

## **Scotland Excel**

**To: Joint Committee**

**On: 9 December 2022**

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

### **Contract Delivery Plan Update**

#### **1. Introduction**

This report provides a progress update on the 2022/ 2023 contract delivery plan.

For 2022/23 a commitment was made to bring the Contract Delivery Plan back into line with pre-pandemic planning. This involved ensuring all of the frameworks due for renewal during 2020/21, 2021/22 or 2022/23 were concluded as close as possible to the end of March 2023. Many of those due at a point in the first of those two financial years were rescheduled in order to provide supplier relief while national lockdowns, workforce furloughing and supply disruption were prevalent.

Achieving this aim within a challenging economic environment has proved to be demanding. The impact of the economic downturn evident to Scotland Excel includes:

- higher numbers of bidders in many contracts as recurring public sector spend becomes more attractive in a recession (up >60% since 2017/18)
- greater complexity in lotting structures to support regional and local delivery (up 20%)
- recruitment challenges and high demand from the private sector for experienced procurement professionals (around 60% of staff in new roles)
- increased council requirements for collaborative solutions as available public resources contract meaning more complex packages are being developed under frameworks.

Together these factors have driven a need for rapid improvement to some of Scotland Excel's procedures. Coupled with the shift to remote and hybrid working practices a new way of working has been required. Many of our processes will benefit from greater standardisation, further automation and additional safeguards to ensure accuracy.

Much of this work is underway now with more improvements planned through the coming months.

#### **2. Progress to Date**

Appendices 1 – 4 of this report on the 2022/ 2023 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, with 3 further frameworks to be developed and added in the coming year. 23 of these frameworks are to be renewed during 2022/2023 (Appendix 1).

A further 17 of the frameworks on the current portfolio have extension options that are available to be exercised in 2022/ 2023, with 10 of these extensions already being approved (Appendix 3).

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

Overall, efficiencies created by frameworks awarded so far during 2022/2023 are benchmarked at 1.70%, which is slightly below the forecast range. This figure does not include the additional cost management measures in place for each framework via the indexation model. This model provides data on how the framework pricing compares to market indices relevant to the commodity being sourced. This is provided to ensure Scotland Excel is able to manage pricing in volatile markets to ensure a favorable position for members.

A summary of spend and forecast savings per council between July 2021 and June 2022 can be found in Appendix 5, with an average forecast efficiency of c.1.44%.

In addition to the activity detailed in Appendices 1 - 4, Scotland Excel is exploring the benefits of further collaborative procurement across high spend, critical service areas in the construction, corporate, ICT and social care teams. In order to create capacity to add new activities to the portfolio and support strategically significant areas of spend, a consolidation of the existing portfolio is underway. This means some existing frameworks within related markets are being considered for merger and some lower value frameworks will not be renewed.

## **Social Care**

The **Care and Support Flexible Framework** has 138 providers and 439 services following the last reopening in April 2022. To date 12 of the 23 Participating Councils are utilising the framework. A re-opening consultation exercise is currently under consideration and a Prior Information Notice has been issued to the provider market to establish the level of interest. The interest expressed, coupled with forecast demand requirements, will help inform the reopening decision.

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 initial market research and analysis phase has concluded and options for national commissioning and the implementation phase of the project are being discussed with the Scottish Government.

The **Care Homes for Adults with Learning Disability** is due to expire on 15 September 2023. A survey has been issued to stakeholders to ascertain what is

working well and areas for improvement. The findings will be used to inform the development of the next framework iteration.

The redesign process of the **National Care Home Contract (NCHC)** has now started. Review of the redesign strategy will continue in order to encapsulate guidance and legislation that has a direct impact on the contract. As expected, when working across multiple agencies and individual groups, there has been a “settling in” period for the process which may have an impact on the projected timeline of March 2023 for completion. This will continue to be monitored and assessed by Scotland Excel.

Scotland Excel proceeded to award the **Children’s Residential and Education, including Short Breaks**, Services flexible framework in September and the framework went live on 1st October. The framework had 39 providers and 280 services recommended for award and allows for new entrants during its lifetime; interest has already been expressed by several providers that are keen to join the framework following its establishment.

