

Notice of Meeting and Agenda Scotland Excel Executive Sub-committee

Date	Time	Venue
Friday, 20 August 2021	09:30	Remotely by MS teams,

KENNETH GRAHAM
Clerk

Membership

Provost Bill Howatson (Aberdeenshire Council); Councillor Angus Macmillan Douglas (Angus Council); Councillor Graham Hutchison (City of Edinburgh Council); Provost Norman A Macdonald (Comhairle Nan Eilean Siar); Councillor Stephen Thompson (Dumfries & Galloway Council); Councillor Altany Craik (Fife Council); Councillor Ruairi Kelly (Glasgow City Council); Councillor Jimmy Gray (Highland Council); Councillor Joe Cullinane (North Ayrshire Council); Councillor Paul Di Mascio (North Lanarkshire Council); Councillor John Shaw (Renfrewshire Council); Councillor Amanda Hawick (Shetland Islands Council) and Councillor Josh Wilson (South Lanarkshire Council)

Councillor John Shaw (Convener): Councillor Paul Di Mascio (Vice Convener)

Further Information

If you require further information in relation to this meeting please call 0141 618 7111.

Items of business

Apologies

Apologies from members.

Declarations of Interest

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

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|-------------|--|----------------|
| 1 | Minute | 5 - 10 |
| | Minute of meeting of the Executive Sub-committee held on 18 June 2021. | |
| 2 | Chief Executive's Update Report | 11 - 24 |
| | Report by Chief Executive of Scotland Excel. | |
| 3 | Revenue Budget Monitoring | 25 - 30 |
| | Joint report by Treasurer and Chief Executive of Scotland Excel. | |
| 4 | Contract for Approval: Dynamic Purchasing System (DPS) for Digital Telecare Goods | 31 - 38 |
| | Report by Chief Executive of Scotland Excel. | |
| 5(a) | Request for Associate Membership: Berwickshire Housing Association Limited | 39 - 40 |
| | Report by Chief Executive of Scotland Excel. | |
| 5(b) | Request for Associate Membership: Caledonian Maritime Assets Limited (CMAL) | 41 - 42 |
| | Report by Chief Executive of Scotland Excel. | |
| 5(c) | Request for Associate Membership: Heriot-Watt University | 43 - 44 |
| | Report by Chief Executive of Scotland Excel. | |
| 5(d) | Request for Associate Membership: Scottish Environment Protection Agency (SEPA) | 45 - 46 |
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5(e)	Request for Associate Membership: West Granton Housing Co-operative Limited	47 - 48
	Report by Chief Executive of Scotland Excel.	
6	Contract Delivery Plan Update	49 - 58
	Report by Chief Executive of Scotland Excel.	
7	Operating Plan Update 2021/22	59 - 72
	Report by Chief Executive of Scotland Excel.	
8	Date of Next Meeting	
	Note that the next meeting of the Executive Sub-committee will be held at 9.30 am on 17 September 2021.	



Minute of Meeting Scotland Excel Executive Sub-committee

Date	Time	Venue
Friday, 18 June 2021	09:30	Remotely by MS teams,

Present

Provost Bill Howatson (Aberdeenshire Council); Councillor Bob Myles (substitute for Councillor Angus Macmillan Douglas) (Angus Council); Provost Norman A Macdonald (Comhairle Nan Eilean Siar); Councillor Stephen Thompson (Dumfries & Galloway Council); Councillor Altany Craik (Fife Council); Councillor Ruairi Kelly (Glasgow City Council); Councillor Joe Cullinane (North Ayrshire Council); Councillor Paul Di Mascio (North Lanarkshire Council); and Councillor John Shaw (Renfrewshire Council).

Chair

Councillor Shaw, Convener, presided.

In Attendance

J Welsh, Chief Executive, H Carr, Head of Strategic Procurement, S Brannagan, Head of Customer and Business Services, L Campbell, Corporate Services Manager, E Martin, Senior Procurement Specialist, C Richardson, Senior Procurement Specialist, E Macluskie, Procurement Coordinator, S Kilgour, Project and Account Manager, S Boyle, Assistant Procurement Specialist, K Farley, Assistant Procurement Specialist, S Ferracuti, Graduate Trainee, L McIntyre, Senior Communications Specialist, L A Campbell, Academy Tutor and K Forrest, Office Manager (all Scotland Excel); and M Conaghan, Legal & Democratic Services Manager, K Campbell, Assistant Chief Auditor, L Meikle, Senior Accountancy Assistant, P Shiach, Senior Committee Services Officer and K O'Neill, Assistant Democratic Services Officer (all Renfrewshire Council).

Apologies

Councillor Graham Hutchison (City of Edinburgh Council) and Councillor Amanda Hawick (Shetland Islands Council).

Declarations of Interest

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

1 **Minute**

There was submitted the Minute of the meeting of the Executive Sub-committee held on 21 May 2021.

DECIDED: That the Minute be approved.

2 **Internal Audit Engagement - Financial Sustainability Arrangements**

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

The report intimated that in line with the Public Sector Internal Audit Standards, Internal Audit must communicate the results of each engagement to the sub-committee. Internal Audit had undertaken a review of financial sustainability arrangements and the appendix to the report provided a summary of the overall assurance rating for the engagement, the number of recommendations in each category and the committee summary for the engagement.

DECIDED: That the summary for the Internal Audit engagement of financial sustainability arrangements be noted.

3 **Internal Audit Annual Report 2020/21**

There was submitted a report by the Chief Auditor, Renfrewshire Council, relative to the Internal Audit Annual Report on Scotland Excel 2020/21.

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

The annual report for Scotland Excel formed the appendix to the report and outlined the role of internal audit, the performance of the internal audit team, the main findings from the internal audit work undertaken in 2020/21 and contained an audit assurance statement.

DECIDED: That the Internal Audit Annual Report 2020/21 be noted.

4(a) **Contract for Approval: Supply and Delivery of Education Materials**

There was submitted a report by the Chief Executive of Scotland Excel relative to the award of a third-generation renewal framework for the supply and delivery of education materials which would operate from 1 August 2021 until 31 July 2024, with an option to extend for up to 12 months until 31 July 2025.

The framework would provide councils and other participating bodies with a mechanism to procure a wide range of educational materials and the report summarised the outcome of the procurement process for this framework.

The framework had been divided into nine lots, as detailed in table 1 of the report, and the forecast annual spend for participating councils was £18.6 million per annum,

equating to an estimated £74.4 million over the maximum four-year term of the framework. Appendix 1 to the report detailed the participation, spend and savings summary of all 32 councils participating in the framework.

Tender responses had been received from 25 suppliers and Appendix 2 to the report provided a summary of the offers received.

Based on the criteria and scoring methodology set out in the tender document, a full evaluation of the offers had been carried out and Appendix 3 to the report detailed the scoring achieved by each bidder.

Based on the evaluation undertaken, and in line with the criteria and weightings set out in the report, it was recommended that a multi-supplier framework arrangement be awarded to 21 suppliers across eight of the nine lots, as outlined in Appendix 3 to the report.

In order to adequately account for the impact of recent pandemic restrictions on retail businesses in this sector, and to ensure market preparedness for a tender in line with government advice, Scotland Excel were not proceeding to award lot 7, musical instruments, and had informed affected bidders and the UIG. Scotland Excel would carry out a tendering exercise for this lot in the coming weeks in line with applicable law and guidance.

Appendix 4 to the report detailed the approach taken by suppliers in relation to fair work practices and their position on the payment of the Real Living Wage.

The report intimated that, in accordance with Scotland Excel's established contract and supplier management programme, this framework had been classified as class C in terms of risk and spend, as detailed in Appendix 5 to the report.

DECIDED: That the award of the multi-supplier framework for the supply and delivery of education materials, as detailed in Appendix 3 to the report, be approved.

4(b) **Contract for Approval: Supply, Delivery and Installation of Education and Office Furniture**

There was submitted a report by the Chief Executive of Scotland Excel relative to the award of a third-generation renewal framework for the supply, delivery and installation of education and office furniture which would operate from 1 September 2021 until 31 August 2025.

The framework would provide councils and other participating bodies with a mechanism to procure a range of furniture suitable for classrooms, pre-5 environments, dining rooms, flexible learning and workspaces, office environments, meeting rooms and reception areas.

The report summarised the outcome of the procurement process for this framework.

The framework had been divided into six lots, as detailed in table 1 of the report, and the forecast annual spend for participating councils and associate members, with contingency, was £8 million per annum, equating to an estimated £32 million over the full four-year term of the framework. Appendix 1 to the report detailed the participation, spend and savings summary of all 32 councils participating in the framework together with the Scottish Prison Service who intended to participate.

Tender responses had been received from 26 suppliers and Appendix 2 to the report provided a summary of the offers received.

Based on the criteria and scoring methodology set out in the tender document, a full evaluation of the offers had been carried out and Appendix 3 to the report detailed the scoring achieved by each bidder.

Based on the evaluation undertaken, and in line with the criteria and weightings set out in the report, it was recommended that a multi-supplier framework arrangement be awarded to 21 suppliers across the six lots, as outlined in Appendix 3 to the report.

Appendix 4 to the report detailed the approach taken by suppliers in relation to fair work practices and their position on the payment of the Real Living Wage.

The report intimated that, in accordance with Scotland Excel's established contract and supplier management programme, this framework had been classified as class D in terms of risk and spend, as detailed in Appendix 5 to the report.

DECIDED: That the award of the multi-supplier framework for the supply, delivery and installation of education and office furniture, as detailed in Appendix 3 to the report, be approved.

4(c) **Contract for Approval: Fostering and Continuing Care Services**

There was submitted a report by the Chief Executive of Scotland Excel relative to the award of a third-generation renewal framework for fostering and continuing care services which would operate from 1 July 2021 until 30 June 2024, with an option to extend for up to 12 months until 30 June 2025. It was noted that this framework would commence on 2 July 2021 following the successful completion of the standstill period requirements.

The framework would enable councils to secure fostering placements from independent and voluntary providers as a supplement to their internal provision and was mainly based around a core placement with councils able to source additional services to support individual requirements. Specialised placements were also available, where required, as well as continuing care placements.

The report summarised the outcome of the procurement process for this framework.

The report intimated that following publication of the Independent Care Review's report in February 2020, The Promise Team was established to implement the review's recommendations with the objective of keeping 'the Promise' to improve the care system. The Independent Care Review highlighted that the period between April 2021 and March 2024 would be a bedding-down period when the necessary legislative reform would be underway. This framework extension option allowed for a re-tender in 2024 if there were significant legislative reforms which required a restructuring of the framework.

The forecast annual spend for participating councils, with contingency, was £34 million per annum, equating to an estimated £136 million over the full four-year term of the framework. Appendix 1 to the report detailed the participation, spend and savings summary of the 28 councils participating in the framework. It was noted that the remaining councils rarely required to place children out with their own services, however, the framework would be available for any future requirement.

Tender responses had been received from 15 providers and Appendix 2 to the report provided a summary of the offers received.

Based on the criteria and scoring methodology set out in the tender document, a full evaluation of the offers had been carried out and Appendix 3 to the report detailed the scoring achieved by each bidder.

Based on the evaluation undertaken, and in line with the criteria and weightings set out in the report, it was recommended that a multi-supplier framework arrangement be awarded to 15 providers, as outlined in Appendix 3 to the report.

Appendix 4 to the report detailed the approach taken by suppliers in relation to fair work practices and their position on the payment of the Real Living Wage.

The report intimated that, in accordance with Scotland Excel's established contract and supplier management programme, this framework had been classified as class B in terms of risk and spend, as detailed in Appendix 5 to the report.

DECIDED: That the award of the multi-supplier framework for fostering and continuing care services, as detailed in Appendix 3 to the report, be approved.

4(d) **Contract for Approval: Treatment of Organic Waste Services**

There was submitted a report by the Chief Executive of Scotland Excel relative to the award of a third-generation renewal framework for the treatment of organic waste services which would operate from 1 July 2021 until 30 June 2024, with an option to extend for up to 12 months until 30 June 2025. It was noted that this framework would commence on 7 July 2021.

The framework would provide councils and other participating bodies with a mechanism to procure treatment options for organic materials, including separately collected food waste, garden waste and co-mingled food and garden waste, generating electricity and compost. This framework was part of the Scotland Excel Environment Category portfolio which assisted councils in delivering their statutory obligation to provide an essential waste management service, as well as contributing to the Scottish Government's Circular Economy ambitions.

The report summarised the outcome of the procurement process for this framework.

The framework had been divided into three lots, as detailed in table 1 of the report, and the forecast annual spend for participating councils and associate members, with contingency, was £12 million per annum, equating to an estimated £48 million over the full four-year term of the framework. Appendix 1 to the report detailed the participation, spend and savings summary of the 22 councils participating in the framework. The remaining councils had indicated that they had no present need to use this framework, however, to ensure that all 32 councils had the option to use the framework, all councils had been listed in the contract notice for the framework. It was noted that both Renfrewshire and West Lothian Councils had made awards under the last framework for a period that would take them beyond the future framework period.

