

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

Date	Time	Venue
Wednesday, 24 May 2023	10:00	Remotely by MS Teams,

MARK CONAGHAN
Clerk

Membership

Angela Scott (Aberdeen City Council): Annemarie O'Donnell (City of Glasgow Council): Greg Colgan (Dundee City Council): Eddie Fraser (East Ayrshire Council): Cleland Sneddon (South Lanarkshire Council):

Alan Russell (Renfrewshire Council) - Chair.

Items of business

Apologies

Apologies from members.

Conflicts of Interest

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

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|----------|---|----------------|
| 1 | Minute | 3 - 6 |
| | Minute of meeting of this Group held on 16 March 2023. | |
| 2 | Chief Executive's Update Report | 7 - 20 |
| | Report by Chief Executive of Scotland Excel. | |
| 3 | Presentation - Update on Savings Projects | |
| 4 | Contract Standing Orders | 21 - 24 |
| | Report by Chief Executive of Scotland Excel. | |
| 5 | Presentation: Care Update | |
| 6 | Presentation - The Academy | |
| 7 | Date of Next Meeting | |
| | Note that the next meeting of this Group will be held at 10.00 am on 9 August 2023. | |



Minute of Meeting Scotland Excel Chief Executive Officers Management Group

Date	Time	Venue
Thursday, 16 March 2023	09:00	Remotely by MS Teams,

Present

Angela Scott, Chief Executive (Aberdeen City Council); Greg Colgan, Chief Executive (Dundee City Council); Eddie Fraser, Chief Executive (North Ayrshire Council); Alan Russell, Chief Executive (Renfrewshire Council) and Craig Fergusson (South Lanarkshire Council).

Chair

Alan Russell, Chair, presided.

In Attendance

J Welsh, Chief Executive, H Carr, Director of Strategic Procurement, S Brannagan, Director of Customer and Business Services, M Robertson, Marketing and Communications Manager, E Hay and L Richard (both Strategic Procurement Managers), S Christie, Commercial Programme Manager, G Mooney, Category Analyst, L Campbell, Academy Tutor and N French, Corporate Service Assistant (all Scotland Excel); and E Currie, Senior Committee Services Officer (Renfrewshire Council).

Apologies

Annmarie O'Donnell, Chief Executive (City of Glasgow Council) and Cleland Sneddon, Chief Executive (South Lanarkshire Council).

Conflicts of Interest

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

1 **Minute**

There was submitted the Minute of the meeting of the Chief Executive Officers Management Group (CEOMG) held on 9 November 2022.

DECIDED: That the Minute be approved.

2 **Chief Executive's Update**

There was submitted a report by the Chief Executive of Scotland Excel providing an update on key developments within Scotland Excel since the meeting of the CEOMG held on 9 November 2022.

The report provided detailed updates on Scotland Excel's framework portfolio; the contract delivery plan; three of the six workstreams which formed the Savings Opportunities Project; the Scotland Excel Academy; projects being undertaken with member councils and associate members; new associate members and the Scotland Excel Supplier Awards and Annual Conference.

Following discussion, it was agreed that regular updates be provided to all Chief Executives on their Council's participation in frameworks or resistance to participation in frameworks; that periodically Chief Executives be requested to provide updated contact details for the relevant procurement officers within Councils; and that an update on STAMP be submitted to a future meeting of this Group.

DECIDED:

(a) That the report be noted;

(b) That regular updates be provided to all Chief Executives on their Council's participation in frameworks or resistance to participation in frameworks;

(c) That periodically Chief Executives be requested to provide updated contact details for the relevant procurement officers within Councils; and

(d) That an update on STAMP be submitted to a future meeting of this Group.

3 **Net Zero Strategy**

There was submitted a report by the Chief Executive of Scotland Excel informing the CEOMG of the development of Scotland Excel's Net Zero Strategy prior to presenting to the Executive Sub-committee.

The report intimated that the strategy had been prepared to support member councils in the delivery of their commitments in relation to net zero goals linked to the Scottish Government 'climate emergency' declaration and associated policy and legislation.

Gary Mooney, Category Analyst, gave a presentation to members on Scotland Excel's Net Zero Strategy, a copy of which was appended to the report.

Following discussion, it was agreed that Scotland Excel develop an action plan related to the Net Zero Strategy; that Scotland Excel consider barriers to delivery by 2030; and

that Scotland Excel submit an action plan related to the strategy, including barriers to delivery, to a future meeting of this Group.

