

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

<b>Date</b>	<b>Time</b>	<b>Venue</b>
Friday, 16 February 2024	09:30	Remotely by MS teams,

MARK CONAGHAN  
Clerk

### **Membership**

Councillor John Shaw (Renfrewshire Council) (Convener) and Councillor Altany Craik (Fife Council) (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 Carolyne 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): 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 and Transparency Statements

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

- |          |  |                |
|----------|--|----------------|
| <b>1</b> | <b>Minute</b>  | <b>5 - 10</b>  |
|          | Minute of meeting of the Executive Sub-committee held on 26 January 2024.  |                |
| <b>2</b> | <b>Contract for Approval: Supply and Delivery of Civic Supplies</b>  | <b>11 - 20</b> |
|          | Report by Chief Executive of Scotland Excel.   |                |
| <b>3</b> | <b>Update on the Contract Delivery Plan</b>  | <b>21 - 36</b> |
|          | Report by Chief Executive of Scotland Excel.   |                |
| <b>4</b> | <b>Project Proposals</b>   | <b>37 - 40</b> |
|          | Report by Chief Executive of Scotland Excel.   |                |
| <b>5</b> | <b>Business Intelligence Strategy and Action Plan</b>  | <b>41 - 60</b> |
|          | Report by Chief Executive of Scotland Excel.   |                |
| <b>6</b> | <b>Date of Next Meeting</b>  |                |
|          | Note that the next meeting of the Executive Sub-committee will be held remotely on MS teams at 9.30 am on 15 March 2024. |                |





## Minute of Meeting Scotland Excel Executive Sub-committee

Date	Time	Venue
Friday, 26 January 2024	09:30	Remotely by MS teams,

### Present

Councillor David Keating (Aberdeenshire Council); Councillor Brenda Durno (Angus 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 Michael McPake (North Lanarkshire Council); Councillor John Shaw (Renfrewshire 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 Campbell, Customer Services Manager, D Pettigrew, Category Manager, L Cairns, Assistant Category Manager, C Robertson, Senior Procurement Specialist, L Muir, Strategic Programme Manager, E Walker, Procurement Co-ordinator, S Roberts, Project & Accounts Manager, M Robertson, Marketing & Communications Manager, M Mitchell, Chief Procurement Officer, N Hyde, Skills Resources Manager, S Christie, Commercial Programme Manager and K Forrest, Office Manager (all Scotland Excel); and L Mitchell, Managing Solicitor (Contracts & Conveyancing), A Burns, Corporate Finance Manager, D Blackburn, Principal Accountant, R Devine, Senior Committee Services Officer, J Barron, Committee Services Officer and T McGowan, Senior Accountancy Assistant (all Renfrewshire Council).

### Apologies

Councillor Altany Craik (Fife Council), Councillor Christina Larson (North Ayrshire Council), Councillor Dennis Leask (Shetland Islands Council) and Councillor Mandy Watt (Edinburgh City Council).

## **Declarations of Interest and Transparency Statements**

There were no declarations of interest or transparency statements 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 8 December 2023.

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

### **2 Revenue Budget Monitoring**

There was submitted a joint revenue budget monitoring report by the Treasurer and the Chief Executive for the period 1 April to 8 December 2023.

The report advised that the projected outturn, as at 31 March 2024, was a £35,000 underspend position for Core activities and an increase of £196,000 in terms of Project Reserves. Appendices to the report provided an analysis of the actual spend to date along with projected net expenditure for 2023/24 and included a summary of movement in both the revenue and project reserves.

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

### **3(i) Contract for Approval: Security Services and Cash Collection**

There was submitted a report by the Chief Executive of Scotland Excel relative to the award of a fourth-generation renewal framework for Security Services and Cash Collection for a period of 48 months. It was noted that subject to approval and completion of a standstill period, the framework would commence in February 2024.

The report intimated that the framework would provide a mechanism for councils to procure a range of security services including cash collections.

The report summarised the outcome of the procurement process which contained four lots, as detailed in Table 1 of the report. The framework had been advertised at £17.5 million per annum, totalling an estimated spend of £70 million over the four-year period of the framework. This advertised spend allowed for increased participation from councils and associate members not currently utilising the framework. Appendix 1 to the report detailed the participation, spend and savings summary for those participating in the framework.

Tender responses had been received from 21 suppliers and, based on the criteria and scoring methodology set out in the tender documents, a full evaluation of all compliant offers had been carried out with the confirmed overall scoring achieved by each supplier detailed in Appendix 2 to the report.

Members were advised that recommendations in the report had been made on the outcome of the evaluation on the basis of the submitted tenders. For two bidders, Confida FM Limited and Profile Security Services Limited, the award would be subject to further investigation with the Regulator in respect of corporate restructures which had come to the attention of Scotland Excel after preparation of the report. In the circumstances approval was sought for delegated authority to be granted to the Chief Executive of Scotland Excel to determine whether the clarification obtained was to Scotland Excel's satisfaction before awarding to the bidders concerned. This was agreed unanimously.

Based on the evaluation undertaken, and in line with the advertised criteria and weightings set out in the report, it was recommended that a multi-supplier framework arrangement be awarded to the remaining 17 suppliers, as outlined in Appendix 2 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 together with the other benefits that would be achieved through the framework. The report intimated that, in accordance with Scotland Excel's established contract segmentation tool, the framework had been classified as class C.

**DECIDED:**

(a) That further investigation be undertaken with the Regulator in respect of corporate restructures at two of the bidders, Confida FM Limited and Profile Security Services Limited;

(b) That delegated authority be granted to the Chief Executive of Scotland Excel to determine whether the clarification subsequently obtained was to Scotland Excel's satisfaction before proceeding to award to the bidders concerned; and

(c) That the award of the framework agreement for Security Services and Cash Collection to the remaining 17 suppliers, as detailed in Appendix 2 to the report, be approved.

**3(ii) Contract for Approval: Grounds and Plant Equipment**

Under reference to item 2 of the Minute of the meeting of this Sub-committee held on 8 December 2023, there was submitted a report by the Chief Executive of Scotland Excel relative to the award of a third-generation renewal framework for Grounds and Plant Equipment, bringing together two existing second-generation frameworks, Grounds Maintenance Equipment and Light and Heavy Plant, for a period of 48 months. It was noted that subject to approval and completion of a standstill period, the framework would commence in February 2024.

The report intimated that the framework would provide councils and other participating bodies with a mechanism to procure a range of grounds maintenance equipment including but not limited to handheld equipment, ride-on equipment, towed equipment, tractors and pedestrian sweepers, excavators, pedestrian operated plant, ride on rollers, static plant, dumpers, pavers and mobile pothole fillers.

The report summarised the outcome of the procurement process which contained 11 lots, as detailed in Table 1 of the report. The framework had been advertised at £8 million per annum, totalling an estimated spend of £32 million over the four-year period of the framework. This advertised spend allowed for increased participation from councils and associate members not currently utilising the framework. Appendix 1 to the report detailed the participation, spend and savings summary for those participating in the framework.

Tender responses had been received from 39 suppliers. It was noted that two tenderers withdrew from the evaluation process, leaving 37 tender responses to be evaluated. Based on the criteria and scoring methodology set out in the tender documents, a full evaluation of all compliant offers had been carried out with the confirmed overall scoring achieved by each supplier detailed in Appendix 2 to the report.

Members were advised that Scotland Excel had become aware, following preparation of the report, that one bidder, MTS Nationwide Limited T/A Carryway, who had bid in respect of lot 4 only, had been placed into administration and that accordingly, that bidder was no longer eligible for award as it no longer complied with the advertised selection criteria. It was highlighted that the removal of the bidder had resulted in minor variances to the commercial score and total score for other bidders within lot 4, that there were no other changes to the recommendations for lot 4 and details of the updated scores and lot placings were highlighted within the revised table which would be circulated following this meeting.

Based on the evaluation undertaken, and in line with the advertised criteria and weightings set out in the report, it was recommended that a multi-supplier framework arrangement be awarded to 33 suppliers, as outlined in the amended Appendix 2 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 together with the other benefits that would be achieved through the framework. The report intimated that, in accordance with Scotland Excel's established contract segmentation tool, the framework had been classified as class E.

**DECIDED:**

(a) That it be noted that one bidder for lot 4, MTS Nationwide Limited T/A Carryway, had been placed into administration and that the bidder was no longer eligible for award; and

(b) That the award of the framework agreement for Grounds and Plant Equipment to the remaining 32 suppliers, as detailed in the revised Appendix 2 of the report, be approved.

**4 Consultation Response to proposed Wellbeing and Sustainable Development (Scotland) Bill**

There was submitted a report by the Chief Executive of Scotland Excel relative to consultation being undertaken by the Scottish Government to help inform the scope of legislation for a proposed Wellbeing and Sustainable Development Bill.



The report indicated that the consultation covered a broad spectrum of considerations for public bodies, including how decisions taken would influence the wellbeing and sustainable development of those living in Scotland both currently and in the future. It was noted that with a £14.5 billion public procurement spend in 2020/21, any duties embedded by the proposed Bill would have relevance for improving outcomes for citizens, underpinning the National Performance Framework. A copy of the draft consultation response prepared on behalf of Scotland Excel and which had an emphasis on procurement was appended to the report.

Councillor Keating intimated that he had forwarded comments in respect of various elements of the proposed response prior to the meeting. The Convener intimated that these comments would be considered and incorporated, where appropriate, into the response to be submitted to the Scottish Government on behalf of Scotland Excel.

**DECIDED:** That the comments forwarded by Councillor Keatings be considered and incorporated, where appropriate, into the response to be submitted to the Scottish Government.

## **5 Request for Associate Membership: Paragon Housing Association Limited**

There was submitted a report by the Chief Executive of Scotland Excel advising that Paragon Housing Association Limited 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 Paragon Housing Association Limited to become an associate member of Scotland Excel, with an annual membership fee of £2,240, be approved, subject to completion and signing of the agreement documentation.

## **6 Date of Next Meeting**

**DECIDED:** That it be noted that the next meeting of the Executive Sub-committee would be held remotely on MS teams at 9.30 am on 16 February 2024.



## Scotland Excel

To: Executive Sub-Committee

On: 16 February 2024

Report by:  
Chief Executive of Scotland Excel

Tender: Supply and Delivery of Civic Supplies

Schedule: 06/23

Period: 48 months

### 1. Introduction and Background

This recommendation is for the award of the second-generation renewal framework for the Supply and Delivery of Civic Supplies.

This framework will allow Councils to procure a range of beverages including kegs of beer, wine, soft drinks and spirits for civic functions and for civic sites that have bar facilities.

The framework will be for a period of up to 48 months, comprising a period of 36 months with the option to extend for up to an additional 12-month period. Subject to approval, the framework is intended to commence in April 2024.

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

### 2. Scope, Participation and Spend

The previous framework had been awarded to a single supplier and had adequately met Council needs over its duration.

As part of the strategy development for this renewal framework, the framework structure remained largely unchanged and comprised a single requirement for "**Supply and Delivery of Civic Supplies**" which represents all estimated spend through the framework.

As detailed in Appendix 1, 8 councils plus Tayside Contracts confirmed their intention to participate in this framework, with all councils being named on the advertised contract notice. Scotland Excel will work with members and Project and Account Managers to increase uptake through processes consisting of a mobilisation user intelligence group and ensuring this framework is highlighted

during quarterly business reviews. Scotland Excel will also assist any council looking to migrate across to this renewal framework.