The renewal framework reflects the feedback received from providers and councils to create a streamlined process that reduces the administrative burden on providers whilst increasing the information sharing and transparency around services and fees. The renewal framework also features continuing care services, which reflects the policy direction of supporting children and young people in placements over a longer time period, where it is appropriate to do so.

Scotland Excel will continue to mobilise the framework over the coming months, ensuring that providers and councils have access to all relevant framework information. This includes an interactive Service Directory for councils that features increased functionality including linking the service information to real-time Care Inspectorate grades. This aims to support commissioners with their decision making and provide detailed information in a user-friendly format.

Scotland Excel is engaging with stakeholders regarding the renewal contracts for **Secure Care Services**. The current contracts have been extended to 30<sup>th</sup> March 2024, however due to increased policy change in this area, work is underway relating to the next generation contracts, to ensure these are fit for purpose and meet the needs of children and young people.

## **Construction, Transport and Environmental Services**

Scotland Excel’s **Electric Vehicle Charging Infrastructure (EVCI)** has now been fully mobilised with both contractors and customers. The objective of the framework is to support the transition from petrol and diesel light commercial vehicles. This move to lower emission vehicles in Scotland will impact on the service provision councils will make for citizens, tenants of their housing stock and the public sector fleet by 2025 and is in line with the Scottish Government Climate Change Plans.

An EVCI workshop was held by Scotland Excel on 28 October, this was well attended by representatives of local authorities and associate members. In addition to Scotland Excel discussing with members methods for effective utilisation of the framework, the

session shared sectoral good practice. These topics included “Innovation projects and alternative business models” delivered by East Lothian Council and “EV Charging Infrastructure programme and mobilising private finance” which was delivered by Scottish Futures Trust.

Scotland Excel’s **Energy Efficiency Contractors (EEC)** framework provides members with a pathway to upgrade Scotland’s existing housing stock (~660,000 homes) and buildings, with innovative energy efficiency measures to reduce carbon output and household bills.

A focused working group meeting will be held in December at Mitsubishi Electric’s Factory. This will be supported by the Scottish Government Supply Chain Development team and Scottish Enterprise. The meeting will explore the demand for Heat Pump installations in Scotland with a view to understanding public procurement opportunities which may provide potential to strengthen Scottish manufacturing capability.

In recognition of the Scottish Government’s skills requirements for energy efficiency works, Scotland Excel has been working in collaboration with Energy Skills Partnership (ESP) to explore how the supply chain can develop to meet demand in coming years; a large part of this has focused on improving the quality and skills within the industry.

Earlier this year Scotland Excel held contractor mobilisation events at two of our local colleges - West College Scotland and Forth Valley College. Following the success of these events, Scotland Excel continues to work with ESP and the supply chain with further session planned for early 2023. The sessions will focus on the skills landscape for the colleges sector, supporting contractors with future training needs and the development of a skills/training matrix. A key objective of this partnership is to continue to build on a quality workforce that will help Scotland towards its net zero targets by 2045.

Several frameworks are currently under development:

Our merged **Construction Materials** framework brings six mature goods-based frameworks together, creating efficiencies for our stakeholder groups. By harmonising tendering and contract management milestones, once awarded, this framework will enable a range of sustainable procurement outcomes. At our strategy User Intelligence Group (UIG) the procurement route, mobilisation dates and market volatility were subject to careful consideration, alongside the development of merged terms and conditions and a rationalised schedule of goods to be made available. Further consultation with the UIG will confirm the strategy - reflecting the engagement to date - and set out the revised project timelines, as shown in Appendix 1, to align with council requirements.

The tender period for the first-generation **Property Maintenance and Refurbishment** framework concluded on 14 November, after an extension to ensure the opportunity could be signposted to local supply chains by our members councils. There has been a high level of interest in the arrangement, and we now move into our evaluation phase in accordance with our published methodology. As such, we have revised the

timescale for the evaluation, as reflected in Appendix 1, to ensure sufficient capacity to review the volume of tender responses.

