

Scotland Excel

To: Executive Sub-Committee

On: 29 January 2021

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

Associate Member Update Report

1. Summary

1.1 This report provides an update on Scotland Excel associate membership.

2. Background

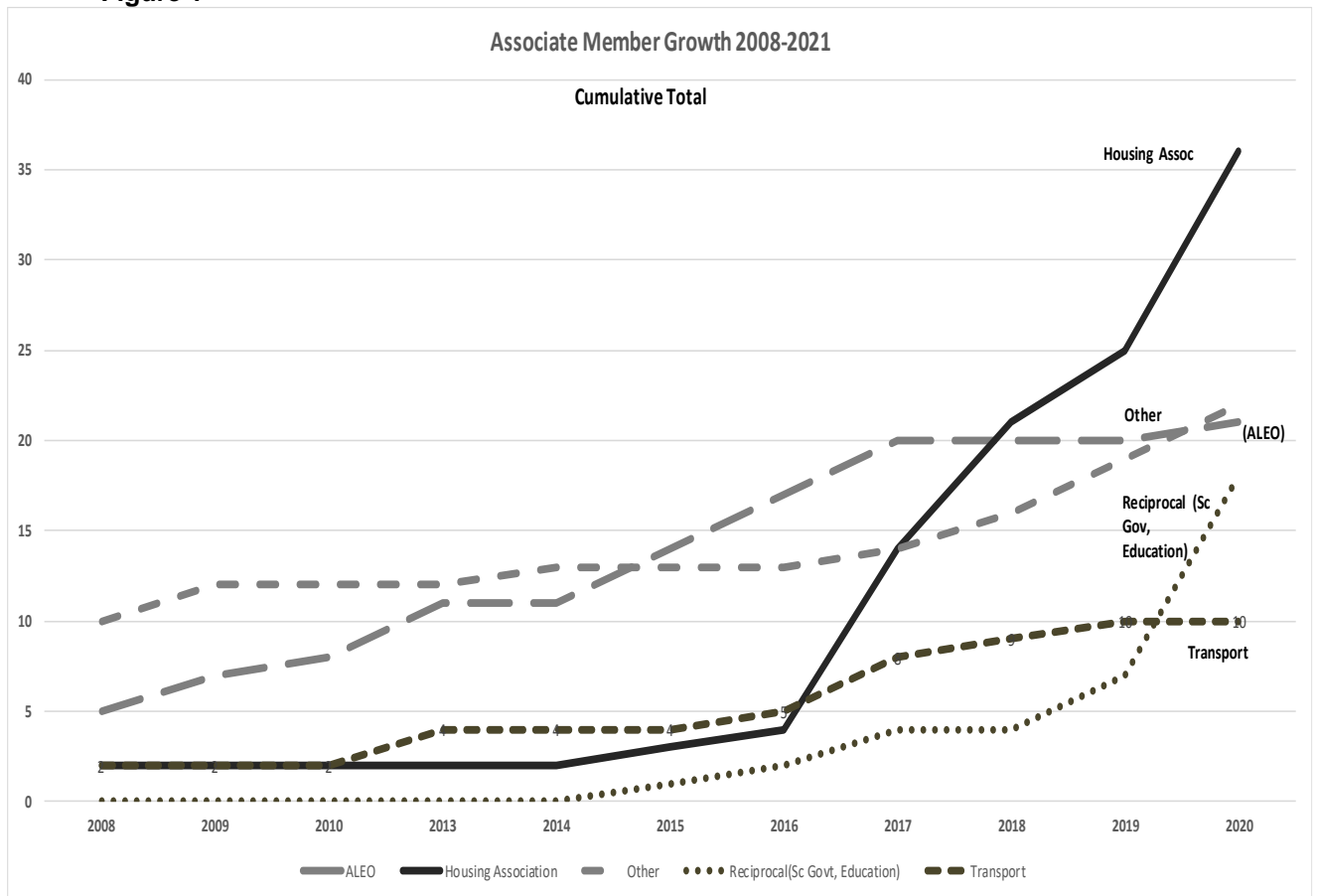
2.1 Scotland Excel associate membership can be classified into five main groups: Housing Associations, Council Arm's Length Organisations (ALEOs), Transport Bodies, organisations utilising the reciprocal arrangements (Scottish Government and Education) and other bodies.

