

Notice of Meeting and Agenda Scotland Excel Executive Sub-committee

Date	Time	Venue
Friday, 18 September 2020	10:45	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 and Galloway Council); Councillor Altany Craik (Fife Council); Councillor Ruairie Kelly (Glasgow City Council); Councillor Alister Mackinnon (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 Collette Stevenson (South Lanarkshire Council)

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

Further Information

If you require any information in relation to this meeting please contact elaine.currie@renfrewshire.gov.uk

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.

- | | | |
|-------------|--|----------------|
| 1 | Minute | 3 - 6 |
| | Minute of meeting of the Executive Sub-committee held on 19 June 2020. | |
| 2 | Revenue Budget Monitoring | 7 - 14 |
| | Report by Treasurer and Chief Executive of Scotland Excel. | |
| 3 | Audit Scotland Accounts Submission | 15 - 18 |
| | Report by Chief Executive of Scotland Excel. | |
| 4 | Update on the Contract Portfolio Review (during Covid) | 19 - 20 |
| | Report by Chief Executive of Scotland Excel. | |
| 5 | Update on the Contract Delivery Plan | 21 - 34 |
| | Report by Chief Executive of Scotland Excel. | |
| 6 | Operating Plan - 2020 and Beyond | 35 - 48 |
| | Report by Chief Executive of Scotland Excel. | |
| 7(a) | Request for Associate Membership: Crown Office and Procurator Fiscal Service | 49 - 50 |
| | Report by Chief Executive of Scotland Excel. | |
| 7(b) | Request for Associate Membership: National Library of Scotland | 51 - 52 |
| | Report by Chief Executive of Scotland Excel. | |
| 7(c) | Request for Associate Membership: Queens Cross Housing Association Limited | 53 - 54 |
| | 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 10.45 am on 23 October 2020. | |



Minute of Meeting Scotland Excel Executive Sub-committee

Date	Time	Venue
Friday, 19 June 2020	09:45	Remotely by MS Teams ,

Present

Provost Bill Howatson (Aberdeenshire Council); Provost Norman A Macdonald (Comhairle Nan Eilean Siar); Councillor Stephen Thompson (Dumfries and Galloway Council); Councillor Altany Craik (Fife Council); Bailie Norman MacLeod (Glasgow City Council); Councillor Alister Mackinnon (Highland 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, S Kilgour, Senior Procurement Specialist and L Richard, Strategic Procurement Manager (all Scotland Excel); and M Conaghan, Legal and Democratic Services Manager and E Currie, Senior Committee Services Officer (both Renfrewshire Council).

Apologies

Councillor Angus Macmillan Douglas (Angus Council); 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 29 May 2020.

DECIDED: That the Minute be approved.

Sederunt

Provost Howatson entered the meeting during consideration of the following item of business.

2(a) Contract for Approval: Demolition and Deconstruction Works

There was submitted a report by the Chief Executive of Scotland Excel relative to the award of a renewal framework agreement for demolition and deconstruction works which would operate from 1 August 2020 to 31 July 2022, with an option to extend for up to two further years until 31 July 2024.

It was noted that an amended Appendix 3 to the report together with a summary of the changes made had been issued to members prior to the meeting.

The framework provided councils and other participating members with a mechanism to procure demolition and deconstruction works ranging from simple shoring to complex multi-storey demolitions and enable them to provide vital emergency services.

To ensure delivery which met members' needs, Scotland Excel had targeted three key areas in developing this strategy: increased market participation; simplified call-off procedures and improved support of the Scottish Government's declared climate emergency. Police Scotland had identified demolition as an area of potential risk regarding serious and organised crime and as such the declaration of non-involvement in human trafficking and exploitative labour had been included in the tender.

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

The framework had been divided into three lots as detailed in figure 1 of the report and the maximum estimated value of services that might be awarded under the framework was £72 million. Appendix 1 to the report detailed the participation, spend and savings summary of those 30 councils participating in the framework together with those associate members who had confirmed their intention to participate. It was noted that the two remaining councils had their own frameworks in place.

Tender responses had been received from 33 tenderers 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 compliant offers had been carried out and the amended 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 25 suppliers as outlined in the amended Appendix 3 to the report.

Appendix 4 to the report detailed the Real Living Wage status of bidders.

It was noted that any reference to Thompsons of Prudoe Limited in the report and appendices should make reference to Thompsons of Prudhoe Limited and that any reference to Coleman Group (CNC Group Holdings Ltd) should make reference to CNC Group Holdings Limited t/a The Coleman Group.

DECIDED:

(a) That the award of the framework agreement for demolition and deconstruction works, as detailed in the amended Appendix 3 to the report, be approved; and

(b) That it be noted that any reference to Thompsons of Prudoe Limited in the report and appendices should make reference to Thompsons of Prudhoe Limited and that any reference to Coleman Group (CNC Group Holdings Ltd) should make reference to CNC Group Holdings Limited t/a The Coleman Group.

2(b) Contract for Approval: Supply and Delivery of Catering Sundries

There was submitted a report by the Chief Executive of Scotland Excel relative to the award of a renewal framework agreement for the supply and delivery of catering sundries which would operate from 1 August 2020 to 31 July 2022, with an option to extend for up to an additional two 12 month periods until 31 July 2024.

The framework provided councils and associate members with a mechanism to procure a range of catering sundries including disposable/recycling cups, plates and cutlery and other cookware and crockery for use within catering environments including schools, cafes and restaurants, corporate and civic locations, leisure centres, community centres and social work premises.

The renewal incorporated a number of enhancements to the current framework including the option for recyclable and compostable products. The report summarised the outcome of the procurement process for this national framework agreement.

The framework had been divided into two lots as detailed in figure 1 of the report and had been advertised with a value of up to £4 million per annum. Appendix 1 to the report detailed the participation, spend and savings summary of the 32 councils participating in the framework together with Tayside Contracts.

Tender responses had been received from 10 tenderers 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 compliant offers had been carried out and the amended 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 nine suppliers as outlined in Appendix 3 to the report.

Appendix 4 to the report detailed the Real Living Wage status of bidders and Appendix 5 to the report detailed a summary of contract and supplier management classifications.

DECIDED: That the award of the framework agreement for the supply and delivery of catering sundries, as detailed in Appendix 3 to the report, be approved.

3 Request for Associate Membership: Bon Accord Care Limited

There was submitted a report by the Chief Executive of Scotland Excel advising that Bon Accord Care Limited had submitted an application to become an associate member of Scotland Excel.

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

DECIDED: That the application by Bon Accord Care Limited to become an associate member of Scotland Excel, with no annual membership fee, be approved subject to completion and signing of the agreement documentation.

4 Date of Next Meeting

DECIDED: That it be noted that the next meeting of the Executive Sub-committee would be held at 10.45 am on 28 August 2020.

Scotland Excel

To: Executive Sub Committee

On: 18th September 2020

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

Revenue Budget Monitoring Report to 21 August 2020

1. Summary

- 1.1 At the end of Period 5, Scotland Excel is projecting a £76k overspend by year-end in its Core activities and a £114k overspend by year-end within Projects; both of which would result in a drawdown from reserves. Further detail is provided at section 3.

2. Recommendations

- 2.1 It is recommended that members note the report.