DECIDED:

- (a) That Scotland Excel develop an action plan related to the Net Zero Strategy;
- (b) That Scotland Excel consider barriers to delivery by 2030; and
- (c) That Scotland Excel submit an action plan related to the strategy, including barriers to delivery, to a future meeting of this Group.

4 Presentation: Care Update

Elizabeth Hay, Strategic Procurement Manager, gave a presentation providing updates on social care which included information around the pay uplift and the annual fee review; children and family care; adult social care; and NCS.

DECIDED: That the presentation be noted.

Sederunt

Greg Colgan left the meeting during consideration of the following item of business.

5 Presentation: Update on Savings Projects

Sharon Christie, Commercial Programme Manager and Hugh Carr, Director of Strategic Procurement gave a presentation providing an update on savings opportunities which provided information on the commitments made in November 2022; forecasting and market intelligence; local government expenditure for 2021/22; Scotland Excel's commitment and toolkit to maximise use of collaborative contracts; the utilisation of Scotland Excel frameworks in 2021/22; health checks; savings projects and the support and services available to achieve savings.

DECIDED: That the presentation be noted.

6 Presentation: Academy Overview

DECIDED: That this presentation be delivered at the next meeting of this Group to be held on 24 May 2023.

7 Date of Next Meeting

DECIDED: That it be noted that the next meeting of this Group would be held at 10.00 am on 24 May 2023.

Scotland Excel

To: Chief Executive Officers Management Group

On: 24 May 2023

Chief Executive's Update Report

1. Introduction

The purpose of this report is to provide the group with an update on key developments within Scotland Excel since the last meeting of the Chief Executive Officers Management Group (CEOMG) on 16 March 2023.

2. Summary

Since the group last met the SXL team has focused on identifying and demonstrating the value that Scotland Excel brings to councils and associate members. In August 2022 the CEOMG approved the launch of a project that would explore additional value added for members by the wide range of activities carried out by Scotland Excel. This update includes an outline of the project and some detail on the progress made with that work.

The update also provides detail on the portfolio of frameworks and contractual solutions offered by Scotland Excel, the project-based work carried out in partnership with other public bodies and the development of associate membership.

3. Framework Portfolio

3.1 Corporate Services (including Digital)

ICT Team

The ICT team continues to develop the tender documents for **Technology Enabled Care** frameworks. The **National Shared Digital ARC** project has experienced some delays in tender release due to the complex nature of terms and conditions and cyber security requirements. This tender is currently being evaluated.

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

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

Corporate, Education and Operational Supplies & Services Developments

Food inflation rose to 19.1% in April 2023 compared to the March rate of 18.3%. The food service price index (FPI) has dropped to 20.6% down from a record high of 22.9% in December 2022. Both indices are much higher than general inflation, which is currently at 10.1%. The rise in inflation follows national food shortages and accompanies the fastest rise in food prices in 45 years. Although the rate of increase is expected to slow, supplier food prices will continue to increase during the coming year.

The next generation frameworks for **Audio Visual** and **Fresh Meats, Cooked Meats & Fresh Fish** went live in April 2023. The second-generation framework for **Commercial Catering Equipment** was approved by the Executive Sub Committee in April and is due to go live in June 2023.

A prior information notice has been published through Public Contracts Scotland for the second-generation framework for **Supply and Delivery of Fresh Bread, Rolls and Bakery Products**. Market engagement and strategy development is underway with the new framework expected to go live in October 2023.

Prior information notices have been published through Public Contracts Scotland for upcoming tenders including **Bottled Gas, Fire Safety Equipment, Signage, Cleaning Equipment and Civic Supplies** (Previously known as **Alcoholic Beverages**). Initial development is also underway for the tender relating to **Sheriff Officer Services**.

3.2 Care Services - Adult and Older Peoples Care

National Care Service (NCS) Update

Scotland Excel have attended two further meetings of The Key Stakeholder Reference Group; updates were provided for the Co-Design Forum and Fair Work. During summer 2023 nine in-person events across Scotland will be held for participants from Lived Experience and the Stakeholder Register. They will include insight to the early research conducted and test understanding on the emerging themes. Those leading this work plan to deepen connections with local areas, conduct individual interviews and potentially run events in care homes. The outputs will then be shared at the NCS Forum in October 2023.