Reflecting the above, the framework was advertised on the following basis:

- To award the framework agreement to a single supplier. The advertised conditions of contract and framework operation were suitably tailored to reflect this.
- With a spend estimated at around £1.25 million per annum, which totals an estimated spend of £5 million over the maximum 4-years where all extension options are exercised. This figure was derived based on historical information alongside available council spend data from the Scottish Government tool, SPIKES Cavell. Scotland Excel has also taken into account future plans from members, following discussions through the strategy phase.
- As a single requirement, with no individual lots.

### **3. Procurement Process**

A Prior Information Notice (PIN) was published on 4<sup>th</sup> April 2023 which resulted in expressions of interest from six suppliers.

Thereafter, the Contract Notice was published via the Find a Tender and Public Contract Scotland (PCS) portal on 7<sup>th</sup> December 2023, 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.

After publication, the Contract Notice was shared with Scotland Food and Drink and the Scottish Wholesale Association to encourage local suppliers to participate in the tender.

The procurement exercise followed an open tender procedure to encourage maximum competition.

The published tender documents anticipated the appointment to the framework of a single tenderer with relevant and demonstrable experience and capabilities. This was to ensure the best possible commercial outcome for framework users. Notwithstanding this, the right was reserved to consider appointing more than one tenderer, if required. No fixed score ensured success. The most economically advantageous tenderer (or tenderers) was to be identified once all of the compliant bids had completed the evaluation in accordance with the requirements set down within the tender documents. This was to ensure that the award would be sufficient to meet council requirements.

The tender followed a two-stage tendering procedure.

Stage one, Qualification, was conducted using the Single Procurement Document (SPD). Within the SPD, tenderers were required to answer a set of exclusionary questions along with providing details and/or acknowledgement of insurance, financial standing, quality management, and environmental management policies and/or procedures.

At the second stage of the process, compliant offers were evaluated against the award criteria and weightings outlined in Table 1.

**Table 1: Evaluation Criteria/Weighting**

Award Criteria	Total Available Scores
Qualification Section (SPD)	Pass/Fail
Technical Section	20
Commercial Section	80

Tenderers were required to indicate which local authorities they had an ability to service.

Tenderers were invited to bid on the following basis:

- In the Commercial Section, tenderers were asked to offer a National Net Delivered Product Price for at least 80% of the basket of goods meeting the required specification.  
Tenderers were also required to submit a 'full range offer' which was not scored but may have a contractual effect.
- In the Technical Section, as outlined in Table 2, by the evaluation of scored method statements on:
  - Fair Work First
  - Contract Management and Customer Service including Customer Service; Staff Training, Product and Market Knowledge; Customer Communications and Complaint Handling
  - Sustainability including End of Life; Waste Reduction and Environmental Considerations; Transportation; Stock Holding and Supply Chain
  - Community Benefits.

Further non scored technical questions had important contractual effects and included:

- Ability to Service
- Ability to transact
- Vehicle Environmental Standards
- Real Living Wage

**Table 2: Method Statement Scoring**

<b>Section</b>	<b>Question</b>	<b>Maximum Score Available</b>
<b>Technical 20%</b>	Fair Work First	<b>5</b>
	Contract Management and Customer Service	<b>4</b>
	Sustainability	<b>6</b>
	Community Benefits	<b>5</b>

Scoring was completed in accordance with the published tender evaluation methodology to calculate a total score.

Scotland Excel took cognisance of the situation relative to the Coronavirus pandemic in considering this tender exercise. Balancing the current situation with the need to provide a route to market for councils to obtain, Scotland Excel determined to proceed with the tender exercise to establish this framework. Scotland Excel has carefully monitored the situation throughout the period of the tender exercise and has determined it is appropriate to recommend the establishment of the framework as set out in this report.

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

The tender documents were downloaded by 18 suppliers, with 3 tender responses received by the specified closing date and time.

Of the 3 responses, two were non-compliant (failing to submit necessary pricing information). Their offers were subsequently withdrawn. The remaining offer passed the first stage qualification/selection assessment. Following full evaluation, its offer was considered suitable to meet Council requirements and be recommended for award on a sole supplier basis in accordance with the advertised requirement.

A summary of the offers received and the scoring achieved by the recommended tenderer is set out in Appendix 2.

#### **5. Recommendations**

Based on the evaluation undertaken, and in line with the advertised requirement, criteria and weightings summarised above, it is recommended that the framework be awarded to a single operator as outlined in Appendix 2.

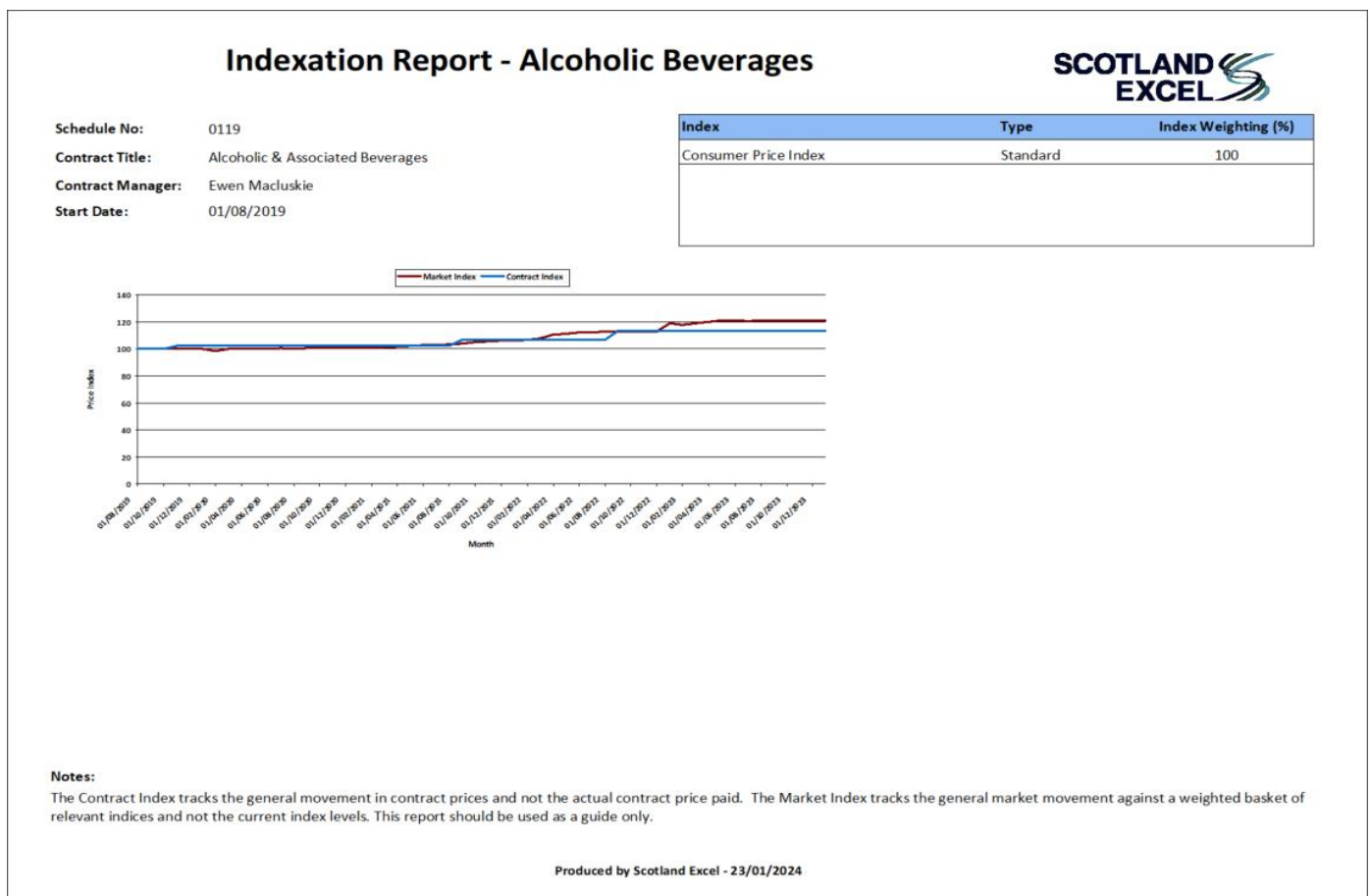
The Executive Sub Committee is accordingly requested to approve the recommendation to award this framework as detailed within Appendix 2.

## 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 on cost across all councils is 9.2%, which equates to an estimated total on cost of approximately £23,244 per annum based on current forecast spend levels. Scotland Excel have managed to mitigate the impact of the market movement by 7.5% through contract management activities throughout the lifetime of the current framework as demonstrated in figure 1, the impact through transition to the new framework is more tangible estimated at an on cost of 1.7%, or c.£4,269 across all councils.

**Figure 1: Indexation Graph**



This framework also provides a benefit from the efficiencies achieved through working collaboratively. With 8 local authorities indicating their intention to use this framework, the efficiencies based on employment time in the purchasing organisation is set out by the Scottish Government at £12,000 for this type of tender. This does not take account of the efficiencies achieved by Tayside Contracts or associate members.

These savings are summarised in Table 4 in accordance with the Scottish Government procurement benefits reporting guidance.

Reference	Type	Reportable Outcome
BT1	Direct price-based savings	-£23,244
BT2	Price versus market savings	7.5%
BT3	Process savings from use of collaborative arrangements	£96,000

### **Price Stability**

Pricing is fixed for the initial 12-month period of the framework. 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.

After the initial 12 months, the supplier may submit a request for a price variance on a 12-monthly basis. The supplier may submit a price decrease at any time throughout the duration of the framework.

### **Rebate**

A rebate of 0.5% payable to Scotland Excel will be applied to framework spend above £100,000 (excluding the initial £100,000) and will be calculated based on all frameworks spend with the supplier reported through management information returns.

## **Sustainable Procurement Benefits**

### **Sustainability**

The following sustainability benefits represent the Scottish Government reporting guidance for sustainability-based benefits (BT14).

Within the technical section of the tender, Scotland Excel included a sustainability related method statement, which included, question around the following areas:

- End of Life
- Waste reduction
- Environmental impact of transportation
- Supply Chain and its impact on the environment



Some of the sustainable elements that will be delivered by this framework include all manufacturing by-product being recycled and movement towards recyclable packaging. Electrical vehicles are being trialled on popular delivery routes along with fleet management being utilised to minimise environmental impact of transportation. Sustainability in the supply chain is another element with raw materials being sourced from sustainable sources with an aim to have 67% of suppliers with science-based emission targets by 2026.

## **Community Benefits**

Scotland Excel is committed to maximising community benefits delivery for members. The supplier was 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. 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, the supplier was given a list of indicative community benefits that could be agreed with councils. Examples of these were:

- 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 apprentices and 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.

## **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 First and payment of the Real Living Wage to their workforce. The recommended supplier pays the Real Living Wage, as detailed in Appendix 2 – Scoring and Recommendations.

Scotland Excel will continue to monitor Fair Work First, including encouraging further uptake by suppliers committing to paying staff the Real Living Wage, during contract and supplier management activity.