3. Background

Core

- 3.1 At 21 August 2020, the year-to-date net expenditure for Core was £1.450m, comprising gross expenditure of £1.465m, less gross income of £0.015m.
- 3.2 Income and expenditure will continue to be monitored through the financial year and this projection will be kept under review. Action will be taken to mitigate the projected overspend as far as possible, 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 2020/21 is an overspend of £76k for Core, which would result in a drawdown from the Revenue Reserve. Reasons for significant projected variances are as follows:

- **Employee Costs - £79k underspend**

As advised to the Joint Committee in June 2020, as a result of COVID-19, Scotland Excel has had a freeze on recruitment of vacant posts across the organisation. The estimated outturn figures shown assume vacant posts are filled from October 2020.

- **Transport Costs - £15k underspend**

Estimated outturn adjusted in light of COVID-19 pandemic.

- **Support Costs - (£42k) overspend**

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

- **Associate Income - (£40k) overspend**

Estimated outturn figure reduced due to uncertain financial environment within Social Housing sector. The Scotland Excel Associates team continue to work with existing associate members to promote the benefits of membership.

- **Income from Projects - (£83k) under-recovery**

Income from Projects was budgeted at £315k. Year-end projections indicate that £174k will be received from Projects, with a further £58k achieved through new short-term project work allocated directly to Core activities, totalling £232k and resulting in a shortfall of £83k, as follows:

New Build Project (£30k): Estimated outturn reduced to zero for 2020/21 in light of impact of COVID-19 pandemic delays to construction industry. Projected expenditure through the New Build framework remains the same therefore future income targets will be adjusted accordingly.

Academy (£53k): Estimated outturn reduced to zero for 2020/21 in light of COVID-19 pandemic impact on training and education courses being delivered by the Scotland Excel Academy. The Academy team continue to develop a portfolio of training which can be delivered within a virtual environment and a revised business plan in light of the COVID-19 pandemic.

3.4 Appendix 1 provides an analysis of the actual spend to date along with projected net expenditure for 2020/21 and includes a summary of movement in the Revenue Reserve, as well as a glossary of terms.

3.5 Budget adjustments shown in the second column represent reclassification of headings from the Approved Budget to the CIPFA subjective analysis used in the financial ledger and annual accounts. For example, £1k for Furniture and Fittings was included in Property Costs in the Approved Budget but should be classed as Supplies and Services according to the CIPFA Service Reporting Code of Practice.

Projects

3.6 The year-to-date net expenditure for Projects is £158k, comprising gross expenditure of £517k and gross income of £359k.

- 3.7 The projection for Projects at the end of 2020/21 is a planned drawdown of £114k from Project Reserves. The drawdown from Project reserves follows an anticipated transfer to Core of £174k. A further £58k in project income will be coded directly to Core leaving a shortfall against budgeted income from Projects (£315K) of £83k, attributable to the Academy and New Build projects, as noted at 3.3 above.
- 3.8 Appendix 2 provides an analysis of the actual spend to date along with projected net expenditure for 2020/21 and includes a summary of movement in the Project reserves, as well as a glossary of terms.
- 3.9 Budget adjustments shown in the second column represent reclassification of headings from the Approved Budget to the CIPFA subjective analysis used in the financial ledger and annual accounts.

REVENUE BUDGET MONITORING STATEMENT 2020/21
1 April 2020 to 21 August 2020

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	3,591	0	3,591	1,291	3,512	79
Property Costs	218	(1)	217	(5)	217	0
Transport Costs	30	0	30	0	15	15
Supplies and Services	295	1	296	68	301	(5)
Administration Costs	224	(224)	0	0	0	0
Transfer Payments	14	0	14	5	14	0
Support Costs	0	224	224	106	266	(42)
Gross Expenditure	4,372	0	4,372	1,465	4,325	47
Council Requisitions	(3,661)	0	(3,661)	0	(3,661)	0
Temporary Reserve Use	(120)	0	(120)	0	(120)	0
Associate Income	(210)	0	(210)	0	(170)	(40)
Income from Projects	(315)	0	(315)	(7)	(232)	(83)
Rebates	(66)	0	(66)	(8)	(66)	0
Gross Income	(4,372)	0	(4,372)	(15)	(4,249)	(123)
Drawdown from Reserves	0	0	0	1,450	76	(76)

Summary of in-year Movement in Reserves	£000s
Opening Revenue Reserve at 1 April 2019	235
Budgeted Draw on Reserves	0
Projected year-end variance	(76)
Closing Revenue Reserve at 31 March 2020	159
% of Operating Income	3.6%

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 2020/21
1 April 2020 to 21 August 2020**

Projects	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	1,302	(0)	1,302	450	1,347	(45)
Transport Costs	23	0	23	0	5	18
Supplies and Services	28	29	57	12	214	(157)
Administration Costs	29	(29)	0	0	0	0
Transfer Payments	0	5	5	55	3	2
Third Party Payments	299	(5)	294	0	0	294
Gross Expenditure	1,681	0	1,681	517	1,569	112
Income from Projects	(1,996)	(0)	(1,996)	(359)	(1,629)	(367)
Gross Income	(1,996)	(0)	(1,996)	(359)	(1,629)	(367)
Net Expenditure Sub-Total	(315)	0	(315)	158	(60)	(255)
Transfer to Core	315	0	315		174	141
Net Expenditure	(0)	0	0		114	(114)

Summary of in-year Movement in Project Reserves	
Opening Revenue Reserve at 1 April 2020	763
Budgeted Draw on Reserves	(0)
Projected year-end variance	(114)
Closing Revenue Reserve at 31 March 2021	649
% of Operating Income	32.5%

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: 18th September 2020

Report by:

Chief Executive of Scotland Excel

Audit Scotland Accounts Submission

1. Summary

- 1.1 The purpose of this report is to update members on the revised timetable for submission of the Scotland Excel annual report and accounts.

2. Background

- 2.1 The annual accounts and reports schedule is set out in advance and would have seen Audit Scotland present its audit opinions at the September 2020 Executive Sub Committee. Covid-19 has had an impact on this schedule and a new proposed timetable has been agreed with Audit Scotland

3. Proposed alterations to reporting

- 3.1 Appendix 1 sets out the proposed timetable received from Audit Scotland and lists some of the challenges faced. It is anticipated that a report will be brought to the November Executive Sub Committee.

4. Recommendations

- 4.1 Members are asked to note the proposed revised timetable by Audit Scotland.

Ms Julie Welsh
Chief Executive
Scotland Excel
Renfrewshire House
Cotton Street
Paisley
PA1 1AR

21 July 2020

Dear Julie

Scotland Excel – Audit Timescales 2019/20

1. As part of our earlier discussions with you I thought it would be helpful for us to set out revised accounts and audit timescales for the 2019/20 financial statements in light of the current Covid-19 emergency.
2. Scottish Government has interpreted provisions within the Coronavirus (Scotland) Act 2020 to modify the Public Finance and Accountability (Scotland) Act 2000 for the financial year ending 31 March 2020 and have extended the administrative deadlines for local government accounts by 2 months. Therefore, Scotland Excel is required to prepare its unaudited 2019/20 accounts by 31 August 2020 and to submit audited accounts by 30 November 2020.
3. In our original audit plan, we agreed that Scotland Excel would present unaudited accounts, and a complete set of supporting working papers, to us by 22 June 2020. The finance team achieved this deadline. However, as a result of the changes to statutory deadlines outlined above, a revised timetable for the key stages of the audit is shown below at [Exhibit 1](#).