Adult Social Care Workforce and Fair Work Division provided an update on the Fair Work workstreams. The commitment for the NCS to be an exemplar of fair work is established with the Guiding Principles for the NCS set out in the Bill. The workstreams previously established to deliver the FWC's recommendations will be the primary route through which this commitment is to be met.

The four workstreams are pay, terms and conditions, effective voice, and sectoral bargaining.

At the point of writing this report the Health and Sports committee had not produced a report on their examination and gathering of views of the National Care Service (Scotland) Bill.

A further extension to the Stage 1 debate has been requested seeking a post summer recess date.

National Care Home Contract (NCHC)

The care home sector has rejected the final offer from the negotiating team of Scotland Excel, COSLA and Local Authority representatives of a 6% increase in placement costs for the fiscal year of 2023/24.

At present an interim offer of 2.11% for nursing homes and 2.77% for residential homes has been implemented with agreement from the care home sector. It is the sectors intention to make representations to the Scottish Government for both an increase in the adult Social Care workforce hourly rate and further funding for cost pressures related to the costs of living. It is unclear at this time whether the care home sector will agree to the 6% offer once that process has been completed.

Scotland Excel, in partnership with COSLA, is undertaking scenario planning and risk assessments in relation to the NCHC to prepare for the risk of the care home sector serving notice to exit.

Whilst Scottish Care has communicated a commitment to maintain the NCHC and to review the current cost of care calculator, recent developments have further highlighted the need to secure a new arrangement which meets the needs of purchasers and providers to deliver individuals residential and nursing care.

There is currently concern both from the Scottish Government and at local authority level about the financial viability of the care home sector. Scotland Excel has played an active part in the Care Home Assurance and Viability sub-group (now disbanded) and is participating in a Financial Stability of the Care home Sector meeting with Chief Finance Officers and COSLA.

Scotland Excel continues to support local authorities during this uncertain time with analysis, information, advice, and support.

Care and Support and Care Homes for Adults with Learning Disabilities Including Autism

The Adult Social Care Uplift Price/Fee review is the primary focus for contract and supplier management activities for the **Care and Support and Care Homes for Adults with Learning Disabilities Including Autism** flexible frameworks. The framework providers have received the Scottish Government Adult Social Care (ASC) Uplift with the revised price schedules and the mandated weightings applied. This will enable Council finance teams to make the necessary adjustments for processing payment to the framework providers.

The Scotland Excel flexible framework terms allow providers to request a price

review for business overhead costs not in the scope of the ASC Uplift by 19 April 2023. Analysis of the data is still at an early stage. The significant number submitted increases in excess of 7% which are unlikely to be agreed. Of the services for which information has been provided, 305 services will be asked to clarify and explain their increases for Care and Support and 42 care home services in Care Homes for Adults with Learning Disability.

Residential Rehabilitation

The **Residential Rehabilitation** project was commissioned by the Scottish Government with the remit of researching and developing national approaches for commissioning of alcohol and drug residential rehabilitation. The Procurement Strategy was formally approved at the Contract Steering Group on 12 April 2023. It is anticipated that the tender will be published in June 2023 pending stakeholder agreement.

3.3 Children's Services

Children's Residential Care & Education

The Children's Residential Care and Education (including short breaks) flexible framework went live on 1st October 2022. The 2023/24 fee review process for the framework is currently underway with analysis of all submissions being undertaken. The process incorporated lessons learnt from previous years and a revised template was used to collect requests and evidence.

Stakeholders will continue to be updated on progress regularly and work is planned to develop a standardised approach to calculating cost avoidance across the contract portfolio.

The management information process review has now been concluded for the framework, with the revised approach embedded in the latest returns. Further engagement with the UIG and providers is planned to agree an annual survey or management information request to providers, for the collection of more detailed and qualitative framework, service, and wider landscape information.

Secure Care

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

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

Scotland Excel has attended a session alongside commissioners regarding this, with a second session planned for Summer 2023. Scotland Excel will consider progressing renewal work alongside this work, given the timelines of the current contracts expiring in March 2024.

3.4 **Construction Transport and Environment**

Since the last update a first-generation national framework for **property maintenance and refurbishment services** tender has been evaluated. This will provide a mechanism to procure a range of property maintenance and refurbishment services and will complement Scotland Excel's existing construction portfolio, such as energy efficiency improvement works, and asbestos related works.