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

As part of the mobilisation process, the supplier will be offered a contract mobilisation meeting to outline the operation of the framework, including roles and responsibilities, management information and community benefit commitments. The Supplier 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, this framework is classified as class D. As such, it will require an annual supplier meeting and survey, and annual user group reviews as appropriate.

## **8. Summary**

This second-generation framework for the Supply and Delivery of Civic Supplies continues to maximise collaboration and deliver best value. A range of benefits can be reported in relation to 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.

## Appendix 1 – Participation, Spend and Savings Summary

### Supply and Delivery of Civic Supplies

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	No	N/A	£0	MI Confirmed	7.5%	-9.2%	£0	Benchmark Current Contract
Aberdeenshire Council	TBC	01 April 2024	£0	MI Confirmed	7.5%	-9.2%	£0	Benchmark Current Contract
Angus Council	Yes	01 April 2024	£0	MI Confirmed	7.5%	-9.2%	£0	Benchmark Current Contract
Argyll & Bute Council	TBC	01 April 2024	£0	MI Confirmed	7.5%	-9.2%	£0	Benchmark Current Contract
City of Edinburgh Council	Yes	01 April 2024	£79,875	MI Confirmed	7.5%	-9.2%	-£7,380	Benchmark Current Contract
Clackmannanshire Council	TBC	01 April 2024	£0	MI Confirmed	7.5%	-9.2%	£0	Benchmark Current Contract
Comhairle nan Eilean Siar	No	N/A	£0	MI Confirmed	7.5%	-9.2%	£0	Benchmark Current Contract
Dumfries & Galloway Council	TBC	01 April 2024	£0	MI Confirmed	7.5%	-9.2%	£0	Benchmark Current Contract
Dundee City Council	TBC	01 April 2024	£0	MI Confirmed	7.5%	-9.2%	£0	Benchmark Current Contract
East Ayrshire Council	TBC	01 April 2024	£0	MI Confirmed	7.5%	-9.2%	£0	Benchmark Current Contract
East Dunbartonshire Council	No	N/A	£0	MI Confirmed	7.5%	-9.2%	£0	Benchmark Current Contract
East Lothian Council	No	N/A	£0	MI Confirmed	7.5%	-9.2%	£0	Benchmark Current Contract
East Renfrewshire Council	TBC	01 April 2024	£0	MI Confirmed	7.5%	-9.2%	£0	Benchmark Current Contract
Falkirk Council	Yes	01 April 2024	£1,304	MI Confirmed	7.5%	-9.2%	-£120	Benchmark Current Contract
Fife Council	Yes	01 April 2024	£12,545	MI Confirmed	7.5%	-9.2%	-£1,159	Benchmark Current Contract
Glasgow City Council	Yes	01 April 2024	£119,638	MI Confirmed	7.5%	-9.2%	-£11,055	Benchmark Current Contract
Highland Council	TBC	01 April 2024	£0	MI Confirmed	7.5%	-9.2%	£0	Benchmark Current Contract
Inverclyde Council	TBC	01 April 2024	£0	MI Confirmed	7.5%	-9.2%	£0	Benchmark Current Contract
Midlothian Council	No	N/A	£0	MI Confirmed	7.5%	-9.2%	£0	Benchmark Current Contract
Moray Council	No	N/A	£0	MI Confirmed	7.5%	-9.2%	£0	Benchmark Current Contract
North Ayrshire Council	Yes	01 April 2024	£3,057	MI Confirmed	7.5%	-9.2%	-£282	Benchmark Current Contract
North Lanarkshire Council	TBC	01 April 2024	£0	MI Confirmed	7.5%	-9.2%	£0	Benchmark Current Contract
Orkney Islands Council	TBC	01 April 2024	£0	MI Confirmed	7.5%	-9.2%	£0	Benchmark Current Contract
Perth & Kinross Council	TBC	01 April 2024	£0	MI Confirmed	7.5%	-9.2%	£0	Benchmark Current Contract
Renfrewshire Council	TBC	01 April 2024	£0	MI Confirmed	7.5%	-9.2%	£0	Benchmark Current Contract
Scottish Borders Council	No	N/A	£0	MI Confirmed	7.5%	-9.2%	£0	Benchmark Current Contract
Shetland Islands Council	TBC	01 April 2024	£0	MI Confirmed	7.5%	-9.2%	£0	Benchmark Current Contract
South Ayrshire Council	Yes	01 April 2024	£6,128	MI Confirmed	7.5%	-9.2%	-£566	Benchmark Current Contract
South Lanarkshire Council	Yes	01 April 2024	£27,089	MI Confirmed	7.5%	-9.2%	-£2,503	Benchmark Current Contract
Stirling Council	TBC	01 April 2024	£0	MI Confirmed	7.5%	-9.2%	£0	Benchmark Current Contract
West Dunbartonshire Council	TBC	01 April 2024	£1,474	MI Confirmed	7.5%	-9.2%	-£136	Benchmark Current Contract
West Lothian Council	TBC	01 April 2024	£0	MI Confirmed	7.5%	-9.2%	£0	Benchmark Current Contract
Tayside Contracts	Yes	01 April 2024	£0	MI Confirmed	7.5%	-9.2%	£0	Benchmark Current Contract
<b>Totals</b>			<b>£251,110</b>			<b>-9.2%</b>	<b>-£23,203</b>	
Associate Members	Yes	01 April 2024	£452	MI Confirmed	7.5%	-9.2%	-£42	Benchmark Current Contract
<b>Totals</b>			<b>£251,562</b>			<b>-9.2%</b>	<b>-£23,244</b>	

## Appendix 2 – Scoring and Recommendations

<u>FRAMEWORK NAME</u>	<u>TENDERER NAME</u>	<u>SME STATUS</u>	<u>REAL LIVING WAGE STATUS</u>	<u>LOCATION</u>	<u>OVERALL RECOMMENDATION STATUS</u>	<u>COMMERCIAL SCORE</u>	<u>TOTAL TECHNICAL SCORE</u>	<u>TOTAL SCORE</u>	<u>RECOMMENDED FOR AWARD</u>
Supply and Delivery of Civic Supplies	Tennent Caledonian Breweries Wholesale Limited	Large	4	Glasgow	SUCCESSFUL	80.00	15.25	95.25	Y

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

Real Living Wage Status Reference	Real Living Wage Status Description
1	I am an accredited Living Wage Employer and commit to maintaining this for the duration of the Framework Contract.
2	I am currently going through the process of becoming an accredited Living Wage Employer and commit to gaining accreditation over the initial two year period of the Framework Contract. I currently pay the Real Living Wage to all employees (except volunteers, apprentices and interns).
3	I am not an accredited Living Wage Employer but commit to gaining accreditation over the initial two year period of the Framework Contract. I currently pay the Real Living Wage to all employees (except volunteers, apprentices and interns) and commit to maintaining this until I have gained accreditation.
4	I am not an accredited Living Wage Employer but commit to gaining accreditation over the initial two year period of the Framework Contract. I do not currently pay the Real Living Wage to all employees.
5	I am not an accredited 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.
6	I am not an accredited Living Wage Employer and do not currently pay the Real Living Wage to all employees but commit to paying the Real Living Wage to all employees (except volunteers, apprentices and interns) within the first two years of the Framework Contract.
7	I am not an accredited Living Wage Employer and do not currently pay the Real Living Wage to all employees.

## **Scotland Excel**

**To: Executive Sub-Committee**

**On: 16 February 2024**

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

### **1. Progress to Date**

This report provides a progress update on the Contract Delivery Plan.

Appendices 1 – 4 of this report on the 2023/ 2024 Contract Delivery Plan detail new framework developments and renewals, flexible frameworks, framework extensions and frameworks with ongoing contract management activity.

At any given point there are around 70 frameworks in the Scotland Excel contract portfolio. It is intended that five further frameworks will be developed and added to the portfolio, with 20 frameworks to be renewed before the end of 2024 (Appendix 1).

A further twelve of the frameworks have extension options that are available to be exercised in 2023/ 2024, with six of these extensions already being approved (Appendix 3).

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

Overall, efficiencies created by frameworks awarded so far during 2023/2024 averaged at a benchmark of 1.59%. As noted in the paper presented to Executive Sub Committee in April 2023, Scotland Excel adopted a new methodology for calculating efficiencies. This additional data will support councils to interpret the value achieved through working collaboratively across the local government sector. These savings are summarised in Appendix 5 in accordance with the [Scottish Government procurement benefits reporting guidance](#).

A summary of spend per council across the portfolio between October 2022 and September 2023 is set out in Appendix 6.

## Social Care

The **Residential Rehabilitation** project was commissioned by the Scottish Government with the remit of researching and developing national approaches for commissioning of alcohol and drug residential rehabilitation. The closing date for submission of applications was 12 January 2024, and evaluation of submissions is in progress in line with the published evaluation criteria and methodology. It is anticipated that the framework agreement will be in place by 1 April 2024.

## Framework Renewals

Work is continuing to redevelop several significant, existing service contracts. This includes the second-generation **Care and Support** flexible framework which is due to commence in April 2024. An extension under Regulation 72 to permit a marginally longer phase to revise the tender publish date to July 2024 is proposed. This will allow for a longer evaluation period and to avoid a clash with the national fair work policy approach with the Adult Social Care Uplift. The flexible framework for **Care Homes for Adults** is scheduled to commence in September 2024. Engagement with stakeholders is in progress to conclude the service specification.

Due to a reluctance of the care home providers' representative body to enter into negotiations this year, an agreed offer letter is being prepared for National Care Home Contract (NCHC) placement rates. Following an initial review of the current cost of care model, some minor modifications have been made to the costings. Again, the providers' representatives chose not to take part on further discussions on this topic. An updated NCHC has been drafted. This is to update it based on legislation and current practice and makes no material change to the contract. It is preferable this updated contract is sent out along with the settlement letter for 2024/25 rates although provider representatives have yet to identify a time to assess the proposed updates.

Scotland Excel is engaging with stakeholders regarding the renewal contracts for **Secure Care Services**. The current contracts have been extended to 31<sup>st</sup> March 2025 under Regulation 72, due to the policy work ongoing in this area including the "Reimagining Secure Care" work. Work on the next generation contracts will continue throughout 2024, to ensure that the contracts are fit for purpose, meet the needs of children and young people, and align with policy direction.

In addition, across the Children's team, the uplift process for 2024/2025 fees is currently being developed and Scotland Excel is planning work with a range of stakeholders regarding this, including the strategic purchaser's representative group alongside User Intelligence Groups (UIG) members.

## Construction, Transport and Environmental Services

Construction and transportation markets are still experiencing the impact of inflation and some levels of supply chain disruption still exist. Although the category has not seen any direct effects thus far with the increased disruption to shipping around the Red Sea, this situation is being closely monitored as to its potential impact.

Three frameworks published in 2023 and are now at late stages of their award procedures.

**Asbestos Related Works and Services** framework recommendations were approved at the Executive Sub Committee on 20<sup>th</sup> October, with the legal standstill period following thereafter. The framework is now live and operational and has been fully mobilised with suppliers and councils.

The **Grounds and Plant Equipment** framework was approved for award at Executive Sub-Committee on 26<sup>th</sup> January. This framework brings together two previous frameworks with common supply bases for efficiency and to reduce required resources from suppliers. **Grounds and Plant Equipment** will conclude the mandatory standstill period prior to completion of formal award procedures.