Proposed timeline

4. As a result of recent events and the revised agreed date for receipt of the unaudited accounts, we have updated the audit timetable to reflect the ambition of reporting to the Executive Sub Committee by 30 November 2020. If the date of the Executive Sub Committee meeting changes the following dates will be revised as appropriate:

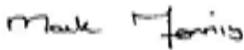
Exhibit 1

Key stage	Date
Agreed date to submit annual report and accounts (with a complete working papers package) for audit.	22 June 2020
Latest date for final clearance meeting with management	October 2020
Issue of Letter of Representation and proposed independent auditor's report	November 2020
Agreement of audited unsigned annual report and accounts	November 2020
Issue of draft annual report to those charged with governance	November 2020
Independent Auditor's Report signed	30 November 2020

Challenges

5. Audit Scotland continues to follow Scottish Government guidance around employees working arrangements and has taken the decision for all staff to continue to work remotely for the foreseeable future. This is a significant change to our normal working arrangements and will present a number of challenges.
6. We are progressing arrangements to adapt to this new way of working which includes establishing arrangements for audit working papers to be available electronically and for an increase in the frequency of virtual meetings with key officers.
7. We acknowledge that working remotely will create pressures for both finance officers and audit staff. The audit process will take longer to complete and there may be challenges in obtaining sufficient and reliable audit evidence in a timely manner, especially when this information is coming from outwith the finance department.
8. We will continue to work closely with officers throughout the audit to meet the revised timescales. Nevertheless, there may be slippages in the process which may result in the proposed dates within the timeline not being met.

Yours sincerely



Mark Ferris

Senior Manager

Cc: by e-mail:

Alan Russell: Director of Finance and Resources, Renfrewshire Council

Alastair MacArthur: Head of Finance, Renfrewshire Council

Christine McCourt: Finance Business Partner, Renfrewshire Council

Scotland Excel

To: Executive Sub Committee

On: 18th September 2020

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

Update on the Contract Portfolio Review (during Covid)

1. Introduction

The purpose of this report is to provide an update on the actions taken by Scotland Excel to ensure contractual continuity during the current COVID 19 outbreak.

2. Background

In response to the current coronavirus (COVID-19) outbreak, the Scottish Government has issued specific procurement guidance by way of a number of Scottish Procurement Policy Notes ("SPPN"s), as follows:

- SPPN 4/2020 sets out further information about the procedures available and circumstances where modifications to contracts are permitted.
- SPPN 5/2020 describes the current outbreak of COVID-19 as unprecedented and as having a significant impact on businesses of all sizes, putting their financial viability, ability to retain staff and their supply chains at risk.
- SPPN 6/2020 notes that public bodies should take particular care over the coming months to keep their existing and forthcoming contracts under review to ensure that these remain practical. It recommends that steps are carried out to ensure that procurement procedures are not commenced that are not practical to deliver and to ensure the best use of resources at this time. It further advises that public bodies ensure that their staff and suppliers are using their resources as efficiently as possible and making the best use possible of the procurement procedures available. For example, it notes that they could use appropriate public procurement framework agreements that are already available to optimise resources.
- SPPN 8/2020 sets out supplier relief measures to ensure that transition out of 'lockdown' business restrictions are in line with the opening up of markets and the Scottish Government's Routemap through and out of lockdown. The guidance recommends that bodies should take steps to review their contract portfolio, taking into account strategic and reprioritisation needs on a case by

case basis, and that plans should include agreeing contract variations, where appropriate and necessary.

3. Actions Taken

In line with Scottish Government Policy Note (SPPN) 8/2020 Scotland Excel have taken steps to review our contract portfolio taking into account strategic and reprioritisation needs. As a result of this review and particularly taking account of impact on normal business practices resulting from the current Coronavirus/Covid-19 outbreak, Scotland Excel has deferred some projects and extended or is in the process of extending the current frameworks for Fostering, Vehicle Parts, Domestic Furniture, Education Furniture and Personal Protective Equipment.

As previously reported the basis for these extensions is the result of a combination of factors including:

- Constraints on potential bidders' capacity and capability to tender
- Constraints and extended timelines on stakeholder/technical engagement to facilitate development of frameworks that are fit for purpose
- Staff are diverted to more urgent requirements to deal with COVID-19 consequences
- Impact of staff absences (incl through furloughing and consequent reduction to their corporate capability and responsiveness)

4. Proposed Action

Considering the on-going impact on normal business practices resulting from the current Coronavirus/Covid-19 outbreak, Scotland Excel proposes to extend an additional three frameworks within its portfolio, these being Outdoor Play Equipment, Energy Efficiency and Organic Waste. The extension periods will be for a maximum of 6 months.

These actions taken to date and the actions proposed within this report seek to ensure continuity of supply and reduce supplier burdens under those frameworks. This is essential in order to ensure that Scotland Excel members continue to have access to the goods and services they need to operate effectively, for both their routine operations and those circumstances where they may need to react rapidly in order to mitigate the impacts of the on-going health emergency.

5. Recommendation

Members are invited to note the actions taken to date and (subject to further consultation with relevant bodies and legal colleagues to ensure the modifications proposed are applied appropriately and in accordance with Scotland Excel's governance and applicable Regulations) agree the proposed recommendations for contract extensions included Section 4 of this report.

Scotland Excel

To: Executive Sub Committee

On: 18th September 2020

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

Update on the Contract Delivery Plan

1. Introduction

This report provides a progress update on the 2020/ 2021 contract delivery plan.

2. Progress to Date

As detailed in Appendices 1 – 3, the 2020/ 2021 contract delivery plan details framework renewals, new developments, framework extensions and frameworks with ongoing contract management only.

There are 73 current frameworks in the Scotland Excel contract portfolio, with a further 12 of these frameworks to be renewed before 31 March 2021 (Appendix 1).

Scotland Excel plans to add a further six new frameworks to its contract portfolio by 31 March 2021 (Appendix 2).

A further 19 of the frameworks on the current portfolio have extension options that are likely to be exercised in 2020/ 2021 with seven of these extensions already approved (Appendix 3).

The estimated forecast value of the Scotland Excel framework portfolio by 31 March 2021 will be approximately £2Billion.

Overall, efficiencies delivered to date in 2020/ 2021 are 1.3%, which is slightly below the forecast range. This figure only takes into account the two frameworks delivered in 2020/2021, one of which was demolition services. This was reported at 0% due of the challenges of benchmarking against the bespoke nature of the projects likely to be undertaken.

A summary of spend and forecast savings per council for 2019 can be found in appendix 5, with an average forecast efficiency of c.2.5%. The running average efficiency since 2018 remains in line with forecast at c.3.1%.

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 and social care teams.

A prior information notice (PIN) was published on 28 August 2020 informing potential service providers of the upcoming opportunity to join the national flexible framework for care and support services (1318). The flexible framework allows for new entrants to be admitted, as providers, after it has been established. Following award, successful providers will also be able to add new services and locations to their service offering in accordance with the terms of the flexible framework. Services awarded from this exercise will be offered a Joining Date of 1 April 2021. A contract notice will be published prior to the publication of the tender. This notice serves to inform potential tenderers that, following the publication of SPPN 8, Scotland Excel will be progressing with this exercise, currently anticipated to be during (and no earlier than) October 2020.