Tender responses had been received from 10 suppliers and Appendix 2 to the report provided a summary of the offers received.

Based on the criteria and scoring methodology set out in the tender document, a full evaluation of the offers had been carried out and Appendix 3 to the report detailed the

scoring achieved by each bidder.

Based on the evaluation undertaken, and in line with the criteria and weightings set out in the report, it was recommended that a multi-supplier framework arrangement be awarded to 10 service providers, as outlined in Appendix 3 to the report.

Appendix 4 to the report detailed the approach taken by suppliers in relation to fair work practices and their position on the payment of the Real Living Wage.

The report intimated that, in accordance with Scotland Excel's established contract and supplier management programme, this framework had been classified as class D in terms of risk and spend, as detailed in Appendix 5 to the report.

DECIDED: That the award of the multi-supplier framework for the treatment of organic waste services, as detailed in Appendix 3 to the report, be approved.

5(a) **Request for Associate Membership: Loch Lomond and The Trossachs National Park Authority**

There was submitted a report by the Chief Executive of Scotland Excel advising that Loch Lomond and The Trossachs National Park Authority 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 Loch Lomond and The Trossachs National Park Authority to become an associate member of Scotland Excel, with no annual membership fee, be approved subject to completion and signing of the agreement documentation.

5(b) **Request for Associate Membership: Sportscotland**

There was submitted a report by the Chief Executive of Scotland Excel advising that Sportscotland 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 Sportscotland to become an associate member of Scotland Excel, with no annual membership fee, 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 at 9.30 am on 20 August 2021.

Scotland Excel

To: Executive Sub-Committee

On: 20 August 2021

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

**Chief Executive's Update Report to Chief Executive Officers Management Group
(CEOMG) – June 2021**

1. Summary

The purpose of this report is to share the Chief Executive's Update Report which was issued to Council Chief Executives at the CEOMG on 29th June 2021.

2. Background

The Scotland Excel CEOMG meets quarterly. As part of the regular governance process the Chief Executive provides an update on the work of Scotland Excel. Following discussions with the Scotland Excel Convener, it was agreed that this report – and any future reports – will be shared with members of the Scotland Excel Executive Subcommittee following the CEOMG meeting. The report shown at Appendix 1 provided an update to the CEOMG for the period between March 2021 and June 2021.

3. Recommendations

Members are asked to note the report.

Scotland Excel

To: Chief Executive Officers Management Group

On: 29 June 2021

Chief Executive's Update Report

1. Introduction

The purpose of this report is to provide the group with an update on key developments within Scotland Excel since the last meeting of the Chief Executive Officers Management Group on 24 March 2021.

2. Summary

Since the group last met there have been a number of developments:

2.1 Digital Update

Information Gathering

The Scotland Excel and Digital Office information gathering project was rebranded and recently re-launched as STAMP (Scotland's Technical Asset Management Platform). The relaunch took place in mid-April 2021 and STAMP is a complete redesign and re-build of the online data capture solution which delivers a much more flexible, dynamic, responsive, visually appealing and user-friendly system.

The communication strategy for the re-launch sought to ensure maximum impact was achieved through extensive engagement with Scotland's thirty-two local authorities. The approach adopted included the following:

- Presentation to SOLACE
- Digital Office communication to 32 Local Authority IT Leads
- Scotland Excel communication to 32 Local Authority Procurement Leads
- South Lanarkshire Council (system host council) communication to 32 Local Authority key personnel
- Individual meetings with each local authority

The overall feedback from the demo/discussion sessions has been extremely positive, contribution and completion of this exercise is currently being monitored to assess contracting landscape. To date, most local authorities have now started the process of updating the system with appropriate contracts and system data, and it is anticipated that the data set will be in a position to be effectively assessed from the beginning of July to analyse and report on collaborative opportunities.

2.2 Market Testing for Artificial Intelligence (AI)/Robotics Process Automation (RPA)

The project for Artificial Intelligence (AI)/ Robotics Process Automation is ongoing to review potential collaborative contracting areas of opportunity across the councils. Consultation with Councils currently using Robotics Process Automation (RPA) has established that it enables organisations to automate repetitive, manual processes and augment the work of the employee workforce to achieve operational improvements and reduce business costs.

A UIG has been created to establish the scope and requirements for the Robotics Process Automation / Intelligent Automation project. Eight councils are represented on the UIG along with a representative from The Scottish Government. Requirements documentation from West Dunbartonshire and West Lothian Councils were circulated across the group as a baseline from which to seek additional functional requirements for a procurement exercise.

An initial draft procurement strategy has been developed and shared with the UIG. Following a subsequent meeting on the content of the strategy, comments and feedback are now being collated and incorporated prior to a wider consultation with all other councils. Thereafter, the updated strategy will be presented through Scotland Excel's internal governance process and the procurement plan for tendering will be developed. It is anticipated that a framework will be delivered within 9 months of this, in around Spring 2022.

Other Digital Developments

(i) Digital Telecare

The project to develop a Dynamic Purchasing System (DPS) to support the delivery of digital telecare is underway.

The DPS is now open to suppliers to submit their PQQs. The closing date is June 30th and it is planned that recommendations will go forward for appointment approval to committee in August. It is estimated that 50 suppliers will be appointed in the first round.

(ii) Digital Booking System

The framework for Digital Booking Systems went live at the start of April and councils are progressing call offs from this framework and the first contract awards should be completed in July.

(iii) Office 365

Scotland Excel and the Digital Office have offered to assist councils to procure Office 365 licences using an aggregated procurement through Crown Commercial Services or via the Scottish Government sole vendor Softcat. The benefits of this approach include access to Office 365 product specialists who will conduct an audit of the councils' estates to identify savings, a clear picture of licence costs and the potential savings in vendor management if a sole vendor proves feasible.

2.3 Care Services

2.3.1 Children's Residential Care and Education

The existing framework for children's residential care and education services is scheduled to expire next year with development work in relation to the new generation framework in the early stages.

A key element of the re-development work will be to collaborate with stakeholders to agree how best to incorporate the priorities of The Promise in the new arrangement. Recommendations related residential care include provisions in relation to recruitment and training of care staff and well as provisions relating to relationships between care staff and family contact.

2.3.2 Fostering

The new generation foster care services framework is scheduled to commence in July subject to committee approval in June. This new framework builds on the success of previous frameworks with an increased number of providers offering services.

2.3.3 Secure Care

Scotland Excel is working with stakeholders to agree an appropriate extension period for the existing secure care contracts. The policy direction seeks significant change to way secure services are used at the moment, but timescales and other specifics need to be confirmed.

Scotland Excel will work closely with key stakeholders to understand anticipated timescales and implications for the national contracts and any future arrangements.

2.3.4 Independent Review of Adult Social Care

The Independent Review of Adult Social Care, chaired by Derek Feeley, was published in February. The review recommendations followed similar themes to The Promise in respect of procurement and commissioning but also included much broader recommendations in relation to the creation of a National Care Service (NCS) with potentially significant structural implications.

The timing of the publication in relation to the elections meant that while the Cabinet Secretary confirmed some early priority areas, detailed consultation on the main review recommendations has not yet taken place with a wide stakeholder group.

In March COSLA and Scottish Government published a joint statement of intent in respect of the review recommendations which set out agreed areas for immediate work including fair work, ethical commissioning, ending of non-residential charging, eligibility criteria and ensuring the views of unpaid carers and those with lived experience of care & support services are heard and reflected in service design.

Scotland Excel is working with Scottish Government, COSLA and others to input into the detailed work underway in relation to fair work practices in social care and the development of ethical commissioning principles.

2.3.5 National Care Home Contract

The 2021/22 rate for the national care home contract was agreed in April taking effect from the 12th. The settlement this year included a commitment to revisit the rate once the pay increases for nurses had been agreed, work to amend the rate to reflect the now agreed nurse pay increase is underway.

In order to support the significant review of both the national care home contract and cost model, Scotland Excel has recruited a new manager to lead in this area. The postholder will lead the review of both the contract and cost model in relation to the recommendations from the Independent Review of Adult Social Care, lessons learned from the pandemic and other areas such as the work related to care home buildings and configuration.

Included in the review recommendations is a requirement to move to a more managed care home market with a greater degree of oversight for the Care Inspectorate. A key part of the review work in this area will be to work with partners to agree the various roles and responsibilities of different organisations to ensure the oversight and management recommendations are supported.

2.3.6 £500 Project

In November 2020 the Cabinet Secretary announced that social care workers would receive a one off, pro-rata payment of £500 as a thank you for their contribution during the pandemic.

Scotland Excel was commissioned by Scottish Government to undertake the submission and validation process for providers in the independent and voluntary sector to apply on behalf of their staff. Over 1,000 submissions were validated and financial schedules for payment submitted to Scottish Government in March.

Scotland Excel is also working with Scottish Government, COSLA and other partners to develop a process for payments to be made to personal assistants. It is anticipated that a portal similar to that used in the first phase, will be launched in the coming weeks enabling personal assistants to apply for their payment. Eligible personal assistants are estimated to number 10.5k.

2.4 The Scotland Excel Academy

The Academy is engaging 31 councils and 29 public / third-sector organisations across its accredited and non-accredited programmes. There are 890 registered learners in the Academy, with 116 learners actively engaged in accredited programmes across 11 cohorts - comprising three in procurement, four in leadership & management, three in project management and one in business analysis & innovation. The project management and business analysis & innovation programmes are addressing national skills shortages. 25 cohorts have now been completed, awarding 228 qualifications, with 10 learners being awarded Chartered Manager (CMgr). A further 4 learners are actively working on their CMgr submission.

Building upon the success of 769 learners participating in the Stay Connected one-hour online workshops, video content has been created supporting self-directed online learning - currently nine videos are available in the Academy video library. As an outcome from the Stay Connected workshops our community requested a series of interactive four-hour online workshops. We are currently scoping these and will launch a series of Evolve workshops after the summer holidays.

2.5 Housing Update

Scotland Excel continues to work closely with housing associations across Scotland, promoting the benefits of membership, particularly the construction frameworks including new build housing. The financial constraints and material shortages experienced by these organisations since the pandemic has delivered an opportunity for Scotland Excel to engage and promote associate membership.

Summary Highlights since the last report:

Four new housing associations have recently become associate members of Scotland Excel to access the wider portfolio of contracts. Three of the new housing associates are based in Glasgow with two immediately gaining benefit from the domestic gas boiler maintenance contract to deliver best value for their tenants. The two newest members are working with the associate team to benchmark a few of the contracts across the portfolio to maximise savings potential against their current agreements.

2.6 New Build Update

New Build Housing

Activity under the framework continues to increase with six developments live on site, a further six due on site in the coming months, and more than ten additional projects in the process of being tendered. It is anticipated that by the end of the financial year contracts to build over 1000 homes will have been awarded via the framework to the value of c.£200m.

These developments encompass a wide range of homes, including flats, fully accessible homes and a care facility. Net zero targets are being supported through the framework by building to Passivhaus Standard and Net Zero Homes, as well as building of more sustainable homes through inclusion of measures such as solar panels, triple glazing, two zone heating, electric heating and air source heat pumps.

Scotland Excel has been primarily focused on supporting members using the framework. This has included providing tailored online guidance sessions so that individual members maximise the benefits from the framework, providing ad-hoc support and guidance, and ensuring members can access and utilise the comprehensive online tools and template documents available to effectively manage procurement through this framework. In addition, Scotland Excel continues to work with contractors and members to manage project pipelines and market capacity in light of the ongoing impact of COVID-19 and Brexit on their business and supply chain.

Three framework contractors (CCG, Ashleigh Construction and Stewart & Shields) were involved in the Scotland Excel Procurement Week. The contractors discussed what is and can be delivered under the framework under the Climate Emergency and Sustainability and Community Wealth Building.

2.7 Update on the Contract Plan and Contracts approved since November 2020

There are 75 current frameworks in the Scotland Excel contract portfolio, with thirty-one of these frameworks to be renewed before 31 December 2022. It is also planned that a further four new frameworks will be added to the contract portfolio by 31 December 2022.

A total of 15 of the frameworks on the current portfolio have extension options that are likely to be exercised in 2021/2022 with two of these extensions already approved.

The overall efficiencies across the whole portfolio for 2020/21 was at 2.9% compared to the 2.5 % forecast range. This efficiencies figure will continue to be monitored throughout 2021/2022.

The following contracts have been approved at Executive Sub Committee since February 2021:

Domestic Furniture and Furnishings

This renewal is a third generation framework for Domestic Furniture and Furnishings and will provide councils and other participating bodies with a mechanism to procure a comprehensive range of domestic furniture and furnishings, enabling people to live independently or to be supported in temporary accommodation via the Scottish Welfare Fund. A total of 7 suppliers have been awarded a place on the framework. Of these seven recommended suppliers four are classed as SMEs, three as micro businesses and all seven are Scottish suppliers.