The tender for **Security Services and Cash Collection** framework was considered at Executive Sub-Committee on 26<sup>th</sup> January. Services sourced through this framework involve manned guarding and a strong focus on licensing and payment of the Real Living Wage was included in the criteria for this framework. **Security Services and Cash Collection** will conclude standstill following the conclusion of the investigation with the regulator relating to corporate restructures which came to our attention after the Executive Sub-Committee report was prepared.

Several frameworks that are currently in development, namely:

The consolidated **Construction Materials** framework brings six mature goods-based frameworks together, creating efficiencies for Scotland Excel's stakeholder groups. The tender for this framework was published on 8th January 2024. It is planned that the tender evaluation will take place in February with recommendations made at the March Executive Sub-Committee.

The delivery of the second generation of **New Build Residential Construction** is in progress with the tender documents currently subject to final legal review prior to publication of the Tender. This framework brings together the experience of the first generation of the framework with updated and innovative specifications to include bronze, silver, gold, Passivhaus and Net Zero standards.

Development work continues with a new framework for the provision of services for Scottish local authorities and the Scottish Government related to **Local Heat and Energy Efficiency Strategies (LHEES)**, heat network zoning and Local Area Energy Planning (LAEP). At time of writing, tender documents are subject to final legal review in preparation for publication.

The strategy for the renewal of **Waste Disposal Equipment** is in its final stages for approval. This framework will replace the current framework for the supply and delivery of waste disposal equipment including large containers, skips, compactors, balers, and roll packers.

The procurement strategy for the next iteration of **Demolition** is also in development. This framework will enable members to procure demolition and deconstruction works, ranging from shoring works to complex multi-storey demolitions and provide vital emergency services.

Other updates from Construction, Transport and Environment:

Regarding **Street Lighting Materials**, Scotland Excel has highlighted the position to the SCOTS group and is now working with a nominated representative to help reach an agreed approach. As a recap, Street Lighting was prepared for submission to the Executive Sub Committee but was subject to judicial interruption. An abandonment notice, in line with regulations 85(7) and (8) of the Public Contracts (Scotland) Regulations 2015, was published to all tenderers, through the PCS-T message board facility, for this tender exercise.

In terms of other frameworks, **Energy Efficiency Contractors (EEC)** framework continues to help local authorities to improve the integrity of the fabric of buildings and with well over one hundred projects underway and spend increasing accordingly.

Discussions are continuing in more depth with local authority colleagues and agencies such as Scottish Futures Trust and Transport Scotland on potential concession type procurement solutions for **Electric Vehicle Charging Infrastructure** to harness private sector investment. The current Electric Vehicle Charging Infrastructure framework continues to support local authorities to install and maintain their own capital projects infrastructure.

The **Property Maintenance and Refurbishment** framework is now being used successfully by local authorities following mobilisation. This framework gives local authorities a route to market for a broad range of repair, maintenance, and refurbishment services.

### **Corporate, ICT and Operational Supplies and Services**

Prices of food and non-alcoholic beverages rose by 8.0% in the year to December 2023 according to the latest Consumer Prices Index including owner occupiers' housing costs (CPIH). This was the ninth consecutive month of falls in food inflation, down from 9.2% in November and a recent high of 19.2% in March 2023, which was the highest annual rate seen for over 45 years. The latest food and non-alcoholic beverage inflation rate is the lowest since April 2022. The easing in the inflation rate was driven by prices for dairy products rising at a slower rate than the same time in 2022.

Although the rate at which food prices are rising has slowed, they remain high. The overall price of food and non-alcoholic beverages rose around 26% between December 2022 and December 2023. In the 10 years prior to this, overall food and non-alcoholic beverage prices rose by 9%.

The Good Food Nation (Scotland) Act 2022 provides the legislative framework that enables Scotland to take steps towards realising the goal of becoming a Good Food Nation. The Act underpins in law the work that is already being done across the Scottish Government to make Scotland a Good Food Nation. It is the foundation upon which we will build our Good Food Nation. The Scottish Government has launched a public consultation on the national Good Food Nation Plan, to which Scotland Excel will respond. The Plan sets out six Outcomes, the policies needed to achieve these



Outcomes and the measures that will be used to assess progress. After the national Good Food Nation Plan is finalised, local authorities will have to produce local Good Food Nation Plans.

Scotland Excel is in the final stages of evaluation for **Civic Supplies** and **Road Signage**, with recommendations due to be presented to February and March Executive Sub Committees respectively. Contract notices have been published through Public Contract Scotland (PCS) for **Fresh Fruit and Vegetables** and **Cleaning Equipment** with both tenders due to close during February 2024. Development work continues in the preparation of tender documents for **Sheriff Officer** services.

Development work is under way for the fifth-generation framework for **Catering Sundries**, with a strategy UIG held during January 2024. Work will also commence on the renewal framework for **Furniture and Furnishings** in the coming weeks.

The Contract Notice for **Technology Enabled Care Goods** has been published on PCS with the tender due to close in February 2024. It is anticipated that recommendations will be presented to Executive Subcommittee in April 2024 for approval. In addition, several projects are ongoing in partnership with the Scottish Local Government Digital Office, including **Office 365** and a new arrangement for a **Security Operation Centre**.

## 2. Conclusion

Members are invited to note the progress made to date.

## Appendix 1 – List of New or Renewal Contracts during 2023/2024

Service	Estimated Annual Collaborative Contract Opportunity	Activity	Original Forecast Date	Previous Forecast Date	Delivered Date	Latest Forecast Date if Different	Forecast Savings Range	Delivered Savings Forecast	Comments
<b>Contracts Approved since April 2023</b>									
<b>2023/24 Executive Sub Committees</b>									
Commercial Catering Equipment	£4,000,000.00	Renew	Oct-22	Mar-23	Apr-23	Apr-23	2%-4%	-13.80%	Approved by Executive Sub Committee April 2023 Framework now fully mobilised and operational.
Property Maintenance and Refurbishment	£75,000,000.00	New Contract	Dec-22	Apr-23	May-23	May-23	2%-4%	0%	Approved by Executive Sub Committee May 2023. Framework now fully mobilised and operational.
National Shared Digital Alarm Receiving Centre	2,500,000	New Contract	Aug-22	Dec-22	Aug-23	Aug-23	2%-4%	0%	Approved by Executive Sub Committee August 2023 Framework now fully mobilised and operational.
Fire Safety Products	£2,500,000.00	Renew	Apr-23	Apr-23	Sep-23	Sep-23	2%-4%	4.30%	Approved by Exec Sub Committee September 2023
Bread and Rolls	£1,500,000.00	Renew	Oct-23	Aug-23	Sep-23	Sep-23	2%-4%	-7.90%	Approved by Exec Sub Committee September 2023 Framework now fully mobilised and operational.
Asbestos related works and services	£7,000,000.00	Renew	Jul-23	Sep-23	Oct-23	Oct-23	2%-4%	0%	Approved by Exec Sub Committee October 2023. Framework now fully mobilised and operational.
Grounds and Plant Equipment	£5,000,000.00	Renew	Mar-23	Nov-23	Jan-24	Jan-24	2%-4%	0%	Approved by Exec Sub Committee January 2024
Security Services and Cash Collection	£15,000,000.00	Renew	Jun-23	Aug-23	Jan-24	Jan-24	2%-4%	0.10%	Approved by Exec Sub Committee January 2024

Service	Estimated Annual Collaborative Contract Opportunity	Activity	Original Forecast Date	Previous Forecast Date	Delivered Date	Latest Forecast Date if Different	Forecast Savings Range	Delivered Savings Forecast	Comments
<b>February 2024 Executive Sub Committee</b>									
Civic Supplies (OSS)	£1,250,000.00	Renew	Renew	Aug-23		Feb-24	2%-4%		Tender evaluation for this framework has now concluded and recommendations will be presented for approval at the February 2024 Exec Sub Committee.
<b>March 2024 Executive Sub Committee</b>									
Construction Materials	£70,000,000.00	Renew	Apr-23	Sep-23		Mar-24	2%-4%		Tender published on 8th January 2024. Tender evaluation taking place in February with planned presenting recommendations at March Executive Sub Committee.
Residential Rehabilitation and Detoxification (Alcohol and Drugs) Services	15,000,000	New Contract	Oct-23	Mar-24		Mar-24	n/a		Application for Admission process closed 12 January 2024 with evaluation underway. It is anticipated that recommendations will be presented to Exec Sub Committee in March 2024 for approval.
Road Signage	£1,250,000.00	Renew	Nov-22			Mar-24	2%-4%		Tender closed January 2024 with evaluation underway. It is anticipated that recommendations will be presented to Exec Sub Committee in March 2024 for approval.
<b>April 2024 Executive Sub Committee</b>									
Cleaning Equipment	£2,000,000.00	Renew	Mar-23			Apr-24	2%-4%		Contract Notice Issued, Tender documents available through Public Contracts Scotland - Tender.
Fresh Fruit and Vegetables	£2,000,000.00	Renew	Feb-24			Apr-24	2% - 4%		Contract Notice Issued, Tender documents available through Public Contracts Scotland - Tender.
Technology Enabled Care Goods	£9,000,000.00	Renew	Dec-22	Dec-22		Apr-24	2%-4%		The tender for Technology Enabled Care Goods has been published and will be closing 8th February. It is anticipated that recommendations will be presented to Exec Sub Committee in April 2024 for approval.

Service	Estimated Annual Collaborative Contract Opportunity	Activity	Original Forecast Date	Previous Forecast Date	Delivered Date	Latest Forecast Date if Different	Forecast Savings Range	Delivered Savings Forecast	Comments
<b>Future 2023/24 Executive Sub Committee</b>									
LHEES (Local Heat and Energy Efficiency Strategies)	1,000,000	New Contract	Sep-23			May-24	0%		Development of a new framework for Local Heat and Energy Efficiency Strategies (LHEES). Documents subject to final legal review prior to tender release.
Sheriff Officers	£1,100,000	Renew	Nov-23			May-24	2%-4%		Prior Information Notice Issued. Strategy and Evaluation Methodology Under Development.
Community Meals	£4,000,000	Renew	Aug-23	Mar-24		May-24	2% - 4%		Contract documents nearing final review prior to publication.
Waste Disposal Equipment	£1,250,000	Renew	Feb-24			Jun-24	2% - 4%		Framework Renewal. Strategy development in progress.
New Build Residential Construction	£375,000,000	Renew	Jun-23	Dec-23		Jun-24	2%-4%		Development work on the Terms and Conditions to be agreed and finalised prior to tendering. Documents subject to final legal review prior to tender release.
Catering Sundries	£4,000,000	Renew	Jun-24			Jun-24	2%-4%		Prior Information Notice Issued. Strategy and Evaluation Methodology Under Development.
Street Lighting Materials	£15,000,000	Renew	Aug-22	Aug-23		TBC	2%-4%		The status of Street Lighting Materials has not changed since the last report was published and is still under consultation and review.
Security Operating Centre	TBC	New Contract	Nov-22			TBC	2%-4%		Pending

Service	Estimated Annual Collaborative Contract Opportunity	Activity	Original Forecast Date	Previous Forecast Date	Delivered Date	Latest Forecast Date if Different	Forecast Savings Range	Delivered Savings Forecast	Comments
<b>Future 2023/24 Executive Sub Committee</b>									
Demolition	£18,000,000	Renew	Jun-24			Aug-24	2%-4%		Strategy development stage
Care Homes for Adults	£121,689,746	Renew	Oct-23			Sep-24	n/a		Development stage: scoping work underway.
Care and Support	£159,469,383	Renew	Mar-24			Sep-24	n/a		Strategy approved, Evaluation Methodology under development.
Domestic Furniture and Furnishings	£26,000,000	Renew	Nov-24			Nov-24	2%-4%		Pending
Secure Care	£17,500,000	Renew	Mar-24			Mar-25	n/a		Regulation 72 extension approved until March 2025. Early provider, UIG and policy team engagement underway.