The second generation framework for Care Home for Adults with Learning Disabilities including Autism went live on 11 October 2019 with 24 Providers offering 57 care homes and 60 services. The framework is designed to re-open periodically throughout its four-year duration to allow new providers to join. The Adult Social Care team will issue a survey to Local Authorities in September 2020 to ascertain if there is a demand for reopening the framework in December 2020.

The flexible framework agreement for Children's Residential Care and Education including Short Breaks, was re-opened to new providers in December 2019. Following a full tender process, new contracts were awarded in July 2020, increasing the number of providers from 43 to 56. This extends the range of services available to children and their families. Furthermore, several the original 43 providers have offered an expanded list of services. These applications to provide additional services will be processed in August/September 2020.

The Fostering and Continuing Care framework has been in operation since 25 March 2017 and has to date performed well against expectations. The current framework was due to expire in March 2021. In view of the severe impact on normal business practices resulting from the current COVID 19 outbreak, Scotland Excel extended the current framework in accordance with Regulation 72 of the Public Contracts Regulations (Scotland) 2015. The agreed 3-month extension allows time for market recovery and stakeholder engagement in advance of any tender. The Contract Strategy phase of the framework renewal commenced in August 2020 with the intention to move to contract award in July 2021.

As part of a market scoping exercise for Artificial Intelligence (AI)/ Robotics Process Automation, Scotland Excel published a Prior Information Notice (PIN) on Public Contracts Scotland in mid-January 2020. This PIN notice was to inform the market of a potential procurement opportunity for robotics process automation solutions. The AI solutions sought would require to be resilient, scalable and reliable and could facilitate intelligent automation of business processes across a range of Council services. The response to this market notice with noted interest was healthy, however due to COVID 19, a review of all projects was conducted by the Digital Office and it was agreed that the AI/Robotics Process Automation would be put on-hold to enable partners to focus on their response to the pandemic. It is anticipated that further market engagement with supplier respondents will take place during quarter three 2020 as we enter a more stable environment for suppliers and councils alike. In addition, the workshop previously

scheduled for May will be rearranged in accordance with the demand from previously interested services within Councils.

An understanding of current system and applications in use across councils was collected through Scotland's Technical Asset Management Platform (STAMP). This tool was initially developed and launched in 2019, under the working title of Common Platforms, Supply Chain and Procurement.

An essential part of the Digital Foundations agenda, STAMP has quickly demonstrated the power of having a centralised, collated and curated picture of the supplier and system landscape utilised across the Digital Partnership. Since launch, 14 councils have uploaded data which shows 853 systems, from 367 suppliers being used.

A number of significant enhancements have been made to the software and a communications infographic is being prepared to support a relaunch of this project across all Councils during September.

In relation to the Social Care Case Management System development, a local authority consultation to review full scope, structure and ITT documentation took place in late August. All 32 Councils were invited, and sixteen councils took part. Following this engagement, revised ITT documentation is with legal services colleagues for review. It is anticipated that the Invitation to Tender (ITT) will be issued by the end of September, and go live is expected to be in January 2021.

The project to develop contract agreements to support the delivery of digital telecare is underway. Key requirements include that the new contracts allow entry to new suppliers on a regular basis, and that products and services comply with standards agreed by the Digital Office and other stakeholders.

It is intended that a User Intelligence Group (UIG) will be held in early September and it is intended this development will be operational by April 2021.

Regarding the development of Online School Payments, the scope will be further enhanced, incorporating new elements of the Catering Management System, which supports adoption of the School Nutrition Act. Councils have already extended or called off from the previous framework, with the majority contracted through to mid-2021. With catering staff and education representatives now back at work, UIG's are set for this month, and go live planned for Spring 2021.

3. Conclusion

Members are invited to note the progress made to date.

Appendix 1 – List of contracts to be renewed in 2020/21

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
Fire and Security Equipment	7,500,000	Renew	Oct-19	Mar-21			2% - 4%		Plan delayed to conduct a viability study
Waste Disposal Equipment	1,250,000	Renew	Apr-20		Feb-20		2% - 4%	1.0%	Framework is live
Groceries and Provisions	30,000,000	Renew	May-20		Mar-20		2% - 4%	1.4%	Framework is live
Demolition	18,000,000	Renew	Aug-20		Jun-20		2% - 4%	0.0%	Framework is live
Catering Sundries	4,000,000	Renew	Aug-20		Jun-20		2% - 4%	4.9%	Framework is live
Online School Payments	2,000,000	Renew	Apr-20	Feb-21		Apr-21	2% - 4%		Plan delayed due to COVID-19
Domestic Furniture and Furnishings	20,000,000	Renew	Nov-20	Feb-21			2% - 4%		Strategy in development
Vehicle Parts	12,000,000	Renew	Jan-21	Apr-21			2% - 4%		Plan delayed due to COVID-19
Bitumen Products	12,000,000	Renew	Mar-21				2% - 4%		Tender released
Personal Protective Equipment	10,000,000	Renew	Mar-21	Aug-21			2% - 4%		Strategy in development
Education and Office Furniture	5,000,000	Renew	Mar-21	May-21			2% - 4%		Strategy in development
Outdoor Play and Sports	17,500,000	Renew	Mar-21				2% - 4%		Strategy in development
Engineering and Technical Consultancy	17,600,000	Renew	Mar-21				2% - 4%		Strategy in development
Fostering and Continuing Care	25,000,000	Renew	Mar-21			Jul-21	N/A		Plan delayed due to COVID-19
Organic Waste	12,000,000	Renew	Apr-21			Jul-21	2% - 4%		Plan delayed due to COVID-19
Energy Efficiency Contractors	200,000,000	Renew	May-21				2% - 4%		Strategy in development

Appendix 2 – List of new contracts to be developed and delivered in 2020/2021

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
Engineering and Construction Services	40,000,000	New Contract	Jun-20	N/A			2% - 4%		Project cancelled
Electric Vehicle Charging Points	10,000,000	New Contract	Aug-20	Mar-21		May-21	5.5%		Plan delayed due to COVID-19
Social Care Case Management Solutions	7,000,000	New Contract	Aug-20	Nov-20		Jan-21	5.5%		Tender to be published late September
Swimming Pool Contractors (OSS)	2,000,000	New Contract	Oct-19	Mar-21			5.5%		Delay due to contractors not in a position to respond within current timescales
Legionella and Water Control Services (OSS)	N/A	New Contract	Dec-19	N/A			5.5%		Project cancelled
Lift Maintenance (OSS)	1,250,000	New Contract	Mar-20	Mar-21			5.5%		Delay due to contractors not in a position to respond within current timescales
Construction and Building Consultancy	10,000,000	New Contract	May-21				2% - 4%		Strategy in development
Digital Telecare	4,000,000	New Contract	Apr-21				5.5%		Strategy in development

