

## Notice of Meeting and Agenda Scotland Excel Executive Sub-committee

Date	Time	Venue
Friday, 18 August 2023	09:30	Remotely by MS Teams,

MARK CONAGHAN  
Clerk

### Membership

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

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

### Further Information - online meetings only

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

For further information, please email [democratic-services@renfrewshire.gov.uk](mailto:democratic-services@renfrewshire.gov.uk)

## **Members of the Press and Public - contact details**

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

## Items of business

### Apologies

Apologies from members.

### Declarations of Interest

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

- |             |  |                |
|-------------|--|----------------|
| <b>1</b>    | <b>Minute</b>  | <b>5 - 10</b>  |
|             | Minute of meeting of the Executive Sub-committee held on 19 May 2023.                                    |                |
| <b>2</b>    | <b>Chief Executive's Update Report to Chief Officers<br/>Management Group - August 2023</b>              | <b>11 - 24</b> |
|             | Report by Chief Executive of Scotland Excel.   |                |
| <b>3</b>    | <b>Revenue Budget Report to 21 July 2023</b>   | <b>25 - 30</b> |
|             | Joint report by Treasurer and Chief Executive of Scotland Excel.   |                |
| <b>4</b>    | <b>Contract for Approval: Provision of a Shared Alarm<br/>Receiving Centre (ARC) Technology Solution</b> | <b>31 - 40</b> |
|             | Report by Chief Executive of Scotland Excel.   |                |
| <b>5</b>    | <b>Format of Contract Approval Reports</b>   | <b>41 - 52</b> |
|             | Report by Chief Executive of Scotland Excel.   |                |
| <b>6(a)</b> | <b>Request for Associate Membership: Blairtummock<br/>Housing Association Limited</b>                    | <b>53 - 54</b> |
|             | Report by Chief Executive of Scotland Excel.   |                |
| <b>6(b)</b> | <b>Request for Associate Membership: Cassiltoun Housing<br/>Association Limited</b>                      | <b>55 - 56</b> |
|             | Report by Chief Executive of Scotland Excel.   |                |
| <b>6(c)</b> | <b>Request for Associate Membership: Michelin Scotland<br/>Innovation Parc</b>                           | <b>57 - 58</b> |
|             | Report by Chief Executive of Scotland Excel.   |                |

- 6(d) Request for Associate Membership: New Gorbals Housing Association Limited** **59 - 60**  
Report by Chief Executive of Scotland Excel.
- 7 Operating Plan Update 2023/24** **61 - 70**  
Report by Chief Executive of Scotland Excel.
- 8 Date of Next Meeting**  
Note that the next meeting of the Executive Sub-committee will be held remotely on MS teams at 9.30 am on 15 September 2023.



## Minute of Meeting Scotland Excel Executive Sub-committee

Date	Time	Venue
Friday, 19 May 2023	09:30	Remote using Microsoft Teams Platform,

### Present

Councillor David Keating (Aberdeenshire Council); Councillor Kenny Macleod (Comhairle Nan Eilean Siar); Councillor Altany Craik (Fife Council); Councillor Ruairi Kelly (Glasgow City Council); Councillor Derek Loudon (Highland Council); Councillor Christina Larsen (North Ayrshire Council); Councillor Michael McPake (North Lanarkshire Council); Councillor John Shaw (Renfrewshire Council); Councillor Dennis Leask (Shetland Islands Council); Councillor Peter Henderson (South Ayrshire Council and Councillor Walter Brogan (South Lanarkshire Council).

### Chair

Councillor Shaw, Convener, presided.

### In Attendance

J Welsh, Chief Executive, H Carr, Director of Strategic Procurement, S Brannagan, Director of Customer & Business Services, L Richard and M Mitchell, both Strategic Programme Managers, L Campbell, Customer Services Manager, L Muir, Category Manager, S Christie, Commercial Programme Manager, C Richardson, Senior Procurement Specialist, LA Campbell, Academy Tutor, S Roberts, Project & Accounts Manager, N Hyde, Programme Manager, K Forrest, Office Manager and H Wood and R Baird, both Graduate Trainees (all Scotland Excel) and C McCourt, Head of Finance & Procurement (for items 1 to 6 only), A McMahon, Chief Auditor (for items 1 to 4 only), L Mitchell, Managing Solicitor (Contracts & Conveyancing), E Currie, Senior Committee Services Officer, K O'Neill, Assistant Democratic Services Officer and T McGowan, Senior Accountancy Assistant (all Renfrewshire Council).

### Declarations of Interest

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

## 1 **Minute**

There was submitted the Minute of the meeting of the Executive Sub-committee held on 21 April 2023.

**DECIDED:** That the Minute be approved.

## 2 **Revenue Budget Monitoring Report to 31 March 2023**

There was submitted a joint revenue budget monitoring report by the Treasurer and the Chief Executive of Scotland Excel for the period 1 April 2022 to 31 March 2023.

The report intimated that at the end of financial year 2022/23, Scotland Excel had generated a small overspend of £0.002 million in its core activities and an increase of £0.270 million in committed project reserves and that this was after a contribution from projects to core services of £0.253 million. Further detail was provided in section 3 of the report.

The report advised that the unaudited annual accounts for the year would be presented to the meeting of the Joint Committee on 16 June 2023.

Appendix 1 to the report provided an analysis of the actual spend at year-end for projects along with a summary of movement in the project reserves.

**DECIDED:** That the report be noted.

## 3 **Internal Audit Engagement - Workforce Planning Arrangements**

There was submitted a report by the Chief Auditor, Renfrewshire Council, relative to Internal Audit's report summary on workforce planning arrangements.

The report intimated that in line with the Public Sector Internal Audit Standards, Internal Audit must communicate the results of each engagement to the Executive Sub-committee. It was noted that the Chief Auditor would report summaries of completed audit engagements on the conclusion of each engagement for formal consideration by members in line with best practice.

The summary for the internal audit review of workforce planning arrangements, completed in December 2022, was appended to the report and detailed the overall assurance rating, the number of recommendations in each category and the detailed committee summary for the engagement.

**DECIDED:** That the summary for the Internal Audit engagement of workforce planning arrangements be noted.

#### 4 **Internal Audit Annual Report 2022/23**

There was submitted a report by the Chief Auditor, Renfrewshire Council, relative to the Internal Audit Annual Report on Scotland Excel 2022/23.

The report intimated that the Public Sector Internal Audit Standards required that the Chief Auditor prepare an annual report on the internal audit activity's purpose, authority and responsibility as well as performance relative to its plan. The report must also provide an audit opinion on the overall adequacy and effectiveness of the internal control environment of the audited body.

The Annual Report for Scotland Excel formed the appendix to the report and outlined the role of internal audit, the performance of the internal audit team, the main findings from the internal audit work undertaken in 2022/23 and contained an audit assurance statement.

**DECIDED:** That the Internal Audit Annual Report 2022/23 be noted.

#### **Sederunt**

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

#### 5 **Contract for Approval: Property Maintenance and Refurbishment**

There was submitted a report by the Chief Executive of Scotland Excel relative to the award of a first-generation national framework for property maintenance and refurbishment services for a period of two years from the commencement date, with an option to extend for up to a further 24-month period. It was noted that subject to approval and completion of a standstill period, it was intended that the framework would commence in June 2023.

The report intimated that the framework would provide members with a mechanism to procure a range of property maintenance and refurbishment services and would complement Scotland Excel's existing construction portfolio.

The report summarised the outcome of the procurement process for this national framework arrangement which had been divided into 15 lots and then subdivided by 12 geographical regions, as detailed in tables 1 and 2 of the report.

The report advised that the framework had been advertised with an estimated spend of £300 million over the maximum four-year term of the framework.

Tender responses had been received from 101 suppliers and Appendix 2 to the report provided a summary of the offers received. The report advised that two tenderers were deemed non-compliant and advised that their offers would not be considered further. Both tenderers were non-compliant for the lot and regions they tendered for as they failed to submit a required element of the commercial submission in accordance with the published tender. All non-compliant offers were detailed in Appendices 2 and 3 of the report.

Based on the criteria and scoring methodology set out in the tender document, a full evaluation of the compliant offers had been carried out and Appendix 3 to the report confirmed the scoring achieved by each bidder for each lot and region. Appendix 3 also detailed the lot specific regions where no offers had been received.

Based on the evaluation undertaken, and in line with the advertised criteria and weightings set out in the report, it was recommended that a multi-contractor framework arrangement be awarded to 88 suppliers across the 15 lots and respective geographic regions, as outlined in Appendix 3 to the report.

The report detailed the approach taken by suppliers in relation to fair work practices and their position on the payment of the Real Living Wage. The report intimated that, in accordance with Scotland Excel's established contract and supplier management programme, in terms of risk and spend, the framework had been classified as class B.

It was noted that one of the recommended tenderers had recently changed their company name and that all references to "Bell Group UK Limited" would now be "Bell Global Property Services (UK) Limited".

**DECIDED:**

(a) That the award of the multi-contractor framework for property maintenance and refurbishment, as detailed in Appendix 3 to the report, be approved; and

(b) That it be noted that one of the recommended tenderers had recently changed their company name and that all references to "Bell Group UK Limited" would now be "Bell Global Property Services (UK) Limited".

**6 Request for Associate Membership: Robert Gordon University**

There was submitted a report by the Chief Executive of Scotland Excel advising that Robert Gordon University had submitted an application to become an associate member of Scotland Excel.

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

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

**7 Update on the Contract Delivery Plan**

There was submitted a report by the Chief Executive of Scotland Excel providing a progress update on the 2023/24 contract delivery plan.

The report intimated that the contract delivery plan detailed new framework developments and renewals, flexible frameworks, framework extensions and frameworks with ongoing contract management only and appendices 1 to 4 to the report provided further details.



The report highlighted that, at any given point, there were around 70 frameworks in the Scotland Excel contract portfolio, and it was intended that a further six frameworks would be developed and added to the portfolio in the coming year. In addition, 22 frameworks would be renewed during 2023/24 and a further 12 of these frameworks had extension options that were available to be exercised in 2023/24, with 3 of these extensions already approved.

The report noted that the estimated forecast value of the Scotland Excel framework portfolio was approximately £2 billion and that overall, efficiencies created by frameworks awarded so far during 2023/24 were benchmarked at 1.70%, which was slightly below the forecast range. This figure did not include the additional benefit to members for each framework via the indexation model which provided data on how the framework pricing compared to market indices relevant to the commodity being sourced. This was provided to ensure that Scotland Excel was able to manage pricing in volatile markets ensuring a favourable commercial outcome for members.

A summary of spend and forecast savings per council for the period January to December 2022 was detailed in Appendix 5 to the report, with an average forecast efficiency of circa 1.18%.

The report advised that in addition to the activity detailed in appendices 1 to 4, Scotland Excel was exploring the benefits of further collaborative procurement across high spend, critical service areas in construction, corporate, ICT and social care. Consolidation of the existing markets was currently underway in order to create capacity to add new activities to the portfolio and support strategically significant areas of spend, with some existing frameworks within related markets being considered for merger and some lower value frameworks not being renewed.

**DECIDED:** That the progress made to date be noted.

## **Sederunt**

Councillor Leask left the meeting during consideration of the following item of business.

### **8 Operating Plan Update 2022/23**

There was submitted a report by the Chief Executive of Scotland Excel relative to operating plan activity for the period 1 January to 31 March 2023. A copy of the operating plan for 2022/23 was appended to the report.

The report intimated that an operating plan, covering the period from 1 April 2022 to 31 March 2023, had been approved at the meeting of the Scotland Excel Joint Committee held on 10 December 2021. The report highlighted that, as at the end of March 2023, 31 operating plan commitments had been completed and that three commitments remained incomplete. It was noted that work would continue on these actions and updates provided in future reports.

The report noted that progress reports were produced quarterly to track Scotland Excel's activity against operating plan commitments and at the end of each quarter reports were submitted to the Executive Sub-committee with the most recent quarterly report being submitted to the Joint Committee with recent updates noted.

**DECIDED:** That Scotland Excel's progress in delivering the commitments contained within the operating plan 2022/23 be noted.

## **Sederunt**

Councillor Kelly left the meeting during consideration of the following item of business.

### **9 Strategic Risk Register Update**

There was submitted a report by the Chief Executive of Scotland Excel providing an update on the Strategic Risk Register maintained to assess threats and risks that could impact on the delivery of Scotland Excel's 5-year strategy and to identify controls that were in place to mitigate these risks. A copy of the Strategic Risk Register was appended to the report.

The report intimated that the Strategic Risk Register had been developed using methodology set out in the Strategic Risk Strategy approved by the Joint Committee in December 2022. Currently there were 12 strategic risks ranging in assessed risk score from 9 to 20 and a summary of key statistics in relation to each identified risk was detailed in the Register.

The report advised that the Strategic Risk Register was maintained and reviewed regularly by the Senior Management Team and key officers with particular expertise in certain risks areas. The Register continued to be a focus of the organisation with actions being undertaken in mitigation of the risks on-going throughout the year.

**DECIDED:** That the Strategic Risk Register be noted.

### **10 Date of Next Meeting**

The Convener advised that the next meeting of the Executive Sub-committee scheduled to be held on 16 June 2023 would be cancelled due to lack of substantive business. Further that the next meeting of the Sub-committee would be held remotely on MS teams at 9.30 am on 18 August 2023.

**DECIDED:**

(a) That it be noted that the meeting of the Executive Sub-committee scheduled to be held on 16 June 2023 would be cancelled due to lack of substantive business; and

(b) That it be noted that the next meeting of the Sub-committee would be held remotely on MS teams at 9.30 am on 18 August 2023.

## **Scotland Excel**

**To: Executive Sub-Committee**

**On: 18 August 2023**

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

### **Chief Executive's Update Report to Chief Executive Officers Management Group (CEOMG) – August 2023**

#### **1. Summary**

The purpose of this report is to share the Chief Executive's Update Report which was issued to Council Chief Executives at the CEOMG on 9<sup>th</sup> August 2023.