## Appendix 2 – Flexible Contracts

Service	Estimated Annual Collaborative Contract Opportunity	Activity	Anticipated Re-Opening Date	Comments
Care and Support	£140,000,000	Flexible Framework Agreement	N/A	New entrants may be approved on a 6 monthly basis during the lifetime of the Flexible Framework dependent on the circumstances and demand. Progressing with a renewal framework.
Social Care Agency Workers	£20,000,000	Flexible Framework Agreement	N/A	New entrants may be approved at any point during the lifetime of the Flexible Framework dependent on the circumstances and demand for suppliers to be added on either a National or Regional basis.
Care Homes for Adults with Learning Disabilities Including Autism	£26,500,000	Flexible Framework Agreement	N/A	New entrants may be approved on an annual basis during the lifetime of the Flexible Framework dependent on the circumstances and demand. Progressing with a renewal framework.
Bikeability Scotland Training Providers	£300,000	Dynamic Purchasing System (DPS)	N/A	New entrants may be approved at any point during the lifetime of the DPS
Recyclable and Residual Waste	£40,000,000	Dynamic Purchasing System (DPS)	N/A	New entrants may be approved at any point during the lifetime of the DPS
Digital Telecare	£4,000,000	Dynamic Purchasing System (DPS)	N/A	New entrants may be approved at any point during the lifetime of the DPS
Employability Services	£20,000,000	Flexible Dynamic Purchasing System (DPS)	N/A	New entrants may be approved at any point during the lifetime of the DPS
Children's Residential	£158,300,000	Flexible Framework Agreement	N/A	New entrants may be approved at any point during the lifetime of the Flexible Framework

**Appendix 3 – Contracts with extension options and contract management activity ongoing during 2023/2024**

<b>Contract Description</b>	<b>Est Annual Value</b>
Groceries and Provisions	£30,000,000
Demolition Services	£18,000,000
Secure Care Services	£17,500,000
Musical Instruments	£1,750,000
Education Materials	£17,500,000
Heavy Vehicles	£25,000,000
Vehicle and Plant Hire	£15,000,000
Organic Waste	£12,000,000
Outdoor Play and Sports Facilities	£15,000,000
Electric Vehicle Charging Infrastructure	£20,000,000
Vehicle Parts	£12,000,000
Bitumen	£14,000,000

*Contracts which are shaded have been approved for extension*

#### Appendix 4 - Contracts with no renewal or extension activity and contract management activity ongoing during 2023/2024

Contract Description	Est Annual Value	Contract Description	Est Annual Value
Waste Composition Analysis	£750,000	Social Care Case Management Solutions	£7,000,000
Fostering and Continuing Care	£34,000,000	Vehicle Purchase RM6244	£10,000,000
Salt	£17,500,000	Supply Teacher Booking System	£300,000
Engineering and Technical Consultancy	£17,125,000	Roadstone	£25,000,000
Energy Efficiency Contractors	£200,000,000	Recycle and Refuse Containers	£12,500,000
Tyres for Vehicles and Plant	£6,500,000	Education and Office Furniture	£8,000,000
Frozen Foods	£25,000,000	Milk	£8,000,000
Online School Payments	£2,000,000	Building Construction Consultancy	£25,000,000
Pest Control	£1,000,000	Janitorial	£12,000,000
Fresh Meats	£10,000,000	PPE	£15,000,000
Washroom Solutions	£6,000,000	First Aid	£2,000,000
Audio Visual	£9,000,000	Repair and Maintenance of Catering Equipment	£1,500,000
Water Coolers	£1,000,000	Digital Publications	£1,000,000
Library Books	£14,000,000		



## Appendix 5 – Savings Summary

Savings Reference/Type	BT1	BT2	BT3
Framework	Direct price-based savings	Price versus market savings	Process savings from use of collaborative arrangements
Supply and Delivery of Fresh Bread, Rolls & Bakery Products	£83,725	12%	£150,000
Supply, Delivery, Servicing and Maintenance of Fire Safety Products	-£9,742	22%	£62,500
Asbestos related Works and Services	£0	20%	£129,000
Grounds and Plant Equipment	£0	0%*	£372,000
Security Services and Cash Collection	£15,754	10%	£288,000

\* BT2 value unknown until Indexation model can be established.

## Appendix 6 – Expenditure summary per Council: October 2022 – September 2023

Member Organisation	Actual Spend	Forecast Spend	Variance	% of Total Actual Spend
Aberdeen City Council	£53,483,401	£25,455,252	210.1%	5.86%
Aberdeenshire Council	£42,861,495	£29,667,622	144.5%	4.69%
Angus Council	£12,694,797	£21,365,681	59.4%	1.39%
Argyll and Bute Council	£12,552,617	£8,089,761	155.2%	1.37%
Associate Members	£39,361,714	£64,794,092	60.7%	4.31%
Clackmannanshire Council	£19,274,519	£8,834,611	218.2%	2.11%
Comhairle nan Eilean Siar	£3,324,350	£2,758,654	120.5%	0.36%
Dumfries and Galloway Council	£19,461,483	£23,351,585	83.3%	2.13%
Dundee City Council	£44,054,906	£7,607,037	579.1%	4.82%
East Ayrshire Council	£16,396,324	£7,367,732	222.5%	1.80%
East Dunbartonshire Council	£31,491,331	£9,536,917	330.2%	3.45%
East Lothian Council	£16,080,023	£15,903,731	101.1%	1.76%
East Renfrewshire Council	£29,110,240	£11,975,412	243.1%	3.19%
Falkirk Council	£44,289,815	£43,587,942	101.6%	4.85%
Fife Council	£47,000,509	£98,064,377	47.9%	5.15%
Glasgow City Council	£48,565,253	£32,639,897	148.8%	5.32%
Inverclyde Council	£21,121,331	£5,687,467	371.4%	2.31%
Midlothian Council	£14,112,443	£8,165,083	172.8%	1.55%
North Ayrshire Council	£28,627,392	£41,737,925	68.6%	3.13%
North Lanarkshire Council	£61,215,740	£57,765,593	106.0%	6.70%
Orkney Islands Council	£2,993,018	£1,742,838	171.7%	0.33%
Perth and Kinross Council	£11,978,177	£14,235,207	84.1%	1.31%
Renfrewshire Council	£29,554,077	£37,466,541	78.9%	3.24%
Scottish Borders Council	£14,706,238	£10,537,645	139.6%	1.61%
Shetland Islands Council	£4,144,630	£1,617,815	256.2%	0.45%
South Ayrshire Council	£49,475,199	£64,434,415	76.8%	5.42%
South Lanarkshire Council	£14,875,072	£11,652,948	127.7%	1.63%
Stirling Council	£29,398,402	£5,928,259	495.9%	3.22%
Tayside Contracts	£14,544,525	£9,107,680	159.7%	1.59%
The City of Edinburgh Council	£46,924,854	£35,147,209	133.5%	5.14%
The Highland Council	£14,271,479	£28,392,109	50.3%	1.56%
The Moray Council	£22,509,459	£13,167,507	170.9%	2.46%
West Dunbartonshire Council	£28,283,323	£22,592,283	125.2%	3.10%
West Lothian Council	£24,506,336	£17,386,874	140.9%	2.68%
<b>Total</b>	<b>£913,244,472</b>	<b>£797,765,701</b>	<b>114.5%</b>	<b>100.00%</b>





## Scotland Excel

To: Executive Sub-Committee

On: 16 February 2024

Report by:  
Chief Executive of Scotland Excel

### Project Proposals

#### 1. Introduction

- 1.1 This report details the first projects proposed to the Executive Sub Committee on the use of reserves as a result of surpluses which will be generated by pension fund changes.

#### 2. Background

- 2.1 Following actuarial review (the triennial valuation), Strathclyde Pension Fund advised that, as a result of higher than anticipated returns from investments, the fund is 147% funded against current and anticipated future commitments. At the December 2023 Joint Committee meeting, it was agreed to retain the anticipated operating surplus, ring-fenced within Reserves with any in-year draw down to be approved by the Executive Sub-Committee. The in-year impact for 2024/25 and 2025/26 will be an anticipated operating surplus of £460k and £459k respectively.

#### 3. Project – Commercial Training

- 3.1 The first project being proposed is the provision of free Commercial training to councils.
- 3.2 The term “commercial” sparks much debate within the public sector. The Scottish Government Competency Framework defines it as: *“Evaluating strategic options and associated risks, and making sustainable decisions that deliver corporate, commercial and political objectives. Understanding and leading on securing value for money, and a good return on investment on projects. Understanding of the mindset of corporate suppliers who themselves will be commercially driven.”*
- 3.3 Irrespective of definitions, it is vital that Scotland Excel seeks the best commercial, sustainable, corporate and political outcomes for Scotland and make sound business-based decisions and secure best value for the public sector. At the heart of this aim is developing skills for staff.
- 3.4 Initially the target audience would be the Procurement community within local government although, it is recognised that services within Council’s may also benefit from this training.

- 3.5 Training will be modular, and it is anticipated will cover a number of module areas including:
- Introduction to Commercial skills.
  - Pre-Market Engagement.
  - Contract and Supplier Management and Relationship Management.
  - The Suppliers view.
  - The role of Risk.

Development work is currently underway on the detailed offering and more detailed learning topics and outcomes will be published in due course. It is anticipated that programmes will be online and vary in duration between short one-hour sessions and longer more detailed workshops.

- 3.6 Scotland Excel will work with members to finalise a suitable programme that meets the wider skills needs of the community.
- 3.7 The funding requirement for the programme will be £65k for 2024/25 and £65k for 2025/26 giving a total drawdown from reserves of £130k over the two years. This will fund a full-time resource within The Academy team to develop and deliver the service.
- 3.8 It is proposed to commence programme delivery in early April 2024 when approved.
- 3.9 Sustainability for this service beyond the two years will be a key target for The Academy team.

#### 4. Project – Savings Team

- 4.1 The second project being proposed is the extension of the national savings team.
- 4.2 Recognising the financial imperative of cashable savings across local government, in 2023 Scotland Excel created a temporary National Savings team. The team was created using existing fixed term project resource and from allocation of core team members.
- 4.3 The team was set up and took responsibility for existing savings initiatives already underway across the organisation.
- 4.4 A first year target was set at £5m savings opportunities identified.
- 4.5 A number of savings opportunities have been identified and communicated to date including:
- 4.5.1 **Aggregation of Procurement Cards** –Working with Crown Commercial Services and the card provider, the team has agreed a collaborative approach for members resulting in an increase in rebates of £625,000.
- 4.5.2 **Kitchen Caddy Waste Liner / Dog Waste Bags** – A review of sector spend and practices identified a potential savings opportunity of over £1m impacting just over half the councils in Scotland.