Booking of public sector employees (Supply teacher booking)

This framework allows the appointment of suppliers to a framework agreement for the booking of staff in current employment with local authorities for temporary vacancies.

SEEMiS Group LLP is a central body established by Scotland's local authorities with a remit to develop and service a national education management information system for all of Scotland's schools. It currently provides a module that allows local authorities to record the booking of supply teachers for temporary vacancies. This module will be retired by SEEMiS in July 2021 and local authorities were seeking a solution to replace this module with an increased scope that will allow for the booking of a variety of staff roles, however, it should be noted that the prime booking role is for Supply Teachers.

A total of 5 suppliers have been awarded a place on the framework. Of these five recommended suppliers two are Scottish suppliers and three are small/micro suppliers.

Supply and Delivery of Vehicle Parts

This renewal is a fourth generation framework for the Supply and Delivery of Vehicle Parts and will provide councils and other participating bodies with a mechanism to procure a wide range of vehicle parts, windscreen replacement, auto electrics, specialist vehicles parts, hydraulics and workshop consumables to cover the varied fleet mix across the councils. This varied fleet mix incorporates everything from small cars and light commercial vehicles (including electric), up to 44 tonne refuse collection vehicles (RCV) and other specialist heavy vehicles. A total of 31 suppliers have been awarded a place on the framework. Of these, 16 suppliers are classed as SME's, 7 as micro businesses and 22 are Scottish suppliers.

Waste Composition Analysis Services

This first-generation framework for Waste Composition Analysis Services will offer a mechanism for local authorities to procure the services of suitably qualified service providers to conduct waste composition analysis ("WCA"). This will include sorting and detailed reporting of analysis results following scrutiny of waste collected from households at the kerbside or via Household Waste & Recycling Centres. Scotland Excel has delivered this framework with support from Zero Waste Scotland (ZWS). A total of 5 suppliers have been awarded a place on the framework. Of these, 4 service providers are classed as SME, 1 is classed as a large service provider and 2 of the service providers are Scottish based.

Supply and Delivery of Education Materials

This renewal is a third generation framework for the Supply and Delivery of Education Materials and will provide councils and other participating bodies with a mechanism to procure a wide range of educational materials, including but not limited to, arts and crafts, board, card and paper, exercise books, homework diaries, science equipment and sports equipment. A total of 21 suppliers have been awarded a place on the framework. In order to adequately account for the impact of recent pandemic restrictions on retail businesses in this sector, and to ensure market preparedness for a tender in line with government advice, Scotland Excel is not proceeding to award Lot 7, Musical Instruments, and have informed affected bidders via PCS-Tender. Scotland Excel will look to carry out a tendering exercise for this lot in the coming weeks, in line with applicable law and guidance, to minimise disruption to our stakeholders.

Supply, Delivery & Installation of Education & Office Furniture

This renewal is a third generation framework for the Supply, Delivery & Installation of Education & Office Furniture and will provide councils and other participating bodies with a mechanism to procure a range of furniture suitable for classrooms, pre-5 environments, dining rooms, flexible learning and workspaces, office environments, meeting rooms and reception areas. A total of 21 suppliers have been awarded a place on the framework.

Fostering and Continuing Care

This renewal is a third-generation framework for Fostering and Continuing Care services and will enable local authorities to secure fostering placements from independent and voluntary providers as a supplement to their internal provision. The framework is mainly based around a core placement with local authorities able to source additional services to support individual requirements. Specialised placements are also available, where required, as well as continuing care placements. A total of 15 suppliers have been awarded a place on the framework, including 9 providers that are classed as small or medium enterprises, three as micro businesses and 13 are Scottish providers.

Treatment of Organic Waste Services

This renewal is a third generation framework for Treatment of Organic Waste Services and will provide councils and other participating bodies with a mechanism to procure treatment options for organic materials, including separately collected food waste, garden waste and co-mingled (collected together as a mix) food and garden waste, generating electricity and compost. A total of 10 suppliers have been awarded a place on the framework. All 10 service providers are classed as SME and all providers are Scottish based.

2.8 Projects update

2.8.1 East Lothian Council

The East Lothian Council Improvement Project has been progressing steadily and most improvement areas are now at a mature stage. Over the past six months new side streams have emerged in-line with the Council's overall direction and strategic goals, such as community benefits, local wealth building, sustainability and integrated P2P review to name the more significant ones.

The improvement programme has been embedded into procurement services and reviewed regularly at the Procurement Improvement Panel. Identifying and delivering benefits including cash savings is also a key part of the project. A number of benefits have been achieved along with £1.2m of savings delivered by the procurement team.

Digital transformation and end to end systems review remains in focus as well as skills development within the procurement team. These will be key to underpin further improvements and to maximise the value of procurement intervention within the Council.

2.8.2 East Renfrewshire Council

The East Renfrewshire Programme is continuing to deliver across its inter-related projects for implementation. The Procurement team have completed the SQA Accredited PDA in Project Management and are currently delivering a programme of “Procurement Bitesize” training across the organisation with sessions ranging from Introduction to Procurement, to Managing a Successful Tender to Strategic Commissioning.

Focussed work is underway in reviewing the ICT Portfolio, with Phase 1 complete, and work is also ongoing to deliver an online contracts register which will streamline processes and data analysis, and support the wider organisation.

Significant work has also been undertaken to identify benefits and savings from Procurement activity with the latest presentation to CMT identifying £1.8m in cashable savings and cost avoidance between June 2020 and January 2021, and savings opportunities identified across the Council, including significant savings potential in trades materials.

2.8.3 Tayside

Scotland Excel has recently concluded the work with three Councils in Tayside. The programme was commissioned in early 2019 and lead to 2 years of joint work to deliver improvement. The councils involved in the programme were Angus, Dundee City and Perth and Kinross. The ultimate aim of the programme was to achieve savings, increase efficiency and bring greater value to the citizens of Tayside.

Scotland Excel identified a potential for up to £9.9m of cashable savings opportunities. These opportunities fell into three categories; those which would be achieved from redesigning services, those available from enhancing management of contracts and/or suppliers and those achievable from price management. The Councils have now agreed to move forward on developing a new collaborative approach to three areas of operational activity. Success in these three areas will make more of the potential benefits realisable.

Further benefits from procurement functions working better together and from supporting local economies were also identified. Outputs from the programme include process changes, support for improving data management and toolkits for contract and supplier management. An 18-month plan of improvement activities has been passed to the Board in Tayside to support embedding the changes following conclusion of the programme.

2.8.4 Stirling Council

Scotland Excel has been providing Stirling Council with a Head of Procurement for six months now. During this time, a development plan has been put in place which focuses on management of the corporate procurement team and review of the function, the creation of a community wealth building strategy, and a review and implementation of a procurement savings strategy across the organisation. Focus has been placed on community wealth building with Stirling Council now working

with Scotland Excel on a dedicated project in this area. The project will look to understand current practice and build the strategy, policy and action plan which will then be linked to the Council's wider Economic Development Strategy. Work is also progressing on updating the Council's Procurement Strategy, service plan and Key Performance Indicators to drive and facilitate the next steps towards savings and benefits identification, and capture sustainability, local community benefits and Contract and Supplier Management.

2.8.5 Midlothian Council

Scotland Excel undertook desktop analysis in relation to the procurement procurement function of Midlothian Council. A Report of the findings was well received by the Council and further engagement to agree next steps will take place in the Autumn with their recently appointed Chief Procurement Officer.

2.8.6 Dumfries & Galloway Council

A new programme of work within Dumfries and Galloway Council has been initiated to support the organisations strategic procurement aims. The aim of the programme is to improve control and visibility of procurement spend by restricting delegations to services for a period to give time for a full improvement programme, and training to be delivered. Recruitment has taken place and two senior procurement specialists have recruited by Scotland Excel to support the programme.

2.8.7 Early Learning & Childcare (ELC) provision for 1140 hours – setting the sustainable rate

Scotland Excel continues to support a number of councils to engage with their local early learning and childcare (ELC) providers as part of the national policy to expand childcare provision. Work has recently began with East Lothian Council to help them determine a sustainable hourly rate.

2.8.8 Hosted Procurement

There continues to be a growth in demand for Hosted Procurement services where Scotland Excel undertakes a full procurement exercise on behalf of the customer. Tendering exercises are progressing well with Dumfries & Galloway Council and Glasgow Life (an Arm's Length Organisation (ALEO) of Glasgow City Council). The University of Strathclyde, one of our Associate Members, has contracted Scotland Excel to provide short term procurement resource under an agency model. This service will be developed further.

2.8.9 City Property Glasgow (Investments) LLP

City Property Glasgow (Investments) LLP continues to engage with Scotland Excel as their 'Procurement Partner' with a number of tenders being prepared covering the waste streams from the Blochairn Food Market in the City. Work is progressing to publish a tender for a General Waste recycling partner by the end of June 2021 with

the procurement of recycling partners for plastics, wood and cardboard continuing throughout the summer months utilising the Scotland Excel Recyclable and Residual Waste Framework.

Scotland Excel has also been engaged to conduct a mini-competition from a Crown Commercial Services framework for the award of business to a partner in support of the sale of land in the Charing Cross area of the city, formerly the site of Nye Bevan House, which is currently owned by City Property Glasgow (Investments) LLP.

2.8.10 Zero Waste Scotland

Scotland Excel is providing Tender Support to Zero Waste Scotland for the provision of suitably qualified service providers to conduct waste composition analysis. The framework, Waste Composition Analysis Services, was approved at the Scotland Excel Executive Sub Committee meeting in May 2021. It is now live and mobilisation meetings will take place with service providers on 16th June.

2.8.11 Scottish Local Government Pension Scheme

The Scheme Advisory Board (SAB) of the Scottish Local Government Pension Scheme has engaged Scotland Excel to provide support as they review options for reform of the scheme. A project governance paper was agreed by the Scheme Advisory Board on 19th May. As a result, a Senior Project Sponsor has now been elected and a Sub-Group, constituted of SAB members with an independent Chair, met for the first time on 4th June. The independent Chair for this group is Hugh Carr and the group will help steer the work and ensure SAB's ownership. Work is also continuing on stakeholder engagement, evidence gap analysis and establishing a group of Subject Matter Experts to help undertake this highly specialist work.

2.9 Climate Change

Climate Change legislation requires public bodies to report on how their procurement policy and activity contributes to climate change targets. Procurement legislation requires public bodies to consider how they can improve the economic, social and environmental wellbeing of their area, and to secure these improvements. Against this backdrop, public bodies are now required to explicitly address climate change and circular economy obligations (January 2021)

Over the past year alongside Scottish Government and other public sector colleagues, Scotland Excel is leading within Supplier and Market Engagement activities to highlight and embed further standard wording across tender documents within the public sector.

To date, engagement has been made with a number of third sector and SME organisations to ask for input to the climate change emergency. This has been done in the first instance, to check that any amendments to wording and clauses within public sector tendering would be acceptable and proportionate for such

organisations to continue to bid effectively. The next steps will be to test this with the top fifty larger suppliers within public sector tendering activity.

Thereafter, wording will be subject to legal consultation and tested within a low risk tender activity

In addition to this, Scotland Excel continues to support our colleagues within Scottish Government and supports the roll out of Climate Literacy electronic training for Procurers. This is mandatory training and will continue to ensure all procurers understand the importance and urgency of the climate emergency.

3.0 General update

New Associate Members

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

Ark Housing Association Ltd
Cathcart & District Housing Association Ltd
Highlands & Islands Enterprise
Ruchazie Housing Association Ltd
University of Glasgow
Easthall Park Housing Co-operative Ltd
Royal Botanic Garden Edinburgh

Scotland Excel Annual Conference

Scotland Excel's Annual Conference, titled 'Scotland Excel Procurement Week at The Academy', took place online over the w/c 7th June 2021. This year's event focussed on underpinning a sustainable post-COVID recovery for Scotland and its communities, with a range of sessions themed under 5 key priority areas for the local government sector; the climate emergency and sustainability, community wealth building, social care, leadership in a post Covid-19 world and the people of tomorrow.

Speakers delivered the latest thinking on these key themes and shared their experience of translating policy into practice. These included; Councillor Mark Flynn delivering a keynote address to share Dundee City Council's approach to tackling the Climate Emergency through the council's Climate Action Plan, Miriam Brett Director of Research and Advocacy at Common Wealth, delivering a new community wealth building vision for the British economy after covid-19, Nick Ford, Director of Procurement and Property at Scottish Government discussing turning public procurement group priorities into reality and a senior panel considering the future policy direction of Social Care in Scotland.

The format and topics this year were well received, with delegates attending from

across local authorities, HSCPs and ALEOs. In addition, Scotland Excel Associate Members including housing associations, higher education establishments and the third sector were also in attendance.