#### **2. Background**

The Scotland Excel CEOMG meets quarterly. As part of the regular governance process the Chief Executive provides an update on the work of Scotland Excel. Following discussions with the Scotland Excel Convener, it was agreed that this report – and any future reports – will be shared with members of the Scotland Excel Executive Subcommittee following the CEOMG meeting. The report shown at Appendix 1 provided an update to the CEOMG for the period between May 2023 to July 2023.

#### **3. Recommendations**

Members are asked to note the report.

## **Scotland Excel**

**To: Chief Executive Officers Management Group**

**On: 9 August 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 24<sup>th</sup> May 2023.

#### **2. Summary**

Since the group last met the 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 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, and award recommendations will be presented to the Executive Sub Committee upon completion.

The team is engaged in several projects with 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.

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. Work continues with the Improvement Service to deliver three key projects on their behalf throughout 2023.

### **Corporate, Education and Operational Supplies & Services Developments**

Government data published in June shows food price inflation has fallen slightly this month from 19.1% to 18.4%. While decreasing food inflation indicates a positive development and a slowing of price increase, the cost of food remains high. Global food commodity prices have been falling since mid-2022 but remain 33% higher compared with pre-pandemic levels. However, decreasing prices have not yet filtered through to UK retail and the UK is lagging behind many other countries; UK food price inflation was among the highest across G7 economies in March, second only to Germany.

The tender for the second-generation framework for the Supply and Delivery of Fresh Bread, Rolls and Bakery Products is currently being evaluated and is due to be presented at Executive Committee in September, with a go live date in October. Scotland Excel held a free webinar in conjunction with the Supplier Development Programme to support suppliers in their bids for this framework.

Evaluation is underway on the second-generation Fire Safety Equipment framework, with recommendations due to be presented at Executive Sub Committee in November. Scotland Excel is also in the final stages of development for tenders' relation to Signage, Cleaning Equipment and Civic Supplies (Previously known as Alcoholic Beverages). Contract notices for all tenders will be published through Public Contracts Scotland in the coming weeks. Initial development is also underway for the tender relating to Sheriff Officer Services.

Scotland Excel has begun initial development work on a PPE framework reserved for supported businesses. This had initially been planned as a lot within the framework for the Supply & Delivery of Personal Protective Equipment (PPE) including Pandemic Recovery Items & Workwear, however when this was not achievable Scotland Excel committed to tendering this as a separate opportunity.

## **3.2 Care Services - Adult and Older Peoples Care**

### **National Care Service (NCS) Update**

Scotland Excel has continued to participate in the Key Stakeholder Reference Group (KSRG). These meetings have included information sharing and discussion in the areas of Co-design and Fair Work Forum. Regional in-person events for participants with lived experience and other stakeholders have taken place with more planned over the coming weeks alongside online events. The analysis process from the insights gathered during the in-person events has commenced and the information will be shared at the NCS forum planned for October.

During the recent KSRG meeting the subject of power and influence within structures was explored and the cultural shift required to deliver choice and control for people. A number of contributors expressed concern about the Partnership agreement for the NCS and were seeking clarity on how a shift in culture could be achieved to ensure power shifts away from the established structures. Contributors also expressed their concerns around commissioning and procurement of local services.

It is not clear at this stage where the commissioning and procurement function of national and local social care services sits within the development of an NCS. Scotland Excel has previously explored with Scottish Government the potential opportunities to lead on any landscape review, or project work, and would be keen to revisit over the coming months.

## **National Care Home Contract (NCHC)**

### **2023/24 Negotiations**

The 2023/24 negotiations have been the most challenging negotiations in recent years. The protracted nature of the discussions created significant uncertainty within the care home sector. Although the 6% increase to placement fees under the NCHC have finally been concluded, the nature of the negotiations for 2023/24 and the delay in having an agreement in place cannot be allowed to become the precedent in future negotiations. Lessons learned in relation to this process will determine a more constructive negotiation process moving forward. In the first instance, initial discussions are required with COSLA and the local authority negotiation team to set out the template for the process, which will then be shared with the care home sector representatives and unions.

### **2024/25 Negotiations**

Negotiations are due to resume in October for placement fees for the fiscal year 2024/25. Prior to this, the plan had been to review the cost of care model and consider having more versions to assist in the sustainability of the smaller, more rural care homes in Scotland.

Due to the delay in commencing the cost model review following the protracted settlement for 2023/24, this work is unlikely to be completed before the negotiations are due to start. Given some of the legislative changes, including the forthcoming safe staffing legislation due to be implemented in April 2024, it is likely that there will be a considerable increase to placement fees for the NCHC. This will raise a challenge for local authorities' budgets for 2024/25 and discussion is required between COSLA and the Scottish Government on the matter of additional social care funding.

### **NCHC Redesign**

The agreed process is to update the NCHC (2013) with current legislation. This would then require the agreement of all signatories that it is merely an updated contract and does not materially change the contract.

Following this process, all signatories will then work on a review of the cost of care model. This would explore both the impact on staffing levels of changes in legislation and the challenges posed by the current model on the smaller care home sector. In particular, the Infection Protection and Control Guidance, Anne's Law, the Healthcare Framework for adult care homes and the Safer Staffing legislation - all of which put extra responsibilities and increased working hours on employees.

Once the new cost model has been agreed, there would be a commitment sought from the care home sector to a redesign of the NCHC. This redesign will allow for care homes to deliver in a manner which meets the changing needs of local communities and continue to support the sustainability of the sector.

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

### **Care and Support Services Flexible Framework Renewal**

A Prior Information Notice (PIN) was issued on 25 May 2023 to inform the wider care provider market of two open events held on Wednesday 7 June 2023 and Thursday 8 June 2023. Third sector representative bodies were also of the PIN for wider dissemination to their members. The notice was also published on social media. These enabled providers of all sizes to participate in opportunities that the renewal framework will offer. A total of 120 care providers have participated in the consultation and engagement activities to date.

A Strategic User Intelligence Group was held on 27 June 2023 (19 attendees) to present the provider consultation findings and to inform the strategy and framework documentation.

A technical group meeting was held on 19 July 2023 (9 representatives from 7 Local Authorities) to discuss and agree updates to the final documents, which have been incorporated and issued to legal colleagues for review.

### **Care Homes for Adults with Learning Disabilities Flexible Framework Renewal**

A survey questionnaire was issued to the framework providers on 9 June 2023 and closed on 23 June 2023. A total of 31 responses were received. A Prior Information Notice was issued on 20 June 2023 to the wider market providing residential care to adults. Two open events were held on Wednesday 12 July 2023 and Thursday 13 July 2023. The total number of providers participating in consultation activities to date is 50.

Analysis of the data is in progress, and the consultation findings will be used to inform strategic developments and the framework documentation. It remains the expectation that the new framework will be awarded on or around September 2024.

## **Annual Price Review Process**

The annual pricing review continues to be the primary focus for contract management activities for the Care and Support and Care Homes for Adults with Learning Disabilities Including Autism flexible frameworks.

A Strategic Commissioner Representative Group has been convened to progress the provider pricing request submissions. Three meetings were held on 29 June 2023, 6 July 2023 and 18 July 2023. The group is an expert panel of Chief Finance Officers, finance and commissioning officers purchasing from the flexible frameworks. The proposed remit of the group is to agree sustainability principles for the timeous processing of payments and to adopt a national approach to cost modelling such as Consumer Price Index (CPI), Company Watch financial risk monitoring and other data sources, where relevant, for the business overhead costs of the contract price not in scope of the Adult Social Care Uplift.

Of the services for which information has been submitted, the Care and Support Flexible Framework, 128 care providers (47%) have submitted increases equal to or below CPIH with 147 (53%) above. The overheads element of the contract rate is 13.1% which equates to a 7.29% CPIH increase for the cost line categories relating to this contract. If applied, this represents an 0.95% increase to the contract price.

The Care Homes for Adults with Learning Disabilities Including Autism Flexible Framework, 27 care home providers (64%) have submitted increases equal to or below CPIH with 42 (36%) above. The overheads element of the contract rate is 28.2% for which equates to an 8.63% CPIH increase for the cost line categories relating to this contract. If applied, this represents a 2.43% increase to the contract price.

The group have been unable to agree any increases at this stage.

## **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 services. A proposed national flexible framework for these services is currently in development. This has been informed by engagement with people with lived experience, providers, council and NHS commissioning leads and other stakeholders. It is anticipated that the proposed framework will be in place by March 2024.

## **Social Care Agency Workers**

A programme of User Intelligence Groups (UIG) meetings is in place for the Social Care Agency Worker Flexible Framework for the operation of the framework. A User Intelligence Group was held on 5 July 2023. (11 Councils and 2 Associate Members attended). This meeting focused on mobilisation issues, contract management) and management information . Further UIG meetings are planned for 25 October 2023 and 18 January 2024. The emphasis of these meetings will be to discuss and monitor capacity in the supplier market relating to recruitment and retention issues and risk mitigation.



### **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 has now been finalised, however further work will be undertaken relating to the cost avoidance which was achieved. A lessons learnt exercise will also be undertaken to inform next year's process and ensure any stakeholder feedback is incorporated.

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***

The Children and Young People's Centre for Justice (CYCJ) has been appointed by Scottish Government to lead on "Reimagining Secure Care" 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 held regular meetings with CYCJ and Scottish Government in recent months, to fully understand the impact of the work, and other changes within the policy landscape, on current and future contracts. Scotland Excel is considering options for the contracts and will communicate relevant updates to all stakeholders in the coming weeks.

Separately, the 2023/24 fee review process for the framework has now concluded and a lessons learnt review undertaken. Work is planned to develop a standardised approach to calculating cost avoidance across the contract portfolio, including Secure Care contracts.

### **3.4 Construction Transport and Environment**

Since the last update a first-generation national framework for property maintenance and refurbishment services has been successfully awarded and mobilised with councils and associate members as well as suppliers. This framework provides a mechanism to procure a range of property maintenance and refurbishment services and has been added to the portfolio to complement existing property management offerings such as energy efficiency improvement works, and asbestos-related works. Of the 88 awarded suppliers, 86 are Scottish suppliers, with 53 classed as SMEs and 22 micro businesses. The recommended suppliers provide the choice and scope required by members as well as representing best value and providing local geographical coverage.

The second generation of New Build Residential Construction is being prepared for issue to the market, with the tender expected to be advertised in early August. 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.

Work has commenced to develop a framework for production of Local Heat and Energy Efficiency Strategies (LHEES), heat network zoning and Local Area Energy Planning (LAEP). This framework will assist Scotland Excel members in completing technical analysis as well as coordination and engagement activities in order to prepare, publicise, or update their LHEES and delivery plans in accordance with the LHEES order and guidance. It will also support local authorities in reviewing and evaluating the implementation of heat networks and provide expertise on local area energy plans to enable net-zero strategies. Finally, the framework will offer building expertise to underpin transition from traditional heat sources to decarbonised heating.

In addition, development of frameworks to renew the provision of Asbestos Services, Security Services and Cash Collection, Street Lighting Materials, Construction Materials and Grounds and Plant Equipment continues, with frameworks being available to use later this year. There is an ongoing issue in securing technical input to conclude product/service specification and evaluation. This is particularly relevant regarding Street Lighting Materials, and the matter has been raised with procurement managers to encourage support to prevent further delays.

#### **4. Contract Delivery Plan Update**

At any given point there are around 70 frameworks in the Scotland Excel contract Portfolio. A 6 further frameworks are to be developed and added in the coming year. Twenty two (22) of these frameworks are to be renewed during 2023/2024. A further 12 frameworks on the current portfolio have extension options that are available to be exercised in 2023/2024, and three of these extensions are already approved. Overall, efficiencies delivered to date in 2023/2024 are 1.62%. This efficiencies figure will continue to be monitored throughout 2023/2024.

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

##### **4.1 Property Maintenance and Refurbishment**

Property Maintenance and Refurbishments is a first-generation national framework which will provide members with a mechanism to procure a range of property maintenance and refurbishment services and will compliment Scotland Excel's existing construction portfolio, such as energy efficiency improvement works, and asbestos related works.

The framework is well placed to deliver a favourable commercial position against market alternatives for councils over time and was therefore the framework is recommended for approval with a neutral savings position. Across the lots and regions, a range of competitive offerings have been submitted including reductions to the National Schedule of Rates (NSR)s. Due to the lack of comparable data, Scotland Excel did not benchmark the framework with councils' current arrangements.

## **5. Enhancing Value**

### **5.1 Savings Opportunities**

Reflecting the key role improved commercial terms has in enhancing the value of Scotland Excel's frameworks, dedicated time and resource has been allocated to identifying and converting savings opportunities.

Work in this regard has taken two forms, those that focus on changing the commercial aspects of frameworks and those that support councils to make use of frameworks more effectively.

Central to savings methodologies are changes to product mixes, rationalising supply bases, reducing deliveries and transport costs. Each of these shifts will require change management within council sourcing teams. A robust communications plan has been developed to support council teams to take up identified opportunities.

Potential for reducing costs have been identified across a group of Scotland Excel frameworks. To manage the tensions between the need for frameworks to support local economies and to provide routes to decarbonise council activities Scotland Excel is reviewing the portfolio of frameworks. The intention is to segment the portfolio to identify the primary focus for each grouping – commercial, environmental or community wealth building. This shift will optimise the value available for each framework.

Other areas of focus include 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.

A review of Category C opportunities is also ongoing including analysis of council contract registers to identify potential national collaborative opportunities.

It is recognised that the Scotland Excel savings team will be exploring savings opportunities across all categories of spend.

### **5.2 Climate Change and Net Zero Strategy**

Following its approval at the Executive Sub Committee on 17 March 2023, the Scotland Excel Net Zero Strategy has been shared with members of the Commercial User Intelligence Group (CUIG) with the most relevant areas of interest being highlighted to procurement managers.