Appendix 3 – Flexible Contracts in 2020/2021

Service	Estimated Annual Collaborative Contract Opportunity	Activity	Anticipated Re-Opening Date	Comments
Care and Support	£140,000,000	Flexible Framework Agreement	Oct-20	A prior information notice (PIN) was published on 28 August 2020 informing potential service providers of the upcoming opportunity to join the national flexible framework for care and support services (1318). A contract notice will be published in October prior to the publication of the tender.
Care Homes For Adults With Learning Disabilities Including Autism	£26,500,000	Flexible Framework Agreement	Dec-20	The Adult Social Care team to issue a survey in September 2020 to ascertain if there is a demand for reopening the framework.
Social Care Agency Workers	£20,000,000	Flexible Framework Agreement	N/A	Determined by the requirements of Purchasing Authorities
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
Children's Residential	£105,400,000	Flexible Framework Agreement	Oct-20	
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 4 – Contracts with extension options and contract management activity ongoing in 2020/2021

Contracts with extension options in 2020/21

Contract Description	Est Annual Value
Asbestos	£12,000,000
Boiler Maintenance	£10,000,000
Bottled Gas	£2,000,000
Digital Publications and Services	£1,000,000
Fire Safety Products (OSS)	£2,500,000
First Aid Materials (OSS)	£2,000,000
Laundry Equipment (OSS)	£1,100,000
Library Books & Textbooks	£14,000,000
Milk	£9,000,000
New Build Residential	£375,000,000
Pest Control (OSS)	£1,500,000
Power Tools	£681,818
Recycle and Refuse Containers	£8,000,000
Steeplejacks Services (OSS)	£1,750,000
Street Lighting Materials	£35,000,000
Swimming Pool Chemicals (OSS)	£1,250,000
Technology Enabled Care	£6,300,000
Trade Materials	£10,000,000
Water Coolers (OSS)	£1,500,000

Contracts which are shaded have been approved for extension

Contracts with no renewal or extension activity and contract management activity ongoing in 2020/21

Contract Description	Est Annual Value	Contract Description	Est Annual Value
Audio Visual	£7,500,000	Hot Beverages (OSS)	£1,000,000
Alcoholic Beverages	£1,250,000	Janitorial Products	£12,000,000
Building and Timber	£15,000,000	Light and Heavy Plant	£10,000,000
Buildings Related Engineering Consultancy	£10,000,000	Plumbing and Heating Materials	£22,500,000
Catering Sundries	£6,000,000	Road Maintenance Materials	£2,500,000
Cleaning Equipment (OSS)	£2,250,000	Road Signage Materials	£1,250,000
Commercial Catering Equipment (OSS)	£4,000,000	Roadstone	£5,000,000
Community Meals	£4,000,000	Salt for Winter Maintenance	£16,250,000
Education Materials	£17,500,000	Secure Care	£17,500,000
Electrical Materials	£20,000,000	Security Services and Cash Collection	£12,500,000
Energy Advice (OSS)	£1,000,000	Sheriff Officers (OSS)	£1,100,000
Fresh Bread, Rolls and Bakery Products	£1,500,000	Tyres for Vehicles and Plant	£6,500,000
Fresh Fruit and Veg	£6,000,000	Vehicle and Plant Hire	£15,000,000
Fresh Meat, Cooked Meats and Fresh Fish	£10,000,000	Vehicle Purchase RM6060	£15,000,000
Groceries and Provisions	£30,000,000	Vending Machines (OSS)	£1,250,000
Grounds Maintenance Equipment	£6,000,000	Washroom Solutions and Sanitary Products	£3,500,000
Heavy Vehicles	£40,000,000	Waste Disposal Equipment	£1,250,000

Appendix 5 – Expenditure summary per Council: Jan – Dec 2019

Member Organisation	Actual Spend	Forecast Spend	Variance	% of Total Actual Spend	Estimated Saving	% Saving
Fife Council	£50,273,872	£75,249,090	66.80%	8.08%	£870,533	1.73%
Edinburgh City Council	£44,930,723	£35,205,888	127.60%	7.23%	£798,924	1.78%
Glasgow City Council	£37,196,563	£50,574,716	73.50%	5.98%	£1,167,639	3.14%
Aberdeenshire Council	£36,597,180	£36,862,407	99.30%	5.89%	£929,863	2.54%
South Lanarkshire Council	£33,996,931	£49,576,646	68.60%	5.47%	£669,965	1.97%
North Lanarkshire Council	£33,955,936	£38,763,777	87.60%	5.46%	£595,506	1.75%
Associate Members	£28,562,722	£30,698,781	93.00%	4.59%	£360,471	1.26%
Aberdeen City Council	£25,878,816	£32,894,450	78.70%	4.16%	£614,189	2.37%
West Lothian Council	£24,899,579	£28,994,183	85.90%	4.00%	£512,286	2.06%
West Dunbartonshire Council	£23,578,277	£21,887,129	107.70%	3.79%	£549,542	2.33%
Falkirk Council	£22,037,407	£28,179,265	78.20%	3.54%	£959,995	4.36%
Renfrewshire Council	£21,147,017	£28,678,624	73.70%	3.40%	£682,147	3.23%
North Ayrshire Council	£19,410,153	£34,212,237	56.70%	3.12%	£396,941	2.05%
Highland Council	£17,916,747	£25,261,806	70.90%	2.88%	£424,111	2.37%
Dundee City Council	£17,278,546	£14,450,391	119.60%	2.78%	£258,533	1.50%
East Lothian Council	£16,024,707	£13,865,292	115.60%	2.58%	£504,771	3.15%
East Ayrshire Council	£14,181,903	£14,859,189	95.40%	2.28%	£407,782	2.88%
South Ayrshire Council	£13,968,512	£17,587,177	79.40%	2.25%	£301,467	2.16%
Moray Council	£13,747,026	£17,058,367	80.60%	2.21%	£304,798	2.22%
Tayside Contracts	£13,010,271	£13,361,557	97.40%	2.09%	£690,434	5.31%
Dumfries & Galloway Council	£11,485,004	£11,464,979	100.20%	1.85%	£358,446	3.12%
Scottish Borders Council	£11,263,729	£12,800,795	88.00%	1.81%	£152,641	1.36%
East Renfrewshire Council	£10,974,742	£11,888,002	92.30%	1.76%	£636,448	5.80%
Perth & Kinross Council	£10,820,406	£10,220,956	105.90%	1.74%	£278,525	2.57%
East Dunbartonshire Council	£10,592,467	£11,571,394	91.50%	1.70%	£294,615	2.78%
Argyll & Bute Council	£10,312,796	£9,481,682	108.80%	1.66%	£317,208	3.08%
Midlothian Council	£8,850,510	£13,669,989	64.70%	1.42%	£688,729	7.78%
Stirling Council	£8,804,349	£12,017,167	73.30%	1.42%	£117,091	1.33%
Inverclyde Council	£7,357,269	£9,120,645	80.70%	1.18%	£315,721	4.29%
Clackmannanshire Council	£7,254,059	£11,337,779	64.00%	1.17%	£175,825	2.42%
Angus Council	£7,241,577	£11,939,298	60.70%	1.16%	£127,016	1.75%
Shetland Islands Council	£3,391,697	£3,353,807	101.10%	0.55%	£61,699	1.82%
Orkney Islands Council	£2,614,573	£2,791,723	93.70%	0.42%	£35,265	1.35%
Western Isles Council	£2,261,856	£4,228,971	53.50%	0.36%	£110,311	4.88%
Total	£621,817,922	£744,108,159	N/A	100%	£15,669,437	2.52%

Scotland Excel

To: Executive Sub Committee

On: 18th September 2020

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

Operating Plan – 2020 and beyond

1. Summary

- 1.1 The purpose of this report is to provide the Executive Sub Committee with a proposed Operating Plan covering the period 1st April 2020 until 31st December 2020 and to provide an update on the progress of future Operating Planning.