371 delegates from across 83 organisations attended the event throughout the week.

Community Wealth Building

Scotland Excel is working in partnership with Scottish Government to further develop community wealth building practices in local government. The programme is working with four councils; Stirling, Clackmannanshire, Dumfries and Galloway and Renfrewshire to emphasise the importance of the Scottish Model of procurement in supporting community wealth building aims.

After discussion with councils and Scottish Government, the programme was segmented into 7 projects. These projects are:

1. Grow Local
2. Internal Partner Engagement
3. External Partner Engagement
4. Data Analysis
5. Public Contracts Scotland
6. Quick Quotes
7. Council specific Project

A key aim of the Programme is to generate intelligence, explore and develop good practice and advice that can be shared amongst the community.

Scotland Excel

To: Executive Sub-Committee

On: 20 August 2021

**Report by:
Joint Report by the Treasurer and the Chief Executive**

Revenue Budget Monitoring Report to 23 July 2021**1. Summary**

- 1.1 At the end of Period 4, Scotland Excel is projecting a £25k overspend by year-end in its Core activities and a £110k drawdown from Project Reserves by year-end within Projects. Both Core and Projects budgets will be monitored closely in order to mitigate any projected overspends and as a result Scotland excel is confident it will deliver against its planned budget by year-end. Further detail is provided at section 3.

2. Recommendations

- 2.1 It is recommended that members note the report and approve the detailed budget adjustments for Projects.

3. Background**Core**

- 3.1 At 23 July 2021, the year-to-date net expenditure for Core was £1.221m, comprising gross expenditure of £1.138m, less gross income of (£0.083m). The deficit balance showing against Rebates reflects income accruals for financial year 2020/21 which had not been cleared by the end of period 4. These sums have now been received and this will be reflected in future budget monitoring reports.
- 3.2 Income and expenditure will continue to be monitored throughout the financial year and all projections and assumptions will be kept under review. Action will be taken to mitigate the projected overspend, through prudent management of the workforce, close monitoring of sundry budgets and exploring further income opportunities through short-term projects.

- 3.3 The projection for the end of 2021/22 is an overspend of £25k for Core, which would result in a drawdown from the Revenue Reserve. Reasons for significant projected variances are as follows:

- **Employee Costs – £20k overspend**

The projected expenditure figure has been prepared incorporating a number of projections and assumptions including a lower than normal level of staff turnover, coupled with the phased introduction of a revised staffing structure within Scotland Excel, as advised to committee on 19 March 2021. Employee Costs will continue to be closely monitored throughout the financial year in order to identify mitigating actions required to bring expenditure back in line with the budget.

- **Transport Costs – £12k underspend**

The estimated outturn reflects the impact of the COVID-19 pandemic, continued homeworking for Scotland Excel employees, and reduced travel requirements as a result.

- **Support Costs - £6k overspend**

Estimated outturn figure includes allowance for increased insurance costs due to the increasing size of the Scotland Excel contract portfolio.

- **Associate Income - £7k over-recovery**

The Scotland Excel Associates team continue to work with existing associate members to promote the benefits of membership. The current over recovery reflects increased income from new associates who have joined Scotland Excel over the past year.

- **Income from Projects - £17k under-recovery**

While income from Consultancy Projects and the Scotland Excel Academy are anticipated to achieve target, continuing challenges within the construction industry indicate that the New Build Project will not achieve its target contribution for 2021/22.

- 3.4 Appendix 1 provides an analysis of the actual spend to date along with projected net expenditure for 2021/22 and includes a summary of movement in the Revenue Reserve, as well as a glossary of terms.

Projects

- 3.5 The year-to-date net expenditure for Projects is £124k, comprising gross expenditure of £397k and gross income of £273k.
- 3.6 The projection for Projects at the end of 2021/22 is a planned drawdown of £110k from Project Reserves. The drawdown from Project Reserves follows an anticipated transfer to Core of £280k. The planned drawdown from Projects Reserves includes a number of assumptions in relation to recruitment

and salary costs in addition to a number of Consultancy projects coming to an end, including those with East Lothian and Tayside Procurement Consortium.

- 3.7 Since budget approval in December 2020, there are a number of new projects currently being delivered by Scotland Excel including projects for Dumfries and Galloway, COSLA, Scottish Government and continuation of the projects with Aberdeen City and East Renfrewshire Councils. Addition of these new projects requires some adjustment to the approved budget as detailed in the 'New budget adjustments' column of Appendix 2.
- 3.8 The additional projected over-recovery of income for projects of £319k includes Phase 2 of the Scottish Government '£500 Project', income generated by the Hosted Procurement Team and an assumption of an over-recovery of Rebate income for the Small Value Procurement team. These amounts are above planned income at the time of the budget preparation.
- 3.9 Appendix 2 provides an analysis of the actual spend to date along with projected net expenditure for 2021/22 and includes a summary of movement in the Project reserves, as well as a glossary of terms.

REVENUE BUDGET MONITORING STATEMENT 2021/22
1 April 2021 to 23 July 2021

Core	Approved Budget	New budget adjustments	Revised Budget	Year to Date Actual	Projected Full Year Actual	Projected Full Year Variance (Adverse) / Favourable
£000s	£000s	£000s	£000s	£000s	£000s	£000s
Employee Costs	3,652	0	3,652	957	3,672	(20)
Property Costs	216	0	216	0	216	0
Transport Costs	20	0	20	0	8	12
Supplies and Services	292	0	292	176	293	(1)
Transfer Payments	14	0	14	4	14	0
Support Costs	266	0	266	1	272	(6)
Gross Expenditure	4,460	0	4,460	1,138	4,475	(15)
Council Requisitions	(3,770)	0	(3,770)	0	(3,770)	0
Temporary Reserve Use	0	0	0	0	0	0
Associate Income	(180)	0	(180)	(10)	(187)	7
Income from Projects	(297)	0	(297)	0	(280)	(17)
Rebates	(213)	0	(213)	93	(213)	0
Gross Income	(4,460)	0	(4,460)	83	(4,450)	(10)
Drawdown from Reserves	0	0	0	1,221	25	(25)

Summary of in-year Movement in Reserves	£000s
Opening Revenue Reserve at 1 April 2021	249
Budgeted Draw on Reserves	0
Projected Year-end variance	(25)
Closing Revenue Reserve at 31 March 2022	224
% of Operating Income	5.0%

Glossary

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

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

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

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

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

Support Costs: Includes central support charges e.g. Renfrewshire Council SLA and telephony recharges ('Administration Costs' in approved budget)

REVENUE BUDGET MONITORING STATEMENT 2021/22
1 April 2021 to 23 July 2021

Projects	Approved Budget	New budget adjustments	Revised Budget	Year to Date Actual	Projected Full Year Actual	Full Year Variance (Adverse) / Favourable
£000s	£000s	£000s	£000s	£000s	£000s	£000s
Employee Costs	1,163	337	1,500	363	1,500	0
Transport Costs	7	0	7	0	2	5
Supplies and Services	52	0	52	33	52	0
Transfer Payments	2	0	2	1	4	(2)
Third Party Payments	155	113	268	0	268	0
Gross Expenditure	1,379	450	1,829	397	1,826	3
Income from Projects	(1,227)	(450)	(1,677)	(273)	(1,996)	319
Gross Income	(1,227)	(450)	(1,677)	(273)	(1,996)	319
Net Expenditure Sub-Total	152	0	152	124	(170)	322
Transfer to Core	252	0	252	0	280	(28)
Net Expenditure	404	0	404	124	110	294

Summary of in-year Movement in Project Reserves	£000s
Opening Revenue Reserve at 1 April 2021	772
Budgeted Draw on Reserves	(404)
Projected year-end variance	294
Closing Revenue Reserve at 31 March 2022	662
% of Operating Income	33.2%

Glossary

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

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

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

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

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

Scotland Excel**To: Executive Sub-Committee****On: 20 August 2021****Report by:
Chief Executive of Scotland Excel****Tender: Dynamic Purchasing System (DPS) for Digital Telecare Goods****Schedule: 16/20****Period: 13th September 2021 for up to 10 years****1. Introduction**

The purpose of this report is to recommend a new Dynamic Purchasing System (DPS) for Digital Telecare Goods to the Executive Sub-Committee, which the Chief Executive has elected to establish, pursuant to Contract Standing Order 28 (Dynamic Purchasing Systems), and seeks authority for the Chief Executive of Scotland Excel to be granted the appropriate delegation of authority for appointing new entrants to the DPS during its lifetime as detailed in this report.

2. Background

The introduction of this DPS will focus on the provision of digital telecare products that assist the person and monitor the person's environment. Scotland Excel supports the Scottish Government's Technology Enabled Care ("TEC") programme through procurement support. The programme focuses on citizen facing digital solutions where "outcomes for individuals in home or community settings are improved through the application of technology as an integral part of quality, cost effective care and support to look after more people at home". All 32 local authorities will be able to purchase through this agreement, as will Associate Members.

Scotland Excel provides a third-generation framework, Technology Enabled Care (31/17), that provides stakeholders a route to market for most products needed to support care at home. This framework is highly valued by stakeholders, and there is a strong support for this to be renewed in 2022. The proposed Dynamic Purchasing System ("DPS") is intended as a complimentary agreement for Digital only Technologies to be procured and will align itself to a turbulent market more easily than a framework. The turbulence in the market is largely due to the impending analogue telephone network switch off, which is due to be completed by 2025. Over the last 10 years the Technology Enabled Care framework has provided analogue equipment to all 32 councils, with a total spend to date of c. £36

million. The majority of this has been on personal alarm units that will become redundant when the analogue telephone system is discontinued. It is the intention to utilise the features of a DPS to allow new entrants to engage more easily with contracting bodies, but also ensure price stability for key products sourced through a renewed technology enabled care framework. The DPS will also provide an insight into the changing market, supporting the development of the framework within a landscape of policy change and market uncertainty.

In recommending the establishment of the DPS at this time, Scotland Excel has taken cognisance of the current situation and impact during the tender exercise of the Coronavirus/COVID-19 outbreak. Balancing the current situation with the need to provide a route to market for councils seeking the supply of Digital Telecare Goods meeting the assessed care needs of council citizens Scotland Excel determined it was appropriate to undertake this tender exercise and to recommend the establishment of this DPS as part of its suite of related solutions for telecare goods.

3. Scope Participation and Spend

The Lot categories are shown in the table below:

Lot Number	Lot Description
1	Lot 1 - Monitoring and Detection for the person
2	Lot 2 - Monitoring and Detection for the persons environment

Figure 1: Lot structure

The DPS has been advertised for use by all 32 Councils. The Digital Office and the TEC programme assisted Scotland Excel with the strategy and lot structure for this DPS. The scope and breadth of products available via this DPS, the structure and flexibility of the process to award and the ability to allow new entrants throughout its lifetime, will help to ensure participation remains high.

The DPS has been advertised at an estimated value of £12 million over its ten-year life span. This figure was derived at 10 % of the value of the current 31/17 framework, but It should be noted however that no guarantee of any business is given under the DPS.

4. Procurement Process

A PIN notice was issued on 12th October 2020 informing the market of Scotland Excel's intention to issue a DPS. Following preparation and approval of necessary documentation, a Contract Notice was issued on 28th May 2021 that detailed the goods the DPS sought and invited applications from companies that considered themselves suitably qualified to provide these goods.

The applicants completed an SPD, which if successful in passing, would grant them access to Contract opportunities issued under the DPS. Applicants were required to complete an SPD and meet mandatory requirements including:

- Evidence of 3 relevant projects that demonstrated suitable experience.
- Insurance certification.
- Quality management systems.
- Environmental management systems.
- Health and safety systems; and,
- Equifax checks that did not bring back a warning.

5. Offers received

A list of applicants requesting to be granted access to the DPS at its establishment by adequately evidencing their ability to meet the defined qualification criteria is provided in Appendix 1. Of the 17 applications received, 11 applicants have fully satisfied the requirements of selection for the DPS. A summary of recommended participants is provided in Appendix 2.

Following establishment of the DPS, when awarding contracts, Councils will be able to issue an Invitation to Tender to those applicants granted access to the DPS and evaluate technical and commercial responses as required for their own individual operational needs and service requirements, including, but not limited to, Community Benefits, Added Value and Fair Working Practices. The weightings of the tenders can be varied for each tender and will allow stakeholders great flexibility in procuring goods, where the weightings available may be selected within the following ranges: 85-60 % commercial and 40-15% technical.

6. Mobilisation and Management

As a new route to market for Scotland Excel and Councils, a Microsoft Teams meeting will also be arranged with all of our stakeholders and the phase 1 appointed suppliers to fully explain the operation of the DPS. Tools to assist in directing Councils how to use the DPS to its fullest potential will include user guides, training, direct support to individual Councils that request assistance as well as associated document templates.