A significant period of development was required for this framework to ensure local provision of a diverse range of services. Contractual terms, commercial mechanisms and service packages were considered in detail with the UIG. A high degree of supplier engagement led to 101 offers being received. Through evaluation, 88 were recommended for award, of these 53 are classed as SMEs, 22 are micro businesses and 86 are Scottish suppliers.

Development of frameworks to renew the provision **Security Services and Cash Collection, Asbestos Services** and **Construction Materials** continues, with these being delivered later this year.

Street Lighting Materials has been redeveloped following the judicial interruption of the evaluation process which applied to a framework advertised in 2022. At present this framework is delayed due to difficulties in establishing an evaluation approach with councils.

The second generation of **New Build Residential Construction** is advancing at pace with the intention to advertise it this summer. Two new mechanisms are proposed for this framework, one which will support users of the framework to plan site usage with contractors and the other to support skills development in the construction sector.

4. **Contract Delivery Plan Update**

At any given point there are around 70 frameworks in the Scotland Excel contract portfolio, with 6 further frameworks to be developed and added in the coming year. 22 of these frameworks are to be renewed during 2023/2024. A further 12 of the frameworks on the current portfolio have extension options that are available to be exercised in 2023/2024, with 3 of these extensions already being approved. Overall, efficiencies delivered to date in 2023/2024 are 1.70%. This efficiencies figure will continue to be monitored throughout 2023/2024.

The following contracts have been approved at Executive Sub Committee since March 2023:

4.1 **Supply, Delivery, and Installation of Audio-Visual Equipment**

This framework will provide councils and other participating bodies with a mechanism to procure a range of AV equipment including, but not limited to, interactive touch screens, wireless presentation systems, projectors and specialist AV equipment for people with additional support needs. Users of the

framework are likely to include schools, nurseries, leisure centres, community centres, council buildings and civic centres. The projected average on cost across all councils is 0.64%, which equates to an estimated total on cost of approximately £69,000 per annum based on current forecast spend levels.

4.2 Supply, Delivery, and Installation of Commercial Catering Equipment

This framework will provide a mechanism for Councils and other participating bodies to procure a range of gas, electric and refrigerated commercial catering equipment. This will include, but is not limited to, blast chillers, combi ovens, fridges, freezers, hot and cold holding equipment, gas ranges, mixers, dishwashers, microwaves, and other associated products. The projected average on cost across all councils is 13.8%, which equates to an estimated total on cost of approximately £130,467 per annum based on current forecast spend levels. Given the market movement forecast of 20% over the period of the current framework, the impact through transition to the new framework is more tangible estimate at a saving of 6.2%, or c.£64,288 across all councils.

5. Enhancing Value

A programme of improvement work was approved by CEOMG in August 2022. Assessment of the required change has recommended that six key elements of ongoing development are brought together into a transformation programme. These six work streams are the Savings Opportunities project, a revised approach to rebate collection, recording of Cost Avoidance, enhancement of the value brought by Scotland Excel's Indexation approach, the new Net Zero Strategy and Supply Chain management.

Within the transformation programme there is recognition that some general activities will also benefit from improvement measures to strengthen the offering Scotland Excel makes to members. Since early 2020 Scotland Excel has experienced a substantial change in the composition of the workforce. Around 60% of post holders are either new to the role held, or to the organisation. Coupled with the shift to remote and hybrid working practices there is a clear need for rapid implementation of new ways of working to safeguard Scotland Excel's performance. While there is an ongoing focus on this, the transformation programme will also identify processes that will benefit from greater standardisation, further automation, and additional safeguards to ensure accuracy.

Highlights on these work streams are set out below with the most notable focus in the preceding quarter being on Savings.

5.1 Savings Opportunities

This work stream seeks to embed a collaborative approach to identifying recurring savings. Mechanisms that can be applied to a range of commodities and frameworks have been identified. These include reducing the costs associated with supplier logistics through revised delivery patterns and benchmarking current product preferences with those offered at more favourable pricing.

Exploration of alternative payment methods and the efficiencies these could bring to financial transactions as well as the processes to maximise income available to customers from rebates as continued through this period.

Further to considering measures that can be applied broadly, a focused review of a small number of frameworks has been undertaken. These are Vehicle Parts, Janitorial Products, Washroom Solutions, and the group of frameworks that comprise the Food portfolio. A group of councils has agreed to pilot the implementation of each set of recommendations, which in turn has led to more targeted opportunities being offered to all councils.