- 4.5.3 **Blue Couch Roll** – Working with the supplier and a number of members to test alternatives, has provided a potential savings opportunity of up to £463,000 per year.
- 4.6 The funding requirement to extend the existing resources for the programme will be £150k for 2024/25 and £150k for 2025/26 giving a total drawdown from reserves of £300k over the two years. This will fund two full time resources within The Savings team to deliver cashable financial savings.
- 4.7 The funding requested supports part of the team with the remainder being funded through core funding on a flexible basis.
- 4.8 Sustainability for this service beyond the two years will be a key target for The Savings team.

## 5. Recommendation

- 5.1 Members are invited to approve the project funding and drawdown from agreed reserves for 2024/25 and 2025/26 of:
- £65k per annum for the provision of free commercial training to members.
  - £150k per annum for the provision of the national savings team.





## Scotland Excel

**To: Executive Sub-Committee**

**On: 16 February 2024**

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

### **Business Intelligence Strategy and Action Plan**

#### **1. Introduction**

- 1.1 The purpose of this report is to inform the Executive Sub Committee of Scotland Excel's approach to developing Business Intelligence within the organisation, from 2024 to 2026. The Business Intelligence Strategy and Action Plan have been developed in response to commitments made within Scotland Excel's Corporate Strategy 2023-28 and Operating Plan, approved by the Joint Committee on 8<sup>th</sup> December 2023.
- 1.2 The Business Intelligence Strategy (Appendix 1) outlines Scotland Excel's vision of, and approach to, maximising the impact of data analysis and reporting to the organisation and its members. The Business Intelligence Action Plan (Appendix 2) outlines the key focus areas for the development of Business Intelligence within Scotland Excel.

#### **2. Background**

- 2.1 As a Centre of Procurement Expertise for local government in Scotland, Scotland Excel must adapt to the changing needs of its member organisations and public services. The public sector continues to face an increasingly challenging and complex decision-making environment. Scotland Excel recognises the importance of applying data-driven processes to enhance decision-making and planning to best support member organisations.
- 2.2 With a portfolio of over 70 frameworks and an ongoing commitment to exploring publicly available resources, Scotland Excel has access to a wealth of data that can be applied to better support members in planning and decision making. Development of a Business Intelligence Strategy enables Scotland Excel to increase the sharing of resources with colleagues and members, and develop existing projects such as *Business Intelligence Insight* reporting and the distribution of *Supply Chain Intelligence Reports*.

- 2.3 The development and approval of the Business Intelligence Strategy evidences the commitment of Scotland Excel to continue to develop Business Intelligence services for members, in line with an action contained within the Scotland Excel Operating Plan, approved by the Joint Committee on 8<sup>th</sup> December 2023. This commitment includes the delivery of the Business Intelligence Action Plan 2024 – 2026.

### 3. **Business Intelligence**

- 3.1 Business Intelligence involves transforming data into insights that can be applied to inform decision-making and planning. The sharing of these insights internally and with customers can support Scotland Excel and its members to be proactive to the changing demands within local authorities and the public sector.
- 3.2 The strategy identifies data transformation and data application as key drivers that can increase the impact of data. Data transformation involves processes such as data identification, management, analysis, and sharing. The value of data transformation is increased by data application, in which the data is used to inform decision-making and planning.
- 3.3 The Business Intelligence Strategy will contribute to the delivery of the existing Corporate Strategy (2023 – 2028) by expanding the availability of resources for strategic planning. Upon completion of this Business Intelligence Strategy, the Business Intelligence Team will contribute to the development of the next Corporate Strategy.
- 3.4 The Business Intelligence Strategy will be delivered through the accompanying Action Plan, the progress of which will be reported through the organisational Operating Plan 2023 – 2028. The activities in the Action Plan are aligned to the focus areas of Horizon Scanning, Supply Chain Reporting, Business Intelligence Insights, Strategic Risk, Continuous Improvement, Creating Impactful Intelligence, Intelligent Procurement and Strategic Planning.

### 4. **Recommendation**

- 4.1 Members are asked to approve the Scotland Excel Business Intelligence Strategy and Action Plan 2024 – 2026.



# Business Intelligence Strategy

Scotland Excel

2024 – 2026

**Business Intelligence Strategy**  
**Scotland Excel**  
**2024 – 2026**

**Strategy Structure**

Introduction..... 2

Context..... 3

Creating Impactful Intelligence ..... 4

The Vision..... 5

The Approach ..... 6

    Data Transformation ..... 7

    Strategic Enablers ..... 8

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## Introduction

This 2-year strategy outlines Scotland Excel's reasoning and approach for the introduction and development of Business Intelligence within the organisation.

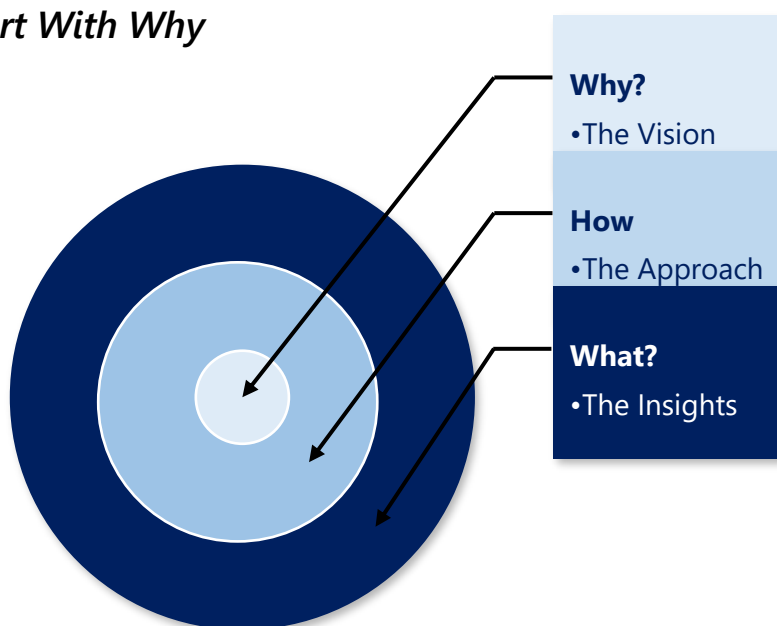
The vision of this strategy is to maximise the impact of the resources and data available to Scotland Excel. The delivery of the Business Intelligence strategy will support Scotland Excel's staff to be equipped with robust data analysis to support and provide enhanced and consistent reporting for members. This will enhance service delivery and both operational and strategic decision making that will contribute to the delivery of the Corporate Strategy 2023-28.

This strategy will run from 2024 to 2026. The technological, social, environmental, economic, and political landscapes will transform over the 2-year course of the strategy. Therefore, it was felt that 2-years was the appropriate period to implement, develop, and review Business Intelligence at Scotland Excel. Upon completion of this 2-year strategy, the Business Intelligence department will be positioned to contribute to the development of Scotland Excel's next Corporate Strategy, the process of which will begin in 2027.

Scotland Excel seeks to become leaders in Business Intelligence, by maximising the impact of data and available resources to best support colleagues, members, and the public sector in Scotland. This strategy has been developed in consultation with thought-leading partners and stakeholders. Achievement of the priorities of the strategy will require collaboration with stakeholders including employees, member organisations, public sector organisations, and academic partners.

This strategy was developed using the "Start With Why" (Sinek, 2019)<sup>1</sup> model shown below. Using this approach, this strategy seeks to effectively communicate the vision, approach, and the anticipated outcomes of its successful delivery.

**Figure 1: Start With Why**



<sup>1</sup> Sinek, S., 2011. *Start with why: How great leaders inspire everyone to take action*. Penguin.

## Context

The public sector faces the most challenging and complex decision-making context in many years. As the centre for procurement expertise for local government, Scotland Excel must adapt to the changing needs of its member organisations and public services.

As explored in *Business Intelligence Insights*<sup>2</sup> so far, many developments such as changing demographics, energy, technology, and public sector funding are having an evolving impact on the services that Scotland Excel provides, the needs of members, and Scotland Excel's working environment. An in-depth understanding of these issues can provide a detailed picture of Scotland at a national and council level, which will be vital for planning public procurement in the future. These developments present opportunities for Business Intelligence in the local government sector, and at Scotland Excel.

The requirements of public services in Scotland are evolving as local authorities are faced with navigating the cost-of-living crisis, Covid-19 pandemic recovery, supply chain disruption, high energy costs, and an increasing focus on the delivery of carbon net zero emissions. The need to provide best value public goods and services, whilst enhancing social and environmental value is fundamental to the continued support of members.

With a portfolio of over 70 frameworks and by serving the local authorities in Scotland and associate members, there is a wealth of data accessible to Scotland Excel coming from both internal and external sources. Currently, the value of this data is not being unlocked to its full potential. Scotland Excel recognises the value of maximising the impact of this data to both internal and external partners in the planning for and delivery of public services.

To support the development of Business Intelligence at Scotland Excel, a Business Intelligence Team is being developed. The role of the Business Intelligence Team at Scotland Excel will be outlined in this strategy and supplementary action plan. The development and implementation of Business Intelligence in the organisation will facilitate the detection and successful navigation of the evolving expectations of Scotland Excel.

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<sup>2</sup> *Business Intelligence Insights* is Scotland Excel's periodic paper on Business Intelligence and is driven around agreed topics.