For **Grounds Maintenance** supplies and the Purchase of **Light and Heavy Plant** a UIG took place on 11 October with local authorities, to further develop a strategy for these, which currently sit as two separate frameworks. Options to improve how these frameworks are structured to reflect operational use were discussed and agreement made to rationalise and procure under a single framework which will be referred to as **Grounds and Plant Equipment**. Work is underway to further define the revised procurement strategy.

Two arrangements, **Outdoor Play and Sports Facilities** and **Building Construction Consultancy** have been presented to the Executive Sub Committee and are progressing through our award procedures. **Street Lighting Materials** was prepared for submission to the Executive Sub Committee but is now subject to judicial interruption. In consultation with our insurers, legal representation has been instructed and next steps will be overseen by the Executive Sub Committee as appropriate.

Our strategy for the second-generation **New Build Residential Construction Framework** is nearing conclusion as attention turns to preparation of the tender documents. A range of engagement is underway with a diverse stakeholder group to inform refinements to our offering, with revised scope and terms being developed as appropriate. Further consultation will be scheduled in the New Year to set out our progress for the next generation, due to be available from August 2023.

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

Food inflation has now reached its highest level in 45 years. Food and non-alcoholic beverage prices rose by 16.2% in the 12 months to October, up from 14.5% in September, according to the Office for National Statistics (ONS). Milk, cheese and eggs were the biggest contributors to the rise, with recording inflation of more than 20%, while bread, cereals, fish, meat and vegetable prices all rose more than 15% and fats and oils prices were 33% ahead year-on-year. The ONS estimated food prices were now at their highest annual rate since September 1977.

Contract notices for the renewal frameworks for **Janitorial Products** and **Fresh Meats, Cooked Meats and Fresh Fish** have been published with tender documentation available through the Public Contracts Scotland Tender website. Tenders are due to close early December, with evaluation taking place during December and January with recommendations due to be presented at the January and February Executive Sub Committee meetings respectively.

The next generation **Audio Visual** framework is due to go live in April 2023. A prior information notice has been issued to the market through Public Contracts Scotland and tender development is in its final stages which the contract notice due to be published during December 2022.

Scotland Excel is currently finalising the award of the second generation **First Aid Materials** framework. Framework mobilisation will take place during December 2022 ahead of the contract going live in January 2023.

Prior information notices have been issued through Public Contracts Scotland for upcoming tenders including **Bottled Gas, Fire Safety Equipment, Commercial Catering Equipment, Road Signage and Cleaning Equipment**.

The ICT team continues to develop the tender documents for the following frameworks: **National Shared Digital ARC, Technology Enabled Care**. The **National Shared Digital ARC** project has experienced some delays in tender release, due to the complex nature of terms and conditions and cyber security requirements. The tender is expected to launch in early part of 2023.

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. A proposal is currently being developed to assist the Improvement Service with some of its key procurements for 2023.

### **3. Conclusion**

Members are invited to note the progress made to date.