Suppliers awarded contracts via the DPS will provide Management Information to Scotland Excel on a quarterly basis or as required. In addition, the Scotland Excel Team will meet with all stakeholders on a regular basis, building and maintaining professional relationships to encourage smooth operation of the DPS. The management information will be used to provide insight for the complimentary 31/17 Technology Enabled Care framework that Scotland Excel intends to renew in 2022 and will ensure that all stakeholders will be able to obtain favourable pricing, which is something that has been noted by our stakeholders as a key feature of that framework.

All of the applicant's expiry dates for certificates have been noted: Scotland Excel will, on at least an annual basis confirm that all documents and licences linked to qualification criteria remain live and correct, safeguarding peace of mind for those Councils wishing to award contracts.

Note: Scotland Excel reserves the right as per the Regulations, to request resubmission of the SPD as and when required, (with minimum 5 days' notice) ensuring suppliers granted access to the DPS remain suitably qualified throughout.

7. New Entrants

A key outcome of the DPS route to market is a facility to allow new entrants throughout the lifetime of the arrangement and thereby not "lock-out" new providers who can meet the regulatory requirements and potentially offer best value to Councils. This feature of new entrants is especially relevant when the market is about to enter a period of substantial change.

As such, following commencement of the DPS, a second Contract Notice will be issued, inviting new entrants to complete the qualification process. This invitation will remain open throughout the lifetime of the DPS and as stated in this report, approval of new entrants will be the responsibility of Scotland Excel.

New entrants will complete the qualification process and if evaluated as meeting requirements, will be granted access to the DPS, allowing them to compete for contract opportunities issued under it.

The Public Contracts (Scotland) Regulations 2015 require that applicants putting themselves forward to be granted access to the DPS must, ordinarily, be informed of their success or failure within a maximum of 10 days following completion and submission of the qualification documents. (Regulations 35, (13) and (14) of the aforementioned Regulations).

In order to remain compliant with this statutory requirement, it is essential that Scotland Excel evaluate and notify respondents of the outcome in as timely a manner as possible. As Committee will clearly be unavailable at 10 days' notice or less each time a new entrant or entrants apply to access the DPS, this report will therefore recommend that the Chief Executive of Scotland Excel be granted the appropriate Delegated Authority to approve such decisions and that the Executive Sub-Committee be updated on status of available service providers on an annual basis via incorporation to the Annual Procurement Report.

8. Recommendation

The Executive Sub Committee are requested to:

- (a) Grant Delegation of Authority to the Chief Executive of Scotland Excel (or Head of Strategic Procurement in the Director's absence) to approve the evaluation outcome of initial respondents and any new entrants that complete the Qualification process for entry to the Dynamic Purchasing System during its lifetime, ensuring compliance with the applicable procurement rules including the statutory period for evaluation and notification of outcome; and
- (b) Approve Scotland Excel's proposal that the Executive Sub-Committee be updated on the status of available service providers on an annual basis via incorporation into the Annual Procurement Report; and
- (c) Approve the applicants stated in the appendix 2 respondents table be admitted to the DPS.

Appendix 1 – Stage 1 Respondents

Name	SME Status	Location
**Alcuris Ltd	Small	England
Appello Smart Living Solutions Limited	Small	England
Chiptech International Limited	Small	England
Chubb Fire & Security Limited	Large	England
**Current Health LTD	Medium	Edinburgh & Lothians
Doro Care (UK) Limited	Medium	England
**Everon UK Ltd	Small	England
Masimo Europe Limited	Medium	England
Possum LTD	Small	England
SECOM plc	Large	England
**Secure Meters (UK) Ltd	Medium	England
Secureshield Ltd	Small	Glasgow & Strathclyde
**Solcom Limited	Small	England
Salveas Ltd trading as Synaptik	Small	Tayside, Central & Fife
TeleAlarm Europe GmbH	Medium	Other - EU
Tunstall Healthcare (UK) Limited	Medium	England
**Yourmedpack Limited	Small	England

**** Not recommended for appointment to the DPS**

Appendix 2 – Stage 1 Recommended suppliers

Name	SME Status	Location	Lots
Appello Smart Living Solutions Limited	Small	England	Lot 1 - Monitoring and Detection for the person. Lot 2 - Monitoring and Detection for the persons environment;
Chiptech International Limited	Small	England	Lot 1 - Monitoring and Detection for the person. Lot 2 - Monitoring and Detection for the persons environment;
Chubb Fire & Security Limited	Large	England	Lot 1 - Monitoring and Detection for the person. Lot 2 - Monitoring and Detection for the persons environment;
Doro Care (UK) Limited	Medium	England	Lot 1 - Monitoring and Detection for the person Lot 2 - Monitoring and Detection for the persons environment;
Masimo Europe Limited	Medium	England	Lot 1 - Monitoring and Detection for the person
Possum LTD	Small	England	Lot 1 - Monitoring and Detection for the person Lot 2 - Monitoring and Detection for the persons environment;
SECOM plc	Large	England	Lot 1 - Monitoring and Detection for the person Lot 2 - Monitoring and Detection for the persons environment;
Secureshield Ltd	Small	Glasgow	Lot 1 - Monitoring and Detection for the person Lot 2 - Monitoring and Detection for the persons environment;
Salveas Ltd trading as Synaptik	Small	Tayside, Central & Fife	Lot 1 - Monitoring and Detection for the person Lot 2 - Monitoring and Detection for the persons environment;
TeleAlarm Europe GmbH	Medium	Other - EU	Lot 1 - Monitoring and Detection for the person Lot 2 - Monitoring and Detection for the persons environment
Tunstall Healthcare (UK) Limited	Medium	England	Lot 1 - Monitoring and Detection for the person Lot 2 - Monitoring and Detection for the persons environment;

Scotland Excel

To: Executive Sub-Committee

On: 20 August 2021

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

Request for Associate Membership of Scotland Excel by Berwickshire Housing Association Limited

1. Background

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

Although associate members have access to frameworks, they do not have the opportunity to influence the future contract delivery schedule which is reserved for the full local authority members.

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

2. Organisation Background

- 2.1 Berwickshire Housing Association Limited are located in the Scottish Borders with a variety of homes at various locations in the area including adapted and sheltered properties. The housing association has a housing stock of 1,921 properties with a vision of "Creating thriving rural communities". Berwickshire Housing Association Limited is a Registered Society and a Scottish charity, it is also a Registered Social Landlord.
- 2.2 Berwickshire Housing Association Limited is a real living wage employer.

3. Associate Membership Process

- 3.1 Before any application is submitted for approval, a number of validation checks on the organisation are carried out. These include a review of the Memorandum & Articles of Association, the financial position and the type of contracts that the organisation is likely to access. It is confirmed that satisfactory validation checks have been completed in relation to this application.
- 3.2 Scotland Excel monitors all requests from applicants to become associate members to ensure that any legal requirements are met. In this case, Berwickshire Housing Association Limited qualifies for membership in accordance with the Local Authorities (Goods and Services) Act 1970 section 1 (1B)(c). Namely, that it has functions that are public in nature or engages in activities of that nature so long as the purpose or effect of access to Scotland Excel's services is to facilitate its discharge of those functions or activities.
- 3.3 Fees are determined in a number of ways:
- Arms Length External Organisations (ALEOs) related to local authority members pay no fee as this is covered within requisition fees.
- National Health Service (NHS) bodies, Colleges and Universities, and Non departmental bodies of the Scottish Government pay no fee under a reciprocal agreement that allows local authorities to utilise contracts created by the relevant procurement centres of expertise.
- All other associate fees are calculated on a standard methodology agreed by committee. e.g. Housing Associations pay based on the number of houses within their portfolio.

4. Recommendations

- 4.1 It is recommended to committee that Berwickshire Housing Association Limited application to join Scotland Excel as an associate member be approved, with an annual fee of £2,882 subject to the agreement document.



Scotland Excel

To: Executive Sub-Committee

On: 20 August 2021

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

Request for Associate Membership of Scotland Excel by Caledonian Maritime Assets Limited (CMAL)

1. Background

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

Although associate members have access to frameworks, they do not have the opportunity to influence the future contract delivery schedule which is reserved for the full local authority members.

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

2. Organisation Background

- 2.1 Caledonian Maritime Assets Limited (CMAL) is a Scottish Government non-departmental public body (NDPB), owning ferries, ports and harbours and infrastructure necessary for vital ferry services serving the west coast of Scotland and the Clyde Estuary, and the Northern Isles. Caledonian Maritime Assets Limited (CMAL) are a Public corporation, wholly owned by Scottish Ministers
- 2.2 Caledonian Maritime Assets Limited (CMAL) is an accredited real living wage employer.

3. Associate Membership Process

- 3.1 Before any application is submitted for approval, a number of validation checks on the organisation are carried out. These include a review of the Memorandum & Articles of Association, the financial position and the type of contracts that the organisation is likely to access. It is confirmed that satisfactory validation checks have been completed in relation to this application.
- 3.2 Scotland Excel monitors all requests from applicants to become associate members to ensure that any legal requirements are met. In this case, Caledonian Maritime Assets Limited (CMAL) can be recommended for associate membership access in accordance with the Local Authorities (Goods and Services) Act 1970, section 1 (1B)(c) as a public authority or body. Namely, that it has functions that are public in nature or engages in activities of that nature so long as the purpose or effect of access to Scotland Excel's services is to facilitate its discharge of those functions or activities.
- 3.3 Fees are determined in a number of ways:
- Arms Length External Organisations (ALEOs) related to local authority members pay no fee as this is covered within requisition fees.
- National Health Service (NHS) bodies, Colleges and Universities, and Non departmental bodies of the Scottish Government pay no fee under a reciprocal agreement that allows local authorities to utilise contracts created by the relevant procurement centres of expertise.
- All other associate fees are calculated on a standard methodology agreed by committee. e.g. Housing Associations pay based on the number of houses within their portfolio.

4. Recommendations

- 4.1 It is recommended to committee that Caledonian Maritime Assets Limited (CMAL) application to join Scotland Excel as an associate member be approved, with no annual fee as part of the reciprocal agreement and subject to the agreement document.

Scotland Excel

To: Executive Sub-Committee

On: 20 August 2021

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

Request for Associate Membership of Scotland Excel by Heriot-Watt University

1. Background

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

Although associate members have access to frameworks, they do not have the opportunity to influence the future contract delivery schedule which is reserved for the full local authority members.

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

2. Organisation Background

- 2.1 Heriot-Watt University is a higher education institution founded in 1821 and celebrating its 200th anniversary this year with a series of special events. Since 1821, the University's pioneering research and education has made a positive impact on the global stage. Heriot-Watt University continue to push new frontiers in the fields of Science, Technology, Engineering, Business and Design.
- 2.2 Heriot-Watt University is a real living wage employer.

3. Associate Membership Process

- 3.1 Before any application is submitted for approval, a number of validation checks on the organisation are carried out. These include a review of the Memorandum & Articles of Association, the financial position and the type of contracts that the organisation is likely to access. It is confirmed that satisfactory validation checks have been completed in relation to this application.
- 3.2 Scotland Excel monitors all requests from applicants to become associate members to ensure that any legal requirements are met. In this case, Heriot-Watt University can be recommended for associate membership access in accordance with the Local Authorities (Goods and Services) Act 1970, section 1 (1B)(b). Namely, that it has functions that are public in nature or engages in activities of that nature so long as the purpose or effect of access to Scotland Excel's services is to facilitate its discharge of those functions or activities.
- 3.3 Fees are determined in a number of ways:
- Arms Length External Organisations (ALEOs) related to local authority members pay no fee as this is covered within requisition fees.
- National Health Service (NHS) bodies, Colleges and Universities, and Non departmental bodies of the Scottish Government pay no fee under a reciprocal agreement that allows local authorities to utilise contracts created by the relevant procurement centres of expertise.
- All other associate fees are calculated on a standard methodology agreed by committee. e.g. Housing Associations pay based on the number of houses within their portfolio.

4. Recommendations

- 4.1 It is recommended to committee that Heriot-Watt University's application to join Scotland Excel as an associate member be approved, with no annual fee as part of the reciprocal agreement and subject to the agreement document.

Scotland Excel

To: Executive Sub-Committee

On: 20 August 2021

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

Request for Associate Membership of Scotland Excel by Scottish Environment Protection Agency (SEPA)

1. Background

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

Although associate members have access to frameworks, they do not have the opportunity to influence the future contract delivery schedule which is reserved for the full local authority members.

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

2. Organisation Background

- 2.1 Scottish Environment Protection Agency (SEPA) is a Scottish Government executive non-departmental public body (NDPB), with a role to ensure that the environment and human health are protected, that Scotland's natural resources and services are used as sustainably as possible and contribute to sustainable economic growth.
- 2.2 Scottish Environment Protection Agency (SEPA) is an accredited real living wage employer.

