: none"> Scotland Excel's account managers are now involved in delivering change projects and facilitating workshops. Quarterly business reviews continue to take place with councils to demonstrate the value of membership and gather feedback from council procurement teams.
	<ul style="list-style-type: none"> Explore further opportunities to use digital technologies to engage with customers and/or expand online 'self-service' facilities, incorporating the findings into Scotland Excel's ICT strategy and roadmap 		<ul style="list-style-type: none"> Data analytics tools now allow self service of a range of social care information. Further opportunities will be explored once the first phase of development of data tools has been completed.
	<ul style="list-style-type: none"> Explore the feasibility of providing additional services requested by customers, incorporating the findings into future operational plans 		<ul style="list-style-type: none"> In 2018-19, Scotland Excel will focus on expanding the range of courses available through the Academy, extending the range of small value contracts, developing a new build housing framework and delivering consultancy services to councils. Further opportunities to provide new services will be explored in 2019-20.
	<ul style="list-style-type: none"> Embed the outputs of Scotland Excel's stakeholder engagement project into customer and stakeholder engagement plans and activities, ensuring that these reflect the organisation's expanding customer base 		<ul style="list-style-type: none"> Work to embed the outputs of Scotland Excel's stakeholder engagement project will begin in Q4. Tools created as part of this project will be used to analyse, plan and prioritise engagement activities with different stakeholder groups.
3.2 Engage stakeholders in the delivery of effective local solutions	<ul style="list-style-type: none"> Develop a model for incorporating community engagement, where appropriate, into the development of procurement strategies 		<ul style="list-style-type: none"> Scotland Excel's approach to developing procurement strategies will be reviewed later this year to ensure that opportunities to engage with communities are considered as part of strategy development.
	<ul style="list-style-type: none"> Continue to engage directly with service users, where appropriate, to ensure their needs are considered within service design 		<ul style="list-style-type: none"> Scotland Excel remains committed to involving people who use services in the design of frameworks. However, there were no relevant engagement opportunities in Q1.



	<ul style="list-style-type: none"> Explore the feasibility of working with educational partners and/or suppliers to promote the benefits of procurement to pupils, incorporating the findings into future operational plans 		<ul style="list-style-type: none"> Scotland Excel has committed to Founders 4 Schools, a business to business model which encourages coaching and mentoring for pupils. Specific initiatives with the organisation will begin from Q2. Scotland Excel is also continuing to encourage its supply base to engage with schools and, in June 2018, children across Scotland had an opportunity to work with a celebrity chef through a Junior Masterchef initiative.
3.3 Represent the collective views of stakeholders at a national level	<ul style="list-style-type: none"> Review Scotland Excel's representation activities to ensure that these are targeted where they can have the greatest impact 		<ul style="list-style-type: none"> Scotland Excel will initiate a review of all national engagement activity by the end of December 2018 to ensure that resources are targeted effectively for the benefit of stakeholders.
	<ul style="list-style-type: none"> Establish a model for undertaking representation activities, including a clear feedback loop for customers and/or communities 		<ul style="list-style-type: none"> A model will be developed on completion of the review of national engagement activity. Outputs will be discussed with key stakeholders including the Scottish Local Government Procurement Forum (SLGPF) to ensure that national engagement activities incorporate local views.
	<ul style="list-style-type: none"> Build on relationships with the Convention of Scottish Local Authorities (COSLA) and/or elected members to represent customers and communities in appropriate policy and political matters 		<ul style="list-style-type: none"> Quarterly meetings continue to take place with the CEO and policy leads at COSLA, with a particular focus on social care and waste management.
3.4 Implement policies which develop, empower, value and engage our workforce	<ul style="list-style-type: none"> Continue to deliver Scotland Excel's organisational development strategy and rolling improvement plans, involving staff in the development of plans, policies and initiatives where appropriate 		<ul style="list-style-type: none"> Scotland Excel is continuing to implement the Organisational Development (OD) strategy developed in 2017-18. A staff workshop in June identified opportunities to improve the organisation's approach to performance management and recruitment. Projects will be initiated to review these areas in Q2.
	<ul style="list-style-type: none"> Develop and implement a talent management programme to inspire and develop staff, increase Scotland Excel's capability, and support succession planning 		<ul style="list-style-type: none"> Following feedback at a staff meeting in Q1, plans for developing a talent management programme have been put on hold pending the development of a new Performance Management and Review (PRD) approach.