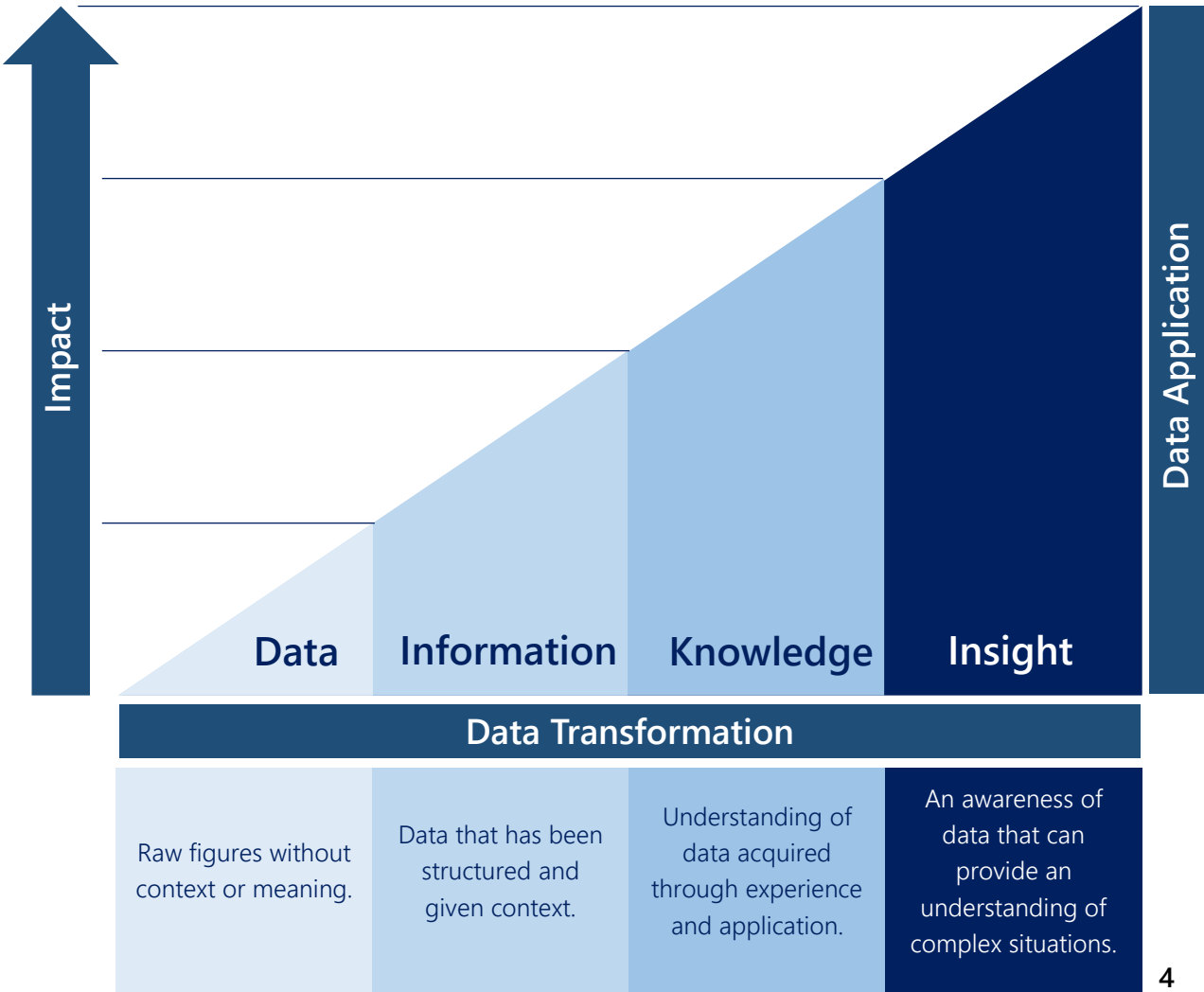
### Creating Impactful Intelligence

The model below represents the vision of maximising the impact of data and resources at Scotland Excel. Impact is a measure of the influence or effect of Intelligence on outcomes. Data Transformation is a measure of the understanding of Intelligence, whilst Data Application is the use of the Intelligence to inform decisions. As the understanding of Intelligence grows and it is used to inform work and decision making, its potential influence on outcomes increases.

The phases of data transformation are broken down in the *Creating Impactful Intelligence* model. This model breaks data transformation down into levels, ranging from Data to Insight. As Data evolves along this transformation model, its potential Impact grows. However, application of the Intelligence is required to create Impact. The ambition is to maximise the Impact of Intelligence by transforming it and applying it to better serve members and stakeholders.

One data transformation process that can generate impactful insights is data visualisation. Maps, charts, dashboards, and other data visualisations can support strategic decision making and long-term planning by simplifying complex data, identifying trends and by communicating in-depth insights. For example, the mapping of the energy performance of housing in Scotland can inform the approach taken in reducing housing emissions in Scotland. However, the impact of this data transformation relies on its application by colleagues and stakeholders.

Figure 2: Creating Impactful Intelligence



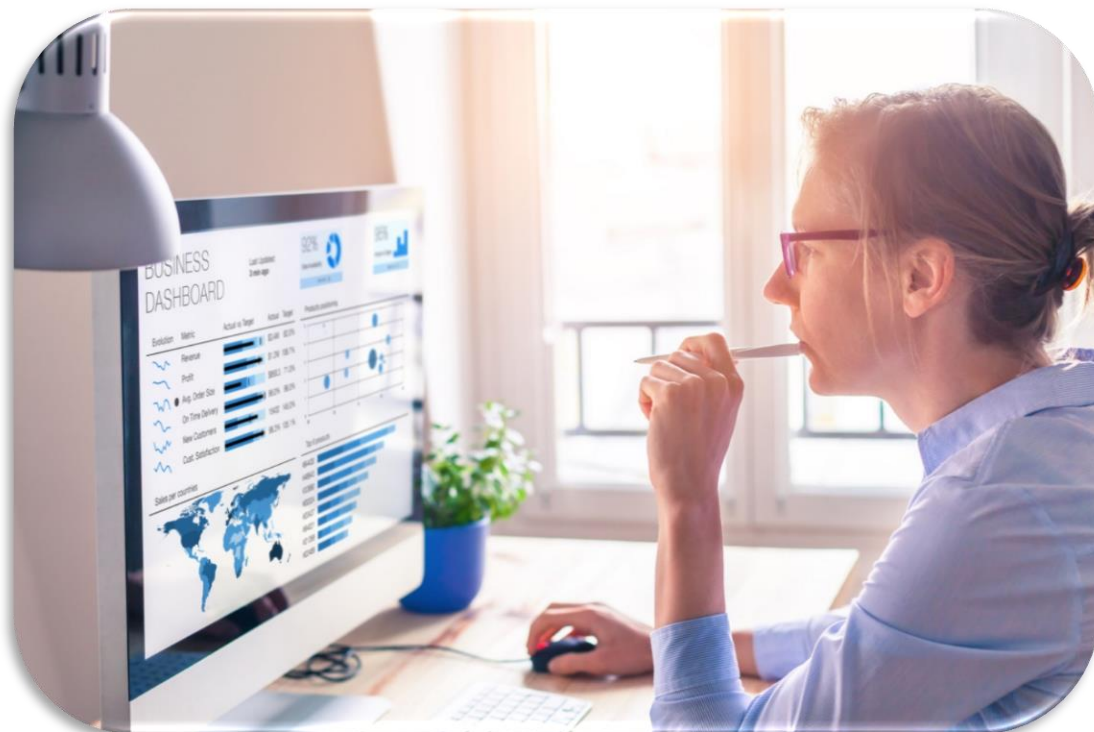
## The Vision

The vision of the strategy is to maximise the impact of the resources and data available to the organisation. This will enable deeper knowledge and insights to be obtained and facilitate more insightful reporting both internally and to member organisations and stakeholders.

The availability of internal market intelligence and open data, alongside Business Intelligence platforms such as Microsoft Power BI opens many opportunities to provide insightful data analytics. Upon completion of this strategy, Scotland Excel will be equipped to transform data into insights that inform decision-making for members, and for the wider public sector.

The ambition of Scotland Excel is to be viewed as leaders of Business Intelligence in the public sector. As a Centre of Expertise for Public Sector Procurement, Scotland Excel recognises the importance of collaboration and sharing with partners and member organisations. Scotland Excel will continue to collaborate with other Business Intelligence leaders in the sector.

Although it is the role of Business Intelligence to provide insights, what is fundamental is that these insights spark debate, further consideration, and action. Without application by the relevant stakeholders, the impact of intelligence is diminished. Scotland Excel will explore the application and impact of Intelligence provided to internal and external partners over the course of the strategy.





## The Approach

The approach to implementing Business Intelligence at Scotland Excel is outlined in the accompanying Business Intelligence Action Plan. This is the initial plan which will be expanded and managed separately. Activities outlined in the Action Plan are derived from the Operating Plan of the Scotland Excel Corporate Strategy 2023-28.

Successful delivery of this strategy through the agreed Action Plan will enable the Business Intelligence team at Scotland Excel to better inform strategic decision making and planning in the organisation. This will include the development of Scotland Excel's next Corporate Strategy, in addition to the existing Strategic Risk Register and People Strategy.

To maximise the value of data and resources, Scotland Excel must transform its use of resources and data in the organisation. The transformation of data into valuable Business Intelligence will be underpinned by the following principles:

### **Adapting to Changes**

To meet the needs of colleagues, members, and stakeholders.

### **Innovating and Collaborating**

To develop trusted data analytic tools and Business Intelligence processes.

### **Learning Continuously**

To adapt to technological developments and new ways of working.

### **Ensuring Data Quality**

To ensure the relevance, completeness, timeliness, and accuracy of insights.

### **Managing and Detecting Risk**

To monitor movements that may impact delivery of objectives.

### **Responding to Feedback**

To monitor and measure the impact and value of Business Intelligence.

## Data Transformation

Business Intelligence involves Data Transformation and creating valuable insights that can encourage action. This requires accessing, collecting, maintaining, analysing, and sharing data. The value of insights derived from data is reliant on factors such as its relevance and timing. Therefore, resources used to inform Business Intelligence have a lifecycle, which is outlined below.

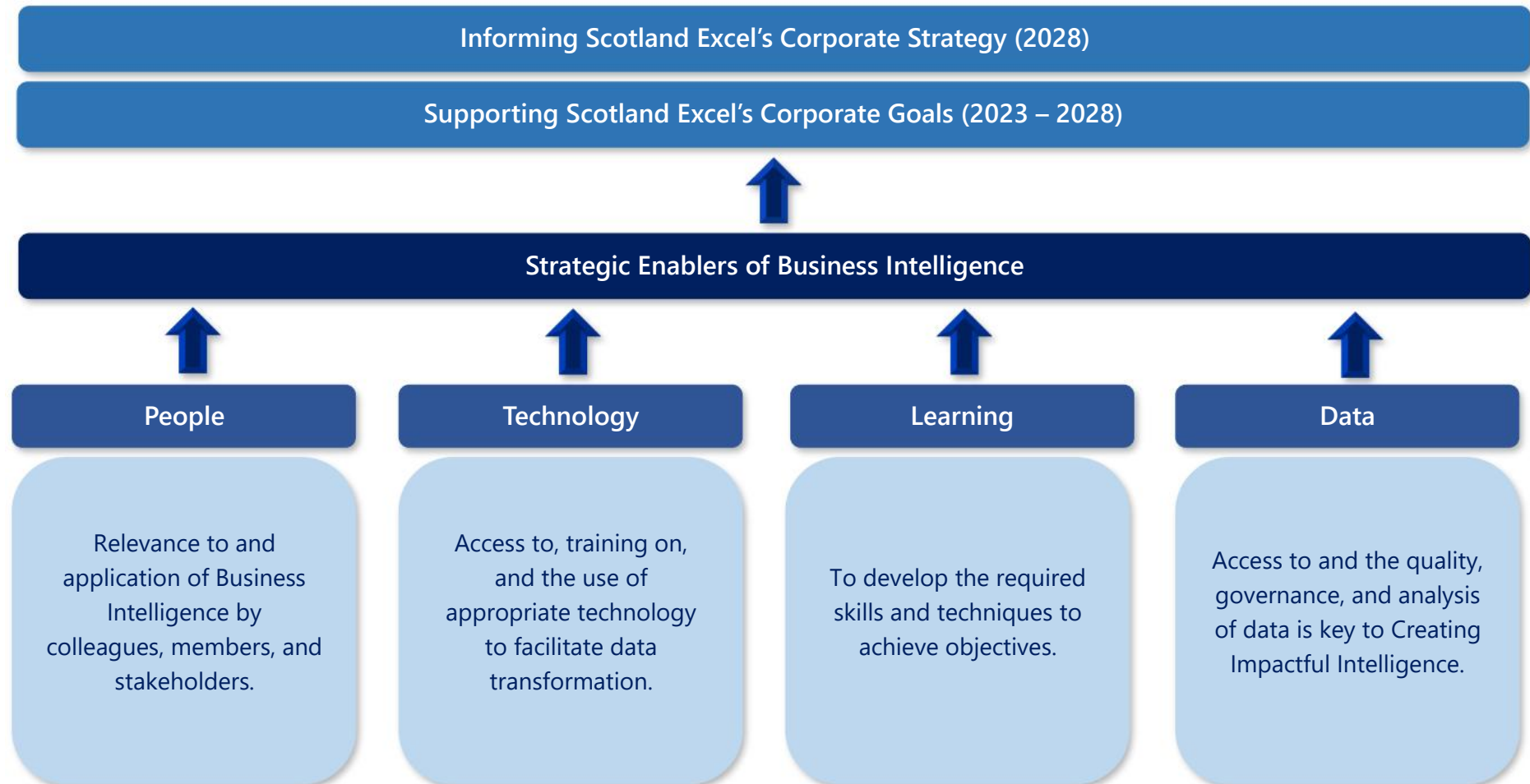
**Figure 3: The Business Intelligence Lifecycle**



## Strategic Enablers

Four strategic enablers contribute to the vision of maximising the impact of data and resources in the organisation.