## Appendix 1 – List of New or Renewal Contracts during 2022/2023

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 2022</b>									
Electric Vehicle Charging Points	20,000,000	New Contract	Aug-20	Feb-22	Apr-22	Apr-22	5.5%	0%	Approved by Executive Sub Committee April 2022. Framework live May 2022
Personal Protective Equipment	10,000,000	Renew	Mar-21	Mar-22	Apr-22	Apr-22	2% - 4%	0%	Approved by Executive Sub Committee April 2022
Library Books & Textbooks	14,000,000	Renew	Feb-22	Mar-22	Apr-22	Apr-22	2% - 4%	0.10%	Approved by Executive Sub Committee April 2022
Digital Publications and Services	1,000,000	Renew	Feb-22	Mar-22	Apr-22	Apr-22	2% - 4%	12%	Approved by Executive Sub Committee April 2022
Water Coolers	1,500,000	Renew	Jan-22	Apr-22	Jun-22	Jun-22	2% - 4%	5%	Approved by Executive Sub Committee June 2022
Repair of Catering Machines	2,000,000	Renew	Jan-22	Apr-22	Jun-22	Jun-22	2% - 4%	-10%	Approved by Executive Sub Committee June 2022
Employability Services	20,000,000	New Contract	Apr-22		Jun-22	Jun-22	N/A	N/A	Approved by Executive Sub Committee June 2022. The Flexible DPS was established on 27 July 2022 and is now live, with new entrant applications possible throughout its duration.
Outdoor Play and Sports Facilities	15,000,000	Renew	Mar-21	Mar-22	Aug-22	Aug-22	2% - 4%	0%	Approved by Executive Sub Committee August 2022
Washroom Solutions	14,000,000	Renew	Sep-22	Aug-22	Aug-22	Aug-22	2%-4%	0.40%	Approved by Executive Sub Committee August 2022
Salt for winter maintenance	17,500,000	Renew	Jul-22		Aug-22	Oct-22	2%-4%	0%	Approved by Executive Sub Committee August 2022. Framework live November 2022.
Roadstone	25,000,000	Renew	Jul-22		Aug-22	Oct-22	2%-4%	-2%	Approved by Executive Sub Committee August 2022. Framework live October 2022.
Children's Residential	158,300,000	Renew	Mar-22		Oct-22	Oct-22	N/A	N/A	Approved by Executive Sub Committee August 2022. Framework live October 2022. New entrant applications are possible throughout its duration.
First Aid Materials	2,000,000	Renew	Sep-22	Sep-22	Nov-22	Nov-22	2%-4%	4.5%	Approved by Executive Sub-committee November 2022. Framework live January 2023.
Social Care Agency Workers	20,000,000	Renew	Sep-22	Sep-22	Oct-22	Dec-22	N/A	N/A	Submitted to Executive Sub-committee December 2022.

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 Planned for Approval at future Executive Sub Committees</b>									
<b>January 2023 Executive Sub Committee</b>									
Janitorial Products	12,000,000	Renew	Jan-23	Jan-23			2%-4%		Tender evaluation ongoing.
Building Construction Consultancy	18,750,000	New Contract	May-21	Mar-22		Jan-23	2%-4%	0%	Planned for presentation to the Executive Sub Committee January 2023
<b>February 2023 Executive Sub Committee</b>									
Fresh Meats, Cooked Meats and Fresh Fish	40,000,000	Renew	Sep-22	Jan-23		Feb-23	2%-4%		Tender evaluation ongoing.
<b>March 2023 Executive Sub Committee</b>									
Property Maintenance and Refurbishment	75,000,000	New Contract	Dec-22			Mar-23	2%-4%		Tender returned, progressing through evaluation.
Audio Visual Equipment	7,500,000	Renew	Mar-23	Mar-23		Feb-23	2%-4%		Strategy approved, Tender under development
Fire Safety Products	2,500,000	Renew	Apr-22	Jan-23		Feb-23	2%-4%		Strategy approved, Tender under development
Commercial Catering Equipment	4,000,000	Renew	Oct-22			Mar-23	2%-4%		Strategy approved, Tender under development