3. Associate Membership Process

- 3.1 Before any application is submitted for approval, a number of validation checks on the organisation are carried out. These include a review of the Memorandum & Articles of Association, the financial position and the type of contracts that the organisation is likely to access. It is confirmed that satisfactory validation checks have been completed in relation to this application.
- 3.2 Scotland Excel monitors all requests from applicants to become associate members to ensure that any legal requirements are met. In this case, Scottish Environment Protection Agency (SEPA) can be recommended for associate membership access in accordance with the Local Authorities (Goods and Services) Act 1970, section 1 (1B)(b) as a public authority or body. Namely, that it has functions that are public in nature or engages in activities of that nature so long as the purpose or effect of access to Scotland Excel's services is to facilitate its discharge of those functions or activities.
- 3.3 Fees are determined in a number of ways:
- Arms Length External Organisations (ALEOs) related to local authority members pay no fee as this is covered within requisition fees.
- National Health Service (NHS) bodies, Colleges and Universities, and Non departmental bodies of the Scottish Government pay no fee under a reciprocal agreement that allows local authorities to utilise contracts created by the relevant procurement centres of expertise.
- All other associate fees are calculated on a standard methodology agreed by committee. e.g. Housing Associations pay based on the number of houses within their portfolio.

4. Recommendations

- 4.1 It is recommended to committee that Scottish Environment Protection Agency (SEPA) application to join Scotland Excel as an associate member be approved, with no annual fee as part of the reciprocal agreement and subject to the agreement document.

Scotland Excel

To: Executive Sub-Committee

On: 20 August 2021

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

Request for Associate Membership of Scotland Excel by West Granton Housing Co-operative Limited

1. Background

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

Although associate members have access to frameworks, they do not have the opportunity to influence the future contract delivery schedule which is reserved for the full local authority members.

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

2. Organisation Background

- 2.1 West Granton Housing Co-operative Limited is a fully mutual organisation, owned and controlled by tenants, situated in the north of Edinburgh. The Co-operative provide a wide range of housing and community services with a housing stock of 372 properties. West Granton Housing Co-operative Limited is a Registered Society and a Registered Social Landlord.
- 2.2 West Granton Housing Co-operative Limited is an accredited real living wage employer.

3. Associate Membership Process

- 3.1 Before any application is submitted for approval, a number of validation checks on the organisation are carried out. These include a review of the Memorandum & Articles of Association, the financial position and the type of contracts that the organisation is likely to access. It is confirmed that satisfactory validation checks have been completed in relation to this application.
- 3.2 Scotland Excel monitors all requests from applicants to become associate members to ensure that any legal requirements are met. In this case, West Granton Housing Co-operative Limited qualifies for membership in accordance with the Local Authorities (Goods and Services) Act 1970 section 1 (1B)(c). Namely, that it has functions that are public in nature or engages in activities of that nature so long as the purpose or effect of access to Scotland Excel's services is to facilitate its discharge of those functions or activities.
- 3.3 Fees are determined in a number of ways:
- Arms Length External Organisations (ALEOs) related to local authority members pay no fee as this is covered within requisition fees.
- National Health Service (NHS) bodies, Colleges and Universities, and Non departmental bodies of the Scottish Government pay no fee under a reciprocal agreement that allows local authorities to utilise contracts created by the relevant procurement centres of expertise.
- All other associate fees are calculated on a standard methodology agreed by committee. e.g. Housing Associations pay based on the number of houses within their portfolio.

4. Recommendations

- 4.1 It is recommended to committee that West Granton Housing Co-operative Limited's application to join Scotland Excel as an associate member be approved, with an annual fee of £558 subject to the agreement document.

Scotland Excel

To: Executive Sub-Committee

On: 20 August 2021

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

Contract Delivery Plan Update

1. Introduction

This report provides a progress update on the 2021/ 2022 contract delivery plan.

2. Progress to Date

As detailed in Appendices 1 – 4, the 2021/ 2022 contract delivery plan details new framework developments and renewals, framework extensions and frameworks with ongoing contract management only.

There are 72 current frameworks in the Scotland Excel contract portfolio, with 4 further new frameworks to be added and 30 of these frameworks to be renewed before 31 December 2022 (Appendix 1).

A further 15 of the frameworks on the current portfolio have extension options that are likely to be exercised in 2021/ 2022.

The estimated forecast value of the Scotland Excel framework portfolio by 31 March 2022 will be approximately £2Billion.

Overall, efficiencies delivered to date in 2021/ 2022 are 3.1%, slightly above the forecast range.

A summary of spend and forecast savings per council between April 2021 and March 2021 can be found in appendix 5, with an average forecast efficiency of c.2.94%. Overall savings are estimated at £9.7m which is lower than previous years, however, overall spend has reduced by 10% against the same period last year due to changes to spend patterns during the Covid-19 pandemic.

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.

The Care and Support Flexible Framework went live on 1 April 2020 . The framework was re-opened in October with new providers joining from April 2021. The framework currently has currently 119 providers offering over 388 Services.

Scotland Excel is working with key partners to determine the optimal timing for a further re-opening. This is being considered in conjunction with Care Inspectorate inspection plans as some providers were unable to participate in the previous exercise due to them not meeting the grade requirements. Due to pandemic priorities, some providers have not been inspected and therefore have not had an opportunity to increase their grades.

The Care Home for Adults with Learning Disabilities including Autism , second generation flexible framework, went live on 11 October 2019 and currently has 23 Providers offering 55 Care Homes. Increasing the scope of services provided under the framework had been considered with stakeholders and will be explored further at the point of framework re-development

There has been a new Category Manager recruited to review the National Care Home Contract (NCHC) and ensure it is fit for purpose currently and to develop the next generation contract which will adapt to the challenges faced by the Older People's Care Home Sector in both the medium and long term. Initial contact is being made with stakeholders and potential stakeholders are also being identified to work in collaboration to agree the NCHC terms and formally adopt the Cost of Care Calculator model which it is hoped will be embedded in the contract moving forward.

Within Social Care Children's Services, there are likely to be significant changes in commissioning and procurement as a result of a policy change programme called The Promise, which focuses on improving practice with Looked After Children and Young People. It is anticipated that this will change the nature and scope of local authority commissioning and procurement and Scotland Excel's Children's Services contracts, although the exact nature or timescale for this is not yet known.

Scotland Excel is engaging with key stakeholders, including The Promise team, COSLA and Scottish Government, to understand the exact nature of these changes and ensure Scotland Excel are best placed to support implementation of them for both national contracts and wider commissioning activities.

The New Build Residential Construction Framework has seen a substantial increase in activity following delays due to COVID-19 restrictions over the last year. To date, eleven projects totaling £95 million have been awarded through the framework with a further 11 currently undergoing a direct award process or mini competition. Eight projects are live and are already delivering substantial local benefits, with over £12 million being awarded to local subcontractors.

The Digital Technology Enabled Care Dynamic Purchasing System (DPS) is currently being evaluated and recommendations will be presented to Executive Sub Committee in August 2021.

The Online School Payments framework, (incorporating new elements of the Catering Management System) is going through tender evaluation and recommendations will be presented to Executive Sub Committee in September 2021.

Several of the first-generation contracts within Scotland Excel's OSS (Operational Supplies and Services) portfolio are approaching the end of their four-year framework period. Scotland Excel has developed a new process for undertaking opportunity assessments for these contracts to understand how well they have operated, for example their participation and spend profile. These opportunity assessments will be used to inform discussions with councils as to whether it is viable to renew these frameworks or, if their scope should be changed significantly. This will ensure that the contracts within the OSS team continue to meet council requirements.

Scotland Excel is seeking a further 6-month extension under regulation 72 to the current PPE framework. This is to allow strategic decisions to be taken by Scottish Government on a 'One Scotland' approach for key pandemic items. Key areas under consideration by Scottish Government for this are: funding, a four nations approach and the focus of the national arrangement.

3. Conclusion

Members are invited to note the progress made to date.

Appendix 1 – List of New or Renewal Contracts until 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
Electric Vehicle Charging Points	20,000,000	New Contract	Aug-20	Oct-21		Dec-21	5.5%		Strategy approved-Tendering documentation under development
Lift Maintenance (OSS)	1,250,000	New Contract	Mar-20	Mar-21		Mar-22	5.5%		Project initially delayed due to COVID-19 discussions ongoing to confirm anticipated uptake and viability
Building Construction Consultancy	18,750,000	New Contract	May-21	Jan-22		Mar-22	2% - 4%		Initially merged with Engineering Consultancy but delayed due to separate service offering. Strategy Consultation commenced. Forecast start date May 2022.
Waste Composition Analysis	750,000	New Contract	Jun-21		May-21		5.50%	0%	Approved by Executive Sub Committee May 2021. Contract effective 09/06/2021
Digital Telecare	4,000,000	New Contract	Apr-21			Aug-21	5.5%		Currently under evaluation, recommendations to be presented at Executive Sub Committee August 2021
Online School Payments	3,000,000	Renew	Apr-20	Apr-21		Sep-21	2% - 4%		Currently under evaluation, recommendations to be presented at Executive Sub Committee September 2021
Vehicle Parts	12,000,000	Renew	Jan-21	Apr-21	Apr-21		2% - 4%	1.4%	Approved by Executive Sub Committee April 2021.
Education and Office Furniture	5,000,000	Renew	Mar-21	May-21	Jun-21	Aug-21	2% - 4%	1.27%	Approved by Executive Sub Committee June 2021. Framework is currently at award stage
Outdoor Play and Sports Facilities	15,000,000	Renew	Mar-21	Dec-21		Mar-22	2% - 4%		Tender in development. Forecast date revised to reflect prioritisation of other work areas. Forecast start date April 2022.
Fostering and Continuing Care	34,000,000	Renew	Mar-21		Jun-21	Jul-21	N/A	N/A	Approved by Executive Sub Committee June 2021. Contract live 01/07/2021
Organic Waste	12,000,000	Renew	Apr-21		Jun-21	July'21	2%-4%	0%	Approved by Executive Sub Committee June 2021. Contract effective 14/07/2021
Energy Efficiency Contractors	200,000,000	Renew	May-21	Nov-21		Feb-22	2% - 4%		Commencement date revised due to COVID 19
Frozen Foods	25,000,000	Renew	Jul-21			Mar-22	2% - 4%		Strategy approved-Tendering documentation under development
Education Materials	17,500,000	Renew	Aug-21	May-21	Jun-21		2% - 4%	0.50%	Approved by Executive Sub Committee June 2021. Framework is currently at award stage
Personal Protective Equipment	10,000,000	Renew	Mar-21	Oct-21		Mar-22	2% - 4%		Plan delayed due to COVID-19. Strategy in development
Laundry Equipment	1,100,000	Renew	Nov-21			Not being renewed	2% - 4%		Opportunity Assessment was undertaken and showed limited spend and participation to date. Framework will not be renewed.
Bottled Gas	2,000,000	Renew	Nov-21			Not being renewed	2% - 4%		Opportunity Assessment was undertaken and showed limited spend and participation to date. Framework will not be renewed.
Pest Control Services	1,500,000	Renew	Nov-21			Nov-21	2% - 4%		Strategy in development
Steeplejack Services	1,750,000	Renew	Dec-21	Oct-21		Mar-22	2% - 4%		Strategy approved. Delays due to legal support.