Behaviour change will be necessary to deliver available savings. Focus should be on optimising the use of existing collaborative arrangements, ensuring maximum efficiency is derived from the work already carried out. To support this Scotland Excel has developed a model clause for Contract Standing Orders to support councils to consolidate the use of frameworks.

5.2 Climate Change and Net Zero Strategy

The Scotland Excel 'Net Zero Strategy' was approved by Executive Sub Committee on 17 March 2023.

This strategy will be used to support Scotland Excel member councils in the delivery of their individual and collective net zero goals linked to Scottish Government 'climate emergency' policy and legislation and will ensure that the Scotland Excel contract portfolio remains crucial in assisting councils and others in meeting regulatory requirements.

Scotland Excel will lead by example by exploring where carbon impacts of business activities can be reduced and ensure that contract arrangements continue to meet the needs of member councils.

5.3 Supply Chain Disruption

Scotland Excel has been providing market condition reports to members for some time; originally these were intended to help councils prepare for the impact of the UK leaving the EU. Since then, understanding the economic and geo-political factors that impact on performance and commercials of our contractual arrangements has grown in importance as instability and low predictability has become the norm.

Resources have been dedicated to collating relevant information quarterly and publishing a detailed report on factors relevant to members. The most recent of these reports was issued in April, the next is scheduled for issue at the end of July.

6. The Academy

Scotland Excel's Virtual Learning Environment, 'The Academy' has 2020 registered learners who can access learning and development content including workshop materials and discussion forums. Learners can access content based on past workshops they have attended. In addition to this, the academy also has a public facing source of material accessible to all. This includes scheduled of courses, areas of learning, professional development, and bitesize pieces of learning through our stay connected sessions.

Current Accredited programmes

For our accredited programmes which include Chartered Institute of Procurement & Supply (CIPS), Chartered Management Institute (CMI) and the Scottish Qualifications Authority (SQA). There are currently 54 learners participating in 7 accredited cohorts: one in procurement, one in leadership & management, two in business analysis and innovation and three in project management.

There are also two hybrid procurement and leadership & management development programmes spanning five NHS health boards.

Ten accredited programmes are planned - three in procurement, three in leadership & management, three in project management and one in business analysis and innovation.

Scottish Government Procurement and Commercial Training Framework (SGPCTF)

The academy delivered the first workshop of the SGPCTF in January 2022 and continues to deliver the framework across the Scottish public-sector. Since inception:

- 1016 people have attended 64 workshops to date.
- open workshops are scheduled for 2023.
- closed (organisation only) workshops are scheduled for 2023.

Local Authorities continue to have a high uptake in utilising the framework.

Additional programmes

The second cohort of DETER Serious organised crime was delivered in March 2023 of which the feedback was positive.

We launched our 2023 suite of free stay connected one-hour lectures in February. To date we have delivered 9 sessions from the programme.

- 3 in procurement
- 3 in business analysis
- 2 in project management
- 1 in mentoring

The program continues to run with further scheduled dates to be delivered. Other programmes which are currently being delivered include:

- a delegated procurement programme for Dumfries and Galloway council.
- A procurement and project management programme for Aberdeen Corporate Procurement Shared Service.
- A contract management programme for the Highland Council.

Academy Strategy

The academy's refreshed strategy was approved by the executive sub-committee in March 2023. The purpose of the strategy is (i) to address challenges in procurement training that can support the development of procurement professionals in Scotland through learning and development while offering solutions that can attract and retain the procurement workforce and (ii) at the request of our members, deliver lower priced, shorter duration programmes that can meet their needs in the current economic climate.

The strategy is now being progressed and consists of:

Procurement

- Creation of two new SQA accreditation procurement programs which will be delivered at HND and Degree level.
- CIPS Exam route support package – free to members and will include sharing best practice, peer to peer learning and Q&A sessions as well as a mapping of academy non accredited workshops offerings to CIPS topics to ensure we can signpost our learners to the information and guidance they need – please note, the CIPS curriculum is currently being revised, this will be monitored accordingly.
- In addition to delivering the SGPCTF, several topics that were identified by members for delivery will be scoped, these include: community wealth building, construction, fair work practices, net zero, and social care.
- Scoping of a Graduate Apprenticeship in procurement and supply chain Management

Leadership and Management

- Creation of two new SQA accredited leadership and Management programmes at HND and Degree levels while still offering the opportunity to obtain Chartered Manager Award Status.