	<ul style="list-style-type: none"> • Develop plans for agile working to create a productive working environment that benefits staff, Scotland Excel, and customers 		<ul style="list-style-type: none"> • Technology solutions which support agile working are now in place as part of ICT strategy. Plans are underway to move staff's personal files to the cloud server to enable them to be accessed remotely.
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Goal 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"> Complete the review of Scotland Excel's governance and funding models, presenting recommendations to the Joint Committee for approval 		<ul style="list-style-type: none"> Governance and funding proposals to support the delivery of the 2018-23 strategy were approved by the Joint Committee in June 2018.
	<ul style="list-style-type: none"> Develop plans to implement the governance recommendations approved by the Joint Committee 		<ul style="list-style-type: none"> Scotland Excel will continue to operate its existing governance model in support of the 2018-23 strategy. Governance arrangements will continue to be reviewed periodically to ensure they align with the organisation's ambitions.
	<ul style="list-style-type: none"> Implement appropriate funding models to support the delivery of new and existing services 		<ul style="list-style-type: none"> The five funding streams approved by the Joint Committee – Academy revenue, consultancy revenue, rebates, new build housing and associate membership fees – are being monitored to ensure that they are in line with income estimates.
4.2 Continue to maintain a robust business infrastructure to support our growth ambitions	<ul style="list-style-type: none"> Review Scotland Excel's business infrastructure to ensure it can support the organisation's growth ambitions, developing plans for continuous improvement initiatives and to address any gaps in capacity and/or capability 		<ul style="list-style-type: none"> Scotland Excel has strategies and plans in place for the continuous development of key business areas including ICT and OD. Plans are also being put in place to increase office space at Renfrewshire House to accommodate growing staff numbers.
	<ul style="list-style-type: none"> Develop a risk model for evaluating new business opportunities to assess their impact on internal resources and/or existing customers 		<ul style="list-style-type: none"> Learnings from business opportunities secured this financial year will be used to develop a new business evaluation model during 2019-2020.
	<ul style="list-style-type: none"> Continue to implement technology solutions which increase efficiency, support agile working and offer scalability for business growth 		<ul style="list-style-type: none"> Delivery of the ICT strategy is progressing well. During 2018, the focus will be on consolidating the technology phase, which introduced new servers and software, before moving into the application development phase in Q4.

4.3 Use our knowledge and insight to identify new services and/or sectors which provide growth opportunities	<ul style="list-style-type: none"> Review collaborative procurement and leading change solutions available in other public sector markets to identify potential business opportunities, reporting on the findings to inform future operational plans 		<ul style="list-style-type: none"> Scotland Excel will initiate plans to assess the competitive landscape and identify business opportunities for its services during the second half of 2018-19.
	<ul style="list-style-type: none"> Continue to deliver procurement support to housing associations on behalf of the Scottish Government and develop plans to market additional Scotland Excel services which secure the long term sustainability of this service 		<ul style="list-style-type: none"> Scotland Excel completed 9 PCIP assessments with housing associations during Q1. The total number of assessments completed to date is 22 and a further 44 are expected to be completed by the end of March 2019
	<ul style="list-style-type: none"> Continue to develop and market Scotland Excel's associate membership programme to maximise its commercial potential for the organisation and the benefits it provides to members 		<ul style="list-style-type: none"> Hawthorn Housing Cooperative joined as an associate member in Q1, bringing the total number of members to 73 including 22 housing associations. Work to develop and market membership will begin in Q2.
	<ul style="list-style-type: none"> Continue to market Scotland Excel through traditional and social media, targeted communications activity and political engagement to support new business opportunities 		<ul style="list-style-type: none"> A range of activities to promote the work of the organisation continue to take place each quarter. During Q1, a campaign to promote the work of Scotland Excel's housing team including marketing materials, advertising and social media content was implemented to support attendance at the Scottish Federation of Housing Associations (SFHA) annual conference.
	<ul style="list-style-type: none"> Identify opportunities arising for staff development through new business opportunities, fostering an understanding of commercial and entrepreneurial approaches across the organisation 		<ul style="list-style-type: none"> Scotland Excel staff have been deployed on a number of consultancy projects alongside new recruits. Plans to extend participation to support staff development will be put in place as part of ongoing performance management activity.
4.4 Explore opportunities to work with partners on the development and delivery of new business opportunities	<ul style="list-style-type: none"> Explore opportunities to work in partnership with other public sector bodies to increase internal efficiency and/or improve service delivery for customers, reporting on the findings to inform future operational plans 		<ul style="list-style-type: none"> Scotland Excel has identified an opportunity to work with the Improvement Service on the delivery of professional qualifications for the local government sector. A Professional Development Award (PDA) in project management will be offered from August 2018.