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
Heavy Vehicles	25,000,000	Renew	Jan-22				2% - 4%		Strategy approved-Tendering documentation under development
Tyres for Vehicles and Plant	6,500,000	Renew	Nov-21	Nov-21		Jan-22	2% - 4%		Strategy approved-Tendering documentation under development
Vehicle and Plant Hire	15,000,000	Renew	Nov-21	Nov-21		Feb-22	2% - 4%		Strategy in development
Recycle and Refuse Containers	8,000,000	Renew	Nov-21	Nov-21		Dec-21	2% - 4%		Strategy approved-Tendering documentation under development
Water Coolers	1,500,000	Renew	Jan-22				2% - 4%		Opportunity Assessment to be undertaken to confirm requirements/spend
Repair of Catering Machines	2,000,000	Renew	Jan-22				2% - 4%		Opportunity Assessment to be undertaken to confirm requirements/spend
Swimming Pool Chemicals	1,250,000	Renew	Jan-22				2% - 4%		Opportunity Assessment to be undertaken to confirm requirements/spend
Library Books & Textbooks	14,000,000	Renew	Feb-22				2% - 4%		Strategy in development
Digital Publications and Services	1,000,000	Renew	Feb-22				2% - 4%		Strategy in development
Trade Materials	10,000,000	Renew	Feb-22				2% - 4%		Pending
Milk	9,000,000	Renew	Mar-22				2% - 4%		Strategy approved-Tendering documentation under development
Children's Residential	105,400,000	Renew	Mar-22				2%-4%		Pending
Fire Safety Products	2,500,000	Renew	Apr-22				2%-4%		Opportunity Assessment to be undertaken to confirm requirements/spend
Roadstone	5,000,000	Renew	Jul-22				2%-4%		Pending
Salt for winter maintenance	16,250,000	Renew	Jul-22				2%-4%		Pending
Street Lighting Materials	35,000,000	Renew	Aug-22				2%-4%		Pending
Road Maintenance Materials	2,500,000	Renew	Sep-22				2%-4%		Pending
First Aid Materials	2,000,000	Renew	Sep-22				2%-4%		Opportunity Assessment to be undertaken to confirm requirements/spend
Washroom Solutions	14,000,000	Renew	Sep-22				2%-4%		Pending
Fresh Meats, Cooked Meats and Fresh Fish	40,000,000	Renew	Sep-22				2%-4%		Pending
Commercial Catering Equipment	4,000,000	Renew	Oct-22				2%-4%		Opportunity Assessment to be undertaken to confirm requirements/spend

Appendix 2 – Flexible Contracts until December 2022

Service	Estimated Annual Collaborative Contract Opportunity	Activity	Anticipated Re-Opening Date	Comments
Care and Support	£140,000,000	Flexible Framework Agreement	TBC	The framework was re-opened in October with new providers joining from April 2021.
Care Homes for Adults with Learning Disabilities Including Autism	£26,500,000	Flexible Framework Agreement	TBC	The survey findings have indicated that there was sufficient interest to initiate discussions at a future User Intelligence Group (UIG) to further develop the framework and reopening pending market consultation.
Social Care Agency Workers	£20,000,000	Flexible Framework Agreement	TBC	Determined by the requirements of Purchasing Authorities. it is anticipated this will be reopened this year, date to be confirmed.
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

Appendix 3 – Contracts with extension options and contract management activity ongoing until December 2022

Contract Description	Est Annual Value
Asbestos	£12,000,000
Boiler Maintenance	£10,000,000
Grounds Maintenance Equipment	£6,000,000
Groceries and Provisions	£30,000,000
Fresh Bread Rolls and Bakery Products	£1,500,000
Fresh Fruit and Vegetables	£1,500,000
Hot Beverages (OSS)	£1,000,000
Energy Advice (OSS)	£1,000,000
Vending Machines (OSS)	£1,250,000
Cleaning Equipment (OSS)	£2,250,000
Alcoholic Beverages (OSS)	£1,250,000
Sheriff Officers (OSS)	£1,100,000
Technology Enabled Care	£6,300,000
Demolition Services	£18,000,000
New Build Residential Construction	£375,000,000
Secure Care	£17,500,000

Contracts which are shaded have been approved for extension

Appendix 4 - Contracts with no renewal or extension activity and contract management activity ongoing until December 2022

Contract Description	Est Annual Value	Contract Description	Est Annual Value
Audio Visual	£7,500,000	Plumbing and Heating Materials	£22,500,000
Bitumen Products	£12,000,000	Road Signage Materials	£1,250,000
Building and Timber	£15,000,000	Security Services and Cash Collection	£12,500,000
Catering Sundries	£6,000,000	Social Care Case Management Solutions	£7,000,000
Community Meals	£4,000,000	Vehicle Purchase RM6060	£10,000,000
Electrical Materials	£20,000,000	Waste Disposal Equipment	£1,250,000
Janitorial Products	£12,000,000	Supply Teacher Booking System	£300,000
Light and Heavy Plant	£10,000,000	Domestic Furniture and Furnishings	£26,000,000
Waste Composition Analysis	£750,000	Engineering and Technical Consultancy	£17,125,000
Vehicle Parts	£12,000,000	Organic Waste	£12,000,000
Fostering and Continuing Care	£34,000,000		

Appendix 5 – Expenditure summary per Council: Apr'20 – Mar'21

Member Organisation	Sum of Actual Spend	Sum of Forecast Spend	Variance	Sum of Estimated Saving	% of Total Actual Spend
The City of Edinburgh Council	£43,530,547	£35,157,817	123.8%	£703,428	7.22%
Glasgow City Council	£41,340,533	£52,365,744	78.9%	£648,961	6.86%
Fife Council	£39,328,217	£112,115,908	35.1%	£524,913	6.52%
South Lanarkshire Council	£35,423,875	£66,039,117	53.6%	£365,423	5.88%
Associate Members	£32,837,740	£56,073,665	58.6%	£417,984	5.45%
Aberdeenshire Council	£29,645,798	£39,888,527	74.3%	£413,942	4.92%
West Lothian Council	£26,437,880	£27,918,086	94.7%	£306,091	4.39%
Falkirk Council	£26,342,921	£44,483,025	59.2%	£874,002	4.37%
Aberdeen City Council	£24,896,661	£36,261,256	68.7%	£353,676	4.13%
The Highland Council	£22,570,928	£28,423,774	79.4%	£123,228	3.74%
West Dunbartonshire Council	£22,102,417	£25,954,224	85.2%	£428,191	3.67%
North Lanarkshire Council	£20,281,657	£57,282,542	35.4%	£533,080	3.36%
Dundee City Council	£19,112,667	£15,170,619	126.0%	£237,179	3.17%
North Ayrshire Council	£18,971,717	£50,633,067	37.5%	£258,708	3.15%
Renfrewshire Council	£16,608,396	£38,837,200	42.8%	£418,719	2.76%
East Ayrshire Council	£14,234,860	£15,970,043	89.1%	£252,283	2.36%
East Lothian Council	£13,975,922	£13,693,327	102.1%	£139,794	2.32%
Perth and Kinross Council	£13,305,858	£10,447,574	127.4%	£416,262	2.21%
Dumfries and Galloway Council	£12,995,624	£12,668,984	102.6%	£219,516	2.16%
South Ayrshire Council	£11,941,095	£19,610,449	60.9%	£165,207	1.98%
Argyll and Bute Council	£11,491,837	£10,087,856	113.9%	£219,807	1.91%
Scottish Borders Council	£11,446,953	£13,406,076	85.4%	£94,499	1.90%
Stirling Council	£11,005,597	£8,934,791	123.2%	£116,614	1.83%
East Dunbartonshire Council	£10,778,560	£10,264,680	105.0%	£198,739	1.79%
Tayside Contracts	£10,760,541	£13,490,898	79.8%	£236,799	1.79%
The Moray Council	£10,098,609	£23,642,548	42.7%	£62,761	1.68%
Inverclyde Council	£9,777,411	£8,135,191	120.2%	£161,219	1.62%
Clackmannanshire Council	£9,313,337	£12,927,055	72.0%	£170,660	1.55%
East Renfrewshire Council	£9,075,909	£11,918,872	76.1%	£351,142	1.51%
Angus Council	£8,368,843	£16,938,169	49.4%	£154,176	1.39%
Midlothian Council	£7,544,084	£12,033,913	62.7%	£85,100	1.25%
Orkney Islands Council	£2,860,008	£2,478,804	115.4%	£18,054	0.47%
Shetland Islands Council	£2,418,233	£3,172,287	76.2%	-£754	0.40%
Comhairle nan Eilean Siar	£1,931,101	£5,199,604	37.1%	£67,567	0.32%
Total	£602,756,337	£911,625,690	N/A	£9,736,968	2.94%

Scotland Excel

To: Executive Sub-Committee

On: 20 August 2021

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

Operating Plan Update 2021-22

1. Summary

- 1.1 In June 2018, Scotland Excel's Joint Committee approved a new five-year corporate strategy supported by annual operating plans. Due to the impact of the Covid-19, the annual planning process was suspended and an interim operating plan created to guide activities until the end of 2020.
- 1.2 In December 2020, the Joint Committee approved a new operating plan which covers the fifteen-month period from January 2021 to March 2022. To simplify reporting, the number of commitments in the plan was reduced from 68 detailed commitments to 30 broader commitments. These align to more than 120 specific actions that have been cascaded to staff as part of Scotland Excel's Performance and Development Review (PDR) programme.
- 1.3 This report presents an update on the progress that the organisation has made in the three months between April and June 2021 towards delivering the commitments contained within the Operating Plan 2021-22.






2. Recommendations

- 2.1 The members of the Joint Committee are invited to note Scotland Excel's progress in delivering the commitments contained within the Operating Plan 2021-22.
- 2.2 Twenty-seven commitments in the operating plan are progressing in line with plans and are indicated as green within the report. This includes the growing number of chargeable projects and programmes that contribute towards Scotland Excel's income targets, as well as new projects and initiatives undertaken to support national policy objectives.
- 2.3 One commitment is indicated as amber within the report. The contract and supplier management programme was suspended due to the impact of Covid-19 on suppliers and is now gradually being reinstated.

- 2.4 One commitment, the reopening of the flexible framework for care and support services, was completed during the first quarter of the plan and is indicated as black within the report. However, this framework may reopen for a second time during the current operating plan period.
- 2.5 The commitment to reinstate the Coaction learning and development approach is indicated as white within the report as this is scheduled for delivery towards the end of financial year 2021/22.

3. Background

- 3.1 Progress reports are produced quarterly to track Scotland Excel's activity against operating plan commitments. Reports are produced at the end of each quarter and submitted to Executive Sub-Committee meetings. Half yearly and annual reports are also submitted to Joint Committee meetings.
- 3.2 The reports summarise the progress made against operating plan commitments and uses a 'traffic light' symbol to provide a guide to the status of each activity. This guide has been revised to include symbols to indicate projects or activities which have not yet started, and projects or activities which have been completed:

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

- 3.3 Due to continuing uncertainty in relation to Covid-19 and Brexit, reporting against key performance indicators (KPIs) is currently on hold pending a review of appropriate measures.










Operating Plan





2021 – 2022

Q1 Progress Report






Goal 1: Shaping the delivery of innovative public services


Strategic Objective	Commitment	RAG status	Progress summary
1.1 Deliver a programme of collaborative procurement to support early intervention and the delivery of public services	<ul style="list-style-type: none"> Continue to engage directly with local authority services on the collaborative procurement opportunities pipeline and identify opportunities to lead and/or participate in national cross-sector opportunities and initiatives with partners in health, further and higher education, and central government. 		<ul style="list-style-type: none"> Four online Commercial User Intelligence Group (UIG) sessions were held with local authority procurement leads in June to discuss contract development plans. Scotland Excel is continuing to participate in the Scottish Government's cross-sectoral Collaborative Leads Group, and taking part in discussions on collaborative contract and supply chain opportunities for personal protective equipment (PPE) and food.
	<ul style="list-style-type: none"> Continue to develop and deliver a contract and supplier management (CSM) programme which monitors and enhances the performance of Scotland Excel contracts, incorporating new environmental performance measurements 		<ul style="list-style-type: none"> Scotland Excel's contract and supplier activity (CSM) is gradually being reinstated following the disruption caused to suppliers by the Covid-19 pandemic. Regular engagement continues to take place with key strategic suppliers, and Scotland Excel's indexation tool has been used to track and, where possible, mitigate the impact of price increases that have resulted from Covid-19 and Brexit.
	<ul style="list-style-type: none"> Open the Adult Care and Support flexible framework to allow new providers to join, ensuring a diverse range of services and providers are available to meet the varying needs of people across the country, and promote choice for people who need support. 		<ul style="list-style-type: none"> Following an expansion in the number of framework providers and services in April, mobilisation activity is now underway to support local authorities using or planning to use the framework. Plans and timescales are being considered for the next re-opening of the framework to allow further expansion.
1.2 Deliver programmes which lead and develop professional, organisational and commercial capability	<ul style="list-style-type: none"> Develop a portfolio of accredited and non-accredited Academy programmes based on member and wider public sector requirements whilst progressing other strategic areas such as apprenticeships and becoming a credit rating body. 		<ul style="list-style-type: none"> The Scotland Excel Academy is currently delivering 11 cohorts of accredited programmes across a range of disciplines. A further 10 programmes have been scheduled and, a programme of low-cost online workshops is being planned in response to training budget constraints across the sector.

	<ul style="list-style-type: none"> • Deliver sector and local initiatives which support Scottish Government national policy objectives, such as flexible and affordable solutions. 		<ul style="list-style-type: none"> • Scotland Excel's Annual Conference took place online during the week of 07 June 2021. The event was themed around priority areas for sustainable recovery – the climate emergency, community wealth building, social care, our future procurement workforce, and procurement leadership in a post-Covid-19 world. Speakers included senior figures from across local government and the wider public sector, and the event attracted 371 delegates from 83 organisations who attended one or more of the 33 sessions that took place throughout the week.
	<ul style="list-style-type: none"> • Continue to deliver chargeable consultancy and transformation programmes, responding to any requests for these types of services and building the Scotland Excel knowledge bank to retain the intellectual property of improvement methodologies and resources within the local government sector 		<ul style="list-style-type: none"> • Scotland Excel is successfully delivering a range of chargeable services and programmes including hosted procurement services for Dumfries and Galloway Council, University of Strathclyde and City Property, and programmes for East Renfrewshire Council, East Lothian Council, Stirling Council, the Scottish Government, and the Scottish Local Government Pension Service. The Scotland Excel Academy is designing bespoke learning and development programmes for several councils, NHS Lothian, NHS Tayside and the Scottish Government.
	<ul style="list-style-type: none"> • Engage with members, suppliers and providers to understand the impact of Covid-19 and BREXIT to support the delivery of frameworks, services and knowledge to meet Local Authority and national objectives. 		<ul style="list-style-type: none"> • Scotland Excel is continuing to closely monitor the impact of Covid-19 and Brexit on the pricing and availability of key framework commodities. A short-life working group of representatives from member organisations is meeting regularly to respond to shortages in construction materials, and Scotland Excel is also liaising with Scottish Enterprise and the Scottish Government on this matter. Ongoing discussions continue to take place for other key commodities such as food.