We will continue to offer our SQA accredited PDAs in Business analysis and Project Management.

7. Projects Update

7.1 Dumfries and Galloway Council

Training sessions have taken place with staff who have Delegated Procurement Authority to enhance skills and raise awareness of procurement within the organisation. The sessions were designed to complement training sessions previously held with the council Elected Members and other Senior Stakeholders.

Scotland Excel also held a 'Procurement Development Day' with the procurement team, and this focussed on team building related activities. Since then, two members of the procurement team who attended the session are now undertaking the Scotland Excel Project Management Personal Development Award (PDA) which is delivered in partnership with the Improvement Service.

The course aims to upskill new or aspiring project managers and within a local government and public sector context.

The programme of work within Dumfries and Galloway Council is due to close in the summer and discussions are taking place with the Procurement and Commissioning Manager regarding the potential continued use of the Scotland Excel Flexible Procurement Service to support the delivery of their procurement pipeline activity.

7.2 Dundee City Council

The transformation programme with Dundee City Council is now well underway with a new procurement strategy for 2023/24 developed and approved by the Council. The corporate procurement team has been re-structured on a category management basis and new processes are being put in place.

Potential opportunities for best value and efficiency improvements will be taken forward on a category basis and their delivery will take place in tandem with the development of the category officers, many of whom are new to the role and have been recruited since the start of the transformation programme.

Community Wealth Building is central to Dundee City Council's transformation aspirations and the programme in Dundee has now launched with the potential anchor partners.

7.3 South Lanarkshire Council

The transformation programme with South Lanarkshire Council is now nearing the end of the programme and has progressed well. Phase's 1 - 4 projects have been approved, implemented and savings realised. Phase 5 projects will be presented to CMT at the end of May 2023. The savings target set at the start of the 2-year programme was £1.3m, which has been approved by CMT and achieved 13 months into the Programme, with a further £1m+ savings planned which the Council has advised will require further evaluation. A further programme of projects has been identified for delivery in the final phase of the Programme.

7.4 Stirling Council

Post the completion of the initial two years programme in November 2022, Stirling Council requested ongoing support on two days a week basis. This is primarily to lead a potential restructure of the team within Stirling. Work will also continue to focus on Community Wealth Building objectives and to look at savings and efficiencies that could form a central part of the team's work going forward. The intention is to drive forward on these workstreams over the next six months and then review at that point any further ongoing support the team require.

Within the Community Wealth Building workstream, planning is underway for a series of thematic or spend area specific events in the coming months. The second annual event is booked for June 2023 like the format of the launch event held earlier this year but with a greater attendance from the third sector and more of a focus on helping the local economy and businesses grow. It's intended that this becomes an annual Community Wealth Building event.

7.5 East Renfrewshire Council

Work continues year three of the project and the focus is on developing a Community Wealth Building programme. Scotland Excel is working with the Council's Chief Procurement Officer and the Assistant Economic Development Manager to develop this.

Since the stakeholder workshop took place, we have been working closely with the Council on specific aspects of the business. Interim targets are data analysis to identify areas of supplier opportunity, and a focus on best practice activity.

7.6 Flexible Procurement Services

The flexible procurement team continues to deliver for Councils and associate members in conducting a variety of procurement exercises and related activity on their behalf. The demand for flexible procurement services is growing, in particular where organisations have procurement resource or expertise gaps. Due to the success and ongoing demand for this service, an additional senior procurement specialist was recruited into the team to support delivery of the expanding pipeline.

A promotional campaign was undertaken and targeted at associate members such as ALEO's, other public sector and further education organisations. This resulted in enquiries from a number of organisations seeking more information and these requests are at different stages of development. The Care Inspectorate recently applied for Associate Membership to access the flexible procurement service. Their membership was approved at the Scotland Excel Executive Sub Committee meeting in April, and we are in discussions with them on their requirements.

The flexible procurement services will continue to evolve to meet customers' needs and demands.

7.7 City Property Glasgow (Investments) LLP

City Property Glasgow (Investments) LLP continues to engage with Scotland Excel as their 'Procurement Partner' with a number of tenders having been prepared covering various requirements such as waste disposal, audit services, letting services and digital marketing. We are currently working on a requirement to appoint a facilities maintenance contractor to provide services in an office location on the outskirts of Glasgow City Centre and the scope is currently being defined and a tender will be published when this is completed.