An action plan is currently being developed to achieve the objectives within the strategy document. This change requires a 'whole organisation' approach. To support this, terms of reference have been agreed for the formation of a group which will champion progress to ensure that objectives are delivered. Progress will be monitored through Scotland Excel's Contract Steering Group.

Achieving these strategic objectives will support Scotland Excel member councils in the delivery of individual and collective net zero goals. The strategy was developed to link to Scottish Government 'climate emergency' policy and legislation and will ensure that the Scotland Excel contract portfolio remains central in assisting councils and others in meeting regulatory requirements.

### **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. Volatility in supply markets since the onset of the global pandemic in early 2020 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 is due to be issued imminently. These reports have provided detail on the impact of global economic conditions on Scotland Excel frameworks and on other commodities relevant to council buying behaviours.

## **6. The Academy**

Scotland Excel's Virtual Learning Environment, 'The Academy' has 2,149 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 courses, areas of learning, professional development and bitesize pieces of learning through our 'Stay Connected' sessions.

### **6.1 Current Accredited programmes**

Accredited programmes which include Chartered Institute of Procurement & Supply (CIPS), Chartered Management Institute (CMI) and the Scottish Qualifications Authority (SQA). There are currently 51 learners participating in 8 accredited cohorts:

- one in procurement
- two in leadership & management
- two in business analysis and innovation.
- 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.

## **6.2 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:

- 1,064 people have attended 74 workshops to date.
- 3 open workshops are scheduled for 2023.
- 7 closed (organisation only) workshops are scheduled for 2023.

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

## **6.3 Additional programmes**

Progressing beyond the second cohort of DETER Serious Organised Crime prevention workshops in March 2023, learner feedback is informing the evolving content and a new series of workshops are being planned.

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.

The suite of free 'Stay Connected' one-hour lectures was launched in February 2023: To date 9 sessions have been delivered:

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

The program continues to run with further workshops being scheduled in 2023.

## **6.4 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 new SQA accreditation procurement programs.
  - 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. The CIPS curriculum is currently being revised, this will be monitored accordingly.
  - In addition to delivering the SGPCTF, several topics that were identified by our members for delivery will be scoped, these include: community wealth building, construction, fair work practices, net zero, serious organised crime and social care.
  - Scoping of a Graduate Apprenticeship offering.
- **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.
- **Project Management**
  - Scotland Excel continues to deliver the SQA accredited PDA in Project Management at HND level.
- **Business Analysis, Decision Making and Innovation**
  - Scotland Excel continues to deliver the SQA accredited PDA in Business Analysis, Decision Making and Innovation at degree level.

Ongoing consultations with multiple stakeholders continue to inform the emergent strategy.

## **7. Projects Update**

### **7.1 Dumfries and Galloway Council**

The programme of work within Dumfries and Galloway Council is nearing the end with 'mop up' training sessions being arranged for members of staff with delegated procurement authority who were unable to attend previously arranged sessions.

Discussions are continuing with the Procurement and Commissioning Manager regarding the potential continued use of the Scotland Excel Flexible Procurement Service to support the delivery of the council's 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. The category officers, most of whom are new to the role, are

familiarising themselves with their categories. They are working with client services to put additional detail on the procurement forward plan.

Sourcing strategies for every significant procurement are now being developed across the Council, documenting the pre-procurement research and analysis that is taking place.

Community Wealth Building is central to Dundee City Council's transformation aspirations. Following a successful launch with anchor partners, work has now begun on the details of the strategy and an action plan.

### **7.3 South Lanarkshire Council**

The transformation programme with South Lanarkshire Council is nearing the end of the programme and has progressed well. Phase's 1 - 5 projects have been approved, implemented, and savings realised. The savings target set at the start of the 2-year programme was £1.3m, which has been approved by the Corporate Management Team (CMT) and achieved 13 months into the Programme. Savings approved by CMT is now at £1.9m, with a further £500k under evaluation. The final phase, Phase 6 projects, will be presented to CMT in September 2023. This phase is expected to achieve a further £500k of savings, taking the total savings accepted by South Lanarkshire Council CMT to around £3m.

### **7.4 Stirling Council**

Scotland Excel support reduced to one day a week in May 2023. This is primarily to focus on support, mentoring, and coaching of a new interim Corporate Procurement Manager, support for recruitment activity until December 2023 and specific support on savings and efficiencies going forward. In addition, work will continue to support the Community Wealth Building objectives.

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 was held in June 2023 and was considered a great success with positive feedback from the 60 local suppliers in attendance. It's intended that this becomes an annual Community Wealth Building event, and the next thematic based event is in planning for October 2023 focused on the Council's Net Zero aspirations.

### **7.5 East Renfrewshire Council**

Engagement continues with the Council's Chief Procurement Officer and the Assistant Economic Development Manager to develop a Community Wealth Building Programme that supports the Council's developing Community Wealth Building strategy.

## **7.6 Flexible Procurement Services**

The demand for flexible procurement services continues to grow, in particular where organisations have procurement resource or expertise gaps. A number of councils and associate members including City Property Glasgow (Investments) LLP and the Care Inspectorate are engaged with this service and projects and procurement exercises vary in size, value, complexity and duration.

The team has received enquiries from a number of organisations seeking more information about the services and follow up meetings and proposals are in progress.

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

## **8. Associate Membership including new Members**

There has been one new associate member since the last CEOMG:

### **Robert Gordon University**

Since the last reporting period, Scotland Excel is continuing to work with developing housing associations that are required to participate in the Scottish Government continuous improvement programme. To date, there are over twenty housing associations engaged with Scotland Excel at various stages in the process. Associate members are showing interest in the newly awarded Property Maintenance and Refurbishment contract with three new associate members being proposed at the August Executive Subcommittee.



## Scotland Excel

**To: Executive Sub-Committee**

**On: 18 August 2023**

**Report by:  
Joint Report by the Treasurer and the Chief Executive of Scotland Excel**

### Revenue Budget Monitoring Report to 21 July 2023

#### **1. Summary**

- 1.1 At the end of Period 4, Scotland Excel is projecting a £192k overspend by year-end in its Core activities and an increase of £231k in Project Reserves. Both Core and Projects budgets will be monitored closely in order to mitigate any projected overspends against planned budgets by year-end. Further detail is provided at section 3.

#### **2. Recommendations**

- 2.1 It is recommended that members note the report.

#### **3. Background**

##### **Core**

- 3.1 At 21 July 2023, the year-to-date net expenditure for Core was £1.429m, comprising gross expenditure of £1.489m, less gross income of (£0.060m).
- 3.2 The current projection for the end of 2023/24 is a £192k overspend position for Core. Scotland Excel will continue to focus on its Income Strategy to deliver a balanced budget. Rebate income, in particular, is growing to anticipated levels to support financial sustainability. Further work is underway in this area to crystallise this position.

Significant variances in relation to this projection are as follows:

##### **Employee Costs – £214k overspend**

The approved budget for 2023/24 included an estimated pay award of 3%. In light of the persistent high level of inflation, as well as other recent public sector pay negotiations, the projected overspend within Employee Costs now includes provision for a pay award of 6% for the year. This is an estimate for the purpose of forecasting the anticipated spend for the year. Any progress in relation to the

actual local government pay settlement will be closely monitored and the forecast adjusted accordingly. Scotland Excel will also continue to exercise prudent management of the workforce across the financial year, which will include a Voluntary Redundancy (VR)/ Voluntary Early Retirement (VER) process.

#### **Support Costs - £22k underspend**

A saving of £22k has been achieved following a competitive tender process for Professional Indemnity Insurance renewal costs for 2023/24.

- 3.3 Income and expenditure will continue to be monitored throughout the financial year and all projections and assumptions will be kept under review. Action will be taken where possible, to mitigate any projected variances through prudent management of the workforce, close monitoring of sundry budgets and further exploration of existing and new income streams for the organisation.
- 3.4 Appendix 1 provides an analysis of the actual spend to date along with projected net expenditure for 2023/24 and includes a summary of movement in the Revenue Reserve, as well as a glossary of terms.

#### **Projects**

- 3.5 The year-to-date net expenditure for Projects is £494k, comprising gross expenditure of £312k and gross income of £182k.
- 3.6 At the end of Period 4, the year-end projection for Projects is a planned increase to Project Reserves of £231k. This is an increase of £57k compared to the approved budget position, and follows an anticipated transfer to Core of £223k.
- 3.7 Significant variances in relation to the full-year projection are as follows:

**Employee Costs** - the projected spend within Projects now includes provision for a higher pay award as detailed in 3.2 above.

**Third Party Payments** - the year-to-date balance reflects the impact of accounting entries in relation to accrued expenditure from 2022/23 for the New Build project. This figure will be reversed once corresponding transactions have been processed in the current financial year. The projected underspend relates to a lower level of New Build Framework activity than anticipated, offset by reduced income, as noted below.

**Income from Projects** – the year-to-date balance shown here reflects the impact of accounting entries in relation to accrued income from 2022/23 for Rebates. This figure will be reversed once corresponding transactions have been processed in the current financial year. It should also be noted that income generated for rebates relating to the 2022/23 year has now exceeded the figure

reported in the Unaudited Annual Accounts, by £113k. The external auditor has been advised and this will be reflected in the Audited Annual Accounts. It means that the outturn position for 2022/23 has improved, and that the opening revenue reserve will be £113k higher. This has been adjusted in the table at the foot of Appendix 2. The projected under-recovery for 2023/24 in Project Income relates to a lower level of New Build Framework activity than anticipated.

- 3.8 Appendix 2 provides an analysis of the actual spend to date along with projected net expenditure for 2023/24 and includes a summary of movement in the Project reserves, as well as a glossary of terms.

REVENUE BUDGET MONITORING STATEMENT 2023/24  
1 April 2023 to 21 July 2023

Core Operations	Approved Budget	Year to Date Actual	Projected Full Year Actual	Full Year Variance (Adverse) / Favourable
£000s	£000	£000	£000	£000
Employee Costs	4,207	1,238	4,421	(214)
Property Costs	217	0	217	0
Transport Costs	20	1	20	0
Supplies and Services	291	154	291	0
Transfer Payments	22	5	22	0
Support Costs	303	91	281	22
Capital Charges	0	0	0	0
<b>Gross Expenditure</b>	<b>5,060</b>	<b>1,489</b>	<b>5,252</b>	<b>(192)</b>
Council Requisitions	(3,999)	0	(3,999)	0
Associate Income	(230)	(35)	(230)	0
Income from Projects	(248)	(25)	(248)	0
Rebates	(583)	0	(583)	0
<b>Gross Income</b>	<b>(5,060)</b>	<b>(60)</b>	<b>(5,060)</b>	<b>0</b>
<b>Drawdown from Reserves</b>	<b>0</b>	<b>1,429</b>	<b>192</b>	<b>(192)</b>

Summary of in-year Movement in Reserves	£000
Opening Revenue Reserve at 1 April 2023	244
Budgeted Draw on Reserves	0
Projected Year-end variance	(192)
Closing Revenue Reserve at 31 March 2024	52
% of Operating Income	1.0%

Glossary

**Employee Costs:** Includes direct employee costs such as salary costs, overtime and indirect employee costs such as training, recruitment advertising

**Property Costs:** Includes expenses directly related to the running of premises and land, eg rates, rents and leases, utilities, contract cleaning

**Transport Costs:** Includes all costs associated with the provision, hire or use of transport, including travelling allowances, taxi and car hire costs and staff mileage

**Supplies and Services:** Includes all supplies and service expenses, such as ICT costs, and administrative costs such as stationery, postages, printing and advertising

**Transfer Payments:** Includes costs of payments for which no good or services are received in return e.g. Apprenticeship Levy

**Support Costs:** Includes central support charges e.g. Renfrewshire Council SLA and telephony recharges

**REVENUE BUDGET MONITORING STATEMENT 2023/24**  
**1 April 2023 to 21 July 2023**

Projects	Approved Budget	Year to Date Actual	Projected Full Year Actual	Full Year Variance (Adverse) / Favourable
£000s	£000	£000	£000	£000
Employee Costs	1,534	462	1,727	(193)
Transport Costs	3	0	2	1
Supplies and Services	54	16	54	0
Transfer Payments	7	2	9	(2)
Third Party Payments	848	(168)	416	432
<b>Gross Expenditure</b>	<b>2,446</b>	<b>312</b>	<b>2,208</b>	<b>238</b>
Income from Projects	(2,868)	182	(2,662)	(206)
<b>Gross Income</b>	<b>(2,868)</b>	<b>182</b>	<b>(2,662)</b>	<b>(206)</b>
<b>Net Expenditure Sub-Total</b>	<b>(422)</b>	<b>494</b>	<b>(454)</b>	<b>32</b>
<b>Transfer to Core</b>	<b>248</b>	<b>0</b>	<b>223</b>	<b>25</b>
<b>Net Expenditure</b>	<b>(174)</b>	<b>494</b>	<b>(231)</b>	<b>57</b>

Summary of in-year Movement in Reserves	£000
Opening Projects Reserves at 1 April 2023	1,383
Adjustment to opening balance	113
Projected Contribution to Reserves	174
Projected year-end variance	57
<b>Closing Project Reserves at 31 March 2024</b>	<b>1,727</b>
<b>% of Operating Income</b>	<b>64.9%</b>

**Glossary**

**Employee Costs:** Includes direct employee costs such as salary costs, overtime and indirect employee costs such as training, recruitment advertising

**Transport Costs:** Includes all costs associated with the provision, hire or use of transport, including travelling allowances, taxi and car hire costs and staff mileage

**Supplies and Services:** Includes all supplies and service expenses, such as ICT costs, and administrative costs such as stationery, postages, printing and advertising

**Transfer Payments:** Includes costs of payments for which no good or services are received in return e.g. Apprenticeship Levy

**Third Party Payments:** Includes payments to other agencies and organisations in return for services, e.g. CMI/SQA fees



## **Scotland Excel**

**To: Executive Sub-Committee**

**On: 18 August 2023**

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

**Tender: Provision of a Shared Alarm Receiving Centre (ARC) Technology solution**

**Schedule: 04/22**

**Period: 6 years from the commencement date with a break clause after 4 years**

### **1. Introduction and Background**

The Provision of a Shared Alarm Receiving Centre (ARC) Technology solution is a single supplier framework agreement that enables councils, Health, and Social Care Partnerships (HSCPs), Housing Associations and other organisations in their roles as Telecare Service Providers (TSPs) to deliver digital telecare services to their service users (citizens). The framework is a first-generation framework and has been developed with extensive engagement with councils and stakeholders, including the Digital Office for Scottish Local Government.