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>2023/24 Executive Sub Committees</b>									
National Shared Digital Alarm Receiving Centre	1,000,000	New Contract	Aug-22	Dec-22		TBC	2%-4%		In development
Technology Enabled Care Goods	9,000,000	Renew	Dec-22	Dec-22		May-23	2%-4%		Prior Information Notice Issued. Evaluation Methodology Under Development
Street Lighting Materials	15,000,000	Renew	Aug-22	Oct-22		TBC	2%-4%		Street Lighting Materials was prepared for submission to committee but is now subject to judicial interruption. In consultation with insurers legal representation has been instructed. Next steps will be overseen at Executive Sub-committee as appropriate.
Security Operating Centre	TBC	New Contract	Nov-22			TBC	2%-4%		Pending
Cleaning Equipment	2,000,000	Renew	Mar-23			TBC	2%-4%		Opportunity Assessment to be undertaken to confirm requirements/spend
Grounds and Plant Equipment	5,000,000	Renew	Mar-23			Jun-23	2%-4%		Development consolidates Grounds Maintenance Equipment and Light & Heavy Plant frameworks
Bottled Gas	2,000,000	Renew	Nov-21	Not being renewed		TBC	2% - 4%		Decision not to renew reviewed and will now be retendered. Prior Information Notice Issued July 2022. Strategy under development
Road Signage	1,250,000	Renew	Nov-22			TBC	2%-4%		Opportunity Assessment to be undertaken to confirm requirements/spend
New Build Residential Construction	375,000,000	Renew	Jun-23			TBC	2%-4%		Second generation framework being developed for renewal in August 2023.
Security Services and Cash Collection	12,500,000	Renew	Jun-23			TBC	2%-4%		Entering pre-strategy in New Year.
Hot Beverages	1,000,000	Renew	Dec-22	Not being renewed		Not being renewed	2%-4%		Not being renewed
Energy Advice	1,000,000	Renew	Dec-22	Not being renewed		Not being renewed	2%-4%		Not being renewed. Services now available through Energy Efficiency Contractors
Vending Machines	1,000,000	Renew	Mar-23	Not being renewed		Not being renewed	2%-4%		Not being renewed

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>2023/24 Executive Sub Committees</b>									
Cleaning Equipment	2,000,000	Renew	Mar-23			TBC	2%-4%		Opportunity Assessment to be undertaken to confirm requirements/spend
Construction Materials	70,000,000	Renew	Apr-23			Jun-23	2%-4%		Strategy UIG held, tender documents being prepared.
Asbestos related works and services	12,000,000	Renew	Jul-23			TBC	2%-4%		Strategy approved; tender documents being prepared.
Bread and Rolls	1,500,000	Renew	Oct-23			Aug-23	2%-4%		Pending
Alcoholic Beverages (OSS)	1,250,000	Renew	Renew			Aug-23	2%-4%		Pending
Sheriff Officers	1,100,000	Renew	Nov-23			Oct-23	2%-4%		Pending
Care Homes for Adults with Learning Disabilities Including Autism	26,500,000	Renew	Oct-23			TBC	n/a		Pending

## 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	In Progress	A re-opening consultation exercise is currently under consideration and a Prior Information Notice has been issued to the provider market to establish the level of interest.
Social Care Agency Workers	£20,000,000	Flexible Framework Agreement	N/A	The tender closed on 30 June 2022 and is at the final stages of the evaluation process for renewal.
Care Homes for Adults with Learning Disabilities Including Autism	£26,500,000	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
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 2022/2023

Contract Description	Est Annual Value
Boiler Maintenance	£10,000,000
Grounds Maintenance Equipment	£6,000,000
Groceries and Provisions	£30,000,000
Fresh Fruit and Vegetables	£1,500,000
Technology Enabled Care	£6,300,000
Demolition Services	£18,000,000
New Build Residential Construction	£375,000,000
Catering Sundries	£6,000,000
Community Meals	£4,000,000
Building and Timber	£15,000,000
Electrical Materials	£20,000,000
Plumbing and Heating Materials	£22,500,000
Trade Materials	£10,000,000
Secure Care Services	£17,500,000
Musical Instruments	£1,750,000
Education Materials	£17,500,000
Domestic Furniture and Furnishings	£26,000,000

*Contracts which are shaded have been approved for extension*

#### Appendix 4 - Contracts with no renewal or extension activity and contract management activity ongoing during 2022/2023

Contract Description	Est Annual Value	Contract Description	Est Annual Value
Bitumen Products	£12,000,000	Security Services and Cash Collection	£12,500,000
Waste Composition Analysis	£750,000	Social Care Case Management Solutions	£7,000,000
Vehicle Parts	£12,000,000	Vehicle Purchase RM6060	£10,000,000
Fostering and Continuing Care	£34,000,000	Waste Disposal Equipment	£1,250,000
Organic Waste	£12,000,000	Supply Teacher Booking System	£300,000
Engineering and Technical Consultancy	£17,125,000	Heavy Vehicles	£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	Pest Control	£1,000,000