7.8 Community Wealth Building

Scotland Excel continues to work with Scottish Government and Local Authority partners, focussing on the 'Progressive Procurement' Community Wealth Building (CWB) pillar. We presented on the topic of Community Wealth Building at the Scottish Government Heads of Procurement event in February and the presentation included a link to the Toolkit which is designed to provide a repeatable model to share with councils in support of their CWB journeys.

A workshop with East Lothian Council's key stakeholders from departments such as procurement, economic development, business development, employability, and service managers took place in March. Similar to workshops that have taken place with other councils, the aim was to help develop a shared understanding of local procurement, identify opportunities to boost economic wellbeing in their area, as well as highlighting current good practice, challenges, and possible constraints on local procurement activity.

8. Associate Membership including new Members

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

Blochairn Housing Association
Care Inspectorate
Cunninghame Housing Association
Glen Oaks Housing Association
Linthouse Housing Association
Moray College UHI
Right There Recruitment

The total number of Scotland Excel associate members currently stands at 151 for this reporting period. Since the last reporting period, Scotland Excel is continuing to work with housing associations by delivering the assessment that satisfies the requirements of the Scottish Government continuous improvement programme. This assessment is a condition of grant funding for the affordable housing supply programme and is a chargeable service from Scotland Excel.

9. Supplier Awards and Annual Conference

The Scotland Excel Conference is an annual event held with the aim of sharing good practice, encouraging solution focussed discussion and facilitating collaboration. Running for over twelve years, the event has grown and adapted to the changing environment and now reaches a broad audience, supporting public sector colleagues from an array of departments and organisations.

The 2023 Scotland Excel Conference took place on the 10th and 11th of May. The event was open to colleagues from across the local government sector, as well as other organisations with a community focus such as housing associations, transport partnerships and the third sector and was free of charge for attendees.

The Conference agenda was developed to take stock of the current operating environment. The Scottish public sector is experiencing a range of challenges on a scale that has not been seen before. Emerging from the Covid-19 pandemic, many organisations are still dealing with the pandemic response, whilst having to return to business-as-usual activity. This is further compounded by inflation hitting a 40-year high, a cost-of-living crisis, strikes across the public sector and the push towards Net Zero. In response, a range of policies and initiatives have been introduced, which place sustainability and economic recovery at the forefront of ongoing service delivery and future development plans.

Whilst the pressures currently facing the public sector can be a catalyst for innovation, we need to consider how to think differently moving forward, and how we can implement change as a collective, to generate the greatest impact. This was the focus of the Conference agenda, which featured a roster of speakers from local authorities and public sector partners to share their knowledge, expertise and lessons learned.

The first day of the conference ran online, facilitating multiple colleagues to participate from across local authorities and the wider public sector. The second day took place in-person at the Radisson Blu Hotel in Glasgow. This was a smaller event targeted towards Corporate Procurement Managers, aiming to build relationships and encourage collaborative working.

256 delegates participated in the online conference on the 10th of May across 5 sessions, resulting in a total of 823 attendees across all sessions. 30 local authorities were represented, along with Scotland Excel associate members and delegates from across the public sector including Scottish Enterprise, NHS National Services Scotland, Crown Estate Scotland, Scottish Canals and SFHA. On the 11th of May, 63 delegates attended a small in-person event, including 37 Corporate Procurement Managers and key contacts from Tayside Contracts, bringing together the community to encourage sharing of knowledge, expertise and partnership working.

The Scotland Excel Supplier Excellence Awards 2023 took place at the Radisson Blue Hotel in Glasgow on 11 May.

The event was extremely well attended by 380 guests - with the tables bought by suppliers to Scotland Excel frameworks double what they were at the 2020 event.

Awards were given to suppliers across the following categories: Community Benefits, Customer Service, Environmental Practices, Innovation, Small Business and Third Sector, Supply Chain Diversity, Value for Money, and Workforce Development.

Some of the eight categories had more than one winner and eleven suppliers took home winner titles on the night, with two also receiving highly commended awards.

A range of sponsorship packages were implemented to defray the costs of the awards ceremony (together with ticket sales).