In June 2018 the Joint Committee approved a surplus target of £50k for Associate Member expansion, and at the December 2018 Joint Committee, members approved Scotland Excel's recommendation of a continued focus and a dedicated team starting in April 2019 to grow associate membership.

Between April 2017 and April 2019, associate member growth mainly came from housing associations participating in the Scottish Government Affordable Housing project.

Figure 1 demonstrates the growth of associate membership. Housing associations show the largest growth due to the increased focus from both the PCIP programme and the expansion of the construction contract portfolio within Scotland Excel.

Figure 1



The breakdown of associate members by group is illustrated in table 1 below with, a comparison against the previous report in Jan20.

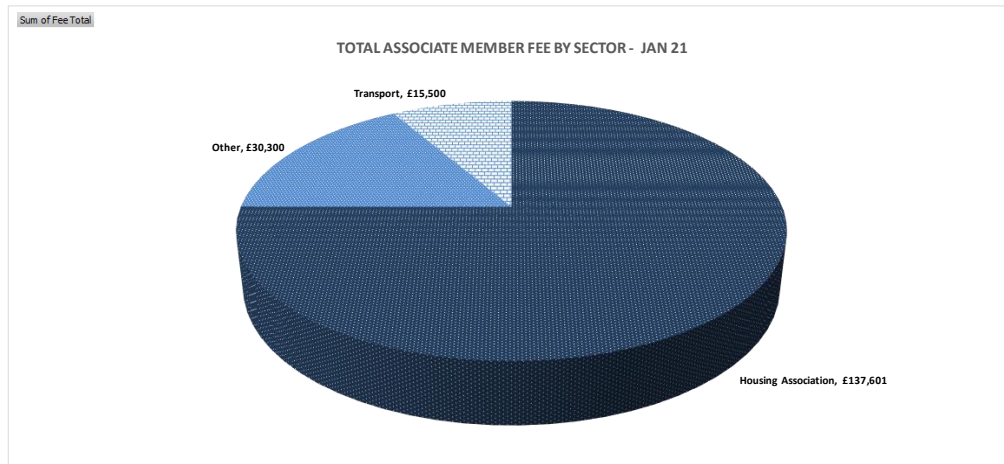
Table 1.

Group	Number of Associate Members (at Jan20)	Number of Associate Members (at Jan21)	Adjustment from Jan 20 – Jan21
Housing associations	27	36	+9
Council arm's length organisations (ALEO)	20	21	+1
Others	20	22	+2
Transport	9	10	+1
Reciprocal (Sc Govt, Education)	7	18	+11
Total	83	107	+24

3. Update

3.1 The current income breakdown of Scotland Excel associate members at January 2021 is shown in figure 2.

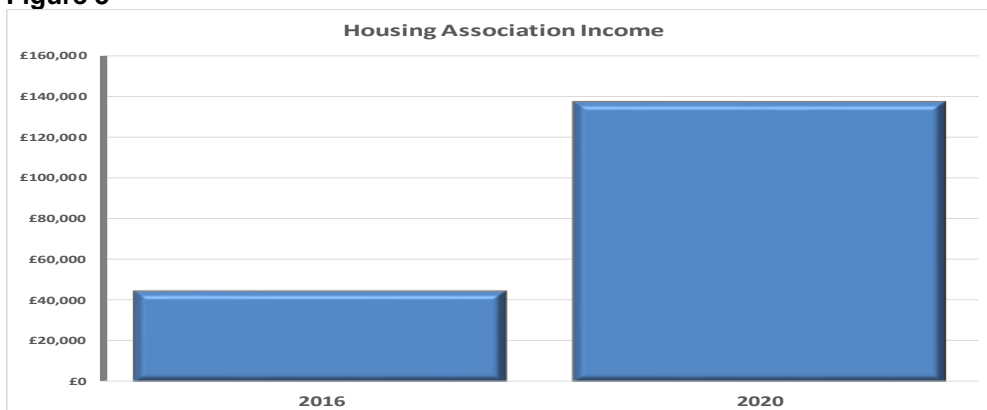
Figure 2



It should be noted that ALEOs and organisations covered by the reciprocal agreement pay no fee.