## Appendix 5 – Expenditure summary per Council: Jul'21 – Jun'22

Member Organisation	Actual Spend	Forecast Spend	Variance	% of Total Actual Spend	Sum of Estimated Saving	% Saving
South Lanarkshire Council	£38,996,896	£74,060,120	52.7%	5.85%	£289,819	0.74%
Glasgow City Council	£38,629,775	£49,626,510	77.8%	5.80%	£697,983	1.81%
Fife Council	£38,052,952	£117,000,617	32.5%	5.71%	£484,745	1.27%
Associate Members	£37,494,649	£62,740,804	59.8%	5.63%	£783,732	2.09%
Aberdeen City Council	£36,806,646	£35,889,690	102.6%	5.52%	£579,607	1.57%
The City of Edinburgh Council	£35,664,652	£34,479,688	103.4%	5.35%	£480,568	1.35%
Aberdeenshire Council	£34,451,401	£38,087,473	90.5%	5.17%	£221,830	0.64%
West Lothian Council	£32,623,230	£28,746,098	113.5%	4.89%	£429,315	1.32%
Falkirk Council	£30,488,149	£47,484,253	64.2%	4.57%	£848,289	2.78%
North Lanarkshire Council	£30,243,228	£61,259,601	49.4%	4.54%	£508,546	1.68%
North Ayrshire Council	£26,873,422	£51,863,487	51.8%	4.03%	£456,949	1.70%
West Dunbartonshire Council	£25,584,923	£28,511,422	89.7%	3.84%	£536,061	2.10%
The Highland Council	£23,863,727	£28,945,743	82.4%	3.58%	£21,761	-0.09%
Dundee City Council	£20,242,642	£22,453,567	90.2%	3.04%	£247,501	1.22%
Renfrewshire Council	£20,024,442	£41,102,178	48.7%	3.00%	£402,831	2.01%
East Lothian Council	£15,970,211	£13,126,852	121.7%	2.40%	£283,176	1.77%
Dumfries and Galloway Council	£15,065,493	£13,700,908	110.0%	2.26%	£186,057	1.23%
Stirling Council	£14,182,886	£9,706,537	146.1%	2.13%	£114,922	0.81%
South Ayrshire Council	£13,910,156	£20,302,544	68.5%	2.09%	£134,695	0.97%
Scottish Borders Council	£12,701,815	£13,538,344	93.8%	1.91%	£43,767	-0.34%
Perth and Kinross Council	£12,625,572	£12,255,311	103.0%	1.89%	£256,393	2.03%
East Ayrshire Council	£12,352,348	£15,829,852	78.0%	1.85%	£307,745	2.49%
East Dunbartonshire Council	£11,541,464	£11,167,820	103.3%	1.73%	£136,229	1.18%
Tayside Contracts	£11,357,620	£8,974,637	126.6%	1.70%	£41,249	0.36%
Argyll and Bute Council	£11,114,070	£9,791,421	113.5%	1.67%	£187,954	1.69%
Clackmannanshire Council	£10,850,530	£13,108,054	82.8%	1.63%	£164,723	1.52%
East Renfrewshire Council	£10,619,082	£12,304,710	86.3%	1.59%	£300,784	2.83%
Midlothian Council	£9,654,028	£11,217,878	86.1%	1.45%	£62,206	0.64%
Inverclyde Council	£9,226,131	£7,869,088	117.2%	1.38%	£349,991	3.79%
Angus Council	£9,077,425	£20,531,843	44.2%	1.36%	£85,326	0.94%
The Moray Council	£8,461,378	£27,216,727	31.1%	1.27%	£45,042	0.53%
Orkney Islands Council	£3,177,637	£1,773,797	179.1%	0.48%	£5,297	-0.17%
Shetland Islands Council	£2,598,968	£2,621,428	99.1%	0.39%	£8,588	-0.33%
Comhairle nan Eilean Siar	£1,959,815	£4,085,819	48.0%	0.29%	£61,061	3.12%
<b>Total</b>	<b>£666,487,362</b>	<b>£951,374,821</b>	<b>70.1%</b>	<b>100.00%</b>	<b>£9,605,915</b>	<b>1.44%</b>