The Scotland Excel Supplier Excellence Awards programme is a proven vehicle for enhancing Scotland Excel's profile, influence, and reputation within the Scottish public, private and third sectors. The awards ceremony provides networking opportunities which strengthen stakeholder engagement and support growth.

Scotland Excel

To: Chief Executive Officers Management Group

On: 24 May 2023

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

Contract Standing Orders

1. Introduction

Collaboration is defined as an enabler of the Public Procurement Strategy for Scotland and has been proven as a mechanism for achieving sustainable and inclusive economic growth. As our procurement community responds to the challenges and opportunities of the current market conditions, the focus on our collective efforts has never been stronger. The Chief Executive Officer's Management Group (CEOMG) is seeking a mechanism to reinforce collaboration in our sector through additional wording in each Member Authority's Contract Standing Orders (CSOs). This proposed addition will complement the existing commitment towards collaboration and enhance the reference to Scotland Excel's portfolio as a default consideration before local tendering activity is undertaken.

This paper sets out a proposed inclusion to Council CSOs and the benefits this will enable, namely, that increased visibility of uptake and barriers to adoption will ensure refinements are made and future proofed. This underpins the drive for collaboration within and across sectors, ensuring sustainable procurement is as efficient and effective as possible in pursuit of shared goals.

2. Proposed insert to CSOs

Given that the format and structure of CSOs varies across Local Government it is recommended that the proposed text outlined below is inserted as a standalone order entitled "**Scotland Excel - Collaboration**". It is recommended this is introduced by those Chief Executives of the Management Group as soon as possible, with remaining Member Authorities to be consulted via the Society of Local Authority Chief Executives (SOLACE). This insert should be placed alongside other pre-tender considerations in accordance with the provisions of the Procurement Journey, which signposts collaborative contracts before commencing Route 2 or 3 procurements.

This proposed insert should be read in conjunction with the Council's Standing Orders, including the provisions for relevant Committees, the Scheme of Delegation, the Council's Financial Regulations and all other relevant Council policy and procedure.

“Scotland Excel – Collaboration

- 1. Officers should maximise their adoption of Scotland Excel arrangements and collaborate proactively to ensure that;***
 - a. Opportunities are signposted to their local supply chains;***
 - b. The Council is represented at appropriate forums to ensure local requirements are met;***
 - c. Best Value can be achieved through the sharing and benchmarking of relevant data;***
 - d. Appropriate engagement is undertaken on contract delivery plans.***
- 2. Officers are permitted to commence local tendering activity only when they have exhausted the potential available from any collaborative solutions provided by Scotland Excel.***
- 3. Notwithstanding order 1 and 2, the Council may arrange to contract for supplies, services, and works other than through Scotland Excel only in the following circumstances;***
 - a. Where the Council can demonstrate that it represents Best Value to do so;***
 - b. Where the Council can demonstrate that supplies, services, and works provided under the contract, let through Scotland Excel are not of an appropriate specification or quality to meet the requirements; or***
 - c. Where the supplies, services and works provided under the contract let through Scotland Excel are not available or not available within a timescale deemed reasonable by the Council.***
- 4. Where the Council determines to utilise an alternative route to market for the supplies, services and works the Council will;***
 - a. Record the rationale for non-participation in an existing collaborative arrangement to share with the appropriate delegated officer [e.g., Director of Finance];***
 - b. Share this rationale through Scotland Excel’s Chief Executive Officer’s Management Group (CEOMG).”***

As an enabler of this approach work has commenced on a standard contract register for the LG9 councils to identify collaborative opportunities more readily. The output of this review will also be presented to the CEOMG and SOLACE for consultation.

To ensure the benefits of collaborative sustainable procurement can be delivered, it is essential that drivers for non-participation are articulated and understood. The main objective of the proposed insert is to increase the visibility of those circumstances where a local procurement is undertaken despite a route to market having already been established by Scotland Excel.

This will inform the development of future collaborative arrangements and value for money considerations.

3. Benefits of approach

Signposting due consideration of routes to market established for the local government sector supports economies of scale and corresponding commercial benefits. This ensures specialist technical and procurement skills and resource is most efficiently invested in a shared pipeline of contracting activity, limiting duplication of effort.

This collective buying power strengthens partnership working with supply chains during the ongoing volatile market conditions impacting our economic recovery. By reducing the burden of tendering supply chains are better able to respond to the drive for innovative solutions, maximising the return on investment.