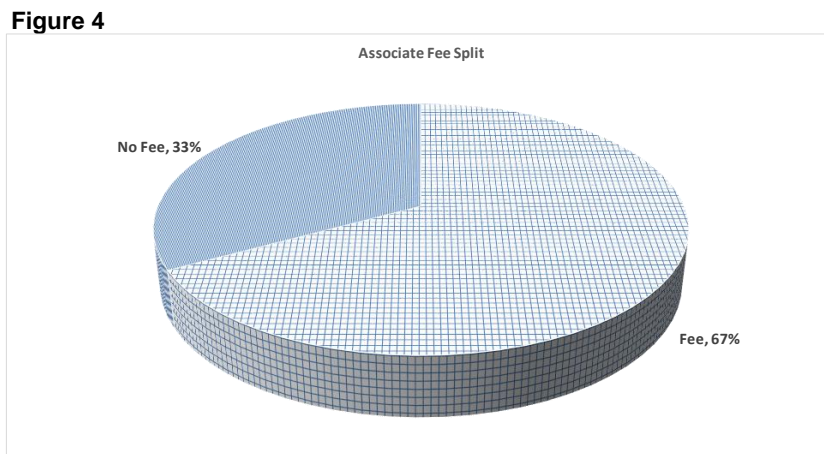
3.2 Housing associations make up the single largest group with thirty-six members, and currently provide the largest income from fees (figure 2). The revenue increased significantly after 2016, when Scotland Excel delivered the Scottish Government PCIP programme, which enhanced the awareness within the sector of Scotland Excel's work. The housing association number increase is illustrated in figure 3.

Figure 3



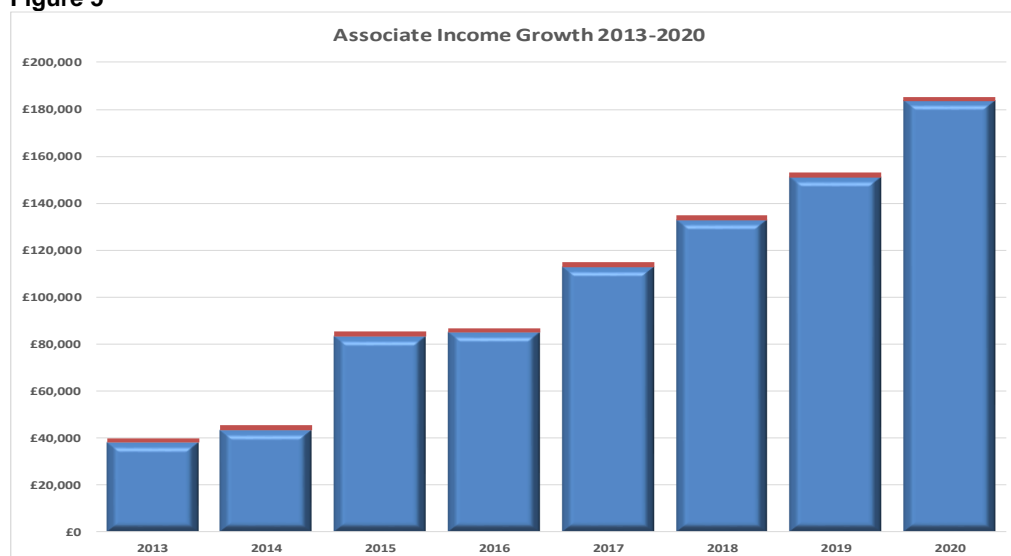
Scotland Excel continues to encourage more housing associations to become members by promoting the contract portfolio at housing events and customer meetings. The new build framework was developed to meet the needs of the sector and a few housing associations have joined Scotland Excel to use this framework.