The framework was advertised as a single supplier framework and will provide the participating members a mechanism to procure a technology solution to contribute to a smooth transition from the current analogue connections to digital connections within their Alarm Receiving Centres. It is anticipated that the analogue network will be permanently switched off in December 2025. The proposed framework agreement for a single supplier will help to ensure that the solution being delivered is a consistent and a co-ordinated approach is used across Scotland.

This proposed single supplier framework agreement will be for a period of six years from the commencement date, unless terminated earlier in accordance with its terms (including in exercise of a contractual break option after year 4). Standard frameworks usually run for no longer than 4 years however the exceptional timeframe of six years is to ensure security and stability for the benefit of the vulnerable end-user of the solution. The framework period of six years has also factored in the impending switch-off of the analogue telephone system which is scheduled to be completed in the year 2025. Subject to approval and completion of a standstill period, the framework agreement is intended to commence on 01 September 2023.

### **2. Scope, Participation and Spend**

The framework will be available to the 32 councils, Health, and Social Care Partnerships (HSCPs), Housing Associations and other organisations in their roles as Telecare Service Providers (TSPs).

Councils are at different stages of readiness for adoption of a Shared Digital ARC and Scotland Excel will continue to work closely with councils and the Digital Office for Scottish Local Government, along with the awarded supplier, to agree an overall approach to mobilisation and contract uptake in the months following contract award.

The advertised value of the framework is £15 million over its lifetime of six years. This equates to approximately £2.5 million per annum, however it should be noted that spend could vary significantly depending on the number of connections, and the additional services that are added to the solution taken by each council.

Appendix 1 – Early Adopter Summary, notes councils that have indicated an intention to migrate services to the framework quickly. However, no specifics on spend or savings are given, due to councils not having like-for-like solutions in place currently. Scotland Excel will work with participating councils during the lifetime of the contract to develop an overall approach to savings, based on the solution that they currently utilise for this requirement.

The Digital Office for Scottish Local Government has been working with councils and TSPs to ascertain their readiness to utilise a digital solution. This information will be utilised during contract mobilisation to determine the order in which early adopters migrate to the solution.

There are no lots on the framework.

### **3. Procurement Process**

#### **Strategy Development**

A Prior Information Notice (PIN) was published in February 2022 with suppliers noting their interest in further engagement. Twelve suppliers attended a workshop on 4 March 2022. From the workshops, five suppliers attended a further PIN meeting that included discussions about market trends and developments, tender timelines, cost drivers, price stability and innovations. The PIN meetings allowed discussion on high-level requirements to be communicated to the potential tenderers.

The strategy was developed with engagement from councils and information gained from the PIN meetings, along with the Digital Office for Scottish Local Government.

All councils were invited to attend a User Intelligence Group (UIG) on 25 October 2022. The UIG discussed the strategy that Scotland Excel proposed to take. The UIG endorsed an Open Tender Procedure along with development of the tender. The UIG discussed the procurement of a multiple supplier framework for these services, however, for practical and technical reasons related to interoperability of systems, a multiple supplier framework was considered not to be achievable.

A working group was convened following the strategy UIG to discuss and develop the technical specification to be used in the tender. This group included participants from councils, TSPs and Digital Office for Scottish Local Government, along with specialist support. The main aim of the working group was to develop the Technical Specification and gain insight into different approaches that could be utilised to structure the scoring criteria.



The overall approach was approved at a UIG meeting on 1 March 2023, where the proposed procurement route, technical specifications and commercial model were presented and endorsed.

### **Procurement Process**

An evaluation process assessed the tenderers against the established award criteria. In order to be eligible for award, tenderers were required to pass the minimum standards of bidder selection which were assessed using the Single Procurement Document (SPD).

The procurement process followed an open tender procedure to ensure maximum competition and flexibility with the tender being available on 17 March 2023 until 10 May 2023.

All bidders were assessed against the advertised Qualification selection criteria using the Single Procurement Document (SPD) and award criteria, concurrently.

The award criteria included technical and commercial sections. The impending switch off of analogue services together with the nature and importance of the solutions technical abilities to citizens was reflected in the marks available for the technical section. The published award criteria weightings were:

Technical: 70%

Commercial: 30%

Within the technical section, tenderers were required to meet 52 mandatory requirements with a selection of the mandatory requirements incorporating a video demonstration. Scotland Excel retained discretion to reject bids which did not meet the mandatory requirements where it felt it was appropriate to do so. All bids continued in the evaluation process.

Tenderers were also required to evidence their knowledge and experience by responding to seven technical specification method statements and several additional method statements.

The technical method statements covered:

- Core Operational Requirements;
- Additional Operational Requirements;
- Technical Requirements;
- Service Management;
- Cyber Security;
- Implementation and Migration; and
- Service Innovation Development of the tenderer's proposed solution.

The tenderers were also required to respond to four additional method statements which consisted of exit management, sustainability, fair work first practices and community benefits.

Within the commercial section, tenderers commercial submissions were evaluated on a scenario of a medium-sized council's information. This was the scored element of the commercial section. The tenderer was also required to supply their costing on additional add-ons to the solution, their discount methodology, the cost breakdown of

the solution, and day rates. Although, the elements were not scored it was mandatory that the tenderer provided the information for their bid to be deemed compliant.

Table 1:

Question	Award Criteria Marks	Sub-Criteria	Scoring Methodology
<b>Qualification Envelope</b>	<b>Pass/Fail</b>		<b>Pass/Fail</b>
<b>Technical Envelope</b>	<b>70</b>		
Conditions of Contract	<b>Pass/Fail</b>		Pass/Fail
Company Pending Changes	<b>0</b>		Non-Scored Question
Serving of Notices	<b>0</b>		Non-Scored Question
Ability to Transact	<b>0</b>		Non-Scored Question
Certificates	<b>Pass/Fail</b>		Pass/Fail
No Collusion Certificate	<b>0</b>		Non-Scored Question
Tender Declaration	<b>0</b>		Non-Scored Question
Letter of Authority	<b>0</b>		Non-Scored Question
Human Trafficking Declaration	<b>0</b>		Non-Scored Question
Modern Slavery Act	<b>0</b>		Non-Scored Question
Living Wage	<b>0</b>		Non-Scored Question
<b>Mandatory Specification</b>			
Mandatory Requirements	<b>Pass/Fail</b>	Mandatory criteria	Pass/Fail
Video Demonstration	<b>Unscored</b>	N/A	Unscored
<b>Technical Method Statements:-</b>			
1. Operational Requirements - Core	<b>50</b>	High, Medium and Low requirements	Five Point Evaluation Methodology
2. Operational Requirements - Additional		High, Medium and Low requirements	Five Point Evaluation Methodology
3. Technical Requirements		High and Medium requirements	Five Point Evaluation Methodology
4. Service Management		High and Medium requirements	Five Point Evaluation Methodology
5. Cyber Security & Data Protection		High requirements	Five Point Evaluation Methodology
6. Implementation & Migration		High and Medium requirements	Five Point Evaluation Methodology
7. Service Innovation & Development		High and Low requirements	Five Point Evaluation Methodology
0422 – MS Community Benefits	<b>5</b>	N/A	Yes = 5 marks, No = 0 marks
0422 – MS Fair Work First	<b>5</b>	N/A	Five Point Evaluation Methodology
0422 – MS Exit Management	<b>5</b>	N/A	Five Point Evaluation Methodology
0422 – MS Sustainability	<b>5</b>	N/A	Five Point Evaluation Methodology
<b>0422 - Commercial Response</b>	<b>30</b>		
Core_system – Worksheet	<b>30</b>	Mandatory	Scored as per section 3.6 of the IIT
Section 1 of the Core_system	<b>30</b>	N/A	Commercial Evaluation Methodology
Section 2 of the Core_system	<b>0</b>	Mandatory	Non-Scored Question
Section 3 of the Core_system	<b>0</b>	Mandatory	Non-Scored Question
Cost Breakdown- Worksheet	<b>0</b>	Mandatory	Non-Scored Question
Section 1 Cost Breakdown	<b>0</b>	Used with Section 1 Core_system	Non-Scored Question
Section 2 Cost Breakdown	<b>0</b>	Used with Section 1 Core_system	Non-Scored Question
Add ins - Worksheet	<b>0</b>	Mandatory	Non-Scored Question
Day Rates Worksheet	<b>0</b>	Mandatory	Non-Scored Question
<b>Final Score</b>	<b>100</b>		

#### **4. Report on Offers Received**

The tender was accessed by 39 organisations, with 5 tender responses received by the specified closing date and time.

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

Two of the tenderers did not accept the terms and conditions published with the tender documents, and therefore their bids were deemed non-compliant.

#### **5. Recommendations**

Based on the evaluation undertaken, and in line with the advertised criteria and weightings summarised above, it is recommended that the single supplier framework arrangement is awarded to Chubb Fire & Security Limited as outlined in Appendix 3.

The recommended supplier submitted the most economically advantageous tender and offers best value. By awarding the framework to a single supplier, it is anticipated that the objective of securing a national shared solution would be met.

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

#### **6. Benefits**

##### **Savings**

Framework benchmarking figures have not yet been produced for this new framework due to a number of factors. Councils utilising the framework will be changing the overall approach they take and the technological solution they use, therefore direct comparisons at this stage are not possible.

However, tenderers were asked to include a discount methodology within their commercial submission, based on the number of call handlers utilising the solution. This approach allowed tenderers to enhance cost savings when the platform is shared across organisations, building on economies of scale across councils and TSPs.

Throughout the lifetime of the contract, Scotland Excel will work with councils and TSPs to provide bespoke mobilisation documents including benchmarking methodologies incorporating the available discount. The overall enhancement of value created by this approach will be recorded and shared with councils.

It is also anticipated that there will be opportunities for further added value and savings to be achieved throughout the contract lifetime, for example through shared costs and resource efficiencies, innovations and development activity.

### **Price Stability**

The framework terms include a 24 month fixed pricing period. Thereafter, all requests for price increases will be evaluated according to the Terms and Conditions of the framework and require to be supported by documentary evidence.

### **Rebate**

A rebate of 0.75% payable to Scotland Excel will be applied to annual framework spend above £50,000 per annum (excluding the initial £50,000) and will be calculated based upon all framework spend with the supplier reported through management information returns.

### **Sustainable Procurement Benefits**

Scotland Excel is committed to maximising community benefits delivery for its members. Tenderers were asked to commit to the delivery of community benefit initiatives, against pre-agreed spend thresholds outlined within the community benefits method statement. The recommended supplier committed to the delivery of community benefit throughout the lifetime of the framework. The community benefits aim to be reflective of the National Indicators outlined within the Scottish Government's National Performance framework, and their underlying vision and goals.

Councils will accrue 'community benefit points' based on their level of spend with a supplier. These 'points' correlate to a negotiable benefit that the council can elect to receive at any given point throughout the lifetime of the framework. The recommended supplier has committed to delivering these benefits. Scotland Excel will continue to engage with the appointed supplier to drive maximum adoption and delivery of community benefits where appropriate.

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

- Employability workshop or event
- Sponsorship of local sports teams and community events
- Work placements for school students from Purchasing Authority area.
- Donation of IT equipment to community groups
- Recruitment of apprentices and full-time employees

### **Fair Work First including the Real Living Wage**

Scotland Excel and its members are committed to the delivery of high-quality public services and recognise that this is dependent on a workforce that is well-rewarded, well-motivated and well-led. Workers should have access to appropriate opportunities for training and skills development, are diverse and engaged in decision making.

Within the technical section of the tender, tenderers were assessed on their approach to fair work practices and payment of the Real Living Wage to their workforce. The recommended supplier pays the Real Living Wage however is not accredited. The criteria applied to the assessment of Real Living Wage is set out in Appendix 2.

During the framework Scotland Excel will encourage the supplier to gain the accreditation to the Real Living Wage and will continue to monitor Fair Work Practices, as part of contract and supplier management activity.

## **Other Benefits**

The other benefits that will be achieved through the framework are:

- Economies of scale – multiple systems would dilute the overall buying power and may increase the price for each council.
- Standardisation – a single base system should make standardising data sets and processes significantly easier than attempting to coordinate multiple suppliers.
- Call-handling innovation – it is intended that call handling innovations between services, such as support during a sudden increase in calls, will be explored through contract management.
- Development and innovations – a single system allows councils to undertake a 'once for Scotland approach' to subsequent development of the system and introduction of innovations. This is anticipated to reduce development costs for all councils purchasing the solution.

## **7. Contract Mobilisation and Management**

As part of the mobilisation process, the supplier will initially complete the on-boarding through a contract mobilisation meeting to outline the operation of the framework, including roles and responsibilities, management information and community benefit commitments. The Supplier will meet with Scotland Excel and the Digital Office for Scottish Local Government to discuss the plan of migrating the participating members to the solution, including early adopters of the system. All participating members will be issued with a mobilisation pack containing all required details to utilise the framework.

In accordance with Scotland Excel's established contract and supplier management programme, in terms of risk and spend as detailed, this framework is classified as class B.

## **8. Summary**

This first-generation framework for the Provision of the Shared Alarm Receiving Centre Technology solution aims to maximise collaboration, promote added value and deliver best value for customers. A range of benefits can be reported in relation to price stability, innovation, sustainability and community benefits.