2. Background

- 2.1 In June 2018, Scotland Excel's Joint Committee approved a new five-year corporate strategy which is supported by annual operating plans.

To support the strategy, Scotland Excel develops annual operating plans which record the commitments it will undertake to achieve our business goals. Each year, the plan is used to set priorities and develop detailed action plans for the organisation, which are cascaded as annual performance objectives for employees.

Progress reports are produced quarterly to track Scotland Excel's performance 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.

This normal process was impacted by the global pandemic and subsequent resourcing issues. To rectify this, an interim document that records the commitments Scotland Excel will deliver between April 2020 and December 2020 was created and can be seen in Appendix 1. In parallel with this activity, an additional plan covering January 2021 to March 2022 is currently being constructed.

3. Interim Operating Plan (1st Apr 2020 – 31st Dec 2020)

- 3.1 The attached operating plan records commitments between April 2020 and December 2020. It is recognised that a proportion of this plan is retrospective, but it was felt that, to provide transparency, accountability and good

governance, the plan is required. Reporting against this operating plan will be presented at the December 2020 Joint Committee.

4. **Future Operating Plan (1st Jan 2021 – 31st Mar 2022)**

- 4.1 Scotland Excel is also currently developing the operating plan that covers the reporting period **1st Jan 2021 – 31st Mar 2022**. Due to the timing issues outlined above, this plan will cover a longer period to bring reporting back in line with the customary annual format. This operating plan will be brought to the December 2020 Joint Committee for approval.

5. **Future Performance Reporting**

- 5.1 Members previously indicated a desire to change the quarterly reporting methodology. It was the intention of Scotland Excel to explore this further at a dedicated event prior to the June 2020 Joint Committee. This event was cancelled and therefore no input was obtained. Members views will be sought on this matter.

6. **Recommendations**

- 6.1 Members are asked to:
- Approve the interim Operating Plan covering 1st April 2020 to 31st December 2020.
 - Note strategy and progress on future operating planning.
 - Provide any input to subsequent reporting methods.



Interim Operating Plan

01 April 2020 – 31st December 2020

Introduction

Scotland Excel is the Centre of Procurement Expertise for the local government sector. Established in 2008, we deliver procurement and commercial solutions through a portfolio of high risk, high value collaborative contracts, professional development opportunities and organisational change initiatives which enhance the influence and impact of procurement across the sector.

Our contracts are designed to increase efficiency and ensure money is saved to protect front line public services. Our strategic approach to procurement supports innovation in service delivery, helps to deliver national and local policies, and brings social, economic and environmental benefits to communities.

Accredited professional development programmes and practitioner workshops, delivered through the Scotland Excel Academy, are designed to increase the skills and knowledge of those working in public procurement. Our change initiatives take a 'whole organisation' approach to best procurement practice, ensuring that it is considered in the development of policies and plans across all service areas.

In 2018, we published a new five year corporate strategy which builds on the achievements of our 2015-18 strategy and sets out our ambitions for supporting local authorities and public sector partners. Developed in consultation with key local government stakeholders, the strategy seeks to increase the value delivered by Scotland Excel and ensure the long-term sustainability and growth of our organisation.

Our vision is to be recognised as a leading provider of innovative, transformative procurement solutions for local and national public services across Scotland. We aim to achieve this by building on our strategic procurement expertise and experience of developing collaborative solutions which support better outcomes for Scotland's people and communities.

The strategy map on page 3 provides an overview of the business goals and strategic objectives which support our aim. The full strategy document is available to download from our website.

To support the strategy, we develop annual operating plans which record the commitments we will undertake to achieve our business goals. Each year, the plan is used to set priorities and develop detailed action plans for the organisation, which are cascaded as annual performance objectives for employees.

This is an interim document that records the commitments we will deliver between April and Dec 2020. It is a departure from our normal process which was impacted by the global pandemic. In parallel with this activity, an additional plan covering Jan 2021 to Mar 2022 is being constructed. Reports are issued quarterly to record our progress against these commitments, and a set of key performance indicators (KPIs) monitor ongoing delivery against our strategy outcomes.

Strategy Map

Vision

To provide innovative, transformative solutions for local and national public services across Scotland

Mission

To make the most of our strategic **procurement expertise** and our experience of developing **collaborative solutions** which support **better outcomes** for Scotland's people and communities through **early intervention** and the delivery of **sustainable public services**

Values

Professional • Courageous • Respectful • Integrity

Outcomes

Our services shape the effective and efficient delivery of public services	Our services facilitate the delivery of national and local policy priorities	Our insight and knowledge underpin innovative solutions for our customers	Our customers receive a measurable return on investment through savings
Our expertise leads continuous improvement in commercial performance	Our services enable positive and sustainable outcomes for people and communities	Our activities are recognised as leading the way in public procurement	Our customers are satisfied with our services and how we deliver them

Goals

<p>1: Shaping solutions for innovative public services</p> <p>Strategic objectives:</p> <p>1.1 Deliver a programme of collaborative procurement to support early intervention and the delivery of public services</p> <p>1.2 Deliver programmes which lead and develop professional, organisational and commercial capability</p> <p>1.3 Harness the potential of digital technology and data insight to support the delivery of public services</p> <p>1.4 Use our insight and experience to shape policy and meet the challenges of future public service delivery</p>	<p>2: Being sustainable in everything we do</p> <p>Strategic objectives:</p> <p>2.1 Deliver positive and measurable social value through our contracts</p> <p>2.2 Deliver positive and measurable local impact through SME and third sector participation in our contracts</p> <p>2.3 Deliver positive and measurable environmental benefits through our contracts</p> <p>2.4 Lead and develop sustainable procurement knowledge and practice</p>	<p>3: Placing people at the heart of our business</p> <p>Strategic objectives:</p> <p>3.1 Ensure our customers continue to receive maximum value from our services</p> <p>3.2 Engage stakeholders in the delivery of effective local solutions</p> <p>3.3 Represent the collective views of stakeholders at a national level</p> <p>3.4 Implement policies which develop, empower, value and engage our workforce</p>	<p>4: Driving sustainable and scalable growth</p> <p>Strategic objectives:</p> <p>4.1 Implement a new governance model which supports scalable business growth</p> <p>4.2 Continue to maintain a robust business infrastructure to support our growth ambitions</p> <p>4.3 Use our knowledge and insight to identify new services and/or sectors which provide growth opportunities</p> <p>4.4 Explore opportunities to work with partners on the development and delivery of new business opportunities</p>
---	--	--	---