- 3.3 There are currently twenty-one council arm's length organisations (ALEOs) who are members of Scotland Excel and therefore benefit from frameworks and services. Given that there is a total of one hundred and thirty ALEO aligned to local authorities throughout 2020 Scotland Excel contacted all local authority finance directors to raise awareness and encourage uptake of free membership to their ALEOs. There has been limited response to date, but Scotland Excel staff regularly encourage council staff at review meetings to alert ALEO's about the benefits of membership.
- 3.4 Other associate members come from a range of non-departmental government bodies (NDPB's), transport organisations, and a mixture of members from social care, education and other public bodies. There are over twenty-five thousand charity organisations in Scotland within scope, but most are small, and uptake may be limited when purchasing from our contracts or taking advantage of other offerings such as learning and development and consultancy.
- 3.5 All potential associate members follow the same joining process irrespective of whether there is a fee to Scotland Excel or not. The current fee split is represented below (figure 4).



- 3.6 Income from associate members has increased significantly over the last few years (see figure 5), and the dedicated associate team have been able to encourage a wide range of new associates by promoting the benefits from the wider contract portfolio, the new Scotland Excel service offerings and learning opportunities through The Academy.

Figure 5



3.7 A full list of the current Scotland Excel associate members is shown in Appendix 1

4. Fast Track Associate Membership Programme 2020

4.1 In response to the COVID-19 pandemic in April 2020, Scotland Excel implemented a temporary free associate membership programme to support the efforts of any public body or third sector organisation looking to secure continuity of service or assisting in recovery after lockdown.

4.2 A total of thirty-six organisations took advantage of the offer from all over Scotland and included supported business, care homes, social enterprises and Scottish Government bodies. Figure 6 shows the geographical spread and the sector of the organisations that took advantage of the programme.

Figure 6

Summary		Summary	
South East	18	Care	11
West	14	Charity	11
North East	3	National Body	7
North	1	Social Enterprise	5
		Supported Business	1
		Health Board	1

- 4.3 The thirty-six organisations that utilised the programme mainly purchased items such as PPE & sanitiser. However, one organisation purchased desks from the furniture contract to enable staff to work from home more efficiently during the first lockdown phase of the COVID pandemic. Total spend from the programme is still being analysed by the Scotland Excel data team and this will be shared in a later report.
- 4.4 Three organisations who took advantage of the programme have converted to associate membership and there are discussions taking place this month with the other organisations to highlight the advantages of joining Scotland Excel on a more permanent basis.

One organisation is currently conducting a pilot within the Glasgow area to verify the benefits of collaborative procurement amongst their smaller social enterprise base with a view to joining as fee paying members.

5. Next Steps

- 5.1 Scotland Excel contacted all associates in 2020 to keep in touch during lockdown, encourage take up of contracts and promote additional services. This activity became a vital part of business continuity in 2020 for many of the associate members during the COVID19 pandemic. The associate team became a lifeline to many of our associate members and provided a range of services including advice & contract assistance to help them receive those items such as PPE and janitorial supplies to aid re-opening or keep their front-line staff safe.
- 5.2 In 2019 Scotland Excel introduced some additional help for new associate members. On completion of approval process, a welcome pack and a guide to getting started on the Scotland Excel website is provided. A follow up site visit was offered to all associates to help during the early stages of membership. This has been helpful for new members and in 2020 this was expanded to all associate members as the pandemic required most associate member staff to work from home. Several virtual meetings took place throughout the year to offer advice and solutions to associate members, the feedback from which has been positive. This engagement has helped retain the current member base in challenging times and will be adopted as normal business practice for the associate team in Scotland Excel going forward.
- 5.3 Scotland Excel will continue to review spend levels of associates to ensure that the fee reflects the usage from the associate. Accurate reporting from our suppliers continues to be a key measurement. It is important to establish if any significant changes to spend levels will be sustained by the associate over a consistent period and not for a one-off project.