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

## Appendix 1 – Early Adopter Summary

Provision of the Shared Alarm Receiving Centre (ARC) Technology solution 04/22

Member Name	Early Adopter of the Contract
Aberdeen City Council	Yes
Aberdeenshire Council	Yes
Angus Council	Yes
Argyll & Bute Council	No
City of Edinburgh Council	Yes
Clackmannanshire Council	No
Comhairle nan Eilean Siar	Yes
Dumfries & Galloway Council	No
Dundee City Council	Yes
East Ayrshire Council	No
East Dunbartonshire Council	Yes
East Lothian Council	Yes
East Renfrewshire Council	No
Falkirk Council	No
Fife Council	No
Glasgow City Council	No
Highland Council	No
Inverclyde Council	No
Midlothian Council	No
Moray Council	Yes, via Aberdeen
North Ayrshire Council	No
North Lanarkshire Council	Yes
Orkney Islands Council	No
Perth & Kinross Council	Yes
Renfrewshire Council	No
Scottish Borders Council	No
Shetland Islands Council	No
South Ayrshire Council	Yes
South Lanarkshire Council	Yes
Stirling Council	Yes
West Dunbartonshire Council	Yes
West Lothian Council	No
Associate Members*	Yes

\*Both Bield Housing and Care and Hanover (Scotland) Housing Association (both Scotland Excel Associate Members) are participating as Early Adopters.

**Appendix 2 – Recommended Supplier SME and Living Wage Status**  
**Provision of the Shared Alarm Receiving Centre (ARC) Technology solution 04/22**

See the Living Wage Status Reference and Living Wage Status Descriptions below.

<b>Living Wage Status Reference</b>	<b>Living Wage Status Description</b>	<b>Recommended Supplier</b>
1	Accredited Living Wage Employer and commit to maintaining this for the duration of the Framework Contract	0
2	Currently going through the process of becoming an accredited Living Wage Employer and commit to gaining accreditation over the initial two year period	0
3	Not an accredited Living Wage Employer but commit to gaining accreditation over the initial two year period of the Framework Contract.	0
4	Not an accredited Living Wage Employer but pay the Living Wage to all employees (except volunteers, apprentices and interns) and commit to maintaining this for the duration of the Framework Contract.	1
5	Not an accredited Living Wage Employer and do not currently pay the Living Wage to all employees (except volunteers, apprentices and interns) but commit to paying the Living Wage to all employees (except volunteers, apprentices and interns) within the initial two year period of the Framework Contract	0

<b>TENDERER'S NAME</b>	<b>SME STATUS</b>	<b>LOCATION</b>	<b>PAYS THE LIVING WAGE</b>	<b>LIVING WAGE STATUS REFERENCE</b>	<b>AWARDED</b>
Chubb Fire & Security Limited	Large	Ashford, UK	Yes	4	Yes

### Appendix 3 - Scoring and Recommendations

Framework Bids		
TENDERER NAME	TOTAL SCORE	Recommended for award (Yes/No)
Chubb Fire & Security Limited	84.5	Yes
E.Novation UK Limited	74.0	No
Digital Modus Ltd	44.9	No
Legrand Electric Limited	Non-compliant	No
Tunstall Healthcare (UK) Limited	Non-compliant	No



## **Scotland Excel**

**To: Executive Sub-Committee**

**On: 18 August 2023**

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

### **Format of Contract Approval Reports**

#### **1. Summary**

- 1.1 This paper outlines the final revised format of the reports that seek approval to award frameworks. This was introduced in the “Structure of the Contract Approval Papers” report presented in April 2023, which initiated the consolidated approach to appendices. This paper confirms the proposed content and format of all future approval reports.

#### **2. Recommendations**

- 2.1 It is recommended that the Executive Sub Committee consider the circumstances set out in the background of this report and approve the proposed changes to the Contract Approval Reports as set out in the worked example, Annex 1.
- 2.2 A reworked report has been provided as an example of how the changes would be applied to framework approval. The committee granted approval for janitorial supplies in January 2023. The original paper can be viewed [here](#). Annex 1 shows the same Contract Approval report with the proposed changes applied [highlighted for ease of identification].

#### **3. Background**

- 3.1 In December 2022 the Contract Delivery Update presented to the Joint Committee recognised the impact of the economic downturn evident to Scotland Excel. This included higher number of bidders, greater complexity of lotting structures and new ways of working. In response to these factors the need for greater safeguards to Scotland Excel processes was cited.
- 3.2 In April 2023 the committee approved a change in the number and formatting of appendices in which the attributes of bidders to each framework are set out. This consolidated approach confirmed the number of appendices would

transition from five to two, facilitated by greater automation of the complex data handled through the authorisation, standstill and award procedures.

- 3.3 By standardising data presented at each stage of award procedures a range of benefits are possible. A reduction in manual processing will lower the risk of clerical errors and will bring greater predictability to the timings associated with the framework award procedures, and therefore the contract delivery plan. Improved stakeholder relationships from the implementation of this streamlined approach are attainable. The significant administrative burden of current operations are improved ensuring efficient use of available resource and capacity.
- 3.4 This consolidated approach to the appendices continues to list the bidder details, scoring and recommendations, all now contained in one appendix, appendix 2. As required by section 25 of the Standing Orders, reports will continue to provide *“a comparative digest of offers received”* and *“the recommendation on the award of the contract”*. This will be presented alongside and unchanged appendix 1 on Participation, Spend and Savings Summary and all future Contract Approval reports be presented with two Appendices in total.

## **Scotland Excel**

**To: Executive Sub-Committee**

**On: Provided as a worked example**

**Report by:**

**Chief Executive of Scotland Excel**

**Tender: Supply and Delivery of Janitorial Products**

**Schedule: 12/22**

**Period: 1 March 2023 until 28 February 2027**

### **1. Introduction and Background**

The current framework for janitorial products will expire on 28 February 2023. This proposed framework will be for a period of four years from 1 March 2023 until 28 February 2027. Subject to approval and completion of a standstill period, the framework agreement is anticipated to commence on 1 March 2023.

This framework provides councils with a mechanism to procure a range of janitorial products including, but not limited to, paper-towels, cleaning chemicals, hand-soap, refuse sacks, cleaning equipment such as mops & buckets. Users of the framework are likely to include schools, nurseries, leisure centres, community centres, social work, council buildings, civic centres. This framework is also available to Scotland Excel associate members.

The renewal framework will include a one-stop-shop lot; giving councils the option to choose a sole supplier for their janitorial requirements, either via a mini competition or by direct award.

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

### **2. Scope, Participation and Spend**

During the strategy development, the User Intelligence Groups (UIG) endorsed the development of four lots as summarised in Table 1.

**Table 1: Lotting Structure**

<b>Lot No.</b>	<b>Description</b>	<b>Estimated % Spend through lot</b>
1	Paper Products	40%
2	Janitorial Products	30%

3	Chemicals	15%
4	One-Stop-Shop	15%

This lotting structure recognises the current market landscape and is designed to align closely with council requirements. The lotting strategy continues to offer opportunities for small, medium and large enterprises (SMEs) in the marketplace and is explained further in report section 3, below.

The framework was advertised to enable access by all 32 councils in Scotland. As detailed in Appendix 1, 32 councils confirmed their intention to participate in this framework.

Historical spend data suggests a forecast framework spend of c. £12 million per annum, however, this figure increased over the course of the pandemic due to the implementation of enhanced cleaning regimes to c. £16 million. The new framework was advertised with a potential value of £14 million per annum. This value will facilitate the potential for low/non spending councils and other associate members to make use of the framework at a later date. It will also allow for the increase cost of alternative/eco-friendlier products. It should be noted that no guarantee is given for any business or any level of business under the framework.

### **3. Procurement Process**

A Prior Information Notice (PIN) was published on 13 July 2022 which resulted in expressions of interest from 61 companies. Several supplier engagement meetings were held on the basis of Regulation 41 (Preliminary Market Consultation) of the Public Contracts (Scotland) Regulations 2015 to understand the current marketplace, inform the supply base of Scotland Excel's intentions and to generate interest from SME's.

The User Intelligence Group (UIG), consisting of procurement and technical representatives from the participating councils, endorsed the procurement strategy in September 2022. A working group of technical representatives from the councils was formed to review the technical criteria to be utilised during the tender process.

The Contract Notice was published via the Find a Tender and Public Contracts Scotland (PCS) portal on 15 November 2022, with the tender documentation being immediately available via the Public Contracts Scotland Tender (PCS-T) system. The tender exercise was conducted and concluded in accordance with the law and procedures currently in force.

Scotland Excel has taken cognisance of the current situation relative to the Coronavirus pandemic and related pressures on the health and social care system in Scotland. Balancing the current situation with the need to provide a route to market for councils to obtain essential cleaning and janitorial products, Scotland Excel has carefully monitored the situation throughout the period of the current framework and determined it was appropriate to undertake this renewal tender exercise and to recommend the establishment of this framework.

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

1. Technical 25%
2. Commercial 75%

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

**Table 2: Technical Criteria**

Description	Weighting
Service Performance	3
Fair Work First	5
Customer Communications & Staff Services	4
Recycling	7
Supply Chain	4
Community Benefits	2
<b>Total score</b>	<b>25</b>

The commercial section of the tender was worth 75 points. Points were awarded in the commercial section based on comparison of all offers received, whilst accounting for the supplier's response to the commercial award criteria. In all lots, tenders were evaluated on the basis of a 'basket of goods'. Together with other requirements, suppliers were required to submit pricing for at least 80% of the goods listed within the schedule of offer(s), otherwise their offers would have been deemed non-compliant and removed from the evaluation process.

Following a full evaluation of all compliant offers, scoring was completed in accordance with the published tender evaluation methodology, and a score was calculated for each supplier.

Lot 4 (One-Stop-Shop) is intended to be a "one-stop-shop" lot for councils that wish to consolidate their spend. Consequently, suppliers must be successfully awarded a place onto lots 1, 2 and 3 to be eligible for award on Lot 4. Scotland Excel did not award a separate score to Lot 4 participants.

#### **4. Report on Offers Received**

The tender document was downloaded by 69 organisations, with 20 tender responses received by the specified closing date and time. A summary of all offers received is provided in Appendix 2, and pricing was checked and validated as appropriate.

Based on the criteria and scoring methodology set out in the tender document, a full evaluation of all compliant offers received was completed. A summary of all the offers received and the scoring achieved by each bidder is set out in Appendix 2. Appendix 3 confirms the scoring achieved by each supplier.

#### **5. Recommendations**

Based on the evaluation undertaken, and in line with the advertised criteria and weightings summarised above, it is recommended that a multi-supplier framework arrangement is awarded to 12 suppliers across four lots as outlined in Appendix 2 3.

The 12 recommended suppliers offer best value and represent a mix of small, medium and large organisations. By taking an inclusive approach this will provide members with a greater offering.

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

The Executive Sub Committee is requested to approve the recommendation to award this framework as detailed within Appendix 2 3 (Scoring and Recommendations).

#### **6. Benefits**

##### **Savings**

Scotland Excel has conducted a benchmarking exercise comparing current pricing against the pricing submitted within the renewal tender. The result of this benchmarking is listed in Appendix 1. The projected average saving across all councils is 4%, which equates to an estimated total saving of approximately £641k per annum based on current forecast spend levels.

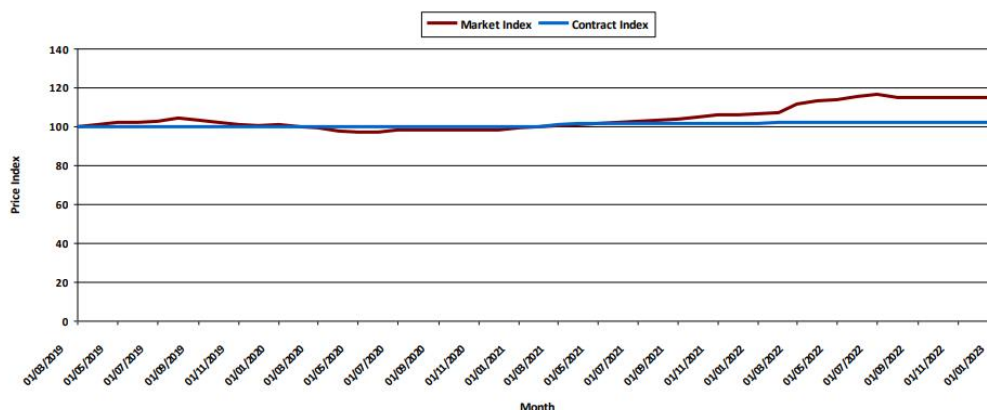
It should also be noted that the current framework contract is currently operating 12% under market conditions as detailed in Figure 1 indexation report below, therefore achieving an accumulative saving of 16%. This saving is in addition to the conducted benchmarking exercise and is a result of tight contract management procedures and equates to £722k available from use of the previous framework. The 4% saving opportunity in this framework is additional to this sum.

## Indexation Report - Janitorial Products



Schedule No: 1218  
Contract Title: Janitorial Products  
Contract Manager: Angie McCarty  
Start Date: 01/03/2019

Index	Type	Index Weighting (%)
Index Mundi - Wood Pulp	Standard	45
Consumer Price Index	Standard	20
Road Fuel - Diesel	Standard	20
Producers Price Index (EU28)	Specific	15



### Notes:

The Contract Index tracks the general movement in contract prices and not the actual contract price paid. The Market Index tracks the general market movement against a weighted basket of relevant indices and not the current index levels. This report should be used as a guide only.

Produced by Scotland Excel - 05/01/2023

Figure 1 Indexation Report – January 2023

Further to the benefits from direct price comparison and comparing prices against market conditions this framework also provides a benefit from the costs avoided by working collaboratively in the sector. All 32 local authorities have indicated an intention to use this framework, the cost avoidance based on employment time in the purchasing organisation is set out by the Scottish Government at £6,000 for this type of tender. This equates to £192,000 of benefit to the local government sector. This calculation does not take account of cost avoidance achieved by Tayside Contracts or associate members.