	<ul style="list-style-type: none"> Continue to manage Scotland Excel's partnership with Crown Commercial Services (CCS) to ensure it is delivering against customer expectations, and explore opportunities to extend this partnership 		<ul style="list-style-type: none"> Work is underway with CCS to renew the light vehicles framework used by Scottish councils. In April 2018, Scotland Excel participated in a CCS supplier day in Liverpool.
	<ul style="list-style-type: none"> Design a model for providing procurement support to SEEMiS in line with the partnership agreement 		<ul style="list-style-type: none"> SEEMiS are funding a full time procurement resource until the end of March 2019 to develop a workplan which includes a system to support early learning and childcare services, ongoing work for the Next Gen2 management information system for schools, and a text messaging service for parent information. Scotland Excel will also support SEEMiS with using collaborative frameworks for a range of other procurement requirements.

Report Key

	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

Key Performance Indicators

Outcomes	Key Performance Indicators	Q1 Status
Our services shape the effective and efficient delivery of public services	<ul style="list-style-type: none"> • Number of contracts delivered v plan¹ • Value of contract portfolio v target 	<ul style="list-style-type: none"> • 6 of 31 contracts delivered • £987m against £1.4bn target
Our expertise leads continuous improvement in commercial performance	<ul style="list-style-type: none"> • Number of PCIP assessments delivered v plan • Number of Scotland Excel Academy courses v plan² 	<ul style="list-style-type: none"> • 0 of 22 assessments delivered • 9 of 40 courses delivered
Our services facilitate the delivery of national and local policy priorities	<ul style="list-style-type: none"> • Tonnes of waste diverted from landfill in last recorded quarter³ • Number of Scottish suppliers & percentage of SMEs 	<ul style="list-style-type: none"> • 56,436 tonnes (Jan-Mar 2018) • 479 Scottish suppliers of which 76.8% are SMEs
Our services enable positive and sustainable outcomes for people and communities	<ul style="list-style-type: none"> • Number of community benefits realised to date 	<ul style="list-style-type: none"> • 349 jobs • 220 apprenticeships • 58 work placements • 60,646 hours work experience • 4,958 hours volunteering/mentoring • £465k value of other initiatives
Our insight and knowledge underpins innovative solutions for our customers	<ul style="list-style-type: none"> • Number of business change initiatives delivered v plan 	<ul style="list-style-type: none"> • 0 of 6 initiatives delivered
Our activities are recognised as leading the way in public procurement	<ul style="list-style-type: none"> • Media coverage v target • Number of speaking engagements v target 	<ul style="list-style-type: none"> • 25 of 60 media items published • 8 of 12 speaking engagements
Our customers receive a measurable return on investment through savings	<ul style="list-style-type: none"> • Percentage savings achieved across the portfolio v target⁴ • Savings achieved in the last recorded quarter 	<ul style="list-style-type: none"> • -2.2% against 2.5% savings target • £3.5m (Apr – Jun 2018)
Our customers are satisfied with our services and how we deliver them	<ul style="list-style-type: none"> • Customer satisfaction scores v target⁵ 	<ul style="list-style-type: none"> • 80% of respondents

Report issued: October 2018

¹ Contracts developed, renewed or extended

² Programmes, workshops and masterclasses

³ Through Scotland Excel's organic waste framework

⁴ Average savings during the strategy period (2018-23) excluding social care contracts

⁵ Percentage of respondents reporting 'good' or 'very good' overall satisfaction in the most recent customer satisfaction survey (currently 2017)