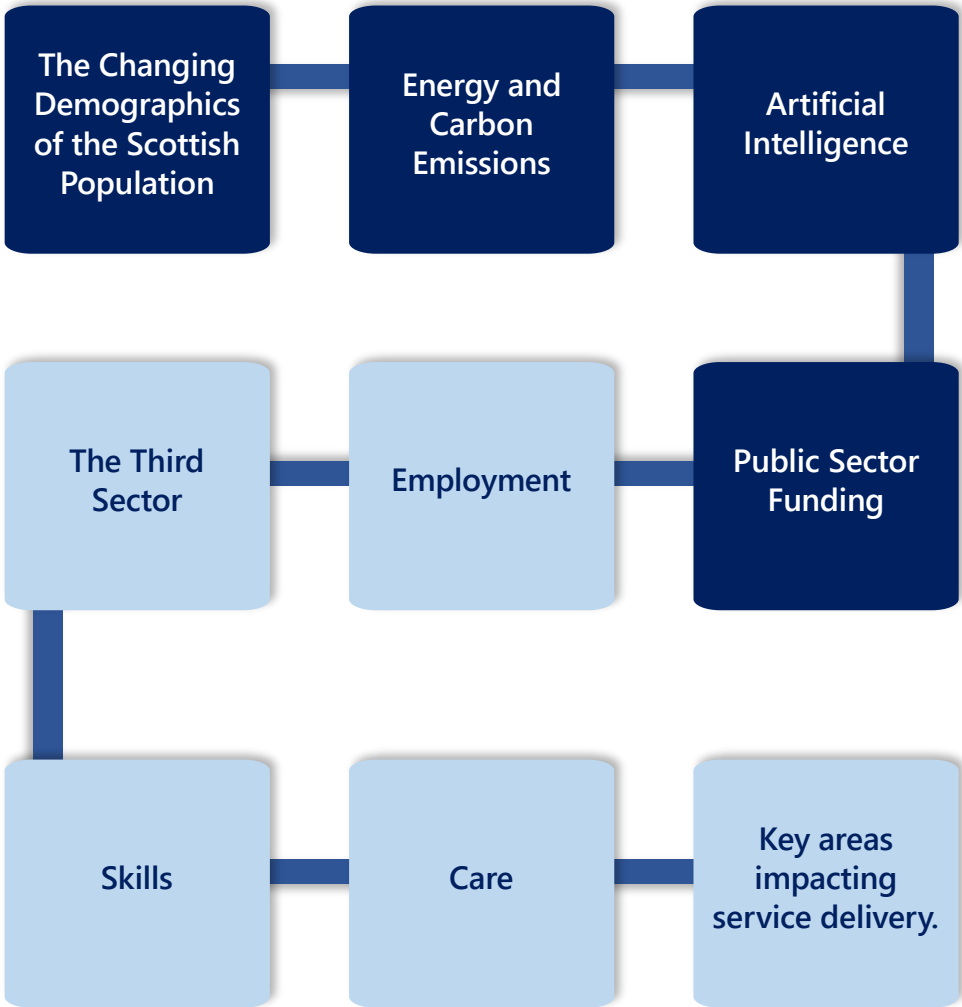
**Figure 4: Strategic Enablers**



## Business Intelligence Insights

*Business Intelligence Insights* is Scotland Excel's periodic Business Intelligence paper that revolves around issues impacting Scotland Excel and its members, the topics of which are agreed upon and prioritised. These are designed to provoke thought, discussion, and action both internally and externally. Several topics have been covered already and more will follow over the course of the 2-year strategy. The diagram below shows topics that have already been covered, and possible future topics for consideration.

**Figure 5: Business Intelligence Insights**



Scotland Excel will continue to monitor issues impacting the public sector and will provide timely insights based on developments. The technological, social, environmental, economic, and political landscapes will transform over the 2-year course of the strategy. This will create new challenges and opportunities in the use, analysis, visualisation, and presentation of data. Scotland Excel will continue to monitor developments in this area, and actively seek ways to innovate and improve data processes.



Business Intelligence Strategy

Scotland Excel

For queries related to Business Intelligence please contact  
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# Business Intelligence Scotland Excel

Action Plan

2024 – 2026

# Action Plan

The vision of the Business Intelligence Strategy is to maximise the impact of data and resources to the organisation. This action plan outlines the planned activities for Scotland Excel to achieve this goal. The actions in the action plan are aligned to key areas which are defined below.

	Horizon Scanning	Identification of and planning for potential threats, opportunities, and developments impacting Scotland Excel and its member organisations.
	Supply Chain Reporting	Periodic reporting to support Scotland Excel, its members, and the wider public sector to navigate forthcoming supply chain challenges and opportunities.
	Business Intelligence Insights	Periodic reporting focused on specific topics and to support planning for the potential impacts to Scotland Excel and member organisations.
	Strategic Risk	Organisational strategic risk identification, review, and reporting processes.
	Continuous Improvement	Activities with a key focus on maximising the value of existing resources and developing Business Intelligence at Scotland Excel.
	Creating Impactful Intelligence	Activities with a key focus on data transformation and data application.
	Intelligent Procurement	Identifying opportunities for Business Intelligence resources and processes to support current procurement procedures, and to develop new processes.
	Strategic Planning	Contributing to achievement of Scotland Excel's corporate goals and the development of the future corporate strategy.

## Action Plan Tracker

The action plan below shows the currently planned actions and timeframes for the delivery of the Business Intelligence Strategy. The action plan is dynamic and responsive to developments in the technological and public sector landscape. Therefore, in response to changing circumstances, a flexible and adaptive approach will be taken in managing the action plan. The progress of the Action Plan will be monitored by the Business Intelligence Team and reported through the Scotland Excel Operating Plan.

### 2024/25

Area	Action	Timeframe
Horizon Scanning	Develop organisational Horizon Scanning Programme to support the organisation to navigate forthcoming changes to market conditions and prioritise opportunities and threats.	Q1
	Host periodic Horizon Scanning sessions to inform strategic decision making and strategic approach to Business Intelligence activities.	Q1-4
Supply Chain Reporting	Distribute Supply Chain Intelligence Report to support Scotland Excel, local authorities, associate members, and the wider public sector to navigate forecasted supply chain challenges.	Q1, Q3
	Provide additional support and resources to members in extraordinary circumstances.	Q1-4
Business Intelligence Insights	Distribute Business Intelligence Insight report and supporting data visualisations.	Q1, Q2, Q3, Q4
	Provide additional support and resources to members in extraordinary circumstances.	Q1-4
Strategic Risk	Review, monitor, and present organisational strategic risk register with engagement from key internal and external stakeholders.	Q1, Q2, Q3, Q4
	Review of organisational strategic risk practices, informed by attendance at risk training sessions and review of risk management resources.	Q4
Continuous Improvement	Ensure continuous engagement and alignment with data initiatives within organisation.	Q1-4
	Explore internal, external, and public sector data landscape, including engagement with Scottish Government's Data Maturity Cohort.	Q3-Q4



	Provide specialised training to Business Intelligence team, including relevant data analysis qualifications.	Q1-4
<b>Creating Impactful Intelligence</b>	Expand readership and increase accessibility of resources provided by Business Intelligence at Scotland Excel through various channels.	Q1-4
	Develop the Business Intelligence portal within the customer-facing IT infrastructure.	Q2
	Host Business Intelligence workshops to support colleagues and members to apply insights to strategic planning and decision making.	Q2, Q4
<b>Intelligent Procurement</b>	Collaborate with Procurement and Savings Team colleagues, and members, to develop resources that can support planning and decision making.	Q2-3
	Support Scotland Excel's Savings Team to identify and prioritise savings opportunities and to present and apply savings data.	Q2-3
	Collaborate with Procurement colleagues to integrate data from procurement sources into Business Intelligence processes and insight development.	Q3-4
	Integrate Business Intelligence support in procurement processes, such as informing framework development and User Intelligence Group preparation.	Q4
	Periodic and continuous consultation with stakeholders to ensure resource requirements are being met, and to support enhanced use of data.	Q1-4

2025/26

Area	Action	Phase
Horizon Scanning	Host periodic Horizon Scanning sessions to inform strategic decision making and strategic approach to Business Intelligence activities.	Q1-4
Supply Chain Reporting	Distribute Supply Chain Intelligence Report to support Scotland Excel, local authorities, associate members, and the wider public sector to navigate forecasted supply chain challenges.	Q1, Q3
	Provide additional support and resources to members in extraordinary circumstances.	Q1-4
Business Intelligence Insights	Distribute Business Intelligence Insight report and supporting data visualisations.	Q1, Q2, Q3, Q4
	Provide additional support and resources to members in extraordinary circumstances.	Q1-4
Strategic Risk	Review, monitor, and present organisational strategic risk register with engagement from key internal and external stakeholders.	Q1, Q2, Q3, Q4
	Develop organisational Strategic Risk Improvement Plan, to foster enhanced risk monitoring and mitigation throughout organisation.	Q2
	Implement Strategic Risk Improvement Plan.	Q3-Q4
Continuous Improvement	Explore internal, external, and public sector data landscape, including engagement with Scottish Government's Data Maturity Cohort.	Q1-2
	Implement learnings from Scottish Government's Data Maturity Cohort.	Q3-4
	Provide specialised training to Business Intelligence team, including relevant data analysis qualifications.	Q1-4
Creating Impactful Intelligence	Continue to expand readership and increase accessibility of resources provided by Business Intelligence at Scotland Excel through various channels.	Q1-4
	Develop and implement a method of measuring and assessing the impact of Business Intelligence resources to the organisation, members, and stakeholders.	Q2
	Host Business Intelligence workshop to support colleagues and members to apply insights to strategic planning and decision making.	Q2, Q4

<b>Intelligent Procurement</b>	Collaborate with Procurement and Savings Team colleagues, and members, to develop resources that can support planning and decision making.	Q1-4
	Support Scotland Excel's Savings Team identify and prioritise savings opportunities and to present and apply savings data.	Q1-4
	Periodic and continuous consultation with stakeholders to ensure resource requirements are being met, and to support enhanced use of data.	Q1-4
<b>Strategic Planning</b>	Review of lessons learned from first Business Intelligence Strategy and identification areas for further development.	Q3-4
	Develop next Business Intelligence Strategy that will contribute to the creation and delivery of the next organisational corporate strategy.	Q4