### Price Stability

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

### Rebate

A rebate of 0.5% payable to Scotland Excel will be applied to framework spend above £200,000 and will be calculated based upon all framework spend with the supplier reported through management information returns.

### Sustainable Procurement Benefits

#### Sustainability

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

- Recycling
- Supply Chain

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

One supplier is currently introducing an innovative sustainable cleaning and sanitising concept which virtually eliminates the use of single-use plastic from a client's operation, whilst at the same time drastically reducing the carbon footprint impact from the supply chain.

Another supplier is proactively working with supply partners to seek out solutions to use less plastic and drive plastic reduction for example working with a mop head and cloth supplier to stop wrapping each item individually – instead these now come in packs of 10.

Another example is a supplier's commitment to achieve Net Zero by 2025 and zero waste by 2025. In direct response to Zero Waste Scotland's statement that 'four-fifths (80%) of Scotland's carbon footprint comes from the goods, materials and services which they produce' the supplier has implemented a Zero Waste Plan covering the procurement of sustainable and recyclable materials to prevent waste going to landfill and reduce the associated carbon emissions.

### **Community Benefits**

Scotland Excel is committed to maximising community benefits delivery for members. Suppliers were asked to commit to the delivery of community benefit initiatives, against pre-agreed spend thresholds outlined within the community benefits method statement. These aim to be reflective of the National Indicators outlined within the Scottish Government's National Performance framework, and their underlying vision and goals. Councils will accrue 'community benefit points' based on their level of spending with a supplier. These 'points' correlate to a negotiable benefit that the council can elect to receive at any given point throughout the lifetime of the framework. Of the recommended suppliers, all 12 have committed to delivering these benefits. Scotland Excel will continue to engage with all appointed suppliers to drive maximum adoption and delivery of community benefits where appropriate.

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

- employability workshop or events in schools, college or community groups
- sponsorship of local sports teams and community events
- donations of products and vouchers
- recruitment of full-time employees

Scotland Excel will monitor delivery of these commitments during the lifetime of the framework, and this will also be reported through ongoing contract



management returns. Results reported on community benefits will be disseminated to councils on a 6 monthly basis.

### **Fair Work First including the Real Living Wage**

Scotland Excel and its members are committed to the delivery of high-quality public services and recognise that this is dependent on a workforce that is well-rewarded, well-motivated, well-led, has access to appropriate opportunities for training and skills development, are diverse and is engaged in decision making. Within the technical section of the tender, suppliers were assessed on their approach to fair work practices and payment of the Real Living Wage to their workforce. Of the 12 recommended suppliers, 11 pay the Real Living Wage, with 4 suppliers being accredited, as detailed in **Appendix 2 – Scoring and Recommendations. Appendix 4 – List of Recommended Suppliers with Living Wage Status**. Scotland Excel will continue to work with suppliers to encourage greater coverage in those that pay the Real Living wage, and also to monitor additional commitment made.

## **7. Contract Mobilisation and Management**

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

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

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

## **8. Summary**

This fourth-generation framework for the supply and delivery of Janitorial Products continues to maximise collaboration, promote added value and deliver best value. A range of benefits can be reported in relation to savings, price stability, sustainability and community benefits.

The Executive Sub Committee is requested to approve the recommendation to award this framework agreement as detailed in **Appendix 2 3 (Scoring and Recommendations)**.

## Appendix 1: Participation, Spend and Savings Summary - 1222 Supply and

Member Name	Participation in Contract	Participation Entry Date	Estimated Annual Spend (£)	Source of Spend Data	Indexation (%)	% Estimated Forecast Savings	Estimated Annual Savings (£)	Basis of Savings Calculation
Aberdeen City Council	Yes	01-Mar-23	£1,361,700	Council Provided	12%	4.00%	£54,468	Benchmarked Current Framework
Aberdeenshire Council	Yes	01-Mar-23	£1,565,527	Council Provided	12%	4.00%	£62,621	Benchmarked Current Framework
Angus Council	Yes	01-Mar-23	£2,013,840	Council Provided	12%	4.00%	£80,554	Benchmarked Current Framework
Argyll & Bute Council	Yes	01-Mar-23	£58,055	Council Provided	12%	4.00%	£2,322	Benchmarked Current Framework
City of Edinburgh Council	Yes	01-Mar-23	£1,011,949	Council Provided	12%	4.00%	£40,478	Benchmarked Current Framework
Clackmannanshire Council	Yes	01-Mar-23	£168,945	Council Provided	12%	4.00%	£6,758	Benchmarked Current Framework
Comhairle nan Eilean Siar	Yes	01-Mar-23	£0	Council Provided	12%	4.00%	£0	Benchmarked Current Framework
Dumfries & Galloway Council	Yes	01-Mar-23	£138,587	Council Provided	12%	4.00%	£5,543	Benchmarked Current Framework
Dundee City Council	Yes	01-Mar-23	£340,181	Council Provided	12%	4.00%	£13,607	Benchmarked Current Framework
East Ayrshire Council	Yes	01-Mar-23	£297,792	Council Provided	12%	4.00%	£11,912	Benchmarked Current Framework
East Dunbartonshire Council	Yes	01-Mar-23	£581,022	Council Provided	12%	4.00%	£23,241	Benchmarked Current Framework
East Lothian Council	Yes	01-Mar-23	£340,769	Council Provided	12%	4.00%	£13,631	Benchmarked Current Framework
East Renfrewshire Council	Yes	01-Mar-23	£504,494	Council Provided	12%	4.00%	£20,180	Benchmarked Current Framework
Falkirk Council	Yes	01-Mar-23	£121,921	Council Provided	12%	4.00%	£4,877	Benchmarked Current Framework
Fife Council	Yes	01-Mar-23	£121,921	Council Provided	12%	4.00%	£4,877	Benchmarked Current Framework
Glasgow City Council	Yes	01-Mar-23	£0	Council Provided	12%	4.00%	£0	Benchmarked Current Framework
Highland Council	Yes	01-Mar-23	£7,625	Council Provided	12%	4.00%	£305	Benchmarked Current Framework
Inverclyde Council	Yes	01-Mar-23	£321,542	Council Provided	12%	4.00%	£12,862	Benchmarked Current Framework
Midlothian Council	Yes	01-Mar-23	£170,870	Council Provided	12%	4.00%	£6,835	Benchmarked Current Framework
Moray Council	Yes	01-Mar-23	£171,791	Council Provided	12%	4.00%	£6,872	Benchmarked Current Framework
North Ayrshire Council	Yes	01-Mar-23	£91,899	Council Provided	12%	4.00%	£3,676	Benchmarked Current Framework
North Lanarkshire Council	Yes	01-Mar-23	£944,170	Council Provided	12%	4.00%	£37,767	Benchmarked Current Framework
Orkney Islands Council	Yes	01-Mar-23	£345,499	Council Provided	12%	4.00%	£13,820	Benchmarked Current Framework
Perth & Kinross Council	Yes	01-Mar-23	£399,651	Council Provided	12%	4.00%	£15,986	Benchmarked Current Framework

Member Name	Participation in Contract	Participation Entry Date	Estimated Annual Spend (£)	Source of Spend Data	Indexation (%)	% Estimated Forecast Savings	Estimated Annual Savings (£)	Basis of Savings Calculation
Renfrewshire Council	Yes	01-Mar-23	£400,000	Council Provided	12%	4.00%	£16,000	Benchmarked Current Framework
Scottish Borders Council	Yes	01-Mar-23	£130,201	Council Provided	12%	4.00%	£5,208	Benchmarked Current Framework
Shetland Islands Council	Yes	01-Mar-23	£0	Council Provided	12%	4.00%	£0	Benchmarked Current Framework
South Ayrshire Council	Yes	01-Mar-23	£585,685	Council Provided	12%	4.00%	£23,427	Benchmarked Current Framework
South Lanarkshire Council	Yes	01-Mar-23	£1,836,707	Council Provided	12%	4.00%	£73,468	Benchmarked Current Framework
Stirling Council	Yes	01-Mar-23	£165,272	Council Provided	12%	4.00%	£6,611	Benchmarked Current Framework
Tayside Contracts	Yes	01-Mar-23	£326,863	Council Provided	12%	4.00%	£13,075	Benchmarked Current Framework
West Dunbartonshire Council	Yes	01-Mar-23	£399,336	Council Provided	12%	4.00%	£15,973	Benchmarked Current Framework
West Lothian Council	Yes	01-Mar-23	£929,643	Council Provided	12%	4.00%	£37,186	Benchmarked Current Framework
<b>Totals</b>			<b>£15,853,458</b>				<b>£634,138</b>	
Associate Members	Yes	01-Mar-23	£176,289	Supplier MI	12%	4.00%	£7,052	Benchmarked Current Framework
<b>Totals</b>			<b>£16,029,747</b>				<b>£641,190</b>	

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 23 - Scoring and Recommendations

LOT NUMBER	LOT NAME	TENDERER LEGAL NAME	SME STATUS	LIVING WAGE STATUS	LOCATION	NUMBER OF LOTS BID FOR	NUMBER OF LOTS RECOMMENDED	OVERALL RECOMMENDATION STATUS	TOTAL COMMERCIAL SCORE	TOTAL TECHNICAL SCORE	TOTAL SCORE	PLACING	RECOMMENDED FOR AWARD FOR LOT/SUB-LOT?
1	PAPER PRODUCTS	Arrow County Supplies Limited	Medium	3	Shrewsbury	3	3	SUCCESSFUL	75.00	24.00	99.00	1	Y
1	PAPER PRODUCTS	Alliance Disposables Limited	Medium	1	Glasgow	3	3	SUCCESSFUL	74.93	23.00	97.93	2	Y
1	PAPER PRODUCTS	Personal Hygiene Services Limited	Large	4	Caerphilly	3	2	PART-SUCCESSFUL	74.33	18.75	93.08	3	Y
1	PAPER PRODUCTS	Instock Ltd	Medium	1	Aberdeen	3	3	SUCCESSFUL	66.75	23.75	90.50	4	Y
1	PAPER PRODUCTS	Unico Ltd	Medium	1	Falkirk	3	3	SUCCESSFUL	67.12	22.75	89.87	5	Y
1	PAPER PRODUCTS	GMC Corsehill Ltd	Small	3	Irvine	3	3	SUCCESSFUL	63.78	24.00	87.78	6	Y
1	PAPER PRODUCTS	Bunzl UK Limited	Large	1	London	3	3	SUCCESSFUL	63.41	22.50	85.91	7	Y
1	PAPER PRODUCTS	Enviroclean Global Ltd	Small	4	Grangemout	3	3	SUCCESSFUL	61.31	19.75	81.06	8	Y
1	PAPER PRODUCTS	Rentokil Initial UK Ltd	Large	N/A	Crawley	3	1	PART-SUCCESSFUL	55.77	19.25	75.02	9	Y
1	PAPER PRODUCTS	BFS Group Limited	Large	N/A	Slough	3	1	PART-SUCCESSFUL	57.06	16.25	73.31	10	Y
1	PAPER PRODUCTS	Pro Health Solutions Ltd	Micro	N/A	Altrincham	1	1	SUCCESSFUL	58.86	14.25	73.11	11	Y
1	PAPER PRODUCTS	OT Group Limited	Large	6	Tameside	3	2	PART-SUCCESSFUL	51.56	20.75	72.31	12	Y
1	PAPER PRODUCTS	Cleaning & Wiping Supplies Ltd.	Small	N/A	East Kilbride	2	1	PART-SUCCESSFUL	52.49	19.25	71.74	13	Y
1	PAPER PRODUCTS	Aspire Industrial Services Limited	Small	1	Glasgow	3	1	PART-SUCCESSFUL	49.08	18.75	67.83	14	N
1	PAPER PRODUCTS	Perfect Hygiene Ltd	Small	N/A	Aberdeen	1	0	UNSUCCESSFUL	35.46	20.25	55.71	15	N
1	PAPER PRODUCTS	Prime Industrial & Janitorial Supplies Limited	Small	4	Dunfermline	3	1	PART-SUCCESSFUL	35.85	15.75	51.60	16	N
1	PAPER PRODUCTS	Findel Education Limited	Large	N/A	Hyde	3	0	UNSUCCESSFUL	31.63	18.50	50.13	17	N
2	JANITORIAL PRODUCTS	Unico Ltd	Medium	1	Falkirk	3	3	SUCCESSFUL	75.00	22.75	97.75	1	Y
2	JANITORIAL PRODUCTS	Instock Ltd	Medium	1	Aberdeen	3	3	SUCCESSFUL	70.09	23.75	93.84	2	Y
2	JANITORIAL PRODUCTS	GMC Corsehill Ltd	Small	3	Irvine	3	3	SUCCESSFUL	69.21	24.00	93.21	3	Y
2	JANITORIAL PRODUCTS	Arrow County Supplies Limited	Medium	3	Shrewsbury	3	3	SUCCESSFUL	68.46	24.00	92.46	4	Y
2	JANITORIAL PRODUCTS	Enviroclean Global Ltd	Small	4	Grangemout	3	3	SUCCESSFUL	69.81	19.75	89.56	5	Y
2	JANITORIAL PRODUCTS	Bunzl UK Limited	Large	1	London	3	3	SUCCESSFUL	66.91	22.50	89.41	6	Y
2	JANITORIAL PRODUCTS	Personal Hygiene Services Limited	Large	4	Caerphilly	3	2	PART-SUCCESSFUL	67.07	18.75	85.82	7	Y
2	JANITORIAL PRODUCTS	Alliance Disposables Limited	Medium	1	Glasgow	3	3	SUCCESSFUL	59.22	23.00	82.22	8	Y
2	JANITORIAL PRODUCTS	Prime Industrial & Janitorial Supplies Limited	Small	4	Dunfermline	3	1	PART-SUCCESSFUL	65.99	15.75	81.74	9	Y
2	JANITORIAL PRODUCTS	The Guthrie Group Limited	Small	4	Livingston	2	2	SUCCESSFUL	58.27	23.25	81.52	10	Y
2	JANITORIAL PRODUCTS	OT Group Limited	Large	6	Tameside	3	2	PART-SUCCESSFUL	59.47	20.75	80.22	11	Y
2	JANITORIAL PRODUCTS	Findel Education Limited	Large	N/A	Hyde	3	0	UNSUCCESSFUL	49.82	18.50	68.32	12	N
2	JANITORIAL PRODUCTS	Rentokil Initial UK Ltd	Large	N/A	Crawley	3	1	PART-SUCCESSFUL	43.96	19.25	63.21	13	N
2	JANITORIAL PRODUCTS	Aspire Industrial Services Limited	Small	1	Glasgow	3	1	PART-SUCCESSFUL	42.04	18.75	60.79	14	N
2	JANITORIAL PRODUCTS	BFS Group Limited	Large	N/A	Slough	3	1	PART-SUCCESSFUL	41.49	16.25	57.74	15	N
2	JANITORIAL PRODUCTS	Cleaning & Wiping Supplies Ltd.	Small	N/A	East Kilbride	2	1	PART-SUCCESSFUL	34.95	19.25	54.20	16	N
3	CLEANING PRODUCTS	The Guthrie Group Limited	Small	4	Livingston	2	2	SUCCESSFUL	74.90	23.25	98.15	1	Y
3	CLEANING PRODUCTS	Bunzl UK Limited	Large	1	London	3	3	SUCCESSFUL	75.00	22.50	97.50	2	Y
3	CLEANING PRODUCTS	Arrow County Supplies Limited	Medium	3	Shrewsbury	3	3	SUCCESSFUL	71.78	24.00	95.78	3	Y
3	CLEANING PRODUCTS	Instock Ltd	Medium	1	Aberdeen	3	3	SUCCESSFUL	69.63	23.75	93.38	4	Y
3	CLEANING PRODUCTS	Unico Ltd	Medium	1	Falkirk	3	3	SUCCESSFUL	70.63	22.75	93.38	5	Y
3	CLEANING PRODUCTS	GMC Corsehill Ltd	Small	3	Irvine	3	3	SUCCESSFUL	68.24	24.00	92.24	6	Y
3	CLEANING PRODUCTS	Enviroclean Global Ltd	Small	4	Grangemout	3	3	SUCCESSFUL	61.97	19.75	81.72	7	Y
3	CLEANING PRODUCTS	Aspire Industrial Services Limited	Small	1	Glasgow	3	1	PART-SUCCESSFUL	60.01	18.75	78.76	8	Y
3	CLEANING PRODUCTS	Alliance Disposables Limited	Medium	1	Glasgow	3	3	SUCCESSFUL	53.95	23.00	76.95	9	Y
3	CLEANING PRODUCTS	Prime Industrial & Janitorial Supplies Limited	Small	4	Dunfermline	3	1	PART-SUCCESSFUL	51.57	15.75	67.32	10	N
3	CLEANING PRODUCTS	Personal Hygiene Services Limited	Large	4	Caerphilly	3	2	PART-SUCCESSFUL	42.38	18.75	61.13	11	N
3	CLEANING PRODUCTS	Rentokil Initial UK Ltd	Large	N/A	Crawley	3	1	PART-SUCCESSFUL	34.48	19.25	53.73	12	N
3	CLEANING PRODUCTS	OT Group Limited	Large	6	Tameside	3	2	PART-SUCCESSFUL	32.18	20.75	52.93	13	N
3	CLEANING PRODUCTS	Creative Activity Group Limited	Small	N/A	Londonderry	1	0	UNSUCCESSFUL	31.14	17.00	48.14	14	N
3	CLEANING PRODUCTS	Findel Education Limited	Large	N/A	Hyde	3	0	UNSUCCESSFUL	26.81	18.50	45.31	15	N
3	CLEANING PRODUCTS	Sky Chemicals (UK) Limited	Small	N/A	Sheffield	1	0	UNSUCCESSFUL	22.38	14.50	36.88	16	N
3	CLEANING PRODUCTS	BFS Group Limited	Large	N/A	Slough	3	1	PART-SUCCESSFUL	19.15	16.25	35.40	17	N