Goal 1: Shaping solutions for innovative public services

Strategic Objective	Commitment
<p>1.1 Deliver a programme of collaborative procurement to support early intervention and the delivery of public services</p>	<ul style="list-style-type: none"> • Continue to engage directly with local authority services on the collaborative procurement opportunities pipeline • Drive the next generation development of the National Care Home Contract (NCHC) • 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. • Continue to develop and deliver contract and supplier management (CSM) programme which monitor and enhance the performance of Scotland Excel contracts • Continue to identify opportunities to lead and/or participate in national cross-sector procurement opportunities and initiatives with partners in health, further and higher education, and central government • Continue to inform and support national procurement policy in consultation with the local government procurement community
<p>1.2 Deliver programmes which lead and develop professional, organisational and commercial capability</p>	<ul style="list-style-type: none"> • Consult members on the refresh of a targeted programme of sector-wide change projects • Continue to deliver the chargeable consultancy projects and transformation programmes for Fife Council, East Renfrewshire Council and the Tayside and other councils, and respond to any further requests for these types of services • Continue to develop and deliver accredited work-based learning programmes through the Scotland Excel Academy • Develop and deliver a programme of non-accredited development workshops through the Scotland Excel Academy • Continue to develop Scotland Excel Academy online resources to support learning programmes and create a community that supports the sharing of best practice • Respond to the pandemic by transitioning development programmes to online delivery and created a portfolio of Stay Connected online workshops

<p>1.3 Harness the potential of digital technology and data insight to support the delivery of public services</p>	<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 • Continue to develop data analytic tools and resources to support the expansion of the contract portfolio and provide management information to the sector • 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 • Implement a mechanism to offer useful signposting and to give vital information about our on-going covid-19 response work to our members, suppliers and wider stakeholders.
<p>1.4 Use our insight and experience to shape policy and meet the challenges of future public service delivery</p>	<ul style="list-style-type: none"> • Continue to work with the Scottish Government, COSLA and other partners to support the development and/or delivery of national policy in social care • Continue to work with the Scottish Government and other partners to support the development and/or delivery of education policies such as early learning provision, pupil attainment funding, and procurement for school meals • Continue to work with the Scottish Government, Association of Local Authority Chief Housing Officers (ALACHO) and other partners to support the development and/or delivery of national policy in affordable housing • Continue to work with the Scottish Government, Zero Waste Scotland and other partners to support the development and/or delivery of national environmental policy • Develop and deliver a calendar of marketing and communications activities which promotes our knowledge and experience in support of our policy and public affairs goals • Continue the work towards becoming a Scottish Credit & Qualifications Framework (SCQF) Credit Rating Body to support the expansion of the Scotland Excel Academy and position it as a future provider of Graduate Apprenticeships

Goal 2: Being sustainable in everything we do

Strategic Objective	Commitment
2.1 Deliver positive and measurable social value through our contracts	<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 • Continue to embed community benefit models which enable councils to achieve direct benefits for their areas • Continue to support opportunities for disabled/disadvantaged workers through community benefits and/or the participation of supported businesses and the third sector within our supply chain
2.2 Deliver positive and measurable local economic impact through SME and third sector participation in our contracts	<ul style="list-style-type: none"> • Continue to work with the Supplier Development Programme (SDP) to raise awareness of public procurement opportunities and encourage participation among Scottish SMEs • Continue to increase direct and supply chain opportunities for Scottish SMEs and contractors within Scotland Excel contracts, particularly within the construction portfolio
2.3 Deliver positive and measurable environmental benefits through our contracts	<ul style="list-style-type: none"> • Continue to encourage suppliers to Scotland Excel contracts to consider opportunities to increase recycling of their products and packaging and/or reduce their carbon footprint • Continue to consider 'whole life' costing within tender evaluations • Develop plans for assessing and mitigating the environmental impact of Scotland Excel's activities
2.4 Lead and develop sustainable procurement knowledge and practice	<ul style="list-style-type: none"> • Produce an annual report on 2019-20 procurement activity in line with the requirements of the Procurement Reform (Scotland) Act 2014 • Monitor the progress and publication of annual procurement reports within the local government sector, providing support and guidance to councils as required • Continue to work with national partners on the development of sustainable procurement guidance and tools • Continue to develop opportunities to increase the local government sector's sustainable procurement knowledge and capability through the Scotland Excel Academy • Develop plans to promote sustainable procurement to senior stakeholders including, elected members and senior officers to support a 'whole organisation' approach

Goal 3: Placing people at the heart of our business

Strategic Objective	Commitment
3.1 Ensure our customers continue to receive maximum value from our services	<ul style="list-style-type: none"> • Continue to develop Scotland Excel's project and account management services to ensure they deliver value to local authority procurement teams and support a positive customer experience for members • Continue to explore further opportunities to use digital technologies to engage with and/or provide online 'self-service' to customers, incorporating the findings into Scotland Excel's ICT strategy and roadmap • Explore the feasibility of providing additional services, incorporating the findings into future operational plans • Implement engagement plans and activities based on the outputs of Scotland Excel's stakeholder engagement project.
3.2 Engage stakeholders in the delivery of effective local solutions	<ul style="list-style-type: none"> • Continue to incorporate community engagement, where appropriate, into the development of procurement strategies • Continue to engage directly with service users, where appropriate, to ensure their needs are considered within service design • Continue to work with educational partners and/or suppliers to promote the benefits of procurement to pupils
3.3 Represent the collective views of stakeholders at a national level	<ul style="list-style-type: none"> • Continue the ongoing review of Scotland Excel's representation activities to ensure that these are targeted where they can have the greatest impact • Continue to build on relationships with the Convention of Scottish Local Authorities (COSLA) and/or elected members to represent customers and communities in appropriate policy and political matters
3.4 Implement policies which develop, empower, value and engage our workforce	<ul style="list-style-type: none"> • Refresh Scotland Excel's organisational development strategy to incorporate feedback from Investors in People, involving staff in the development of plans, policies and initiatives where appropriate • Develop and implement leadership and management initiatives to inspire and develop staff, increase Scotland Excel's capability, and support succession planning • Review agile working strategy and policies, incorporating pandemic experiences, to create a productive working environment that benefits staff, Scotland Excel, and customers.

Goa1 4: Driving sustainable and scalable growth

Strategic Objective	Commitment
4.1 Implement a new governance model which supports scalable business growth	<ul style="list-style-type: none"> • Continue to implement appropriate funding models to support the delivery of new and existing services, monitoring income and providing regular reports to the joint committee whilst recognising impact of the pandemic. • Review existing income generating services based on pandemic impact and implement appropriate changes.
4.2 Continue to maintain a robust business infrastructure to support our growth ambitions	<ul style="list-style-type: none"> • Continue to monitor Scotland Excel's business infrastructure to ensure it can support the organisation's growth ambitions, developing plans for continuous improvement and to address any gaps in capacity and/or capability • Develop a risk model for evaluating new business opportunities to assess their impact on internal resources and/or existing customers • Continue to implement technology solutions which increase efficiency, support agile working and offer scalability for business growth
4.3 Use our knowledge and insight to identify new services and/or sectors which provide growth opportunities	<ul style="list-style-type: none"> • Review collaborative procurement and leading change solutions available in other public sector markets to identify potential business opportunities, reporting on the findings to inform future operational plans • Continue to deliver procurement support to housing associations and implement plans to market additional services to this sector • Continue to develop and market Scotland Excel's associate membership programme to maximise its commercial potential for the organisation and the benefits it provides for members • Continue to market Scotland Excel through traditional and social media, targeted communications activity and political engagement to support new business opportunities • Continue to identify opportunities arising for staff development through new business opportunities, fostering an understanding of commercial and entrepreneurial approaches across the organisation
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 explore opportunities to work in partnership with other public sector bodies to increase internal efficiency and/or improve service delivery for customers, reporting on the findings to inform future operational plans • Continue to manage Scotland Excel's partnership with Crown Commercial Services (CCS) to ensure it is delivering against customer expectations, and explore opportunities to extend this partnership • Continue to provide procurement support to SEEMiS in line with the partnership agreement