5.4 From the start of 2021, the associate team will be contacting public bodies that are not existing members of Scotland Excel to promote the benefits of membership

6. Recommendations

6.1 Members are asked to note the progress made with regard to the ongoing work with Associate members and to encourage suitable organisations to apply for membership.

Appendix 1

Scotland Excel Associate Member List – Jan2021

Culture, Sport & Leisure

Angus Alive	High Life Highland
Culture NL	Historic Environment Scotland
Culture Perth & Kinross	Inverclyde Leisure
Cycling Scotland	Live Borders
Design Dundee	National Museums Scotland
East Ayrshire Leisure Trust	North Ayrshire Leisure
Edinburgh International Festival Society	North Lanarkshire Leisure
Edinburgh Leisure	Renfrewshire Leisure
Fife Cultural Trust	South Lanarkshire Leisure and Culture
Glasgow Life	Sport Aberdeen
	Tron Theatre

Housing Associations

Abbeyfield Scotland Ltd	Hawthorn Housing Co-Operative
Angus Housing Association Ltd	Homes for Life Partnership Ltd
Ardenglen Housing Association Ltd	Kendoon housing Association Ltd
Bield Housing & Care	Kingsridge Cleddans Housing Association Ltd
Blue Triangle (Glasgow) Housing Association Ltd	Kingdom Housing Association Ltd
BT Loch Aillse agus an Eilein Sgitheanaich Ltd-Lochalsh&Skye	Kingdom Support and Care CIC
Cadder Housing Association Ltd	Link Group Ltd
Cairn Housing Association Ltd	Loreburn Housing Association Ltd
Cernach Housing Association Ltd	Oak Tree Housing Association Ltd
Clydebank Housing Association Ltd	Parkhead Housing Association Ltd
Drumchapel Housing Co-Operative Ltd	Pineview Housing Association Ltd
Dunbritton Housing Association Ltd	Queens Cross Housing Association Ltd
East Kilbride & District Housing Association Ltd	River Clyde Homes
Fairfield Housing Association Ltd	Shettleston Housing Association
Ferguslie Park Housing Association Ltd	Trust Housing Association Ltd
Glasgow West Housing Association Ltd	Viewpoint Housing Association Ltd
Grampian Housing Association Ltd	Weslo Housing Management
Hanover (Scotland) Housing Association Ltd	Wheatley Group

Scotland Excel Associate Member List – Jan2021(continued)

Transport

Glasgow Prestwick Airport
Highlands and Islands Airports
Highlands and Islands Transport Partnership
North Area Transport Association
North East Transport Partnership (NESTRANS)
South East of Scotland Transport Partnership (SESTrans)
Strathclyde Partnership for Transport
Tayside and Central Scotland Transport Partnership (TACTRAN)
Shetland Transport Partnership (Zetrans)
Transport Scotland

Other

Advice Direct Scotland	SB Cares
Bon Accord Care	Scottish Canals
Construction Scotland Innovation Centre (CS-IC)	Scottish Children's Reporter Administration
Church of Scotland Social Care Council	Scottish Courts and Tribunal Services
City Building (Glasgow) LLP	Scottish Fire and Rescue Service
City Property (Glasgow) LLP	Scottish Legal Aid Board
Cornerstone Community Care	Scottish Parliamentary Corporate Body
Crown Estate Scotland	Scottish Police Authority
Crown Office & Procurator Fiscal Service	Scottish Wildlife Trust
Forestry and Land Scotland	Seamab School
General Teaching Council	SEEMIS Group LLP
Hayfield Support Services with Deaf People	South of Scotland Enterprise Agency
Inverclyde Voluntary Council of Social Services	St Roch's Childcare Service
Jobs & Business Glasgow	The Royal Zoological Society of Scotland
Jordanhill School	The Wise Group
Kibble Education Centre	Edinburgh Napier University
National Library of Scotland	University of Aberdeen
Recovery Across Mental Health (RAMH)	University of Strathclyde
Rossie Secure Accommodation	West College Scotland
Routes to Work	University of Edinburgh