Note: in this example there was a "one-stop-shop" lot so bidders could offer for three lots and be appointed to the fourth, lot 4 is not included in this illustrative example.

Note: a key for Real Living Wage Status Reference and Descriptions is included below.

**KEY – Real Living Wage Status Reference and Descriptions**

Real Living Wage Status Reference	Real Living Wage Status Description
1	Accredited Real Living Wage Employer and commit to maintaining this for the duration of the Framework Contract
2	Currently going through the process of becoming an accredited Real Living Wage Employer and commit to gaining accreditation over the initial two year period
3	Not an accredited Real Living Wage Employer but commit to gaining accreditation over the initial two year period of the Framework Contract.
4	Not an accredited Real Living Wage Employer but pay the Real Living Wage to all employees (except volunteers, apprentices and interns) and commit to maintaining this for the duration of the Framework Contract.
5	Not an accredited Real Living Wage Employer and do not currently pay the Real Living Wage to all employees (except volunteers, apprentices and interns) but commit to paying the Real Living Wage to all employees (except volunteers, apprentices and interns) within the initial two year period of the Framework Contract
6	Neither accredited nor paying Real Living Wage

## Scotland Excel

**To: Executive Sub-Committee**

**On: 18 August 2023**

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

**Request for Associate Membership of Scotland Excel by:  
Blairtummock Housing Association Limited**

### **1. Background**

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

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

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

### **2. Organisation Background**

- 2.1 Blairtummock Housing Association Limited is located in the Easterhouse area of Glasgow with a housing stock of 704 properties. Blairtummock Housing Association Limited is a community based housing association giving local people the power to deliver excellent housing and housing services and to improve the opportunities for their community. The management committee strivess to secure a safe and attractive environment for current and future generations.

Blairtummock Housing Association Limited is a Registered Society (under the Co-operative and Community Benefit Societies Act 2014 and the Housing (Scotland) Act 2010), a Registered Social Landlord and is registered as a Scottish charity.



- 2.2 Blairtummock Housing Association Limited is an accredited real living wage employer.

### **3. Associate Membership Process**

- 3.1 Before any application is submitted for approval, a number of validation checks on the organisation are carried out. These include a review of the Memorandum & Articles of Association, the financial position and the type of contracts that the organisation is likely to access. It is confirmed that satisfactory validation checks have been completed in relation to this application.
- 3.2 Scotland Excel monitors all requests from applicants to become associate members to ensure that any legal requirements are met. In this case, Blairtummock Housing Association Limited can be recommended for associate membership on the basis of the Local Authorities (Goods and Services) Act 1970 section 1 (1B)(c). Namely, that it has functions that are public in nature or engages in activities of that nature so long as the purpose or effect of access to Scotland Excel's services is to facilitate its discharge of those functions or activities.
- 3.3 Fees are determined in a number of ways:

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

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

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

### **4. Recommendations**

- 4.1 It is recommended to committee that Blairtummock Housing Association Limited application to join Scotland Excel as an associate member be approved, with an annual fee of £1,090 subject to the agreement document.

## Scotland Excel

**To: Executive Sub-Committee**

**On: 18 August 2023**

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

**Request for Associate Membership of Scotland Excel by:  
Cassiltoun Housing Association Limited**

### **1. Background**

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

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

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

### **2. Organisation Background**

- 2.1 Cassiltoun Housing Association Limited is located in the Castlemilk area of Glasgow with a housing stock of 1,058 properties. Cassiltoun Housing Association (originally Castlemilk East Housing Co-op) is the oldest community ownership Housing Co-operative in Glasgow, being registered with the Industrial and Provident Society in December 1984. The Association is managed by a voluntary Board made up of local people and professionals from the housing, education and political sector.
- Cassiltoun Housing Association is committed to partnership working and community regeneration including the creation and support of social enterprise, and deliver a wide range of projects that benefit local people and the local economy.

Cassiltoun Housing Association Limited is a Registered Society (under the Industrial and Provident Societies Act 1965 and the Housing (Scotland) Act 2010), a Registered Social Landlord and is registered as a Scottish charity.

- 2.2 Cassiltoun Housing Association Limited is a real living wage employer.

### **3. Associate Membership Process**

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

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

- 3.3 Fees are determined in a number of ways:

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

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

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

### **4. Recommendations**

- 4.1 It is recommended to committee that Cassiltoun Housing Association Limited application to join Scotland Excel as an associate member be approved, with an annual fee of £1,640 subject to the agreement document.



## **Scotland Excel**

**To: Executive Sub-Committee**

**On: 18 August 2023**

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

**Request for Associate Membership of Scotland Excel by:  
Michelin Scotland Innovation Parc**

### **1. Background**

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

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

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

### **2. Organisation Background**

- 2.1 Michelin Scotland Innovation Parc is a registered charity based in Dundee. It is a joint venture between Michelin, Dundee City Council, and Scottish Enterprise, created to generate economic growth in Scotland and support a fair and just transition to a net zero economy. Michelin Scotland Innovation Parc is committed to working in partnership with industry, academia, government and the local community to transform Dundee into a key location for innovation that will progress emerging technology for a greener future.
- 2.2 Michelin Scotland Innovation Parc is an accredited real living wage employer.

### **3. Associate Membership Process**

- 3.1 Before any application is submitted for approval, a number of validation checks on the organisation are carried out. These include a review of the Memorandum & Articles of Association, the financial position and the type of contracts that the organisation is likely to access. It is confirmed that satisfactory validation checks have been completed in relation to this application.
- 3.2 Scotland Excel monitors all requests from applicants to become associate members to ensure that any legal requirements are met. In this case, Michelin Scotland Innovation Parc can be recommended for associate membership access in accordance with the Local Authorities (Goods and Services) Act 1970 section 1 (1B)(c). Namely, that it has functions that are public in nature or engages in activities of that nature so long as the purpose or effect of access to Scotland Excel's services is to facilitate its discharge of those functions or activities.
- 3.3 Fees are determined in a number of ways:

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

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

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

### **4. Recommendations**

- 4.1 It is recommended to committee that Michelin Scotland Innovation Parc application to join Scotland Excel as an associate member be approved, with an annual fee of £550 and subject to the agreement document.

## Scotland Excel

**To: Executive Sub-Committee**

**On: 18 August 2023**

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

**Request for Associate Membership of Scotland Excel by:  
New Gorbals Housing Association Limited**

### **1. Background**

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

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

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

### **2. Organisation Background**

- 2.1 New Gorbals Housing Association Limited is located in the Gorbals area of Glasgow with a housing stock of 2,580 properties and is a community controlled Housing Association established in 1989 by a group of local residents. New Gorbals Housing Association Limited has transformed the Gorbals through the creative and innovative delivery of the best possible housing, environment and services. The association aims to provide the highest possible quality housing, environment and services to all tenants while maximising the contribution to the overall regeneration of the Gorbals, addressing wherever possible the needs of those in the community who are disadvantaged.

New Gorbals Housing Association Ltd is a Registered Society (under the Industrial and Provident Societies Act 1965 and the Housing (Scotland) Act 2010), a Registered Social Landlord and is registered as a Scottish charity.

- 2.2 New Gorbals Housing Association Limited is a real living wage employer.

### **3. Associate Membership Process**

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

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

- 3.3 Fees are determined in a number of ways:

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

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

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

### **4. Recommendations**

- 4.1 It is recommended to committee that New Gorbals Housing Association Limited application to join Scotland Excel as an associate member be approved, with an annual fee of £4,000 subject to the agreement document.

## **Scotland Excel**

**To: Executive Sub-Committee**

**On: 18 August 2023**

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

### **Operating Plan Update 2023-24**

#### **1. Summary**






- 1.1 In December 2022, Scotland Excel's Joint Committee approved a new five-year corporate strategy outlining the organisation's business goals and priorities from 2023-2028.
- 1.2 The strategy was developed around five corporate goals, agreed with stakeholders, which influence all aspects of Scotland Excel's work:
  - Journey towards a net zero Scotland.
  - Drive for efficiency to support the financial sustainability of local public service.
  - Community wellbeing with equal access to services, economic development and fair work jobs.
  - Resilient supply chains that maximise opportunities for Scottish businesses and the third sector.
  - Advancement of skills to deliver Scotland's economic transformation.
- 1.3 The strategy is supported by annual operating plans. A plan covering the period from 01 April 2023 to 31 March 2024 was also approved at December's Joint Committee meeting. This paper presents an update on operating plan activity that has taken place between 01 April and 30 June 2023.
- 1.4 Since the operating plan was approved, further discussions with senior local authority stakeholders have indicated that one of the five corporate goals – the drive for efficiency to support the financial sustainability of local public service – should be prioritised during 2023-24.
- 1.5 In response, during the first quarter of 2023-24, Scotland Excel has been working to understand how it can grow and accelerate deliverables against

this key goal. Initial work has focused on implementing plans to increase savings and deliver other financial opportunities for local authorities. A dedicated team has been established to manage this work.

- 1.6 As a result, some of the other actions within the plan have not yet been scheduled and are likely to begin later in the financial year. This is being considered alongside the development of the operating plan for 2024-25. A paper will be presented at a future committee on this matter.

## 2. Background

- 2.1 Progress reports are produced quarterly to track Scotland Excel's activity against operating plan commitments. Reports are produced at the end of each quarter and submitted to Executive Sub-Committee meetings. The most recent quarterly report is also submitted to Joint Committee meetings with updates noted.
- 2.2 The reports summarise the progress made against operating plan commitments and uses a 'traffic light' symbol to provide a guide to the status of each activity.

	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

## 3. Recommendations

- 3.1 The members of the Executive Sub-Committee are invited to note Scotland Excel's progress in delivering the actions contained within the operating plan for 2023-24.