Key performance indicators

Key activities we will monitor to assess our ongoing performance against outcomes in the operating plan:

Outcomes	Key Performance Indicators	Apr 2020-Dec 2020 Target ¹
Our services shape the effective and efficient delivery of public services	<ul style="list-style-type: none"> • Number of contracts delivered v plan² • Value of contract portfolio v target 	<ul style="list-style-type: none"> • 5 contracts • £2bn portfolio value
Our expertise leads continuous improvement in commercial performance	<ul style="list-style-type: none"> • Number of Scotland Excel Academy courses v plan³ 	<ul style="list-style-type: none"> • 30 planned
Our services facilitate the delivery of national and local policy priorities	<ul style="list-style-type: none"> • Number of Scottish suppliers & percentage SMEs 	<ul style="list-style-type: none"> • No target
Our services enable positive and sustainable outcomes for people and communities	<ul style="list-style-type: none"> • Number of community benefits realised to date 	<ul style="list-style-type: none"> • No target • No target
Our insight and knowledge underpins innovative solutions for our customers	<ul style="list-style-type: none"> • Number of business change initiatives delivered v plan 	<ul style="list-style-type: none"> • 4 initiatives
Our activities are recognised as leading the way in public procurement	<ul style="list-style-type: none"> • Media coverage v target • Number of speaking engagements v target 	<ul style="list-style-type: none"> • 7 published media items • 2 speaking engagements
Our customers receive a measurable return on investment through savings	<ul style="list-style-type: none"> • Percentage savings achieved across the portfolio v target⁴ • Savings achieved in the last quarter 	<ul style="list-style-type: none"> • 2.5% rolling target (2018-23) • No target

¹ KPIs are monitored without targets where Scotland Excel cannot directly influence performance

² Contracts developed, renewed or extended

³ Programme modules and practice workshops

⁴ Excluding social care contracts

Scotland Excel

To: Executive Sub Committee

On: 18th September 2020

**Report by:
Chief Executive Scotland Excel**

Request for Associate Membership of Scotland Excel by Crown Office and Procurator Fiscal Service

1. Summary

- 1.1 In addition to the 32 local authorities which are full members of Scotland Excel, applications can be made for Associate Membership by organisations such as council arm's length organisations, community groups, charities, housing associations and voluntary organisations which are a public body or a body that engages in activities of a public nature.

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

2. Recommendations

- 2.1 It is recommended to committee that Crown Office & Procurator Fiscal Service application to join Scotland Excel as an associate member be approved, with no annual fee, subject to the agreement document.
- 2.2 Scotland Excel monitors all requests from arm's length and other organisations to become associate members to ensure that any legal requirements are met. In this case, Crown Office & Procurator Fiscal Service qualifies for membership in accordance with the Local Authorities (Goods and Services) Act 1970 section 1 (1B)(b) namely as a public authority or body.

3. **Background**

- 3.1 Crown Office & Procurator Fiscal Service (COPFS) is a Non-Departmental Public Body (NDPB). COPFS is Scotland's prosecution service and plays a pivotal part in the justice system, working with others to make Scotland safe from crime, disorder and danger.
- 3.2 Crown Office & Procurator Fiscal Service main roles and responsibilities are to:
- (a) Investigate, prosecute and disrupt crime, including seizing the proceeds of crime
 - (b) Establish the cause of sudden, unexplained or suspicious deaths
 - (c) Investigate allegations of criminal conduct against police officers.
- 3.3 Crown Office & Procurator Fiscal Service are a Living Wage accredited employer.
- 3.4 To ensure the efficient and cost-effective delivery of these services Crown Office & Procurator Fiscal has approached Scotland Excel and requested approval to become an associate member with access to our contracts.
- 3.5 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.

Scotland Excel

To: Executive Sub Committee

On: 18th September 2020

**Report by:
Chief Executive Scotland Excel**

Request for Associate Membership of Scotland Excel by National Library of Scotland

1. Summary

- 1.1 In addition to the 32 local authorities which are full members of Scotland Excel, applications can be made for Associate Membership by organisations such as council arm's length organisations, community groups, charities, housing associations and voluntary organisations which are a public body or a body that engages in activities of a public nature.

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

2. Recommendations

- 2.1 It is recommended to committee that the National Library of Scotland application to join Scotland Excel as an associate member be approved, with no annual fee, subject to the agreement document.
- 2.2 Scotland Excel monitors all requests from arm's length and other organisations to become associate members to ensure that any legal requirements are met. In this case, National Library of Scotland qualifies for membership in accordance with the Local Authorities (Goods and Services) Act 1970 section 1 (1B)(b) namely as a public authority or body.

3. **Background**

- 3.1 National Library of Scotland is a statutory public authority, a Scottish Charity and a Non-Departmental Public Body (NDPB). The library was established by the National Library of Scotland Act in 1925. The National Library of Scotland Act 2012 confirmed the Library's function and modernised the Library's Board. All board members are appointed by Scottish Ministers.
- 3.2 National Library of Scotland core function is:
- (a) Preserving, conserving and developing its collections.
 - (b) Making the collections accessible to the public and to persons wishing to carry out study and research.
 - (c) Exhibiting and interpreting objects in the collections, and
 - (d) Promoting collaboration and the sharing of good practice with and between other persons providing library and information services, and the adoption of good practice by those persons.
- 3.3 National Library of Scotland are an accredited Living Wage organisation.
- 3.4 To ensure the efficient and cost-effective delivery of these services National Library of Scotland has approached Scotland Excel and requested approval to become an associate member with access to our contracts.
- 3.5 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.

Scotland Excel

To: Executive Sub Committee

On: 18th September 2020

**Report by:
Chief Executive Scotland Excel**

Request for Associate Membership of Scotland Excel by Queens Cross Housing Association Ltd

1. Summary

- 1.1 In addition to the 32 local authorities which are full members of Scotland Excel, applications can be made for Associate Membership by organisations such as council arm's length organisations, community groups, charities, housing associations and voluntary organisations which are a public body or a body that engages in activities of a public nature.

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

2. Recommendations

- 2.1 It is recommended to committee that Queens Cross Housing Association Ltd application to join Scotland Excel as an associate member be approved, with an annual fee of £6,503, subject to the agreement document.
- 2.2 Scotland Excel monitors all requests from arm's length and other organisations to become associate members to ensure that any legal requirements are met. In this case, Queens Cross Housing Association Ltd 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. **Background**

- 3.1 Queens Cross Housing Association Ltd has 4,335 properties across four neighbourhoods in Glasgow. Queens Cross Housing Association Ltd is a Co-operative and Community Benefit Society and a Scottish charity. It is also a Registered Social Landlord.
- 3.2 Queens Cross Housing Association Ltd currently pay the Glasgow Living Wage and are working towards Living Wage accreditation.
- 3.3 To ensure the efficient and cost-effective delivery of these services Queens Cross Housing Association Ltd has approached Scotland Excel and requested approval to become an associate member with access to our contracts.
- 3.4 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.