	<ul style="list-style-type: none"> • Drive the next generation development of the National Care Home Contract (NCHC) and continue negotiations with providers on rates of return to enable implementation of the NCHC Cost Model © which supports the delivery of affordable and sustainable social care services. 		<ul style="list-style-type: none"> • The national care home contract fees for 2021-22 were agreed in April and updated in June to reflect an agreed pay increase for nursing staff. A new category manager has been appointed to lead on the development of the next generation national care home contract and will take up their post in July. Scotland Excel held a training session for unions on the care cost model to support their future participation in NCHC negotiations.
1.3 Harness the potential of digital technology and data insight to support the delivery of public services	<ul style="list-style-type: none"> • Continue to develop The Academy's online learning platform, to support engagement and learning, and to deliver national coaction events, video content and programmes. 		<ul style="list-style-type: none"> • Videos of the 33 sessions which took place at the Annual Event have been edited and uploaded to the Academy platform.
	<ul style="list-style-type: none"> • Continue to provide ICT procurement services for the Digital Office for Scottish Local Government, engaging proactively with stakeholders to accelerate a collaborative approach to the adoption of digital technologies. 		<ul style="list-style-type: none"> • Scotland Excel is continuing to explore ICT procurement opportunities including scoping requirements for robotics/intelligent automation and the development of a dynamic purchasing system (DPS) for digital telecare goods. Training sessions on the web-based STAMP (Scotland's Technical Asset Management Platform) have been delivered for procurement and ICT leads to facilitate a pipeline analysis of further ICT procurement opportunities.
1.4 Use our insight and experience to shape policy and meet the challenges of future public service delivery	<ul style="list-style-type: none"> • Continue to work with the Scottish Government and other partners to support the development and/or delivery of national policy objectives across the SXL portfolio including guidance, tools and reporting. 		<ul style="list-style-type: none"> • Work is continuing with the Scottish Government and other partners across a range of policy areas. In Q1, Scotland Excel collaborated with key stakeholders to produce a discussion paper on the 'Good Food Case' for the provision of Universal Free School Meals (UFSM) in Scotland. Following a meeting with Scottish Enterprise, a short life working group was established to identify Scottish supply chain opportunities arising from the contract portfolio in support of the Scottish Manufacturing Recovery Plan. A report and recommendations has been produced and further discussion will take place with Scottish Enterprise in Q2.



Goal 2: Being sustainable in everything we do

Strategic Objective	Commitment	RAG status	Progress summary
2.1 Deliver positive and measurable social value through our contracts and services	<ul style="list-style-type: none"> Work with partners and secure care providers to support the implementation of the new National Standards and Pathways for Secure Care Centres. 		<ul style="list-style-type: none"> The new national standards have been built into secure care contracts. Scotland Excel is continuing to participate in the COSLA/Scottish Government Secure Care Group, and discussions are ongoing with partners and providers in relation to the funding and implementation of the standards.
	<ul style="list-style-type: none"> Continue to monitor the proportion of Scotland Excel suppliers paying their staff the Real Living Wage and identify any opportunities to increase this 		<ul style="list-style-type: none"> More than 80% of suppliers have confirmed payment of the Living Wage, and commitments continue to be monitored as part of ongoing contract management activity. Scotland Excel is continuing to participate in the Fair Work in Social Care Implementation Group, and discussions are ongoing with partners on options for a national approach to annual fee uplifts.
	<ul style="list-style-type: none"> Continue to embed community benefit models which enable councils to achieve direct benefits for their areas and the participation of supported businesses and the third sector within our supply chain 		<ul style="list-style-type: none"> A review of the template, roles and responsibilities for community benefits reporting is underway as part of wider data project. In May 2021, Scotland Excel partnered with BASE Scotland to deliver an online event for supported businesses. This was well attended and the feedback from delegates is being used to inform a supported business strategy.
2.2 Deliver positive and measurable local economic impact through SME and third sector participation in our contracts	<ul style="list-style-type: none"> Support the continued application of community wealth building including living wage Scotland Excel suppliers and work with partners including Scottish Government and the Supplier Development Programme (SDP) 		<ul style="list-style-type: none"> The Scottish Government funded community wealth building project is progressing with four councils. In Q1, Scotland Excel took part in two Supplier Development Programme (SDP) regional webinars and events, and was a partner in the national SDP 'Meet the Buyer' virtual event in June.
2.3 Deliver positive and measurable environmental benefits through our contracts	<ul style="list-style-type: none"> Continue to deliver and promote environmental sustainability goals including Scotland Excel and supplier carbon footprint and consider "best value" and 'whole life' costing within tender evaluations 		<ul style="list-style-type: none"> Scotland Excel procurement staff have taken part in bespoke training on circular procurement delivered by Zero Waste Scotland (ZWS). The Senior Management Team will meet with ZWS in Q2 to discuss environmental strategy.




<p>2.4 Lead and develop sustainable procurement knowledge and practice</p>	<ul style="list-style-type: none"> • Explore the development of progressive, sustainable learning pathways to support career development within the sector, co-chairing the Scottish Government professional practice and development framework, and work with educational partners and/or suppliers to establish workforce needs and promote the benefits of procurement as a career. 		<ul style="list-style-type: none"> • The Scotland Excel Academy is continuing to work with the Scottish Government and other partners through the professional practice and development forum. The Scottish Government is funding the Academy to develop a national training programme on mitigating the risks to public procurement from serious and organised crime organisations.
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Goal 3: Placing people at the heart of our business






Strategic Objective	Commitment	RAG status	Progress summary
3.1 Ensure our customers continue to receive maximum value from our services	<ul style="list-style-type: none"> Continue to deliver Scotland Excel's account management services to ensure and demonstrate value to members and support a positive customer experience 		<ul style="list-style-type: none"> Scotland Excel's Project and Account Managers continue to provide a wide range of support to council procurement teams including quarterly business reviews, change projects, and workshops. Framework efficiency reviews are being planned for two councils to ensure they are getting best value from frameworks. An internal project is continuing to enhance the availability of management information which demonstrates Scotland Excel's value to customers in a timely and robust manner.
	<ul style="list-style-type: none"> Continue and refresh Scotland Excel's stakeholder engagement activity including understanding priorities and assessing satisfaction 		<ul style="list-style-type: none"> An updated stakeholder map to support the work of the new build group is being reviewed quarterly to inform communications and engagement plans. Plans to embed the use of stakeholder engagement and mapping tools across the organisation will be developed during 2021-22.
3.2 Engage stakeholders in the delivery of effective local solutions	<ul style="list-style-type: none"> Continue to engage directly with service users and the wider community, where appropriate, to ensure their needs are met and incorporated into the development of procurement strategies 		<ul style="list-style-type: none"> Scotland Excel's community wealth building services continue to generate significant interest among council members, and the outputs of projects will be used to inform future contract strategies. Scotland Excel is continuing to help several councils to engage with their local early learning and childcare (ELC) providers as part of the national policy to expand childcare provision.
	<ul style="list-style-type: none"> Continue to engage directly with partners to ensure that national social care contracts meet the needs of all care groups and align with national strategy 		<ul style="list-style-type: none"> Scotland Excel is engaging with The Promise and other key stakeholders to ensure policy direction is reflected in contracts for children's services. Scotland Excel is working with COSLA and other partners to consider the implications of the Feeley review on adult social care and develop plans for engaging with the Scottish Government on implementation.

3.3 Represent the collective views of stakeholders at a national level	<ul style="list-style-type: none"> Continue to collect, review and represent the views of members, customers and communities at appropriate fora 		<ul style="list-style-type: none"> Scotland Excel is continuing to represent the local government sector within Scottish Government national initiatives including the Construction National Portfolio Forum, the Professional Practice and Development Forum, and the Supply Chain Development Forum.
3.4 Implement policies which develop, empower, value and engage our workforce	<ul style="list-style-type: none"> Continue to implement the Scotland Excel organisational development strategy, developing initiatives to inspire and develop staff, increase Scotland Excel's capability, and support succession planning 		<ul style="list-style-type: none"> Scotland Excel is continuing to implement its workforce planning strategy. A new strategic programme manager has been recruited for the construction, transport and environment category teams, and further appointments will be made over coming months to implement the new structure. Work is continuing on a new organisational development strategy and an action plan to support the recommendations of the recent Investors in People (IiP) review.

Goal 4: Delivering sustainable and scalable growth

Strategic Objective	Commitment	RAG status	Progress summary
4.1 Implement a new governance model which supports scalable business growth	<ul style="list-style-type: none"> Promote the concept of Coaction to senior stakeholders and explore opportunities where creation, delivery and production of high-quality national cost effective learning is jointly undertaken 		<ul style="list-style-type: none"> Coaction 2021 is being scheduled as an online event for later in the year. Coaction brings together key stakeholders from across the public sector to share expertise and collaborate on the development of targeted learning opportunities.
	<ul style="list-style-type: none"> Continue to implement appropriate funding routes through the delivery of new and existing services, monitoring income and providing regular reports to the joint committee whilst recognising the impact of the pandemic 		<ul style="list-style-type: none"> Demand for income generating services has been growing steadily in 202, and rebate forecasts, including for the new build framework, are now moving into line with previous expectations. In addition to the projects and programmes being delivered for councils, interest is growing from the wider public sector including national government, health, and education. The Scottish Government project to administer applications from care workers for the Covid-19 £500 payment has been extended to include applications from self-directed support care workers.
4.2 Continue to maintain a robust business infrastructure to support our growth ambitions	<ul style="list-style-type: none"> Continue to develop and support a robust working environment and infrastructure that includes the use of digital technology, agile working and emerging technology to benefit staff and customers 		<ul style="list-style-type: none"> Development of Scotland Excel's new cloud based Spend Data Repository (SDR) has been completed. The system provides the capability for Scotland Excel staff to upload, track and maintain detailed spend and product information for 40% of Scotland Excel's existing frameworks, and supports data analysis of contract spend through the Power BI business intelligence platform. Further contracts will be added over time and a customer portal for accessing the system is in development. Plans to implement new agile working practices are continuing, including voluntary blended home and office working for staff and virtual stakeholder meetings. Cyber security and disaster recovery provision continues to be reviewed to support these new ways of working.

4.3 Use our knowledge and insight to identify new services and/or sectors which provide growth opportunities	<ul style="list-style-type: none"> Research collaborative procurement and leading change solutions available in other public sector markets to identify potential business opportunities, reporting on the findings to inform future growth plans 		<ul style="list-style-type: none"> Following an exploratory workshop, a project team has been established to develop a competitor analysis model that can be used by teams across the organisation. The model has been piloted with the housing and construction teams with good results. Project team members are researching competitors for specific frameworks to support the model which, if approved, is expected to be rolled out later in year.
	<ul style="list-style-type: none"> Continue to grow and develop Scotland Excel's associate membership programme to maximise its commercial potential for the organisation including framework spend whilst providing demonstrable benefits for members 		<ul style="list-style-type: none"> Four new associate members were approved in Q4 with a total annual income of £1k. Scotland Excel is undertaking a review of potential new and existing members to develop plans for promoting membership more widely and encouraging greater contract usage by existing members.
4.4 Explore opportunities to work with partners on the development and delivery of new business opportunities	<ul style="list-style-type: none"> Continue to market Scotland Excel through traditional and social media, targeted communications activity and political engagement to support new business opportunities and promote our knowledge and experience in support of policy and public affairs goals 		<ul style="list-style-type: none"> Marketing and communications activity for Q1 has included the ongoing development of content for the new website which will be launched in July, public affairs support, a marketing campaign and event logistics for the Annual Event, the development of an extensive Green Recovery campaign which will run from July for six months to promote Scotland Excel's contribution to Scotland's net zero targets, press releases for new contracts and a busy social media programme.
	<ul style="list-style-type: none"> Explore new Scotland Excel partnership opportunities and continue to develop partnerships e.g. Crown Commercial Services (CCS) to ensure most effective delivery of Scotland Excel and customer objectives 		<ul style="list-style-type: none"> The partnership with Crown Commercial Services (CCS) continues to operate well. Scotland Excel has agreed to be involved in the specification development and evaluation of the new fuel cards framework.

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

Report issued: August 2021