# Operating Plan







2022 – 2023

Q1 Progress Report






## Value delivery: procurement & commissioning

Action	RAG status	Progress summary
<ul style="list-style-type: none"> <li>Implement refreshed category strategies to inform the development of contract delivery plans and market shaping activities.</li> </ul>		<ul style="list-style-type: none"> <li>Updated category strategies for construction, transport and environment frameworks have been completed and are now being refined around strategic savings and net zero actions. Scotland Excel's facilities and education strategies have been combined to produce a refreshed strategy reflecting the current market and political landscape.</li> </ul>
<ul style="list-style-type: none"> <li>Review and refresh Scotland Excel's approach to contract delivery planning, extending the visibility of the decision-making and delivery process over a longer timeframe to support contract utilisation.</li> </ul>		<ul style="list-style-type: none"> <li>A new post of Governance and Performance Manager has been created to oversee all aspects of contract development, policy and compliance. Contract delivery planning is one of the areas being considered by the new manager, and work is underway to review current processes.</li> </ul>
<ul style="list-style-type: none"> <li>Review and refresh Scotland Excel's approach to key supplier management (KSM) and contract and supplier management (CSM) to identify further savings and efficiency opportunities for members.</li> </ul>		<ul style="list-style-type: none"> <li>Scotland Excel is liaising with several key suppliers as part of the drive to deliver further savings and efficiencies for members. The outputs of these initiatives will inform the development of a refreshed approach to contract and supplier management which will begin later in the financial year. In the interim, existing contract management activities are ongoing across the portfolio.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to develop and deliver savings projects to maximise the commercial value returned to members through optimal use of our frameworks.</li> </ul>		<ul style="list-style-type: none"> <li>Following discussions with senior stakeholders, the drive for commercial value has been established as the priority goal for 2023-24. A dedicated team has been created to identify and deliver opportunities for savings, increased rebates and income generation. Early opportunities are already being progressed around a range of measures including price negotiations, demand management, financial transactions and delivery logistics.</li> </ul>








<ul style="list-style-type: none"> <li>Develop and deliver a methodology for assessing and presenting the total value of membership including framework savings, rebates, community benefits, service delivery, skills development, and other benefits.</li> </ul>		<ul style="list-style-type: none"> <li>Initiatives to deliver savings and commercial value for local authorities have been prioritised under this work stream. Changes to the measurement of value of frameworks were approved in April 2023.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to support local economic development through identifying and promoting supply chain opportunities for Scottish businesses.</li> </ul>		<ul style="list-style-type: none"> <li>Scotland Excel presented and exhibited at the National Meet the Buyer event in May 2023, and continues to work closely with Supplier Development Programme (SDP) to promote opportunities for Scottish businesses. Following a series of joint webinars to encourage participation in the new property maintenance framework, 86 of the 88 awarded suppliers were Scottish businesses.</li> </ul>
<ul style="list-style-type: none"> <li>Develop and deliver an action plan to monitor payment of the Real Living Wage by suppliers, providing reports to members which enable them to evaluate and select suppliers on this basis.</li> </ul>		<ul style="list-style-type: none"> <li>Scotland Excel is continuing to monitor payment of the Real Living Wage by suppliers, and an action plan to provide reports to members will be developed later in the financial year.</li> </ul>
<ul style="list-style-type: none"> <li>Implement actions from Scotland Excel's net zero strategy, via a whole organisation approach, to support our members' net zero journey.</li> </ul>		<ul style="list-style-type: none"> <li>An action plan has been developed to deliver the net zero strategy approved by the Executive Sub-Committee in March 2023. A delivery group is being established to oversee implementation, and all staff have completed the Scottish Government's sustainable procurement eLearning modules.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to work with cross-sector partners to develop positive carbon impact initiatives linked to procurement activities.</li> </ul>		<ul style="list-style-type: none"> <li>Scotland Excel is continuing to work closely with partners on carbon reduction initiatives. Work is continuing with the Scottish Government and Scottish Enterprise on the development of a framework to support Local Heat and Energy Efficiency Strategies (LHEES), heat network zoning, and Local Area Energy Planning (LAEP).</li> </ul>
<ul style="list-style-type: none"> <li>Monitor, respond to, and report on national policy changes that affect Scotland Excel's procurement portfolio, including the National Care Service, contributing to policy discussions where appropriate.</li> </ul>		<ul style="list-style-type: none"> <li>Scotland Excel is continuing to work closely with the Scottish Government on relevant areas of national policy. Participation in the National Care Service (NCS) Key Stakeholder Reference Group continues, but it is not yet clear where commissioning and procurement will sit within the NCS structure.</li> </ul>







## Value delivery: services









Action	RAG status	Progress summary
<ul style="list-style-type: none"> <li>Explore alternative business models to support sustainable growth and reduce reliance on membership fees.</li> </ul>		<ul style="list-style-type: none"> <li>Scotland Excel will explore alternative business models to support sustainable growth later in the financial year. Existing revenue generating activities continue to be closely monitored to ensure they meet budget targets.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to grow and develop procurement capability projects, initiative and services for members including support for the next tranche of Procurement &amp; Commercial Capability Services (PCIPs).</li> </ul>		<ul style="list-style-type: none"> <li>Council consultancy projects have been progressing well, and demand for flexible procurement services continues to grow. Twenty-three councils are expected to take part in Procurement &amp; Commercial Capability (PCIP) assessments which will take place between October 2023 and March 2024. There has been significant interest in the procurement assessment programme for housing associations, with 23 enquiries in the pipeline and three assessments already been completed.</li> </ul>
<ul style="list-style-type: none"> <li>Implement Scotland Excel's business development strategy to increase demand for services and grow associate membership.</li> </ul>		<ul style="list-style-type: none"> <li>Scotland Excel continues to grow its associate membership. In Q1, four new member applications were approved, contributing a total of £1,065 in annual fee income. In addition to fees, associate members are generating significant income through chargeable services and rebates.</li> </ul>
<ul style="list-style-type: none"> <li>Develop and implement plans to deliver Scotland Excel's new Academy strategy, based on a sector training needs analysis and recognising member requirements for affordable training options.</li> </ul>		<ul style="list-style-type: none"> <li>Public-sector and customer priorities continue to influence the Academy strategy agreed in March 2023. New lower-cost, shorter-duration leadership and management development programmes have been developed, and delivery will begin in Q2.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to explore the development of progressive, sustainable learning pathways, working with educational and/or cross-sector partners to address skills gaps, support career development, and attract new entrants to procurement</li> </ul>		<ul style="list-style-type: none"> <li>The new Academy strategy supports learning pathways for procurement professionals at all stages of their career. Demand for short courses delivered through the Scottish Government's procurement and commercial training framework has been particularly strong. To date, 1,064 delegates have attended 74 workshops.</li> </ul>

## Value delivery: partnerships

Action	RAG status	Progress summary
<ul style="list-style-type: none"> <li>Develop and implement a Scotland Excel partnership strategy which sets out objectives and plans for key partner relationships, assigns ownership, and prioritises activities that support the delivery of our five-year strategy.</li> </ul>		<ul style="list-style-type: none"> <li>The development of Scotland Excel's partnership strategy will begin later in the financial year. In the meantime, all strategically important partnership relationships continue to be managed effectively by relevant staff.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to build and develop relationships with the Scottish Government and Centres of Expertise to support the delivery of cross-sector procurement projects and programmes.</li> </ul>		<ul style="list-style-type: none"> <li>Scotland Excel is continuing to work closely with the Scottish Government and other Centres of Expertise on a range of initiatives including social care, net zero, supply chain opportunities, and training and development.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to develop and deliver projects and activities with local government partners including COSLA, CIPFA Local Government Finance Directors, Solace, the Improvement Service, and the Digital Office for Scottish Local Government that benefit our mutual stakeholders.</li> </ul>		<ul style="list-style-type: none"> <li>Scotland Excel is continuing to work closely with local government partners. Recent fee negotiation for the National Care Home Contract were conducted in partnership with COSLA, and several projects are currently being implemented with the Improvement Service and the Digital Office for Scottish Local Government.</li> </ul>
<ul style="list-style-type: none"> <li>Implement Scotland Excel's third sector engagement strategy in support of local community wealth-building, helping them to reduce costs through associate membership where appropriate.</li> </ul>		<ul style="list-style-type: none"> <li>Scotland Excel continues to encourage third sector organisations to join as associate members, and Right There, a homelessness and social support charity, became members in April. Plans are being developed for a supported business event in Q3.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to build relationships with education and academic partners to support the delivery of Scotland Excel's new Academy strategy.</li> </ul>		<ul style="list-style-type: none"> <li>The Scotland Excel Academy is liaising with the Scottish Procurement and Property Directorate and Glasgow Caledonian University to scope a graduate apprenticeship in business management with procurement. The Academy is also partnering with the Scottish Qualifications Authority (SQA) to implement lower-cost, shorter duration leadership and management programmes</li> </ul>

## Strategic enablers

Business Area	Commitment	RAG status	Progress summary
Corporate, Finance & ICT	<ul style="list-style-type: none"> <li>Provide legal and financial support for exploring new business model options.</li> </ul>		<ul style="list-style-type: none"> <li>Options for implementing new business models will be explored later in the financial year.</li> </ul>
	<ul style="list-style-type: none"> <li>Develop a methodology and tool for monitoring and managing all rebates due from Scotland Excel frameworks.</li> </ul>		<ul style="list-style-type: none"> <li>Methodology and tools for managing rebates will be developed further this financial year. This will be structured around, Modelling (a new tool has now been launched), Mobilising and Monitoring. Rebates are closely monitored through Income Review Board meetings.</li> </ul>
	<ul style="list-style-type: none"> <li>Monitor the effectiveness of Scotland Excel's hybrid working policy, proposing improvements which will benefit customers and staff.</li> </ul>		<ul style="list-style-type: none"> <li>All staff have completed a remote working training module and equipment assessment. A Power BI report showing office hot desk usage by day, week and month has been developed, which will assist with assessing future office space requirements.</li> </ul>
	<ul style="list-style-type: none"> <li>Implement a new five-year ICT strategy to support staff efficiency and increase digital delivery for customers.</li> </ul>		<ul style="list-style-type: none"> <li>A new five-year ICT strategy will be developed later in the financial year. The ICT team are currently focusing on the roll out of SharePoint to enhance information access and management.</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to strengthen Scotland Excel's data management and reporting capability across a range of value measurements.</li> </ul>		<ul style="list-style-type: none"> <li>Scotland Excel is continuing to improve data management and reporting, with a range of new Power BI reports now available for staff. Further enhancements will be led by the recommendations of the value project when completed.</li> </ul>
	<ul style="list-style-type: none"> <li>Consider options for a future business intelligence strategy.</li> </ul>		<ul style="list-style-type: none"> <li>Options for a business intelligence strategy will be considered later in the financial year. In the meantime, Scotland Excel's business intelligence function continues to develop, with regular insight reports being published for staff.</li> </ul>

	<ul style="list-style-type: none"> <li>Consider options for reducing Scotland Excel's carbon footprint.</li> </ul>		<ul style="list-style-type: none"> <li>Scotland Excel staff have shown a keen interest in environmental matters, and recently took part in a voluntary beach clean exercise. Actions in respect of this are set out in the Net Zero Strategy.</li> </ul>
Organisational Development	<ul style="list-style-type: none"> <li>Implement Scotland Excel's people strategy and Investors in People plan by embedding personal development plans that supports organisational performance and individual career goals.</li> </ul>		<ul style="list-style-type: none"> <li>Personal Development Plan (PDP) meetings took place across the organisation during Q1 in line with Scotland Excel's people strategy.</li> </ul>
	<ul style="list-style-type: none"> <li>Develop an approach to succession planning which to support career development and create a steady pipeline of talent at all levels.</li> </ul>		<ul style="list-style-type: none"> <li>Scotland Excel's approach to succession planning will be developed later in the financial year.</li> </ul>
	<ul style="list-style-type: none"> <li>Build on Scotland Excel's commitment to training, ensuring all staff have the opportunity to acquire the skills required for the delivery of the new five-year strategy such as commercial acumen and climate change literacy.</li> </ul>		<ul style="list-style-type: none"> <li>Scotland Excel staff have access to a wide range of online and in-person training opportunities promoted via the staff intranet. Training requirements identified through Performance Development Plan (PDP) meetings will be incorporated into the training plan.</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to develop and improve resources which support recruitment, induction and retention through a seamless and supportive employee journey.</li> </ul>		<ul style="list-style-type: none"> <li>Scotland Excel employee journey continues to be improved, and recent developments include refreshed interview and selection guidance and training. A manager journey is currently in development.</li> </ul>
	<ul style="list-style-type: none"> <li>Research and explore options for developing an employment and training strategy that supports new entrants to public procurement.</li> </ul>		<ul style="list-style-type: none"> <li>Research for a new entrants employment and training strategy will begin later in the financial year. In the meantime, Scotland Excel has developed a learning and experience pathway for its graduates during the second year of their programme.</li> </ul>
Engagement & Communication	<ul style="list-style-type: none"> <li>Support the development and implementation of Scotland Excel's partnership strategy, including the use of stakeholder mapping and competitor modelling tools across the organisation.</li> </ul>		<ul style="list-style-type: none"> <li>Scotland Excel's partnership strategy will be developed later in the financial year.</li> </ul>
	<ul style="list-style-type: none"> <li>Implement the recommendations of Scotland Excel's value project to articulate and demonstrate the value of membership to customers</li> </ul>		<ul style="list-style-type: none"> <li>Scotland Excel's value project is ongoing, with performance management metrics and savings taking precedence. Preparations are being</li> </ul>

			underway to publish Annual Value Reports for each council in Q3.
	<ul style="list-style-type: none"> <li>Re-establish a customer satisfaction survey programme, and baseline satisfaction rates for future improvements.</li> </ul>	W	<ul style="list-style-type: none"> <li>To provide meaningful benchmarks, the new customer satisfaction survey programme will be established when changes made as part of the 2023-24 operational plan have had time to embed.</li> </ul>

## Report Key

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

Report issued: August 2023